



Inshore Fisheries and  
Conservation Authority

## **Annual Plan**

**2022-2023**

# Contents

<i>Introduction</i> .....	3
<i>The Kent and Essex IFCA District</i> .....	4
<i>Focus and Priorities for KEIFCA</i> .....	5
<i>Delivery of Priorities</i> .....	7
<i>Communications (incl. Communications Annual Plan)</i> .....	8
<i>Compliance (incl. Annual Enforcement Plan/Risk Register)</i> .....	13
<i>Management Measures</i> .....	20
<i>Governance and Training</i> .....	22
<i>Science and Research (incl. Annual Research Plan)</i> .....	25
<i>Structure of the Authority</i> .....	33
<i>Governance</i> .....	34
<i>Staff</i> .....	35
<i>Resources</i> .....	36
<i>Appendix 1 – Risk Management Strategy</i> .....	37
<i>Appendix 2 – Abbreviations</i> .....	44
<i>Appendix 3 – KEIFCA Draft Budget 2022-23 (submitted as a separate paper to the January 2022 KEIFCA quarterly meeting)</i>	

# Introduction

## Background

The Marine and Coastal Access Act 2009 (MaCAA 2009) provides a framework for managing the demands put on our seas, and aims to ensure clean healthy, safe, productive and biologically diverse oceans and seas, by putting in place effective systems for delivering sustainable development of the marine and coastal environment. Kent and Essex Inshore Fisheries and Conservation Authority (KEIFCA), and the District for which it has responsibility, was established by the Secretary of State under sections 149 and 150 of MCAA 2009 and took on its full statutory role from the 1st April 2011.

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

The Kent and Essex Inshore Fisheries and Conservation Authority has clearly defined duties to manage sustainable fisheries and conserve the wider marine environment within the coastal waters off Kent and Essex. This annual plan outlines the intended actions over the year as an organisation; how it will continue to shape inshore management for the future in Kent and Essex and contribute towards the Government's Marine Policy Statement.

- Achieving a sustainable marine economy
- Ensuring a strong, healthy and just society
- Using sound science responsibly
- Living within environmental limits
- Promoting good governance

## Duties

Domestic Legislation - The duties for Kent and Essex IFCA set out within the Marine and Coastal Access Act, 2009 sections 153 and 154 are:

1) Kent and Essex IFCA must manage the exploitation of sea fisheries resources in its district, in doing so it must:

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

2) Kent and Essex IFCA must also seek to ensure that the conservation objectives of any MCZ in the district are furthered.

In addition, KEIFCA is responsible for The Thames Estuary Cackle Fishery Order 1994 and the River Roach Oyster Fishery Order 2013.

Transposed European Legislation - As defined as a 'Competent and Relevant Authority' the Kent and Essex IFCA is required to perform its duties in regard to; the 'Habitats Directive' Council Directive 92/43/EEC, the 'Water Framework Directive' Council Directive 2000/60/EC and the 'Marine Strategy Framework Directive' Council Directive 2008/56/EC.

## ***The Kent and Essex IFCA District***

The Kent and Essex Inshore Fisheries and Conservation Order 2010, section 3, defines the extent of both the landward and seaward elements of the Kent and Essex Inshore Fisheries and Conservation District as summarised.

- the combined areas of the relevant councils (the “basic area” of the district); and
- the sea adjacent to the basic area of the district within the boundaries specified to a distance of 6 nautical miles from the 1983 baselines.

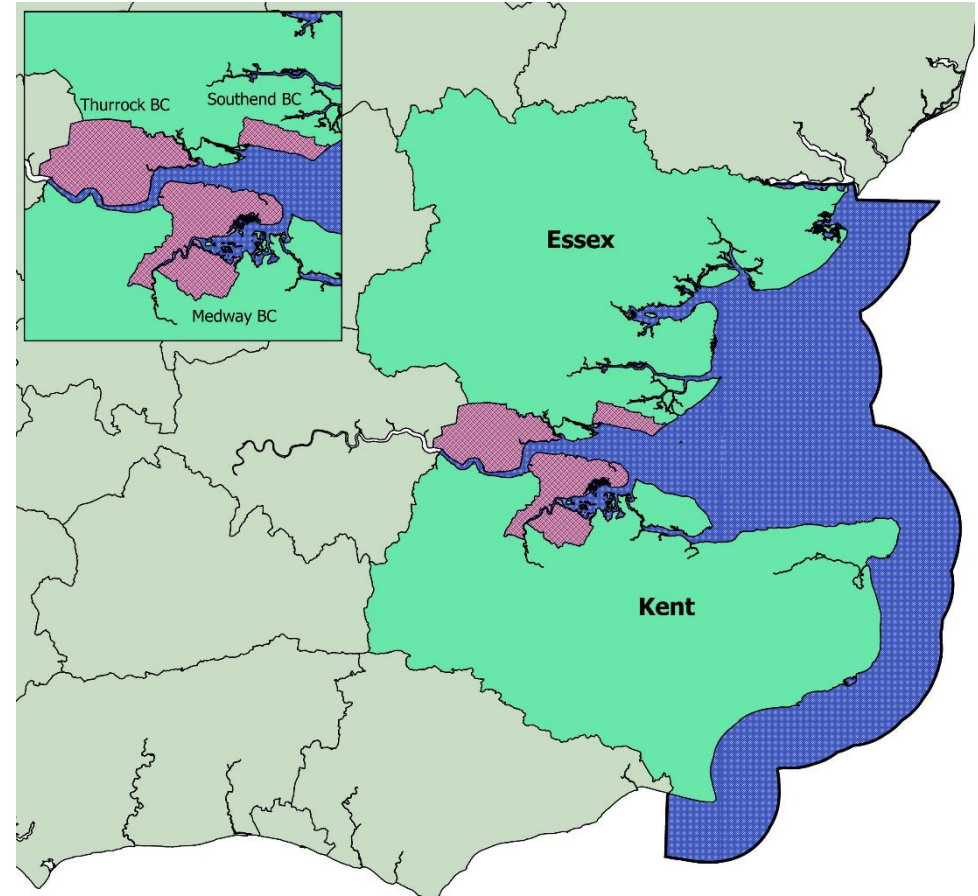
### ***Seaward district boundaries***

Kent & Essex IFCA district covers an area of over 3,412 km<sup>2</sup>, and extends from the east end of Rye Bay in Kent to the northern boundary of Essex on the River Stour. The seaward boundary follows the 6-mile nautical limit measured from the 1983 baseline, which, due to drying sand banks, extends up to 15 miles offshore at its furthest point.

### ***Upstream district boundaries***

The up-river KEIFCA boundary in the Thames includes the waters adjacent to Kent County Council and Thurrock Council, with the district boundary running from Dartford Creek (River Darent) on the south shore to Mar Dyke on the North Shore.

The other district limits for the rest of the rivers located within the boundaries of Kent and Essex are to their tidal limit (including, the Medway, the Blackwater and the Colne).



## ***Focus and Priorities for KEIFCA 2022-2023***

After several years of uncertainty with exit from the EU and the impacts of the COVID pandemic, it feels that at last we can begin to optimistically plan for the 2022/23 financial year with a little more certainty. Between the Fisheries Act 2020 and the EU-UK Trade and Cooperation Agreement, the UK fisheries architecture for the next decade or more has been outlined. The challenge now is to build on this new framework and create long-term sustainable fisheries that support our local industries and coastal community. As the focus moves from legal international agreements to operational local outcomes there is a tsunami of work to ensure that the needs of KEIFCA fishers are embedded in new plans and that lessons are learnt from previous changes like the allocation of fisheries quota. As the winds of change start to reshape the inshore sector there are significant opportunities for the inshore fleet especially, as the industry moves to new carbon neutral technologies, to become the sustainable future. The priorities highlighted below outline some of the key workstreams for KEIFCA over the financial year 2022-2023, although it is important to recognise that the review and development of future KEIFCA cockle fishery management workstream is going to account for a significant proportion of KEIFCA officer work for the coming year.

### ***Review and development of future KEIFCA cockle fishery management***

On the 28 September 2024 the Thames Estuary Cockle Fishery Order 1994 (TECFO), which started in 1994, will end. This provides an opportunity to review how cockle stocks are managed across the District. Undertaking such a management review is timely as the permit byelaw which manages stocks outside of the TECFO, will have been active for six years. Taking such an approach would provide scope for a wide range of potentially different management options to be considered and allow KEIFCA to take a holistic approach to the management of cockles across the District.

Reviewing and developing new management and legislation will not be easy as the cockle fisheries are one of the most important but complex fisheries in the KEIFCA District. The cockle fisheries provide income and jobs for a large number of fishermen and, with coastal towns like Leigh-on-Sea and Whitstable, provide tourism, cultural and historic links between the cockle fisheries and wider society. The fisheries also take place within a complex mosaic of Marine Protected Areas (MPAs) and the cockle stocks provide food for a wide range of bird and fish species, whilst also providing other wider environmental benefits such as filtering seawater and CO<sub>2</sub> capture.

Balancing the needs of different stakeholders; be it local community needs, current CFFPB permit holders, current TECFO licence holders, other fishers working within the cockle industry, environmental NGOs, or other commercial fishermen from the Thames and beyond, will be difficult and there are likely to be a wide range of views. The significant financial value of the cockle fisheries and the historic access to the KEIFCA cockle fisheries are likely to significantly influence how different people view the current and future management of the fisheries. This will be the main workstream for KEIFCA over the coming year and will require a huge amount of KEIFCA resource and officers time over the year.

## **CO<sub>2</sub> reduction**

Building on discussions at meetings in 2021, KEIFCA officers have been engaging with a wide range of different organisations in an effort to understand how best to reach government targets of net zero carbon emissions by 2050. Officers have held meetings with Port of London (a clear industry leader in this field) as well as the CEFAS team carrying out an assessment of the carbon footprint of the UK fishing industry as well as suggesting pathways and options to DEFRA for carbon reduction pathways. From initial discussions there are two main tasks for KEIFCA as an organisation to undertake in 2022-2023.

Firstly, to reduce the carbon footprint of KEIFCA to meet UK targets - As an organisation our major emissions are likely to come from transport (patrol vessels and trucks) and heating and running our offices. One of the first steps to undertake will be to complete a CO<sub>2</sub> inventory and produce a baseline from which to measure progress. Building on this analysis and other organisations action plans, we can then develop a short, medium, and long-term CO<sub>2</sub> reduction action plan.

