

Second Annual Plan

April 2012 – April 2013



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Section 1 Overview of the NWIFCA as at March 2012

Audience and purpose

1. The Marine and Coastal Access Act (MACA sections 177-8) requires each IFCA to publish by 1 April each year, an annual plan for the coming year. The plan should meet Defra guidance, setting out the Authority's main objectives and priorities for the year. It will be used by Defra to measure the IFCA's performance, accountability and value for money and by Officers and Members as a check on progress during the year.
2. The NWIFCA intends that the Annual Plan should communicate our work programme for the coming year to Officers, Members, wider customers and stakeholders and the general public. It provides an overview of the functions of the Authority and its priorities for the coming year. It highlights the work we plan to undertake and how we aim to achieve our objectives.
3. The plan is intended to be a working document, defining the issues facing the NWIFCA. It should inform stakeholders and the general public how the NWIFCA will carry out its duties and what they can expect the Authority to deliver. It shows how issues will be tackled and how the actions and interventions taken by the Authority will be monitored and evaluated to see if the desired objectives have been achieved.
4. The preparation of this annual plan will be iterative. The plan will be kept as a 'live' document, uploaded to the NWIFCA website where it can be adapted and amended according to the development of the NWIFCA and changing events and priorities during the course of the year.

Duties of the NWIFCA

5. The NWIFCA is the relevant body for the protection of the marine environment and the sustainable regulation of inshore sea fisheries within its District. The Authority has a range of duties defined in the Marine Act section 153 to 184 including ensuring the sustainable exploitation of sea fisheries resources and protection of the marine environment from sea fishing within its District.

Characterisation of the NWIFCA District: March 2012

6. **Conservation Designations:** Part 5 of the MACCA provides for designation of Marine Conservation Zones (MCZs). Together with European Marine Sites, Ramsar sites and Sites of Special Scientific Interest the network will form an ecologically coherent network of Marine Protected Areas. A large proportion of the coastal and marine area within the NWIFCA District already has one or more statutory designations. Examples of marine habitats of conservation importance are: reedbeds, shingle spits, saltmarsh, intertidal mud and sandflats, intertidal skears and bedrock, biogenic reefs and subtidal sandbars and skears.
7. All IFCAs have statutory duties to seek to further the conservation objectives of MCZs. The duty applies to all IFCA functions but particularly to the duty to manage sustainably the exploitation of sea fisheries resources in an IFCA district.
8. **Commercial fishing activities** within the District are quite distinctly separated along geographical boundaries. In Cumbrian waters, boat fishing for nephrops (scampi, Dublin Bay prawn), Dover sole, brill and turbot are the most important, with plaice, cod, codling, skate (thornback ray) as a subsidiary fishery. Substantial intertidal fisheries exist for periwinkles, cockles, mussels and razor fish. In the southern part of the district, what was once a burgeoning fin-fishery has dwindled to a fraction of its former glory. The predominant inshore

fisheries are intertidal shellfishing for cockles and mussels, with some shrimping; but bass, plaice, dab, fluke, whitebait, mullet and codling are still fished. Both areas share a small crab, lobster and whelk fishery.

9. The number of licensed fishing vessels within the district has been obtained from the Marine Management Organisation website (1st January 2011) showing 183 vessels of 10m and over, and 88 under 10m length.
10. **Recreational fisheries:** There are substantial levels of non-commercial fishing activities in the District including nets and lines set from the shore and piers. Hobby fishing from boats is increasingly popular both traditional angling but also using pots for lobster, crab and whelks. Bait collection is common on many shores for peeler crabs, lug, rag and other worms as well as razor clams. The NWIFCA is contributing to the joint project with Cefas known as Sea Angling 2012. This is designed to provide the first survey of recreational fishing around the English coast.

Evaluation and Monitoring of NWIFCA performance

11. A framework for adoption by all IFCA was provided by Defra. It comprises a vision, success criteria, high level objectives, desired outcomes, and performance indicators. These targets are common to all IFCA and will be used by Defra to evaluate IFCA performance.
12. The MACCA provides for a Secretary of State report to Parliament every four years from the vesting date (1 April 2011) on the performance of the IFCA. The Defra suite of objectives and indicators are designed to cover the period to April 2015 and the first SoS report. Achievement against these success criteria will be one of the main influences on the report.
13. **The Vision for IFCA set by Defra in 2009 is:** to lead, champion and manage a sustainable marine environment and inshore fisheries in its District by successfully securing the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry.

Membership, structure and governance

14. The NWIFCA has 29 members listed in Annex A. Ten are representatives of the funding local authorities; Seventeen MMO appointees are appointed by open competition to create a balanced membership of stakeholder interests and there are three agency members from Environment Agency (EA) and Natural England (NE) and MMO. As at May 2012, there is 1 vacancy. MMO has announced a recruitment to appoint a new member.
15. The NWIFCA meets quarterly. Meetings are generally open to the public but confidential matters may require all or parts of meetings to be closed. Standing Orders for the Authority have been agreed and are on the website. Whenever possible, committee papers are posted on the website 7 days in advance of meetings. Meeting dates booked for 2012 are: Tuesday 12 June; Friday 28 September; Tuesday 11 December. Most full Authority meetings are held in Morecambe Town Hall. Small sub-committees may be held in the Carnforth Office.
16. The NWIFCA has a Technical, Science and Byelaw Sub-Committee (TSB) to address detailed work in these areas and remove much of the technical discussion from the full Authority. The TSB has 13 members, comprising mostly MMO appointees although all members are entitled to attend and meetings are generally open to the public. The TSB meets between the main Authority meetings and reports decisions to the full Authority. Dates and venues for meetings are posted on the website.