Secondly, to work collaboratively and help facilitate the local KEIFCA fishing fleet reduce its carbon footprint and meet UK targets - One of the challenges for the inshore fleet moving forward will be to make sure its needs and requirements are clearly considered in future planning and resourcing. As a nation we can capitalise on the inshore industry's ability to respond quickly to new opportunities, find practical low-cost solutions to problems and entrepreneurial culture. When you look at what the inshore fishing industry could be in 2050 it is clear we are at a crossroads, with a predominately aging fishing fleet (most fishing boats are 15 years or older) and the vast majority of active fishers in the industry over 55. There is a massive opportunity post EU exit to re-imagine what the inshore fleet could look like in 30 year's time and use this change to highlight and improve the advantages the inshore fleet already possess.

## **Marine Protected Areas**

MPA management: Although the COVID 19 pandemic made developing Tranche 3 MCZ (Goodwin Sands MCZ, Dover to Deal MCZ and Swanscombe MCZ) management more challenging we have been working hard behind the scenes with NE and the MMO to review the feature data for these sites, assess the fishing activity impacts and have started the initial steps of local community engagement. We will be prioritising this work, especially for Goodwin Sands MCZ, to ensure that designated features of the MCZs are maintained, where conservation advice states they are currently in favourable condition, or allowed to recover to favourable condition, where conservation advice states they are not. At a national level we will continue to work through the AIFCA and feed into the national Highly Protected Marine Area workstream, providing local information and detail when required.

***MPA enforcement:*** Ensuring high compliance with MPA byelaws already made is critical and will be achieved by combining intelligence led risk-based enforcement with deterrent and disruption achieved by maintaining a visible presence within the MPAs. Rigid Inflatable Boats (RIBs) are the primary enforcement vessels for the creeks and rivers covered by many of our MPA byelaws (e.g. the Essex Estuaries bottom trawling byelaw). Offshore areas of the District will continue to be monitored by the large patrol vessels (Nerissa and Tamesis), both during routine and targeted patrols. Working with the MMO on the inshore vessel monitoring project (IVMS) will also help develop an additional tool in achieving MPA compliance.

### ***Native oyster fishery***

Following four years of native oyster surveys within the Blackwater, Crouch, Roach and Colne Marine Conservation Zone (BCRC MCZ), KEIFCA is working to expand the search to locate extra populations of oysters within the MCZ. This is being planned on two fronts: expanding the KEIFCA survey and repeating the 2014 whole site survey; and working with local oystermen to explore areas that have historically supported oyster populations. The COVID pandemic mitigation measures introduced by Government had an impact on this work in 2020 and in 2021 but we hope to progress this work over the coming year, and some initial informal discussions with the oyster industry have already taken place in this vein.

### ***Future fisheries management***

As the UK starts to forge its own path outside the EU, there is a much greater national focus on UK/English specific fisheries priorities and the development of new plans and processes that will be developed over the next few years to meet these. The Fisheries Act 2020 outlines how Fisheries Statements and Fisheries Management Plans are the key policy vehicles as the UK moves away from the Common Fisheries Policy framework.

Continuing this year, KEIFCA will work with DEFRA and through the AIFCA to make sure the needs of local fishermen from Kent and Essex are taken into consideration throughout the policy development process and into the subsequent implementation. Working at a national level, a project has already been set up to work with New Economics Foundation to pull together information and ideas that could inform the FMP process and outputs and the aims of this project will be furthered.

The creation of meaningful FMPs over the next few years is likely to become an ever-increasing workstream for IFCA as we look to better join regional expertise into a more focused English fisheries framework. Engagement and involvement at a local level is critical in making this new approach successful and creating long-term sustainable fisheries with management measures that fishermen can 'buy-into' and work with.

### ***Fish Local***

As part of our Covid 19 response KEIFCA officers worked closely with the local fishing industry during the first lockdown to develop a campaign to promote the sale of local fish and help support the local fishing industry and fishmongers – Fish Local.

The project has now evolved into a marketing and branding project and continues to move forward, being led by a team of people including Thames Estuary Partnership with funding from London Gateway. Since late 2021/early 2022 the Fish Local team have been listening to a wide range of stakeholders about the advantages and disadvantages of selecting different fish species to focus effort and future promotion and branding efforts. The Fish Local team have compiled their findings into a summary report with recommendations and are now looking to focus their efforts on Herring.

As the report highlights each potential species came with its own specific challenges and Herring is no exception. Previous efforts to maximise added value through MSC accreditation of Thames Herring stocks over a decade ago struggled due to the small size of the local market not generating enough income to maintain the MSC accreditation fees. If a reliable market can be created there is already a clear management system in place to sustainably harvest this stock.



## ***Delivery of Priorities***

The vision for IFCAs encapsulates the core role of the organisations; and the success criteria outline what is expected of IFCAs in achieving the vision. Five success criteria have been developed by all ten Inshore Fisheries and Conservation Authorities (IFCAs) through the Association of IFCAs. It is incumbent on KEIFCA to meet these success criteria in a manner which it sees fit and it is the priorities which this guidance identifies that we have used as priorities in our annual plan.

The five tables that follow; one for each success criteria, provide a detailed description of the work plan for the year from April 2019. Also included under the relevant success criteria are the Annual Communications Plan, the Annual Enforcement Plan/Risk Register, and the Annual Science & Research Plan. A glossary is included at the end of this document.

<b>CIFCO</b> Chief IFCO	<b>ACIFCO</b> Assistant Chief IFCO	<b>OM</b> Office Manager	<b>LSCO</b> Lead Scientific & Conservation Officer
<b>EPVS</b> Essex-based Patrol Vessel Skipper	<b>EPVFM</b> Essex-based Patrol Vessel First Mate	<b>ERCM</b> Essex-based Rib Cox and MPA Compliance Officer	<b>EIFCO</b> Essex-based IFCO
<b>KPVS</b> Kent-based Patrol Vessel Skipper	<b>KPVFM</b> Kent-based Patrol Vessel First Mate (*Angling)	<b>KPVIFCO</b> Kent-based IFCO	<b>KIFCO</b> Kent-based IFCO
<b>LCO</b> Lead Compliance Officer	<b>AA</b> Admin Assistant (*Permit/Licence support)	<b>KSCIFCO</b> Kent-based Science and Conservation IFCO	

**1(2, 3)** The first number indicates the primary success criteria and the subsequent numbers, within the brackets, indicate the secondary success criteria also addressed by the action.

- indicates the intended date of completion for the action.

**Success Criterion 1: Communications and Engagement** - *IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders*

**Definition:** IFCAs will be visible, respected and trusted regulators within coastal communities and will maintain and deliver a strategy to communicate their vision and duties effectively. IFCAs will engage with policy makers, industry, Non-Governmental Organisations (NGOs), recreational and commercial users; and other regulators. They will work jointly and collaboratively with partner organisations across boundaries; will participate and contribute to the development and implementation of regional and national marine policy, including the marine planning regime; will take long-term strategic decisions and manage risks effectively. IFCAs may maintain a national body to co-ordinate the activities of authorities that are party to arrangements.

<b>Outcomes:</b>	<b>Indicators:</b>
<ol style="list-style-type: none"><li>1. The IFCA will maintain and implement an effective communication strategy.</li><li>2. The IFCA will maintain its website, ensuring public access to current fisheries and conservation information for the district, including management requirements and byelaws. Non-reserved IFCA Committee papers will be published.</li><li>3. The IFCA will contribute to co-ordinated activity at a national level.</li><li>4. The IFCA and its principal partners will have a clear understanding of roles and responsibilities. Memoranda of Understanding with MMO, Natural England, Environment Agency and Cefas will be maintained. Opportunities for greater efficiencies, effective joint working and collaboration will be explored and implemented when feasible.</li></ol>	<p>SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.</p> <p>SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</p> <p>SC1C: The IFCA will have reviewed its website by the last working day of each month.</p> <p>SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.</p> <p>SC1E: The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.</p> <p>SC1F: By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.</p>

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
3	<b>ONGOING ACTION: 1A) Association of IFCA</b> s – working to coordinate national IFCA policy and approach	<ul style="list-style-type: none"> <li>• Annually contribute to the funding and running of the AIFCAs</li> <li>• Attend AIFCA meetings and take forward action points from meetings</li> <li>• Feed into AIFCA annual plan and report</li> </ul>	<b>CIFCO</b>
3	<b>ONGOING ACTION: 1B) National Inshore Marine Enforcement Group (NIMEG)</b> – working to coordinate IFCA and partner organisation compliance activities.	<ul style="list-style-type: none"> <li>• Attend 3 meetings per annum and take forward action points from meeting.</li> <li>• Contribute to the running of NIMEG in officer time.</li> </ul>	<b>ACIFCO</b>
3	<b>ONGOING ACTION: 1C) Technical Advisory Group (TAG)</b> – working to provide technical input and advice to the Chief Officers Group (COG) and provide direction on national fisheries and marine science for IFCA and partner organisations.	<ul style="list-style-type: none"> <li>• Attend 2 meetings per annum and 1 conference.</li> <li>• Contribute to the running of TAG in officer time</li> <li>• Feed into the annual report to COG</li> </ul>	<b>LSCO</b>
3 4	<b>ONGOING ACTION: 1D) External Meetings</b> - Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCA)s. Meetings primarily focusing on national policy.	<ul style="list-style-type: none"> <li>• Helping to develop national policy.</li> <li>• Help information flow between organisations.</li> <li>• Minutes of meetings.</li> </ul>	<b>CIFCO</b> <b>ACIFCO</b>
1	<b>ONGOING ACTION: 1E) Consultations/ Correspondence</b> - replies to national partners e.g. MMO licences, policy consultation on legislation, information requests asking for KEIFCA stats for national purposes.	<ul style="list-style-type: none"> <li>• Replies to consultations and licence applications</li> <li>• Input into national databases</li> <li>• Responses and engagement with national policy consultations</li> </ul>	<b>LSCO</b> <b>KSCIFCO</b> <b>CIFCO</b>
1	<b>ONGOING ACTION: 1F) Stakeholder database</b>	<ul style="list-style-type: none"> <li>• Maintain an up-to-date list of addressed and email addresses of stakeholders, updated every 12 months</li> </ul>	<b>OM</b> <b>AA</b>
2	<b>ONGOING ACTION: 1G) Website and e-bulletin</b>	<ul style="list-style-type: none"> <li>• Maintain and update website.</li> <li>• Monthly website content review</li> <li>• Design and distribute quarterly e-bulletin</li> </ul>	<b>OM</b>
2	<b>1H) Website Content</b>	<ul style="list-style-type: none"> <li>• Develop and improve byelaw and regulations communication and education taking into account new legislative landscape and recent KEIFCA byelaws</li> </ul>	<b>ACIFCO</b> <b>EPVS</b> <b>LEO</b>

3	<b>1I) Tranche 3 MCZ Communications</b>	<ul style="list-style-type: none"> <li>• Coordinate with partner organisations to communicate introduction of T3 MCZs.</li> <li>• Outreach to industry to explain each site and discuss and develop management options where required; notably for Goodwin Sands, Dover-Deal and Thames Estuary</li> <li>• Consult with industry and NGOs to inform management measures and the impacts they will have</li> </ul>	<b>CIFCO</b> ACIFCO LSCO KSCIFCO
1 2	<b>1J) Cockle review and development website</b>	<ul style="list-style-type: none"> <li>• Using our experience from the Listening Phase, we intend to create an easily accessible and simple website to help stakeholders understand and contribute to each consultation phase.</li> <li>• The website will help form a repository and record of the review and management development process.</li> </ul>	<b>CIFCO</b> ACIFCO OM
1 2	<b>1K) Cockle evidence gathering – written consultation</b>	<ul style="list-style-type: none"> <li>• A formatted consultation document will be produced for each consultation phase including: an overview of the process, context of the consultation, important background information and relevant key questions to aid stakeholders focus their input.</li> <li>• All consultation replies will be anonymised and kept on the website</li> <li>• Key information from the consultation replies will be summarised and used to inform the decision-making process.</li> </ul>	<b>CIFCO</b> ACIFCO OM/ AA
1 2	<b>1L) Cockle evidence gathering - oral</b>	<ul style="list-style-type: none"> <li>• During each consultation phase efforts will be made to collect oral evidence from stakeholders either at a filmed Authority member panel (as in the listening phase) or at an in-person meeting with Authority members.</li> </ul>	<b>CIFCO</b> ACIFCO OM/ AA
1 2	<b>1M) Cockle review – general stakeholder engagement</b>	<ul style="list-style-type: none"> <li>• The communication plan for the cockle review workstream will be updated and reviewed after each consultation phase.</li> <li>• Based on the communication plans metrics additional promotional or engagement actions could be undertaken.</li> </ul>	<b>CIFCO</b> ACIFCO OM/ AA
1	<b>1N) Communication Plan</b>	<ul style="list-style-type: none"> <li>• Communication plan is produced each year and contained within the Annual Plan.</li> </ul>	<b>CIFCO</b>

## ***Annual Communications Plan***

At a local level, our aim is to create a local community that is well informed about the marine environment, the work of the KEIFCA and to engage them in helping make decisions about their local marine environment and resources. At the national level, our goal is to participate fully in marine communications initiatives to protect the inshore marine environment and show how IFCA support and enable activity.

With the kick-off of the review and development of future KEIFCA cockle fishery management workstream, the 2022/23 communications plan is different from previous years as it is dominated by this key regional priority. As outlined in papers to the Authority a specific focused communications plan has been created for this workstream with actions, outputs and metrics reported at each of the 4 consultation phases (<https://www.kentandessex-ifca.gov.uk/website-content/agenda-item-b8-listening-phase-consultation-summary-1637314774.pdf>). Specific websites, questionnaires, consultation documents as well as filmed oral evidence sessions are planned to help facilitate engagement in this process.

Away from the issues of cockle management, the day-to-day work of KEIFCA staff, particularly the enforcement officers, represents one of the best forms of effective engagement with our stakeholders, and usually happens in an informal 'one-to-one' manner and involves KEIFCA officers fostering links, engendering trust and maintaining a presence in the district. KEIFCA members are also a vital conduit between the Authority and the local communities around our coast as well as with national networks and organisations. The KEIFCA website is a key component of our communication strategy and helps provide information about who we are, what we do, the current legislation as well as the development of new management measures. Overarching all these components, it is the promotion and running of the quarterly Authority meetings with easily accessible and promoted papers (e-bulletin), that helps communities engage with, and contribute to, effective decision making.

Nationally, the Association of IFCAs (AIFCA) and operational officer groups (COG, TAG and NIMEG) help IFCAs coordinate and promote key messages. At a regional level, KEIFCA officers sit on local groups such as the Essex Native Oyster Restoration Initiative (ENORI) and the North East Kent Marine Protected Area (NEKMPA) and support regional partnership projects like the Thames Estuary Partnership. Attendance and presenting at conferences and workshops, as well as working with bodies like the Shellfish Association of Great Britain (SAGB), also provide useful forums for KEIFCA to promote key messages.

In general, there are three main strands to our communication work and associated messaging;

- a) General promotion of who we are and what we do
- b) Promoting engagement in development of management measures that affect the exploited marine species or protected habitats in our district (e.g. byelaws, regulating orders, input into national legislation or policy, marine planning or licencing)
- c) Education of stakeholders to achieve high compliance with legislation.

These different strands tend to engage different types of stakeholders, so where our general promotion engages more with the general public or interested marine user, the development of management measures or enforcement education needs to reach the people that are working and fishing in the district. In addition the effective methods of primary communication vary between these groups with general information being best communicated through websites, social media, print media, harbour days and short videos; detailed management engagement focusing on tailored local meetings and specific communications (emails, letters, consultation documents); and enforcement legislation targeted specifically at users by face-to-face contact, notice boards, stickers and handouts and tide tables, as well as being supported by our website. With these different stakeholder needs there is inevitable tension and resourcing conflicts between focusing on the production of general information about how we work and what we do, against the production of very specific and detailed information concerning legislation or byelaw technical measures.

Although KEIFCA has a relatively small annual communications budget and limited staff resource with officers also involved in our core enforcement and conservation work, our overview of activities below identifies and prioritises the key topics, actions and communication techniques we intend to focus on over the coming year.

### Overview of key communication activities 2022/2023

Topic/ Issue	Key target group	Key Action/message	Website	Brief Officers	Brief members	KEIFCA meeting	National meetings	Local meetings	Community event	Poster/ Notice board	Sticker	Tide table	Media launch	Twitter	e-bulletin	Newspaper	Consultation/ Handout
<b>Development of future cockle fishery management</b>	Fishing industry	<ul style="list-style-type: none"> <li>• <i>Specific communications plan for this workstream (updates produced at the end of each consultation phase).</i></li> <li>• Engage local communities in developing management options</li> </ul>	✓	✓	✓	✓		✓	✓	✓					✓		✓
<b>MPA byelaw development</b>	All local stakeholders near the MPA	<ul style="list-style-type: none"> <li>• Engage local communities in developing management options</li> </ul>	✓	✓	✓	✓		✓							✓	✓	✓
<b>MPA enforcement</b>	Fishing industry and wider public	<ul style="list-style-type: none"> <li>• Raise awareness of the closed areas management measures in MPAs</li> </ul>	✓	✓							✓	✓					
<b>Bass management measures</b>	Recreational anglers and the fishing industry	<ul style="list-style-type: none"> <li>• Raise awareness in the agreed 2021 bass regulations.</li> </ul>	✓	✓							✓	✓			✓		

## Success Criterion 2: Compliance and Enforcement - IFCA's implement a fair, effective, and proportionate enforcement regime

**Definition:** The IFCA enforcement regime is risk-based, makes appropriate use of intelligence, meets legislative standards and complies with the Regulators Code. It should make effective use of the resources available to regulators; complement and align, if possible, with the regimes in adjacent IFC Districts and management by other organisations including the MMO and Environment Agency. Consistency and fairness is important. Regulatory compliance is promoted. Enforcement action is carried out by trained, professional officers working to clear standards of conduct.

### Outcomes:

1. The IFCA will publish its enforcement risk register and strategy, clearly setting out its approach to achieving regulatory compliance and potential sanctions that may be applied for infringements and/or offences.
2. The IFCA will have developed consistency in regulations (byelaws) with other organisations
3. The IFCA will manage operational activity (e.g. through a Tasking & Co-ordination Group) and capture, record, evaluate and disseminate intelligence that is compatible with partner organisations. It is engaged in joint working with partner organisations.
4. Warranted Inshore Fisheries and Conservation Officers (IFCOs) will be trained and accredited to nationally agreed standards. They will maintain professionalism and make appropriate interventions to deliver efficient, effective enforcement activity

### Indicators:

- SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year
- SC2B: The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures
- SC2C: The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.
- SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.
- SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all Warranted Officers.
- SC2F: Warranted Officers attain accreditation. All undertake Continuing Professional Development (CPD)

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
1 2	<b>ONGOING ACTION: 2A) National updates and strategy</b>	<ul style="list-style-type: none"> <li>• Reviewing risk registers, data, information and enforcement processes</li> <li>• COVID protocols are adhered to which enable officers to conduct enforcement work safely under the latest government guidelines.</li> <li>• KEIFCA annual risk register is included with the Annual Plan</li> <li>• Attendance and involvement in the National Inshore Marine Enforcement Group to continue to improve and develop KEIFCA processes and enforcement practices.</li> </ul>	<b>LCO</b> ACIFCO
2 3	<b>ONGOING ACTION: 2B) Information and Planning</b>	<ul style="list-style-type: none"> <li>• Creation and implementation of strategic and operational plans for key enforcement issues and risks as listed in the schedule for enforcement below.</li> <li>• Organisation and hosting of bi-weekly KEIFCA tasking and coordination (TCG) meetings.</li> <li>• Increase the use of enforcement data and analysis for tactical planning.</li> <li>• Improve identification of intel gaps for TCG taskings</li> <li>• Include national Vessel of Interests taskings and active dispensations in TCG documents. Explore the introduction of port-based catch data to analyse trends.</li> <li>• Use GIS to display enforcement data on charts to report activity (TCG charts), enhance planning process and officer awareness.</li> <li>• Completion of annual enforcement plans and reports</li> </ul>	<b>LCO</b> <b>ACIFCO</b> ERCM
3 4	<b>ONGOING ACTION: 2C) Enforcement systems</b>	<ul style="list-style-type: none"> <li>• Gathering and analysis of intelligence, evidence and other data and subsequent database completion including KEIFCA systems and national systems such as MCSS</li> <li>• Working with partners to deliver COVID specific regional and national intelligence projects including Sitreps and COVID Response Groups where required.</li> <li>• Ensure intelligence collection, process and requirements are understood by all officers</li> <li>• Prioritise the dissemination of received information relating to officer safety or national issues</li> <li>• Working with partner organisations to enhance sharing of relevant intelligence and improving effectiveness of information sharing.</li> <li>• Maintain a modernised recording system for inspections (Enforcement Record System on SharePoint).</li> <li>• Officers are trained in the use of and utilise SharePoint for remote working in the field (news page, ERS and vessel ID guides).</li> <li>• Review and reinvent patrol planning to modernise and streamline the system.</li> <li>• Officers continue to use the national standardised case file management system (case file running sheets and latest MG forms).</li> <li>• Review, update and improve CRIB books to enhance officer knowledge and performance.</li> </ul>	<b>LCO</b> <b>EIFCO</b> All IFCOs
3 4	<b>ONGOING ACTION: 2D) Case Files and Prosecutions</b>	<ul style="list-style-type: none"> <li>• Building prosecution case files to fair and proportionate outcomes in line with KEIFCA policy, applying evidential and public interest tests via legal advice.</li> <li>• Update compliance and enforcement strategy through NIMEG to include current best practice, including national protocols during COVID 19 restrictions.</li> <li>• Enhance front line enforcement skills, within IFCOs through formal and workplace training, particularly on gathering of evidence and building of case files.</li> </ul>	<b>LCO</b> All IFCOs