17. A Finance Sub-Committee is responsible for the budget and budget monitoring. As the NWIFCA funding providers, all and only Councils on the Authority are represented on the Finance Sub-Committee.
18. A Patrol Boat Sub-Committee is responsible for planning and if possible procuring a new main patrol vessel.

Budget

19. The budget for 2012-13 was agreed by the Finance Sub-Committee at its meeting on 5 December 2011. The summary budget as follows provides an increase of 1% compared with 2011-12

EXPENDITURE	-	-
Employees	£812,523.00	
Premises	£50,800.00	
Transport	£216,234.00	
Supplies & Services	£65,950.00	
Support Services	£14,000.00	
CDC	£21,500.00	
TOTAL EXPENDITURE		£1,181,007.00
INCOME	-	-
Levy	£1,164,007.00	
Shellfish Sampling	£14,000.00	
Interest	£3,000.00	
TOTAL INCOME		£1,181,007.00
	-	
Surplus/-Deficit		£0.00

NWIFCA establishment: staff assets and equipment

20. Details of the establishment of the NWIFCA are provided in Annex B including lists and distribution of posts, assets, and equipment. An inventory of all the NWIFCA's equipment is maintained and updated annually or more frequently as required.
21. The NWIFCA has two offices and a total of 19.5 full time equivalent staff. Most of the business and administration of the Authority takes place in Carnforth where the Chief Executive, Clerk/Office manager, Finance Director, Scientific Staff and Administrative Officer are based. Enforcement operations are managed by the Enforcement Director from the Whitehaven office with an office manager and operational support officer. The Whitehaven office is located on the docks close to the Patrol vessel berth.
22. The Patrol vessel FPV 'Solway Protector' and crew of 3 Inshore Fisheries and Conservation Officers (IFCOs) patrol the sea area of the District to 6 miles and beyond as required. The Patrol vessel is based in Whitehaven Harbour. Six shore-based IFCOs operate throughout the District patrolling the inshore sea and intertidal fisheries along the coast using rigid inflatable boats and quad bikes.
23. The science team consists of 3 Environment and Fisheries Officers with one Communications and Science Officer based in Carnforth. Science Officers are also trained as Enforcement Officers (IFCO warranted) and can assist with enforcement when there is high demand.

24. The Communications and Science Officer commenced employment on 2 April 2012. This Officer will in their first year, be responsible for delivery of the Sea Angling 2012 project being done in partnership with Cefas. There is one Science Officer vacancy. Recruitment is underway.

Health & Safety

25. The NWIFCA has a comprehensive Health and Safety Policy designed to show how staff can and should carry out their duties safely and the factors which must be considered before any action is taken on behalf of the NWIFCA. The Health and Safety Policy is available from the NWIFCA on request; electronically or on paper.

NWIFCA Capability assessment, Officer Training Programme and Staff management

26. The NWIFCA training programme identifies areas where Officers' skills require development and provides in-house training where available. The training objectives of each Officer are identified in staff reviews. The NWIFCA agrees that knowledgeable, skilled and well-informed staff will increase efficiency in the delivery of all objectives. A skilled workforce can educate stakeholders and reduce infringements and complaints. Investing in training motivates employees and encourages dedication. Personnel development improves morale and job satisfaction.
27. Officers' responsibilities were substantially increased by the challenges of the new duties placed on IFCA. In addition, the NWIFCA faced a major extension to the District compared with the SFC, as well as the challenge of amalgamating the NWSFC and Cumbria SFC. New and changing technology requires new ways of working and poses further challenges to all staff whether new or experienced. Staff will require a diverse range of training to meet the new demands placed on them.
28. Therefore the training programme includes:
- I. Defined training programmes aimed at specified roles and responsibilities provided in house, by the IFCA as a group, by MMO, Defra and outside providers
 - II. Tailored training to meet organisation and personal objectives for each officer, which will assist the NWIFCA deliver desirable outcomes;
 - III. Assessment of the NWIFCA's existing and future skills and capabilities required;
 - IV. Consideration of 'off the shelf' training products available and the methods most suitable to provide training and bridge gaps in capability;
 - V. Monitoring and evaluation of training to achieve added value and effectiveness.
29. All new NWIFCA Members receive an induction pack of information about the IFCA and the role of Members. IFCOs and Members received introductory 'new duties' training delivered by Defra in 2011 prior to vesting. IFCAs and MMO delivered Marine Enforcement Officer (MEO) training to all warranted officers. Further training in all areas is required and is being developed and delivered as part of the Authority's investment in staff and its commitment to having a fully skilled team.
30. All IFCOS attend a standard set of training courses to ensure they have the skills required to undertake their field based tasks. For example, new IFCOs attend the annual standard 1 week IFCO training course required to receive the IFCO warrant. They attend refresher courses at 3-5 year intervals. IFCAs and MMO are jointly developing officer development training course. Trial courses in 'Technical Conservation' and 'Investigative Law' were held in March-April 2012. The NWIFCA had Officers on both courses and all Officers will be encouraged to attend these courses as soon as possible. Some NWIFCA Officers are booked to attend these courses in

June and July 2012. Two NWIFCA officers are attending the 3 week Royal Navy searider training course in May 2012. This course is the top level Fishery Officer course attended by RN Fishery Officers aboard UK fishery patrol vessels.