3	<b>ONGOING ACTION: 2E) Sea-going enforcement asset management</b>	<ul style="list-style-type: none"> <li>• Provision and maintenance of KEIFCA vessels for the purposes of enforcement activities to include major refit of Tamesis</li> <li>• Provision and maintenance of vessel-based equipment used for sea-based surveillance, compliance and enforcement</li> <li>• Explore best available equipment options (including Body Worn Video Cameras) to obtain or update where required</li> <li>• Planning and reporting to the Authority of operation, maintenance and refit of vessels</li> </ul>	<b>KPVS</b> <b>EPVS</b> KPVFM EPVFM ERCM
3 4	<b>ONGOING ACTION: 2F) Enforcement activities – sea-based</b>	<ul style="list-style-type: none"> <li>• Maintain a visible patrol presence at sea to act as a deterrent, gather intelligence and promote compliance.</li> <li>• Undertaking of compliance and enforcement activities, boarding’s of vessels and inspections including out of hours working with the aim of achieving full compliance with all local, national and former EU regulations.</li> <li>• Adhering to latest national COVID protocols to ensure safe working for officers and stakeholders.</li> <li>• Collection of information related to KEIFCA responsibilities and partner organisations</li> <li>• Prioritisation of detection and prevention of offences relating to key priorities and operations as specified in the schedule of enforcement below.</li> <li>• Intelligence led enforcement stemming from TCG process and response to other information received</li> <li>• Use body-worn video devices to assist with compliance and evidence gathering.</li> <li>• Support MMO/DEFRA in national taskings by providing charter patrols when required.</li> </ul>	<b>EPVS</b> <b>KPVS</b> EPVFM KPVFM ERCM All IFCOs
3	<b>ONGOING ACTION: 2G) Shore based enforcement asset management</b>	<ul style="list-style-type: none"> <li>• Provision and maintenance of vehicles for shore-based compliance and enforcement</li> <li>• Maintain shore-based equipment capable of carrying out surveillance and enforcement as required by KEIFCA risk-based enforcement strategy.</li> <li>• Introduce systematic checks for upkeep of shore-based enforcement equipment.</li> <li>• Planning and reporting to the Authority of operation, maintenance and refit of key equipment</li> <li>• Explore best available equipment options (including use of drones) obtain/update where required</li> </ul>	<b>EPVFM</b> <b>KPVFM</b> LCO
3 4	<b>ONGOING ACTION: 2H) Enforcement activities – shore-based</b>	<ul style="list-style-type: none"> <li>• Maintain a visible patrol presence on shore to act as a deterrent, gather intelligence and promote compliance.</li> <li>• Undertake compliance and enforcement activities, landings of vessels, inspections of vehicles and premises including out of hours working with the aim of achieving full compliance with all local, national and EU regulations.</li> <li>• Adhering to latest national COVID protocols to ensure safe working for officers and stakeholders.</li> <li>• Collection of information related to KEIFCA responsibilities and responsibilities of partner organisations</li> <li>• Detection and prevention of offences relating to key priorities and operations as set out in the schedule of enforcement below.</li> <li>• Intelligence led enforcement resulting from TCG process and response to information received</li> <li>• Update body-worn video devices for use across organisation for all inspections</li> <li>• Day-to-day maintenance of vehicles used for shore patrols and enforcement</li> </ul>	<b>IFCOs</b> KPVFM EPVFM ERCM

4	<b>ONGOING ACTION: 2I) Enforcement training</b>	<ul style="list-style-type: none"> <li>Continue to support development and implementation of the accredited program</li> <li>To progress new officers through the program as part of their starting training</li> <li>Officers to attend IFCA Competent Officer training course on a regular rotating basis</li> <li>Ensure updates to legislation and procedure are shared and processes updated accordingly</li> <li>Officers continue to develop their understanding of the fishing industry, its pressures and concerns and how these impact upon fishing activities and enforcement risks.</li> <li>Review, update and improve CRIB book for officer training and to maintain standardised enforcement regimes in the field</li> <li>Develop key fishery operational training packages to train new staff and optimise experienced staff skillsets</li> <li>Train staff in data extraction and improve data processing required for TCG charts</li> <li>Explore development of an Individual officer skills audit framework modelled on best practise from neighbouring IFCAs with similar systems. Link into national lead training officer post and national accreditation programme</li> </ul>	<b>ACIFCO</b> KPVS EPVS
4	<b>2J) AIFCA National Training Project</b>	<ul style="list-style-type: none"> <li>Work through AIFCA to develop and create National Lead Training Officer post</li> <li>Provide HR and management support for AIFCA National Lead Training Officer post</li> </ul>	<b>ACIFCO</b>
3 4	<b>2K) Marine Protected Area enforcement</b>	<ul style="list-style-type: none"> <li>Incorporation of MPA byelaws into risk register</li> <li>Development of operational planning for MPAs in line with schedule of enforcement below.</li> <li>Implement a systematic review system for MPA enforcement activity to improve monitoring and enable effective communication of effort to stakeholders.</li> <li>Identify MPAs that require increased patrol effort and set MPA specific tasks via TCG process.</li> <li>Completion of national databases (MCSS) to record enforcement activity levels.</li> </ul>	<b>ERCM</b> LCO
	<b>2L) Private grounds</b>	<ul style="list-style-type: none"> <li>Establish clear boundaries for all private grounds in the district and gather details on fishing rights and leases that apply.</li> <li>Work with partners including Crouch Harbour Authority to publish GIS charts of relevant private grounds and permitted activities within them</li> <li>Advise on how regulations apply in private grounds to officers and stakeholders</li> </ul>	<b>LCO</b> <b>ACIFCO</b> <b>EPVS</b>

### **Annual Enforcement Plan/Risk Register - Schedule of planned compliance activity for 2022-2023**

In undertaking its regulatory responsibilities, KEIFCA starts from the position that the vast majority of the community of people, organisations and industries using the marine area are compliant with the regulations and controls that affects them. KEIFCA works to try to ensure that all parties understand both what rules apply to their industry and the rationale for the regulation being necessary. Full compliance with EU, UK and, in particular, local fisheries and environmental legislation is the overall aim of the Authority. This aim is best achieved through the adoption of an adaptive co-management approach to fisheries management.

KEIFCA have a wide variety of fishing activities that take place within the District, resulting from its inclusion of a broad range of habitats in the North Sea, Thames Estuary and Eastern Channel. As a result, different commercial species move through our waters throughout the year. At its inception, KEIFCA specified 18 key species which are the main focus of its work. These include finfish species of both

recreational and commercial interest as well as various shellfish. As shellfish do not migrate to and from the district as much as finfish, KEIFCA actively manage key inshore shellfish stocks including crab, lobster, cockles, whelks, oysters and scallops. Furthermore, the main commercial finfish species we manage include sole, bass, thornback ray, smoothound and to a lesser extent cod. These are added to other less commercially important species including tope and grey mullet. These species are at the heart of our enforcement action and receive intelligence led, targeted compliance checks throughout the year.

With the COVID-19 situation now better understood by society and with good procedures in place for mitigating associated risks, we aim to implement an active, fair, and targeted enforcement regime for the 2022-23 period. There will be a renewed focus on increasing the number directed enforcement operations to address key seasonal compliance risks for key fisheries in the district, and expanding on joint working with partner enforcement agencies to achieve shared goals.

### Planning and operation

Ensuring that we get the right balance of compliance and enforcement alongside our other areas of work is a continual challenge, and one which requires a good level of base planning to achieve success. As a result, there is a structured approach to compliance activities which is best shown in Figure 1 below. This structure is designed to take into account the annual risks and proactive responses to those risks identified in this document and combine them with reactive responses to emerging risks throughout the year.



Figure 1. Diagram showing the structure of enforcement planning and operation

**Enforcement Schedule**

KEIFCA officers carry out enforcement activity throughout the year, responding to the increase in certain fishing efforts at particular times of year. The table below indicates our schedule during the year when key enforcement risks of are targeted. Green highlighted months being periods in which specific operations/proactive approaches will be carried out on that issue and blue highlighted months being when that fishery will be enforced on a more reactive/routine basis. This approach and the specific times this happen are the result of a risk prioritised assessment of necessary enforcement activities. They are also the result of combining compliance monitoring and enforcement work with the other competing demands on staff resource and vessel time including research, surveys and officer health. Working in partnership with statutory partners such as the MMO, Border Force and Police we will share intelligence and work collaboratively to enforce the law in a fair, effective and proportionate way. This collaborative approach brings value for the taxpayer and effective use of limited resources.

Key Fishery	Month											
	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Whelks	Blue	Blue						Blue	Blue	Blue	Green	Green
Bass	Green	Green	Blue	Blue	Blue	Blue		Green				
Thames Estuary Cockle Fishery			Green	Green	Green	Blue	Blue					
Permit cockle fishery						Green	Green					
MPA management measures	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue	Blue

Key: **Blue** = routine compliance checks      **Green** = targeted compliance operations

The compliance workstreams discussed below highlight the priority enforcement risks for the coming year. These risks will be addressed through strategic and operational planning with targeted outcomes, and all operations will be carried out in line with COVID-19 protocols.

### ***Key fisheries***

#### *Thames Estuary Cockle Fishery Order (TECFO) and Permitted Cockle Fishery compliance*

Cockle enforcement is specific to the two fisheries that operate within the district: the “inside” TECFO fishery and the “outside” permit fishery. KEIFCA implement targeted operation orders to monitor compliance and ensure all regulations are adhered to. The TECFO operation will be implemented first in June 2022, starting with pre-season biosecurity and gear inspections. Officers will be effectively communicating regulations to all fishermen involved throughout, ensuring that receipt and understanding is appropriately documented. Once fishing commences officers will carry out a phase of intensive boardings at sea to assess damage rates of the gear used by all vessels in the fleet. This seagoing effort will be complemented by teams on shore conducting landing inspections to ensure compliance with catch limits. Regular sea patrols will also be carried out by the standalone Essex RIB FPV Vigilant in closed areas and at times when the fishery is closed during each week, responding to the best available intelligence. We will regularly review VMS tracks to detect risk of non-compliance with closed area restrictions and will be utilising body worn video to gather best evidence of any offences. Following breaches of gear regulations in the 2021 fishery, officers will also be conducting spot-checks to ensure gear is compliant throughout the season.