31. As part of the staff management system, reviews include a formal review of training completed and an assessment of training requirements. Officers are encouraged to work with their line managers to take training as part of personal development in areas they wish to pursue and to improve the skills complement of the NWIFCA.
32. An inventory of all training undertaken and renewal schedule is maintained and updated annually. This provides a NWIFCA capability assessment.
33. IFCOS are trained to work to standards set out in NWIFCA policies including the Health and Safety Policy, the Risk Management strategy and the Enforcement Policy including the adopted Code of Conduct for inspections
34. The aim of this training is to promote consistency and high standards in all activities of the NWIFCA particularly enforcement and inspections. The NWIFCA must be working to a common standard which all IFCA are aiming to achieve. This will show that NWIFCA staff have the skills and capabilities and behaviours to perform effectively in their roles, and are motivated to deliver the key operational outcomes targeted in the Organisations objectives.
35. The training programme will be reviewed annually in order to check that training is focused on these objectives and amendments will be implemented. The programme will be monitored and evaluated to assess its effectiveness, and to evaluate specific training methods and products.

Risk Assessment and Mitigation

36. Like all organisations, the NWIFCA faces the potential for events and consequences that may either be opportunities for benefit or threats to success. This potential has become known as risk. Management of risk is increasingly considered to be a part of management of an organisation. The NWIFCA recognises its responsibility to assess possible risks to its Officers and Operations from unforeseen events.
37. Risk management is the process whereby the Authority methodically addresses the risk associated with what it does and the services which they provide. The focus of good risk management is to identify what can go wrong and take proportionate steps to avoid this or successfully manage the consequences. The importance of looking afresh at risk comes in the wake of a more demanding society and more challenge when things go wrong.
38. The NWIFCA risk management strategy is available from the NWIFCA office. This strategy was reviewed in March 2012 and will be reviewed next in March 2013.

Enforcement

39. The Authority aims to be an efficient and fair enforcer, which manages the exploitation of sea fisheries resources with a range of enforcement measures and sanctions. In order to regularly assess and continually improve the impact and effectiveness of these measures and sanctions, the NWIFCA has an enforcement strategy which complies with the Regulators' Compliance Code, taking account of the Hampton Principle's (reducing administration burdens on the Authority) and other current legislative requirements
40. The enforcement strategy is available from the NWIFCA office electronically or on paper. It was reviewed in March 2012 and will be reviewed again in March 2013

Work programme

41. The NWIFCA work plan at Annex C is structured around the Defra monitoring framework. Officers have drafted working level objectives tasks and timescales covering all the main areas of work of the Authority.
42. The staff management system includes Officers' job plans in which each staff member will cover the elements of the objectives for which they are responsible. This ensures that all Officers of the Authority understand the evaluation and monitoring framework and are contributing to achieving a common set of objectives.
43. In Annex C, the working objectives in column 3 are structured under the 7 success criteria set out in Defra guidance. The High Level objectives and Performance indicators provided by Defra are converted into the main work areas for the NWIFCA in Column 2.
44. Columns 4 and 5 identify the lead officer or department where work on each task will take place and contributors who may be officers, members, partner agencies or other players. Column 6 shows milestones and timescales with detail and updates in column 7.

Science Programme

45. The science work programme for 2012-13 is at Annex D. This plan is being further developed with the advice of Authority members representing Marine Science.

Working in Partnership

46. The NWIFCA works with many other agencies to deliver its duties. Core elements of the work programme are set by Defra and national NDPBs such as Natural England (NE), the Marine Management Organisation (MMO), EA, GLA, FSA, Cefas. Local Councils are key delivery partners at a local level. In 2011-12 the Irish Sea Conservation Zones project has been a significant partner body.
47. **Department for Environment Food and Rural Affairs (Defra).** Defra have oversight of IFCA. The Department set the framework for IFCA duties in the MACA and in the guidance published at the end of the IFCA implementation project in April 2011. Defra continue to give advice to IFCA and require annual plans and reports for scrutiny. A quadrennial report to the Minister from each IFCA will be required in April 2015.
48. **Marine Management Organisation (MMO), Environment Agency (EA), Natural England (NE), Centre for Environment Fisheries and Aquaculture Science. (Cefas):** The Defra monitoring framework required each IFCA to agree England wide Memoranda of Understanding with partner agencies: MMO, EA, NE and Cefas. Agreements with MMO, EA and CEFAS were signed by all IFCA in 2011-12. Defra recommended that the national MOU should also provide for local agreements with EA, MMO, CEFAS and NE.
49. In the North West, IFCA members decided in 2011 that the NWIFCA annual plan should include the objectives of partner bodies and that the annual plan should form the local action plans to the MOUs. It would be efficient if this arrangement could continue, and Members are invited to suggest further elements of the plan relevant to IFCA objectives which would assist delivery of the objectives of partner bodies.
50. The tasks and priorities at Annex 1 are designed to deliver both the Annual plan for the NWIFCA and the local action plans for the MOU with Cefas, NE, EA and MMO. These agencies are invited to propose task to meet their objectives for inclusion in the plan at Annex 1.