#### *Bass compliance*

IFCOs will continue to work closely with partners at the MMO to target non-compliance with bass regulations, focusing on high-risk areas of the district at peak seasonal times. Based on cumulative intelligence, we will run joint operations with teams at sea and on shore to target illegal activities such as drift netting and misreporting. FPV Vigilant proved to be an invaluable asset in preventing illegal bass fishing at sea last year, and as such our future operations will use the RIB to intercept vessels at sea while shore teams will focus on landing inspections at key ports. MMO will provide oversight of current vessel authorisations and data on which vessels are potentially exceeding catch limits for any of the permitted gear types. Recreational bass fishers will also be inspected routinely to ensure that current catch limits and minimum sizes are adhered to. Officers use of body worn video and other recording devices to gather best evidence of offences when carrying out inspections.

#### *Whelk compliance*

KEIFCA will be maintaining an effective enforcement presence on land and at sea focusing on sustainability of fishery in the medium/long term by carrying out inspections to check gear and vessels are compliant with permit requirements, and that catches are compliant with the whelk fishery flexible permit byelaw. After a disappointing increase in the use of illegal whelk gear in the 2021 period, gear inspections will be a high priority to ensure that extra pots are not being used by fishers operating inside the permit area, and that the

correct configuration of escape holes are present to maximise survivability of juvenile whelks. Officers will also be looking to intensively target catch inspections with a dedicated operational order the 2022-2023 period. We will continue to communicate with all permit holders to encourage catch returns to be submitted accurately to improve the reliability of data used for fishery management. Officers will continue to work with industry to explore methods of reducing undersize whelks in catches, chiefly via developments in riddle technology.

#### *Angling education and compliance*

Engagement with the recreational angling sector will remain a core priority for the compliance team during the upcoming year. We will seek to expand on educational initiatives focused on minimum size and bass regulations by installing signage at key angling hotspots such as piers and popular beaches. We will also publish information in local tide tables and make regular visits to angling shops to distribute free minimum size stickers. Targeted inspections of individuals and recreational vessels that pose a high risk to compliance objectives will be tasked through the TCG process as current intelligence emerges.

#### *Marine Protected Area (MPA) compliance*

Officers will proactively gather intelligence on activity within designated as MPAs, focusing on those with management measures implemented already. We will seek to improve data analysis of patrol activity in MPAs with management measures by developing a new section in the TCG which will review MPA monitoring on a monthly basis. The Essex RIB FPV Vigilant will provide the mainstay of compliance patrol effort within Essex rivers and the Medway, while FPV Nerissa will focus on the Eastern and Southern Kent areas including Folkestone Pomerania. With DEFRA and MMO working to roll out Inshore Vessel Monitoring Systems (IVMS) nationally for all fishing vessels in 2022-2023 (including those under 10m), our ability to monitor protected areas will be revolutionised, with live spatial data becoming available for the entire fleet. As such, we eagerly anticipate being able to monitor compliance and gather intelligence relating to protected areas in the Kent and Essex district more effectively than ever before.

**Success Criterion 3: Management measures** - *IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts*

**Definition:** The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to securing a network of well managed marine protected areas, including European Marine Sites and Marine Conservation Zones. Fisheries Management Plans identify local management measures which should be based on evidence; be timely; subject to appropriate consultation and in step with national initiatives and priorities. An IFCA should balance the social and economic benefits of exploiting sea fisheries resources with the need to protect the environment. It should make a contribution to sustainable development.

<p><b>Outcomes:</b></p> <ol style="list-style-type: none"> <li>1. The IFCA will identify issues likely to affect sustainable management of the marine environment in the IFC District; undertake risk assessment and gap analysis; review appropriateness of existing measures; evaluate management options and develop and implement proportionate marine management solutions.</li> <li>2. The IFCA will support implementation of a well-managed network of marine protected areas by: developing a range of criteria based management options; implementing management measures to ensure that inshore fisheries activities comply with the Marine and Coastal Access Act 2009 and the revised approach to managing commercial fisheries in European Marine Sites; and that local management contributes to delivery of targets for the Marine Strategy Framework Directive, Water Framework Directive and Marine Plans.</li> <li>3. The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified, and best practice reflected so that management makes a contribution to sustainable development.</li> </ol>	<p><b>Indicators:</b></p> <p>SC3A: The IFCA will record site specific management considerations for Marine Protected Areas and report progress to the Authority</p> <p>SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website.</p> <p>SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of the effectiveness of the intervention.</p> <p>SC3D: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website and reviewed by 31 March each year.</p> <p>SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.</p> <p>SC3F: The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.</p> <p>SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA’s Annual Report.</p>
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Success Criteria Outcome being met	Workstream	Outputs	Responsible member of staff
1	<b>ONGOING ACTION: 3A) Cockle and Whelk Administration</b> e.g. producing, collating & sending out licence info & licences, and permits. Arranging and managing cockle industry meetings	<ul style="list-style-type: none"> <li>• Production of cockle licences/permits and update letters</li> <li>• Holding cockle management meetings</li> <li>• Production of whelk permits and update letters</li> </ul>	AA OM ACIFCO
1	<b>ONGOING ACTION: 3B) Byelaw Administration</b> E.g. Arranging advertising, managing the byelaw process, seeking legal opinion etc	<ul style="list-style-type: none"> <li>• Byelaw review documents</li> <li>• Reports to Authority members</li> <li>• Byelaw advertising</li> <li>• Legal papers</li> </ul>	CIFCO OM AA
1 2	<b>3C) Cockle fisheries review of current management</b>	<ul style="list-style-type: none"> <li>• Finalise information gathering phases started in 2021/22</li> <li>• Carry out fishery comparison with other cockle fisheries</li> <li>• Explore gear types used in other cockle fisheries</li> <li>• Commission legal overview of TECFO</li> <li>• Commission economic report with Seafish</li> <li>• Upgrade KEIFCA website to facilitate review and development process</li> </ul>	
1 2	<b>3D) Cockle fisheries development of future management</b>	<ul style="list-style-type: none"> <li>• Carry out the first three of four consultations regarding management framework and fishery access; (1) Agree initial framework model outlines, (2) Agree access arrangements for framework models and a single framework to take forwards, (3) Agree key features and detail of the agreed framework model.</li> <li>• For each consultation: <ul style="list-style-type: none"> <li>- Hold Special Authority meeting to agree initial consultation options</li> <li>- Run consultation to get feedback on options or suggest new options</li> <li>- Hold Authority meeting to review consultation feedback and vote on options</li> </ul> </li> </ul>	
1 3	<b>3E) Future fisheries management</b>	<ul style="list-style-type: none"> <li>• Engage in national fisheries policy development as outlined in the Fisheries Act 2020.</li> <li>• Review how KEIFCA byelaws and management plans could work within new national structure</li> <li>• Review how we store and present management data to best support any new fisheries management plan objectives or format</li> </ul>	CIFCO ACIFCO LSCO
1	<b>3F) Fish Local</b>	<ul style="list-style-type: none"> <li>• Work closely with Thames Estuary Partnership, London Gateway and the local fishing industry develop the Fish Local project and build a stronger local market for fish.</li> <li>• Use funding streams available (e.g. Seafood and Fisheries Fund, Seafarers Fund) to help support and grow the project.</li> </ul>	
1 2 3	<b>3G) Native Oyster Management in BCRC MCZ</b>	<ul style="list-style-type: none"> <li>• Following of specified process to discuss fishery opening with stakeholders including industry, Natural England, NGO's and other stakeholders.</li> <li>• Setting up a 'Commercial Fishing Assessment' process for areas of the MCZ not currently surveyed by KEIFCA formal survey process</li> </ul>	ACIFCO CIFCO LSCO IFCO/SC
2	<b>3H) T3 MPA assessment and management – addition of T3 MCZ sites to current legislation</b>	<ul style="list-style-type: none"> <li>• Carry out T3 MCZ assessments and where required develop management measures</li> <li>• Work with local stakeholders to develop management options for Goodwin Sands, Dover-Deal and Thames Estuary MCZ sites.</li> <li>• Where appropriate carry out formal byelaw process including making of byelaw, consultation and quality assurance</li> </ul>	CIFCO ACIFCO



**Success Criterion 4: Governance and Training** - *IFCAs have appropriate governance in place and staff are trained and professional*

**Definition:** IFCAs are statutory authorities and sit within the local government family. Authority members may be either general members or local Councillors. They comply with Codes of Conduct and the Standing Orders that apply to meetings of local government committees. General members are appointed on merit, through open competition and for a term. They are subject to an annual performance appraisal. An IFCA is funded by levy, charged to its member councils. Funding originates in local taxation. An IFCA is accountable for its use of public resources and should ensure that a proper auditing regime provides confidence in its commitment and spend of public money. It should make effective use of its resources, including staff and assets. An IFCA has a statutory obligation to prepare and publish Annual Plans and Annual Reports. IFCA Committee meetings will be held in public unless material is either confidential, or exempt within the meaning of the Local Government Act 1972.

**Outcomes:**

1. The IFCA will demonstrate its long-term strategic approach to sustainable marine management by having appropriate plan making, review, update and amendment procedures in place. The IFCA will record its performance against corporate outcomes and indicators as soon as practically possible following the end of the financial year.
2. Staff performance management systems will be in place that link to the IFCA success criteria. There will be an induction procedure for new joiners. Staff training and development needs will be identified. Performance will be managed and, where necessary, improvement procedures will be followed.
3. The IFCA Committee will be supported by an organised, efficient and effective secretariat. New members will receive an induction pack and briefing from the Authority. There will be a rolling twelve-month schedule of quarterly Authority meetings. Notices of meetings and documentation will be made available in line with Standing Orders.

**Indicators:**

- SC4A: The IFCA will publish a plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.
- SC4B: After the end of each financial year, the IFCA will publish a report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.
- SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.
- SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.
- SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.

Success Criteria Outcome being met	Workstream	Outputs	Responsible member of staff
2 3	<b>ONGOING ACTION: 4A) Budget Management</b> - Handling invoices, Oracle Administration, compile budget, budget meetings etc. Manage and coordinate funding applications e.g. EU	<ul style="list-style-type: none"> <li>• Annual production of budget with quarterly updates.</li> <li>• Two meetings per annum with internal audit</li> </ul>	<b>OM</b> AA
1	<b>ONGOING ACTION: 4B) Annual planning and reporting</b>	<ul style="list-style-type: none"> <li>• Create and publish 2021-2022 annual plan and 2020-2021 annual report</li> <li>• Document and present to Authority (display on website).</li> </ul>	<b>CIFCO</b> ACIFCO OM
2	<b>ONGOING ACTION: 4C) Facilitating staff matters</b> - Run current staff performance monitoring system. Run annual staff workshop. Recruiting new staff. H&S reviews. Responsibility for HR matters – contracts, payroll, pensions etc.	<ul style="list-style-type: none"> <li>• Staff performance documentation.</li> <li>• Presentations from annual staff workshop.</li> </ul>	<b>CIFCO</b> OM AA
3	<b>ONGOING ACTION: 4D) IFCA Meetings</b> - Run and provide support for quarterly IFCA meetings and technical panel meetings.	<ul style="list-style-type: none"> <li>• Quarterly meetings.</li> <li>• Quarterly meeting minutes.</li> <li>• Letters/actions from meeting.</li> <li>• Handbook for members</li> </ul>	<b>OM</b> AA
2	<b>ONGOING ACTION: 4E) Staff training</b> - Accredited Enforcement Training, Internal training, PACE course training, Sea tickets/training, survey training (ATV training) etc.	<ul style="list-style-type: none"> <li>• Official documentation proving training has been completed.</li> </ul>	<b>ACIFCO</b> OM
2	<b>ONGOING ACTION: 4F) General administration</b> - Fill in timesheets, filing, post, travel & expenses, purchase card etc.	<ul style="list-style-type: none"> <li>• Annual production of reports</li> <li>• Maintaining data records and filing</li> </ul>	<b>OM</b> AA
2	<b>ONGOING ACTION: 4G) Health and Safety Systems</b>	<ul style="list-style-type: none"> <li>• Annual reporting of H&amp;S issues to Authority</li> <li>• Regular meeting of H&amp;S committee</li> </ul>	<b>OM</b> ACIFCO
2	<b>4H) Health and Safety Review</b>	<ul style="list-style-type: none"> <li>• Review KEIFCA Health and Safety Policy, including all risk assessments and standalone policies e.g. lone working and lifejackets, taking into account other similar organisations and learning from best practice.</li> <li>• Work with KCC auditors to review the reviewed Risk Assessments, to include: <ul style="list-style-type: none"> <li>- Define the matrix used within the risk assessment to explain what additional controls measures (if any) need to put in place</li> <li>- Consider training requirements for new staff to allow them to safely carry out dynamic risk assessments.</li> </ul> </li> </ul>	<b>OM</b> ACIFCO
1	<b>4J) Database training</b>	<ul style="list-style-type: none"> <li>• Staff receive basic training to understand and use new KEIFCA evidence database</li> <li>• Staff using database more frequently and as part of their every-day duties will receive additional training and support from the LSCO.</li> </ul>	<b>LSCO</b>

2	<b>4K) KEIFCA officer training</b>	<ul style="list-style-type: none"> <li>• Identify training requirements for individual officers</li> <li>• 2 x officers on Competent Officer course</li> <li>• 2 x officers on Advanced Officer course</li> <li>• Officers to attend and support all courses run by NLTO post.</li> <li>• Officers to update all training as required.</li> </ul>	<b>ACIFCO</b> OM
2	<b>4L) Accredited Training</b> – Continue roll out accredited training	<ul style="list-style-type: none"> <li>• Induct 2 members of staff onto course to replace officers who have now completed.</li> <li>• Support NLTO in further roll out of accredited training to IFCO's.</li> <li>• ACIFCO to complete QA training and provide support to other IFCAs.</li> <li>• Staff attend IFCA and MMO training</li> </ul>	<b>ACIFCO</b>
1 2	<b>4M) National Lead Training Officer admin and support</b>	<ul style="list-style-type: none"> <li>• KEIFCA to provide HR and admin functions for AIFCA National Lead Training post</li> <li>• Oversee EMFF funding</li> <li>• Financial management of process and reporting expenditure, purchase of equipment and resources.</li> </ul>	<b>ACIFCO</b> CIFCO OM

**Success Criterion 5: Evidence and Science** - *IFCAs make the best use of evidence to deliver their objectives.*

**Definition:** IFCAs are statutory regulators for their Inshore Fisheries and Conservation District. Decision making should be based on evidence. All IFCAs are supported by officers who pool their expertise and share best practice as a Technical Advisory Group (TAG). A programme of research activity and monitoring is planned, developed, and updated in consultation with partners. The programme informs management decisions and supports justification for additional research and evidence gathering.

<b>Outcomes:</b>	<b>Indicators:</b>
<ol style="list-style-type: none"> <li>1. A strategic research plan that contributes to greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources.</li> <li>2. Standard Operating Procedures describe how data is captured and shared with principal partners.</li> <li>3. A list of research databases held by the IFCA and the frequency of their review.</li> <li>4. Non-confidential meta-data collected through the IFCA research programme should be recorded in a database available to the marine research community.</li> </ol>	<p>SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.</p> <p>SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.</p> <p>SC5C: The IFCA’s contribution to TAG and progress that has been made towards a national evidence needs programme will be recorded in the IFCA’s Annual Report.</p>

The workstreams shown in the table below are categorised into two types of activities. The first, ongoing workstreams, are those which have already been existence and the second, new projects, are new workstreams. Ongoing workstreams tends to include the high priority survey which is repeated annually at set times of the year while new projects tend to be once off projects that fit within a specific time frame. Surveys of ongoing workstreams take place at specific times of the year to inform stock assessments and management decisions. Most surveys are scheduled to take place between spring and autumn due to weather limitations of conducting fieldwork during winter. New projects that satisfy the project evaluation criteria are planned into the timetable depending on the needs of the project (e.g., to target a seasonal fishery) and the resources available (e.g., vessel and staff time) after ongoing survey and enforcement activities have been accounted for.

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
1	<b>ONGOING ACTION: 5A) Annual Research Plan &amp; Report</b>	<ul style="list-style-type: none"> <li>• Prepare the annual research plan: Assess annual research priorities, plan time and resource.</li> <li>• Prepare the Annual Research Report: Report on achievement of objectives set in Annual Research Plan and demonstrating use of evidence for decision making</li> </ul>	<b>LSCO</b>
1	<b>ONGOING ACTION: 5B) Participate in TAG meetings</b>	<ul style="list-style-type: none"> <li>• Actively contribute to IFCA TAG meetings</li> <li>• Provide TAG with Kent and Essex updates</li> <li>• Report back regarding outcomes and workstreams resulting from TAG meetings</li> </ul>	<b>LSCO</b>
1	<b>ONGOING ACTION: 5C) Sea-going scientific survey capability</b>	<ul style="list-style-type: none"> <li>• Provision and maintenance of KEIFCA vessels and equipment for the purposes of scientific surveys and data collection</li> <li>• Planning and reporting to the Authority of operation, maintenance, and refit of vessels</li> </ul>	<b>KPVS</b> EPVS KPVFM EPVFM
1	<b>ONGOING ACTION: 5D) Shore based scientific survey capability</b>	<ul style="list-style-type: none"> <li>• Provision and maintenance of vehicles for shore based scientific surveys and data collection</li> <li>• Planning and reporting to the Authority of operation, maintenance, and refit of key equipment</li> </ul>	<b>EPVFM</b> KIFCO
1,2	<b>ONGOING ACTION: 5E) Support development of MPA management measures</b>	<ul style="list-style-type: none"> <li>• Prepare evidence to inform management measures for Goodwin Sands MCZ</li> <li>• Delineate options and discuss with stakeholders</li> <li>• Prepare MCZ fisheries assessments Goodwin Sands, Dover-Deal, Dover-Folkstone and Swale MCZs (depending on KSCIFCO recruitment)</li> </ul>	<b>LSCO</b> CIFCO KPVS KPVFM
1,2,3	<b>ONGOING ACTION: 5F) Cockle fishery stock assessment and fishery recommendations</b>	<ul style="list-style-type: none"> <li>• Plan and carry out annual cockle surveys</li> <li>• Data entry and analysis of cockle survey data.</li> <li>• Delivery of recommendations relating to stock management.</li> <li>• Organisation and delivery of pre-fishery stakeholder meeting (License holders):</li> <li>• Production and distribution of cockle papers.</li> <li>• Provision of cockle samples for MESL.</li> <li>• Production of Habitat Regulations Assessment, including consultation with NE and subsequent advice.</li> </ul>	<b>LSCO</b> <b>ACIFCO</b> All IFCOs
1,2,3	<b>ONGOING ACTION: 5G) Native oyster stock assessment and fishery recommendations</b>	<ul style="list-style-type: none"> <li>• Prepare the native oyster survey plan.</li> <li>• Prepare a native oyster survey database</li> <li>• Statistical analysis, map preparation and report writing.</li> <li>• Delivery of recommendations relating to stock management to Authority</li> </ul>	<b>LSCO</b> EPVS ACIFCO
1,2	<b>ONGOING ACTION: 5H) Native Oyster ENORI projects</b>	<ul style="list-style-type: none"> <li>• Continued membership of ENORI: Provide data, info and GIS support</li> <li>• Facilitate and lead discussions with platform building restoration work in collaboration with ENORI and Harwich Harbour.</li> </ul>	<b>LSCO</b> ACIFCO