51. **MMO** is an important partner in the delivery of fisheries enforcement, IFCO training and new byelaws. The NWIFCA wishes to encourage joint working in these areas.
52. **EA** is responsible for delivery of the EU Water Framework and Marine Strategy Framework Directives. EA may wish to direct the annual plan to include work to achieve these Directives.
53. **NE** must be consulted under the 2010 Habitats Regulations on all new activities in European Marine Sites or other designated areas. The NWIFCA will work with NE to promote sustainable management of all protected areas in the District.
54. **Other agencies** Other partner bodies are critical to the delivery of IFCA objectives. These include Councils, Environmental Health Services (EHS), the Food Standards Agency (FSA) and the Gangmaster Licensing Authority (GLA).
55. **EHS:** Some of the largest fisheries in the NWIFCA District are intertidal shellfisheries. It is vital that fisheries comply with shellfish hygiene standards as laid down in the Shellfish Waters Directive and that shellfish harvested from intertidal areas carry valid registration documents to permit the onward sale and transport of shellfish from the shore and into the human food chain. The NWIFCA works with EHS throughout the District, collecting shellfish samples under contract and assisting with the task of enforcing the requirement for registration documents.
56. **Councils** convene multi-agency committees to prepare operational plans to manage the diverse socio-economic and environmental impacts of cockle and mussel harvesting are set up as required by the NWIFCA working with Councils and other agencies. The NWIFCA is currently assisting with operational planning for cockle fishing on the Wirral and Ribble and mussel fishing in the Dee Estuary.
57. **GLA** promote the use of Gangmaster licences to bring more effective regulation into the shellfish industry. The NWIFCA supports this initiative and works with the GLA to improve the standards of financial and management practice.
58. The NWIFCA consults many NGO in the development of its policies including relevant conservation and fisheries organisations.

Equality Act 2010

59. The Equality Act 2010 harmonizes and, in some respects, extends previous equality law. It aims to make the law more consistent, clearer and easier to follow in order to make society fairer'. As a public sector body and as an employer, the NWIFCA will fully comply with all Equality Act legislation and standards.

Publicity and Communications

60. The NWIFCA has a responsibility to communicate effectively with internal staff and Members and externally with partner bodies. Stakeholders across the scope of the IFCA remit and the general public also require targeted information from time to time and the NWIFCA has a responsibility to inform those who need to know and those who are interested about our work, policies and the regulations we implement. An outline Communications Policy prepared in 2011 is available from the NWIFCA and shows the intent of the NWIFCA to fully communicate with those audiences. Our aim is to further develop and implement the policy in 2012-13 by considering the level and types of communication required for the range of audiences interested in its work.

61. The NWIFCA website at www.nw-ifca.gov.uk holds background information about the Authority, details of meetings with reports, news and details of current activity. Significant information is reported in press releases put on the website and sent out to the print and audio visual media throughout the District.
62. The website provides publically available current information about the NWIFCA work. It contains meeting dates, agendas, reports and minutes of the NWIFCA meetings. Also annual plans, and science plans NWIFCA membership and a range of policies and procedures such as the Authority's enforcement policy, Freedom of Information Act, Code of Conduct (applying the Regulators' Compliance Code for inspections both ashore and at sea), and compliments, comments and complaints procedures. Some application forms are downloadable and this provision will be developed further in 2012-13.
63. The website will be developed as part of the implementation of a communications plan for promotion of the work of the Authority.

Customer service standard and Freedom of Information

64. The NWIFCA is committed to being a transparent and accountable organisation. We want our partners and stakeholders (customers) to know what to expect from us and the level of service we will provide. A customer service charter and service standards including freedom of information act publication scheme and a complaints procedure are available from the NWIFCA Office and on the website.

Challenges and priorities for 2012-13

65. **Byelaw review:** In 2012-13, a new permit scheme Byelaw 3 building on Byelaw 5 and using the new powers available to IFCA is planned for 2012. Byelaw 3 will include remaking other byelaw regulations for cockle and mussel fisheries in the District. Other new and replacement byelaws planned for 2012 and beyond include a new byelaw to prohibit all fishing in the Bass nursery area at Heysham. A replacement for Byelaw 1 (Scientific activity) Byelaw 2 (Vessel length limits for the District) and new byelaws covering fishing with nets are the next priorities.
66. **Achieving effective compliance with shellfish regulations.** Experience with the Wirral and Ribble fisheries in 2010-2012 has shown that stronger regulations are required covering issues such as fishing in closed area, fishing in closed seasons, fishing without permits, failure to carry shellfish registration documents, unsafe fishing and a lack of transparency over virtually all aspects of how the industry operates and is managed. The NWIFCA will work with other agencies with the shared aim of improving many aspects of the management of these fisheries in 2012-13.
67. **Review of sustainability of Fisheries in the District:** This is an objective set by Defra for all IFCA. In the NW, the project is supported by NE, EA and MMO and the TSB Sub-Committee is responsible for the review. The outcome of a national level bid for funding under the heading 'Project inshore' is awaited and resources are being investigated locally. A provisional list of fisheries in the District has been prepared.
68. **Morecambe Bay Fishery Order:** The application is now with Defra after a large amount of work in 2011-12. A draft Order is awaited from Defra which will be subject to public consultation. Following extensive stakeholder consultation, the NWIFCA has made an application to Defra for a Hybrid Fishery Order to govern shellfishing in Morecambe Bay and the Duddon Estuary. The Order will grant the NWIFCA authority to operate a regulated or licensed fishery in the area of the Order. This should enable better control of fishing effort and a better balance in the interests of stakeholders. The objective is to develop a modern,

professional and sustainable molluscan bivalve fishery. The Order will also contain provision for Several Areas within the area of the Order. Several Areas would be leased to operators for the development of mariculture of shellfish.