1	<b>ONGOING ACTION: 5I) Whelk fishery management</b>	<ul style="list-style-type: none"> <li>Analyse data and prepare annual whelk landings report</li> <li>Contribute an article for a peer reviewed scientific journal on Kent and Essex whelk allometry and fishery implications</li> </ul>	<b>LSCO</b> AA CIFCO
1,3	<b>ONGOING ACTION: 5J) Small fish surveys</b>	<ul style="list-style-type: none"> <li>Collaborate in EA small fish surveys</li> <li>Provide survey capability and crew.</li> <li>Obtain the data from EA and prepare into a database and GIS.</li> <li>Analyse data and review programme</li> </ul>	<b>LSCO</b> EPVS EPVFM
1	<b>ONGOING ACTION: 5S) Consultation and engagement with major developments</b>	<ul style="list-style-type: none"> <li>Evaluate consultations and provide evidence when there is a potential impact on local fisheries, MPAs or byelaws</li> <li>Providing written feedback to developers, Government and the Planning Inspectorate</li> </ul>	<b>LSCO</b> ACIFCO
2, 3, 4	<b>ONGOING ACTION: 5K) Data analysis and services</b>	<ul style="list-style-type: none"> <li>Provision of GIS, data and analysis to inform evidence requirements, e.g., maps, vessel sightings, fish stocks</li> <li>Develop data analysis routines and reports to automate and increase efficiency of data analysis</li> <li>Develop relational databases for key shellfish species monitoring and landings data: oysters, clams, whelks and cockles</li> </ul>	<b>LSCO</b> KSCIFCO
1,2,3	<b>5L) Cockle fishery review (post 1994 - 2024 regulations order)</b>	<ul style="list-style-type: none"> <li>Assimilate landings, survey and VMS data</li> <li>Analyse data to inform management options</li> <li>Generate map-options for fishery area extents</li> <li>Prepare spatial analysis and analysis as a component of the management options for new cockle fishery post 2024</li> </ul>	<b>LSCO</b> ACIFCO CIFCO
1	<b>5H) MSC review for cockle fishery</b>	<ul style="list-style-type: none"> <li>Facilitate data assimilation and analysis</li> <li>Provide maps, and graphics of landings and survey data as needed.</li> </ul>	<b>LSCO</b>
1,2,3,4	<b>5M) Clam population assessment</b>	<ul style="list-style-type: none"> <li>Survey planning.</li> <li>Carrying out surveys.</li> <li>Species ID, Measurements, data recording,</li> <li>Data analysis and report writing.</li> <li>Engage with fishermen to communicate results and discuss sampling methods</li> </ul>	<b>LSCO</b> EPVFM EPVS EIFCO
1	<b>5N) Fisheries management plans for fish caught in district under Fisheries Act 2020</b>	<ul style="list-style-type: none"> <li>Contribute research, analysis, and interpretation to assist development of fisheries management plans for whelks, cockles and oysters as needed.</li> </ul>	<b>CIFCO</b> LSCO ACIFCO
1,2,3	<b>5O) Native Oyster - Fishing industry collaboration project</b>	<ul style="list-style-type: none"> <li>Engage with oyster fishermen discussing development of project.</li> <li>Plan, discuss and deliver a collaborative survey with oyster fishermen.</li> <li>Analyse the data obtained and prepare results.</li> <li>Arrange and hold stakeholder meeting to present the results and key findings</li> </ul>	<b>EPVS</b> EPVFM EIFCO LSCO
1	<b>5P) Anglian Water Oyster survey</b>	<ul style="list-style-type: none"> <li>Provide logistical and technical support to CEFAS and Anglian Water to carry out Pacific and Native Oyster survey</li> </ul>	<b>ACIFCO</b> <b>LSCO</b> EPVS EIFCO

1	<b>5Q) Survey Sabellaria reefs in Goodwin Sands MCZ</b>	<ul style="list-style-type: none"> <li>• Plan and carry out phase-2 of Sabellaria reef survey (funding dependent)</li> <li>• Process and analyse side-scan survey data</li> </ul>	<b>LSCO</b> KPVS KPVFM
1	<b>5R) MCZ management</b>	<ul style="list-style-type: none"> <li>• Develop strategic management plan using ecosystem-based management and spatial optimisation</li> <li>• Funding applications</li> <li>• Use Goodwin Sands MCZ spatial planning and process as example</li> </ul>	<b>LSCO</b> <b>CIFCO</b>

### ***Annual Research Plan - Evaluation and schedule of planned research for 2022-2023***

The KEIFCA Research portfolio can be grouped in three overarching themes: 1) Marine Protected Areas, 2) Sustainable Fisheries and 3) Access to Evidence. The projects approved by KEIFCA for 2022 are listed in this Annual Research Plan and will go ahead subject to resource, enforcement, COVID-19 restrictions and weather considerations.

In 2022-2023 the Annual Research Plan aims to support three primary KEIFCA workstreams initiated in 2021-2022:

1. Develop and implement robust management measures for MCZs in KEIFCA’s district.
2. Provide evidence to support sustainable fisheries management for key shellfish stocks.
3. Streamline the infrastructure and process to provide more efficient access to evidence to support sustainable fisheries and MCZ management.

Within the broader theme and primary research aims, the following key research objectives were set to address KEIFCA’s focus for 2022-2023:

1. Provide data analysis, mapping support and a scientific evaluation of different scenarios to inform the post 2024 Thames cockle fishery review.
2. Complete fisheries assessments and develop management for the Goodwin Sands MCZ.
3. Carry out stock assessment surveys for cockles to set TAC and quotas.
4. Carry out native oyster survey to assess the status of oyster population.
5. Provide data analysis and mapping support to assist in the development of fisheries management plans.

### ***Impacts of COVID-19 on research focus for 2022-2023***

The COVID-19 pandemic continues to influence KEIFCA’s research plans and how it is carried out. However, KEIFCA has taken several steps specific to research activities to facilitate more of the critical survey work to be carried out than 2020-2021 and 2021-2022. We anticipate

that the core survey work, such as cockles, and oyster survey will go ahead as planned, however it must be accepted that all plans may have to be fit around Government guidance.

### **Research schedule**

The following table illustrates the schedule for time bound research activities in 2022-2023. Activities coloured dark blue are ongoing actions, light blue are ongoing actions that are desk based, and those coloured yellow are limited-time projects planned for 2022-2023. The estimated number of days considers the time required to conduct the surveys and does not include time required for project planning, equipment maintenance or report writing. Some new projects are dependent on acquiring external funding and will not go ahead unless funding is sourced due to resource limitations. Acquiring external funding can increase KEIFCA's evidence gathering capabilities through providing funding for additional survey equipment, sample analyses or for funding additional staff or vessel time, caveated by the operational limitations of the vessels and the available number of sea days. However, any additional projects undertaken will carefully planned to minimise disruption to ongoing survey or enforcement activities.



<b>WORKSTREAMS WITH TIMEBOUND SURVEY ACTIVITIES</b>	<b>No. Days (No. Officer Days)</b>	<b>Mar</b>	<b>Apr</b>	<b>May</b>	<b>Jun</b>	<b>July</b>	<b>Aug</b>	<b>Sep</b>	<b>Oct</b>	<b>Nov</b>	<b>Dec</b>	<b>Jan</b>	<b>Feb</b>	<b>Mar</b>
5I & 5J: Annual cockle & clam stock assessment surveys from sea	20 (80)		■	■										
5I & 5J: Cockle & clam stock assessment surveys from land	20 (80)		■	■				■						
5P: Small fish surveys	5 (15)			■	■			■						
5M: Anglian Water surveys	2 (6)	■												
5K: Native oyster stock assessment surveys	20 (80)	■						■	■					■
5N: ENORI oyster restoration work	5(5)		■			■					■			
5L: Oyster fishermen joint survey project	6 (18)							■	■					
5Z: Sabellaria reef survey in Goodwin Sands	10(24)							■	■	■				

**ONGOING WORKSTREAMS/ NEW PROJECTS**

**Theme 1: Marine Protected Areas**

Developing management for Marine Conservation Zones (MCZs) is a high priority workstream for KEIFCA. The T3 MCZs for which management will be put in place include Goodwin Sands, Swanscombe, Dover-Deal MCZs. As part of developing management for the Goodwin Sands MCZ, KEIFCA will complete the MCZ fisheries assessment for the site working with Natural England. KEIFCA is already liaising with the MMO regarding the Goodwin Sands MCZ, which straddles the 6 nm inshore-offshore management boundary, and consulting with the fishing industry, Goodwin Sands Conservation Trust and other stakeholders on potential management necessary to protect the designated features of the site. The main body of this work is the development of spatial management options for Goodwin Sands MCZ. A similar assessment and consultation process will be required for the Swanscombe MCZ, and for the Dover to Deal MCZ. The update to T3 MCZ site management is planned to start in January 2021 and continue through until the end of April 2021. This management of this workstream is led by the CIFCO, while evidence gathering and data analysis is led by the LSCO with support from the KSIFCO.

The spatial management will have conserving *Sabellaria* reefs at the core of its objectives because it is of biodiversity importance but also vulnerable to impacts from bottom towed gear. After a very successful survey of the *Sabellaria* reefs in Goodwin Sands MCZ during 2021-2022, KEIFCA hope to repeat and extend the survey to capture a greater area. The nature of these reefs may in turn be used to inform the

spatial planning for T3 management described above. A survey of Sabellaria reefs in Goodwin Sands is to be scheduled for March, with follow up work in October (following the cockle fishery season) 2022 using side-scan sonar towed behind FPV Nerissa. This workstream is of medium priority, and will require 5 – 8 days at sea, manned by the LSCO and KSIFCO or KPVM for data collection. A significant part of this work will be 10 days desk-based data processing to transcribe video or acoustic data into a quantified reef index.

KEIFCA will use the process developed here for Goodwin Sands MCZ as a case study to promote ecosystem based spatial planning when developing byelaws to achieve more holistic and integrated conservation outcomes than is commonplace when developing byelaws. The project will be led by the CIFCO and LSCO, in which a robust process is coupled with a spatial optimisation model to achieve conservation outcomes for multiple designated features while accounting for other biodiversity and culturally important features in the site. This ambitious project will be the first of its kind certainly for KEIFCA. The high-level outcomes will be shared with Natural England, the MMO and other IFCA's to promote smart conservation principles while developing byelaws.

## ***Theme 2: Sustainable Fisheries***

Sustainable fisheries work is presented under three components: namely, shellfish, finfish and fisheries management plans.

### **Shellfish**

The research plan will focus on three commercially valuable or species of conservation concern, namely cockles, oysters and whelks, but this year continue survey effort for clams to help improve KEIFCA's understanding of cockle-clam dynamics and its influence on the cockle fishery. New, and of high priority this year, is developing spatial intelligence around the cockle fishery to inform fishery management scenarios as part of the cockle fishery review which addresses how the fishery will run in years after 2024, when the current TECFO regulation order expires.

- Cockles

The cockle fishery review (TECFO review)

KEIFCA will develop spatial models of landings and economic stability, and the environmental footprint, from the cockle beds in the Thames under different future scenarios. The area over which the fishery operates, the number of vessels and gear types will be included used in the model to help inform KEIFCA's post 2024 fishery structure. This is a high priority project, but subject to change as discussions and thinking around the fishery evolves.

Cockle surveys

Stock assessments of cockles are critical to inform the catch limits (quotas) that ensures sustainable and responsible management of the two cockle fisheries in the district, namely TECFO and Permit fishery, which target this key shellfish stock between June and October

Annual cockle surveys are a high-priority ongoing activity, with a high resource requirement and dominates the research agenda preceding the opening of the fishery between April and May, and again in early September to inform the annual spatfall. These surveys collect information on the spatial distribution, abundance and biomass for cockle spat and the different year classes of adults. From this data stock

size, health and abundance, mortality and recruitment trends can be estimated and is used to set annual catch quotas. Sea going surveys take place from FPV Tamesis and land-based surveys are carried out using customised quad bikes used to access the nearshore subtidal habitats. Habitat Regulation Assessments will be carried out for both cockle fisheries and submitted to Natural England in 2022-2023.