69. The Application to Defra including a Management Plan and conservation assessment has been produced detailing all the measures proposed in the Order and is available from the NWIFCA Carnforth office on request.
70. **Marine Protected Areas:** The NWIFCA faces a range of local and national challenges in the coming year. In north-west England an increasing proportion of the Authority's District is subject to designations including SAC and SPA, Ramsar, SSSI and the emerging MCZ suite. In 2012-13, we expect that the management of new SAC, SPA and Ramsar sites will become a priority and the NWIFCA as a leading 'competent authority' as in the Habitats regulations may be expected to play a leading role in developing management schemes and measures for sites.
71. **MCZ:** A consultation on the proposed MCZ sites is expected in 2012. The NWIFCA will work to ensure that there is an agreed balance between the conservation objectives of the sites and the socio-economic impacts on the fishing industry. Depending on progress with designation, the NWIFCA may have a developing role in bringing in management measures (byelaws or other agreements) in 2012-13.
72. Compiling a funding package for a new patrol vessel. The NWIFCA has agreed that a new vessel is required. Planning and Design has been done. The challenge in 2012 will be to obtain commitments to funding a new vessel.

Affiliations and Membership of the NWIFCA

Council Members of the NWIFCA and numbers of appointees	Appointee
Blackpool Borough Council (1)	Cllr C. Maughan
Cheshire West and Chester Council (1)	Cllr M Byram
Cumbria County Council (2)	Cllr AJ Markley Cllr AC Ross
Halton Borough Council (1)	Cllr R. Hignett
Lancashire County Council (2)	Cllr S Leadbetter Cllr A Thornton
Liverpool City Council (1)	Cllr T Beaumont
Sefton Council (1)	Cllr T Glover
Wirral Metropolitan Council (1)	Cllr B Kenny

MMO Appointees and their Affiliations:	
Commercial Fishing (shellfish)	Mrs J Butler
Marine Science	Dr J.A. Clark
Commercial Fishing	Mr D Clarke
Anglers and Recreational Fishing	Mr B Crawford
Marine Science	Prof. C. Frid
Commercial Fishing	Mr R Graham
Shellfish aquaculture	Mr D. Grunshaw
Marine Industry	Mr M. Hawkins
Commercial fishing and aquaculture	Mr T. Jones
Fisheries management	Mr A. Maltby
Marine	Mr J.D. Murphy
Commercial fisherman	Mrs M Owen
Recreational fishing	Dr P. Williams
Commercial fisherman	Mr C Woods
Marine	Ms Y Yadi
Marine Science/Conservation	Ms C. Reed
1 vacancy	
National Agency appointees	
Natural England	Chris Lumb
Environment Agency	Bill Darbyshire
Marine Management Organisation	Neil Robinson

NWIFCA establishment: details of staff, assets and equipment

Staff structure diagram to be inserted

Personnel

The NWIFCA has 19.5 FTE staff: 8 in the Carnforth Office (1 vacancy), 7 in the Whitehaven Office including the crew of FPV Solway Protector and 2 shore based Inshore Fisheries and Conservation Officers (IFCO)s and 4.5 shore based IFCOs in the South of the District. The roles are as follows:

Chief Executive Officer: Has overall responsibility for the Authority and is the accountable officer. Responsible for Carnforth Office. Reports to Authority Chairman

Enforcement Director / IFCO (Whitehaven) – Management of the Authority's operational and enforcement programme planning, staff, equipment and resources. Responsible for Whitehaven Office. Reports to CEO.

Finance and Human resources Director (Carnforth) – Financial Auditing working with internal and external Auditor, financial and budget planning, monitoring, reporting payments and invoicing. Staff contracts, recruitment, terms and conditions. Reports to CEO.

Master 'Solway Protector' and Deputy Enforcement Director / IFCO (Whitehaven) - Operational planning, management and safe working of the Authority's patrol vessels. Manager of sea-going operations. Deputy responsibility for the planning and execution of fishery patrols. Reports to ED.

Engineer / IFCO (Whitehaven) – Supporting the NWIFCA's sea going and land based operations. Responsible for maintaining all the Authority vessels and quad bikes. Reports to Master

IFC Officers (7.5 fte officers) – Responsible for enforcing the Authority's byelaws, national and EU fisheries and environmental legislation, crewing patrol vessels. Report to master and ED.

Science and Communications team (4 officers) (Carnforth) – Responsible for providing the NWIFCA with scientific advice and communications. The Science team advise the Authority on fisheries management and development consultations. They carry out a wide range of research survey and reporting to the Authority.

Clerk and Office Manager (Carnforth) – Responsible for issuing permits, licences and authorisations and updating database as necessary; preparation of reports to Committee, preparing adverts and applications for confirmation of byelaws; servicing the NWIFCA Committee; supervising and managing general office and staff.

Health and Safety Manager, Office Manager and Operational Support Officer (Whitehaven) Responsible for updating implementing the Health and safety policy, staff training, asset inventory and equipment. Provides operational support to the ED, and IFCOs

Administration Assistant (Carnforth) – Reception and administrative support to Carnforth Office and Fishery Officers, assisting with permits, licences and authorisations, office administrative duties and responding to public enquiries.

NWIFCA Equipment (vehicles, vessels and offices)

Leased office in Carnforth

Cumbria Council Office in Whitehaven

FPV "Solway Protector" – 1989, 16 metre Arun class GRP hulled vessel - based in Whitehaven (Fig. 8(i))

FPV "Protector Bravo" – 1999, 7 metre RIB – based in Whitehaven

FPV "Protector Alpha" – 1994 5.4 metre RIB – based in Liverpool

FPV 'Protector Gamma' 2011 6m RIB – Based in Barrow

4.5m Zodiac based in Morecambe

Patrol vehicles: (2 Landrovers, Nissan patrol, 2 Isuzu 4WD 1 radar van (Fig. 8(ii))

Science vans: 2 Renault vans

ATV quad bikes (7)

Rented storage facilities in Whitehaven, Ulverston, Carnforth, Morecambe, Liverpool

Annex C: NWIFCA Work Programme for 2012-13 as at March 2012						
	High Level Objectives supported	Working Level Objective	Lead	Partners	Due Date/Progress	Performance indicators and update May 2012
Success Criterion 1. The NWIFCA has sound governance and staff are motivated and respected						
	1.1 1.2 7.2	Annual plan 2012-13 approved	CEO	All Members and Officers	June quarterly	Plan complete May 2012
		Annual plan reviewed & updated			September	
		Draft plan 2013-14			Mar-13	
		Annual report 2011-12 draft	CEO	Members	Jun-12	
		Annual report final & on website	CEO	Members	Sep-12	
		Annual report 2013 compilation	CEO		Mar-13	
		National framework for IFCA monitoring and evaluation	CEO			Awaiting development at national level
	1.1 1.2	Budget monitoring monthly and quarterly reporting	Finance Officer	CEO Finance Sub Committee	ongoing	
		Annual audit and accounts completed	Finance Officer	CEO Finance SC	July Ongoing annually	
		Budget forthcoming year prepared agreed and levied	Finance Officer	CEO Finance SC	Oct-Feb-April ongoing annually	
	1.1	Risk Management Strategy, Strategic and Operational Risk Registers	CEO, Finance Officer	MMO, EA, NE, NWIFCA		Completed and reviewed March 2012
	1.1 Authority administration	4 NWIFCA meets per year Sub committees as required	Clerk	Officers & members	Ongoing	
	1.4 Staff management and training	Staff management Job and Personal Development plans completed.	Personnel Officer	Line managers. All staff	April	Ongoing. Repeat each year
	1.4	Annual & 6 month reviews			April & Sept	Ongoing
	1.5	Joint agency training. Officers to attend MMO Tech con and investigative law	Enforcement Director	Officers	41730	Ongoing for new staff

	1.5	Staff trained to promote NWIFCA aims and objectives			Ongoing	
	1.6	Assess behaviour of staff toward stakeholders, general public and officers/staff of partner organisations	CEO, Enforcement Director		Ongoing	This is incorporated in Staff reviews
	1.5	Inventory of staff training gap analysis people capability strategy staff to attend and update mandatory training	Training Officer. CD	All staff	Ongoing	Annual update to skills inventory shows training required & completed
	1.1	Update NWIFCA Health and Safety Policy and ensure all staff are effectively trained	H&S Officer CD		Ongoing	Policy reviewed for each quarterly meeting and updated as required
	1.1	Inventory of assets and equipment	Officers			Done to date March 12
	1.6	Identify members training required	Comms officer	Members	Ongoing	Consultation to be undertaken
		Development and implementation of systems that enable staff & members to contribute to policy	Comms officer	Staff and Members	Ongoing	Consultation and Communications strategy to be developed
Success Criterion 2. NWIFCA uses evidence based byelaws & management measures						
	2.1	Technical Science and Byelaws subcommittee in place	Science team	Staff & members	Ongoing	Meetings between IFCA quarterlies as required
	2.2	Byelaws based on scientific or other evidence. Made in accordance with Defra guidance	Byelaws Officer	Byelaw Sub-Committee	From April 2011	Proposed byelaws with evidence reports and Impact Assessments reviewed by MMO.
	2.2	Byelaw review. Complete implementation of Byelaws 1,2. Byelaw 3 Cockle and mussel permit scheme, Heysham Bass nursery area byelaw.	Byelaws Officer	Byelaw Sub-Committee	01/04/13	Target for one year. Review to be completed by 2015.
	2.1	District-wide assessment of the effort level of recreational fishing	Science Team IFCOs	CEFAS	2013	Sea Angling 2012 Bait digging needs to be assessed
	2.1.	Cockle and mussel surveys throughout District as required to inform management	Science team IFCOs	TSB NE	Ongoing	Details in science plan
	2.1	Research projects to inform policy development and management measures	Science team	TSB Officers Members		Details in science plan
	2.1	Implement Morecambe Bay Fishery Order	MBFO Officer	TSB	41365	.

Success Criterion 3. NWIFCA operates a fair, effective and proportionate enforcement regime						
	3.1	Work with partners to develop national and local Joint Enforcement arrangements and local enforcement plans	Enforcement Director	MMO; EA; NE Regional Wildlife crime Committee	Ongoing	Attend regional multi-agency enforcement committee
	3.1 3.2	Implement enforcement strategy in all patrol operations	Enforcement Director	NWIFCA MMO EA, NE	Ongoing	Enforcement strategy drafted Feb 2012 Will go on website when approved
	3.1	Draft and agree with members an Enforcement Risk Register	Enforcement Director	NWIFCA,EANE, MMO	41394	
	3.1, 3.2, 1.5, 1.6	Train officers to work to the NWIFCA enforcement framework	Enforcement Director		Ongoing	
	3.1	Enforce byelaws and other measures in shore areas	Enforcement Director	All IFCOs	Ongoing	
	3.1	Enforce byelaws and other measures at sea	Enforcement Director	Patrol vessel IFCOs	Ongoing	
	3.1	Procure new main patrol vessel	Enforcement Director	Council members		Dependant on funding
Success Criterion 4. NWIFCA works in partnership with stakeholders						
	4.1	Renew and implement MOU with partner bodies.	CEO	Cefas MMO, EA, NE	41000	MOU with NE, MMO signed for 2012-13.
	4.1	Multi agency management committees: Wirral Ribble Morecambe Bay	Science team IFCOs	All partner bodies	Ongoing	As required to manage emerging shellfisheries
	4.1; 2.1	Work to meet shared objectives for shellfish management	Science team IFCOs	Environmental Health services GLA	Ongoing	
	4.1; 2.1	Deliver contracts with CEFAS for Sea Angling 2012 and Nephrops sampling	Enf Dir & SA2012 officer	Cefas	41365	
	4.3; 5.1;5.2; 7.1	Update database of stakeholders and contacts	Clerk		Ongoing	Full database restructure and update in 2011. Further work as required.
	4.1; 5.2	Support joint IFCA discussions of policy and procedure. AIFCA, Chief Officers, MMO, Defra	CEO, Chairman	Members, Officers	Ongoing	CEO is Secretary of Chief Officers group
	4.1; 5.1	Data shared under protocols which meet data protection regs	Clerk	All partners as required	Ongoing	

4.1; 7.1	Stakeholder engagement strategy	Communication Officer	Partner bodies Members	41153	Communication strategy in prep.
4.1; 7.1	Publication of a quarterly newsletter	Communication Officer		41000	Newsletter in prep.
4.2; 7.1	Website reviewed and updated	Communication Officer		41000	Meeting papers on website prior to meetings. News items and press releases added
4.2 FOI	Answer FOI requests within deadlines	Office Manager		41000	Freedom of Information scheme on website

Success Criterion 5. Use of evidence and research to deliver objectives

5.1	Draft and implement annual research plan	Science Dept	MMO; EA, NE; NWIFCA TSB	April 2012	
5.1	2011-12 research report	Science	NWIFCA TSB	41061	Scheduled for start in April 2012.
5.1 5.2	Agree with partners, management needs of new MPA in the District	Science	NE, MMO	Ongoing	Liverpool Bay SPA, Lune Deep & Shell flats SAC, MCZ
4.1; 5.1; 5.2; 5.3; 6.1; 6.2	Take account of Partners advice in developing and implementing management measures. Seek compliance with Habitats Directive and achievement of conservation objectives for MCZ	Science	NE, MMO, EA, Cefas	Ongoing	
5.1; 6.1	Implement management measures for MPA as required	Science	NE, MMO	Ongoing	
5.1; 5.2;	Maintain records systems to support decisions	Science		Ongoing	Includes paper and electronic science records and main NWIFCA database
5.1; 7.1	Contribute to relevant evidence networks, national level	Science Team		Ongoing	UK TAG group. Cefas science workshops. Angling 2012.
1.1; 7.1	Publish annual plans, reports, research plans, reports, on NWIFCA website.	Science Team	TSB	Ongoing	Annual plan and research plans on website. IFCA reports on website.

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

6.1; 6.2	Plan and implement sustainability review of fisheries taking account of relevant national and local programmes	Science team	NE, MMO, EA, TSB	42095	Some preparatory work done. Need outcome of project inshore bid to guide next steps
6.1; 6.2; 6.3	Ensure WFD and MSFD objectives are delivered.	Science Dept	MMO; EA; NE, TSB	Ongoing	Are there specific targets here

7.1	Multi-agency Joint Communications Plan with coastal communities	Communication Officer	MMO; EA NE	Ongoing	No resources for this to date
6.1	Apply Government guidance on Sustainable Development principles.	Science Dept		Ongoing	
6.1	Take account of UK Marine Policy Statement and the process of marine planning on the NWIFCA's work	CEO, Science Team	MMO; EA; NE; TSB	From April 2011	
Success Criterion 7. IFCAs are recognised and heard					
5.1; 5.2; 7.1	Adopt agreed standards and precautionary approach in management of SSSI, NNR, Ramsar sites, EMS, MCZ	Science Dept.	NE, Members Officers TSB	Ongoing	New activities assessed and impacts mitigated. Consents agreed with NE
7.1	Attend management boards/steering groups for marine protected areas	Science Dept.	TSB	Ongoing	
7.1	Attend and support AIFCA	CEO Chairman		Ongoing	
7.1	MOUs agreed with NE, MMO, EA, CEFAS	CEO		Ongoing	
7.1	Communications plan in place	Communications		March 2013	
7.1	Education and Awareness projects	Communications		Ongoing	
7.1	Posters and leaflets	Communications		Ongoing	

Annex D: NWIFCA Science plan 2012-13		days	HLO/PI
Resources, 3.75 Officers @ 220 days=725days			
District-wide Stock Assessments Ongoing as required	Mussel Bed Inspections and surveys	60	
	Cockle Bed Inspections and surveys	60	
Advice to Industry and Public	Telephone, Written, Email, Other	55	
Analysis & Dissemination of Management Information	Quarterly Report	8	
	Annual Science Report & Science Plan	6	
	Review of Evidence Base		
Communications	Newsletter, press releases, publicity, posters, leaflets, website, events	50	
Contingency and reactive	As required	50	
Representing NWIFCA at Meetings: Attendance and Reporting	NWIFCA meetings	32	
	NWIFCA Technical Sub-Committee meetings	24	
	Barrow Borough Council Wildlife & Heritage Committee	1	
	CEFAS 'Science Day'	2	
	Morecambe Bay Partnership AGM	1	
	Morecambe Bay Action Group / Joint Liaison Group	1	
	Morecambe Bay EMS Management Group	1	
	Liverpool Bay EMS Management Group		
	MCZ Management meetings	10	
	Dee Liaison Committee Meetings	1	
	Shellfish Hygiene Liaison Meetings	2	
	IFCA Technical Advisory Group (TAG)	4	
	North West & Cumbria FLAG (Fisheries Local Action Group)	1	
	Welsh Inshore Fisheries Group (North)	1	
Project Specific			
Sustainable Fisheries Review	Lead on progressing the review	20	
Byelaw review	Compile evidence for RIA to support new and reviewed byelaws	20	

Sea Angling 2012	Co-ordinate surveys	50	
	Data entry and reporting	30	
	Liaison with Cefas	2	
MCZ management planning	Depends on sites to be designated	40	
Heysham Flat	Ongoing mapping of <i>Sabellaria</i> colonies	5	
Cockle Cultivation Trial – Lytham	Continue monitoring & assimilate results	4	
	Inform full experimental design		
	Extend experiments to other areas if sufficient stock		
Barrow I mussel relay trials	Continue monitoring	2	
	Assimilate and report on results		
North Walney Channel mussel relay trials	Monitoring and evaluation	2	
	Assimilate and report on results		
Liverpool Bay Clam Dredge Trial	Trial design	10	
	Inform and review Appropriate Assessment		
	Monitor and evaluate & report on results		
Possible trial of wet Dredging for cockles: Will go ahead if a suitable site becomes available	Feasibility Study & assessment of LSE	10	
Southport Shrimps Study	Liaise with Liverpool University	5	
	Assimilate results to inform management of fisheries		
Shellfish Hygiene	Sampling		
	Mapping		
	Liaison, Strategy and Planning	10	
Humphrey Head Saltmarsh Monitoring	Continue dataset	4	
Non-native Species	Monitor District's fisheries	4	
	Incorporate most up-to-date advice		
	Evaluate risk and inform management		
Small Fish Surveys	Continue to work with National TAG to progress these surveys	4	
Energy Developments and Consultations			

UK Grid North West Coast Connections for High Voltage Power Cables	Monitor and feed into UK Grid's strategic options decision	5	
	Input to consultation relating to Morecambe Bay routing		
FLOWW (Fishing Liaison with Offshore Wind and Wet Renewables Group)	Attend meetings	4	
	Represent NWIFCA and fisheries interests		
Windfarms - Round 3 Irish Sea Zone, Burbo Bank, Walney & West of Duddon Sands	Extensions to existing windfarms	4	
	Routing of export cables - monitor impacts on fisheries		
Western HVDC Link	Routing of export cables - monitor impacts on fisheries	4	
Halite Gas Storage Proposal	Represent NWIFCA and fisheries interests during Planning Process	4	
	Represent NWIFCA on Monitoring Group		
Alexander Dock Biomass Project (Mersey)	Represent NWIFCA and fisheries interests during Planning Process	2	
Collaborative Tasks			
Wildlife Trusts Marine Graduate Programme	Train, supervise and support work of graduates	10	
Blackpool & The Fylde College	Design projects	5	
	Select suitable students		
	Supervise projects		
SUSFISH Cockle Genetics Study	Provide cockle samples	5	
	Assimilate results to inform management of fisheries		
Lancaster University	Progress work on genetic studies of other marine invertebrates	2	
	Assimilate results to inform management of fisheries		
Technical Advisory Committee (TAG) Community of Practice Website	Contribute new threads	2	
	Comments on existing threads		
NWIFCA Technical Science & Byelaws Sub-Committee Community of Practice Website	Contribute new threads	4	
	Site and thread maintenance		
	Comments on existing threads		
MEDIN	Review of NWIFCA procedures for data	2	

	collation and inputting in accordance with MEDIN protocols		
Administrative Tasks			
Maintaining laboratory	Servicing equipment	10	
Office Resource Maintenance	Servicing	10	
Vehicle and Field Gear Storage and Maintenance	Draw up and implement maintenance schedule	5	
	Replacement of defunct equipment		
	Servicing		
Document Procedures, Systems and Protocols	Survey Work	4	
	Data storage	8	
	Visual Imaging	15	
	Review	4	
Scientific Work Programme	Review		
	Sign Off		
Planning and Activity Recording	Team / Staff Meetings	4	
	Activity Summaries	4	
	Maintain Individual Work Plan	2	
Website	Contribute material on science and fisheries management	4	
	Publish Annual Science Report & Plan	10	
Total days allocated		725	