#### MSC accreditation

Marine Stewardship Council (MSC) accreditation is vital for the confidence that buyers have in the sustainability of the cockle fishery. KEIFCA will be working closely with David Jarrad (SAGB), Colin Bannister (former CEFAS) and Michael Bell (Herriot Whatt University) to make data available and disclose information and assist with interpreting results to support the MSC accreditation process for the fishery.

- Oysters

#### Oyster surveys

Annual assessments of native oyster stocks are carried out inside the Blackwater, Crouch, Rouch and Colne MCZ to inform the status of the fishery in the MCZ, which has been closed since 2015 over concerns for the depleted stock. Sea-based surveys are carried out during spring and record the spatial distribution, abundance, size and biomass of native and Pacific oysters. Every five years the survey is to cover all sites in the survey grid, while annual surveys in years in between take place at sites where presence of native oysters was recorded during the previous quintennial survey. A time series analysis of the biomass provides essential information about the recovery of the stock, which is used alongside a minimum threshold to inform the status of the stock, which under pins opening the fishery.

#### Industry led surveys

KEIFCA plans to work with local oystermen is to establish the presence of native oysters in areas where local and historical knowledge suggests that native oysters are likely to been present but were not found during KEIFCA surveys. These surveys are planned for early spring running prior or alongside the annual surveys. This project promotes collaboration between KEIFCA and oystermen.

#### Native oyster bed restoration work

KEIFCA will continue to make an active contribution to ENORI's restoration work as an active stakeholder. This year, we are building up a reef platform upon which shell cultch will be deposited to enhance oyster settlement – a project which has proved highly successful in Australia by – and makes use of locally dredged materials and can be linked to the BUDS initiative. The project is currently being investigated, and if deemed feasible, will have Harwich Harbour, Blue Marine Foundation, MMO, NE, Essex University, Essex Wildlife Trust, Zoological Society for London (ZSL) and the Environment Agency as project partners, with wider support through the Blackwater Partnership.

- Whelks

KEIFCA has not planned new whelk surveys for 2022-2023, however, we are furthering the 2020-2021 EMFF study to gain further insights into whelk population dynamics, in partnership with Bangor University and NW IFCA.

KEIFCA will be actively contributing to the Whelk Working Group and Whelk Management Group meetings to feed the Kent and Essex perspective into fisheries management plans, national strategies, and stay abreast of new research on whelks.

- Clams

Presence of Manilla clams continue to be reported by cockle Fishermen and is supported by KEIFCA's cockle surveys that have found co-occurrence of these species in some of the cockle harvesting areas. Given that the species is highly lucrative KEIFCA, but cannot be harvested while fishing for cockles, further research on Manilla clams is needed. In 2022-2023 KEIFCA will analyse clam survey data to better understand the abundance and spatial distribution of this species relative to cockles in the Thames cockle grounds.

### **Finfish**

- Juvenile Fish Surveys

KEIFCA's participation in longstanding small fish surveys in the River Medway, which are carried out in collaboration with the Environment Agency (EA) to fulfil the Water Framework Directive monitoring requirements, is planned to go ahead in May and again in October 2022-2023. The juvenile fish surveys constitute a bi-annual snapshot of juvenile fish use of the Medway Estuary MCZ, which contains the River Medway Nursery Area. The area where all fishing is prohibited allows for an undisturbed area of over 12 km<sup>2</sup> of intertidal habitat which is vitally important to a variety of fish species. KEIFCA continues to support the juvenile fish surveys set up via the Essex Wildlife Trust and the University of Essex in the rivers and creeks of the Essex coast as well as Living Rivers.

The suitability of the specific methods used by this survey as evidence gathering programme for KEIFCA will be reviewed in discussion with the EA, Essex Wildlife Trust and University of Essex. Depending on the outcome of this review, which may include data analysis, data collection procedures which could improve the data will be considered for future evidence gathering.

### **Fisheries management plans**

The development of Fisheries Management Plans is a major and high priority workstream starting in 2021. Under the Fisheries Act 2020, the creation of fisheries management plans is required to help the UK better manage its fisheries. Much of the process still needs to be determined by national fisheries policy makers before fisheries management plans can commence. However, KEIFCA will prioritise resource for the preparation of fisheries management plans and will proactively work towards identifying key species and acquiring data to inform fisheries management plans in a proactive manner.

### ***Theme 3: Access to Information and Development of Evidence***

Work undertaken within the research theme, Access to evidence, is primarily concerned with enhancing KEIFCA's ability to make informed decisions based on scientific evidence through streamlining resource and process around data storage and analysis. The project will aim to centralise data and analysis to the server to streamline data driven processes.

KEIFCA has several datasets for various types of data such as, cockles, oyster and whelks, housed in different digital formats, but primarily as Excel datasheet and Microsoft Access databases. Spatial data has been stored in a variety of file formats that are compliant with ESRI ArcView and QGIS software.

The need to improve GIS (Geographic Information System) data handling and data analysis procedures were identified as critical area for KEIFCA to improve on and fits into the third research theme. Updating of the data storage system will involve migrating existing data to modern relational database that has GIS capability is a key area where the organisation stands to improve its access to evidence and the work is less likely to be impacted by COVID-19 restrictions than fieldwork.

In 2022-2023 the majority of the work will be focussed on cleaning and standardising data prior to being imported into the new databases, continuing from the work started in 2021-2022. The development of Reproducible Analytical Pipelines (RAPs) development will be undertaken as and when they are needed to analyse data, throughout the year. This activity is not time specific, other than ensuring that analyses and results are delivered on time to facilitate reports and management. For example, annual assessments of cockle survey data will be coded into R in preparation to inform management decisions prior to the start of the seasonal cockle fishery.

The following table presents the delivery schedule for key KEIFCA reports for 2022/23

***Research report publication schedule for 2021-2022***

<b>Publication theme</b>	<b>Anticipated date</b>	<b>Authors</b>
Cockle review – Spatial component	February/March 2022	LSCO
Whelk annual landings report	January 2023	CIFCO, AA, LSCO, LCO
Annual cockle survey report	May 2022	ACIFCO, LSCO
Annual native oyster survey report	November 2022	LSCO
Annual Research Report	September 2022	LSCO
Goodwin Sands Sabellaria project report	March 2022	LSCO, CIFCO

**Research meetings schedule**

Regular meetings that are planned for 2022-2023 which include or are exclusively focussed on Research are listed in the table below. Several non-listed meetings with are held, primarily providing feedback to consultations. In 2022-2023 KEIFCA will have the opportunity to feed into the cable routing process for the extension of windfarms under the Five Estuaries and North Falls projects. KEIFCA will have regular meetings with stakeholders, e.g., Goodwin Sands Conservation Trust, Natural England and the Marine Maritime Organisation, regarding the development of management for the Goodwin Sands MCZ. KEIFCA will also reporting back on the Sabellaria survey project to project partners and have meetings with NE and the MMO about strategic approach taken to develop byelaws for the Goodwin Sands MCZ and how lessons can be applied elsewhere.

**Table of regular meetings which include or are exclusively focused on KEIFCA research**

<b>Meeting</b>	<b>Frequency/dates</b>	<b>Topics/Purpose</b>
<i>Authority Committee meetings</i>	<i>Quarterly (Feb, May, Sep, Nov)</i>	<i>Progress report on core fisheries and new research projects</i>
<i>TAG (Technical Advisory Group)</i>	<i>Quarterly (Feb, May, Sep, Nov)</i>	<i>IFCA scientific/research lead's meeting regarding fisheries and management issues.</i>
<i>Whelk Working Group</i>	<i>Quarterly (Jan, May, Sep, Nov)</i>	<i>Science and stock management issues</i>
<i>Whelk Management Group</i>	<i>Quarterly (Jan, May, Sep, Nov)</i>	<i>Seafish led industry liaison and development of a Fisheries Management Plan.</i>
<i>ENORI</i>	<i>Monthly</i>	<i>Oyster restoration work in restoration box in the BCRC MCZ.</i>
<i>Natural England</i>	<i>Quarterly (Feb, May, Sep, Nov)</i>	<i>Strategic 3 monthly calls with CIFCO and LSCO to discuss strategic work</i>
<i>Natural England</i>	<i>Monthly</i>	<i>NE meet with LSCO to discuss research development</i>

# Structure and governance of the Authority

## Structure

The Kent and Essex Inshore Fisheries and Conservation Order 2010 makes provision for the establishment of the Kent and Essex Inshore Fisheries and Conservation District and for the Authority for that district. The Order lays out the membership and proceedings of the Authority and makes provision in relation to the expenses of the Authority and to the reimbursement of members' expenses.

The Order states that the Authority is to consist of 21 members, comprised of nine councillors, ten "general members" or MMO appointees (of which one must be an employee of the MMO, and two additional members from the EA and NE. The Order also lays out how the expenses of the Authority should be divided between the councils.

## Governance

Good governance is at the heart of sound decision-making and it is because of this that KEIFCA have already adopted key working documents that will aid the smooth and transparent working of the Authority (i.e. Code of Conduct, Standing Orders, Financial Regulations, register of members' interests and a policy on Members' Allowances/Expenses). KEIFCA utilise Kent County Council for legal, constitutional, financial and HR support, as well as one-off support on procurement and other key activities.

## Members

IFCA members are a vital component of helping KEIFCA deliver many of the key concepts expressed in the IFCA vision, but especially in helping to "secure the right balance between social, environmental and economic benefits to ensure healthy seas, sustainable fisheries and a viable industry".

IFCA members attend the quarterly IFCA meetings, with some members also attending specialist Technical Panel meetings where specific issues are discussed in greater detail; recommendations from these meetings are then taken forward to the next full meeting of the Authority. The member's role within the organisation is to decide and comment on the strategy and direction of the organisation and to make key strategic decisions (e.g. agree on budget, staffing levels, stock management measures, etc.).

Relevant Council	Number of members	Percentage payment of KEIFCA levy
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

<b>List of Members (**Chairman, *Vice-Chairman)</b>	
<b>**Cllr J L Lamb</b>	Southend BC
<b>Cllr N Collor</b>	Kent CC
<b>Cllr T Hills</b>	Kent CC
<b>Cllr L Parfitt-Reid</b>	Kent CC
<b>Cllr J Fleming</b>	Essex CC
<b>Cllr A Goggin</b>	Essex CC
<b>Cllr M Skeels</b>	Essex CC
<b>Cllr M Coxshall</b>	Thurrock BC
<b>Cllr H Tejan</b>	Medway BC
<b>A Baker</b>	NE Representative
<b>L Faulkner</b>	EA Representative
<b>J Rowley</b>	MMO Representative
<b>*P J Nichols</b>	MMO Appointee
<b>E Gilson</b>	MMO Appointee
<b>A Rattley</b>	MMO Appointee
<b>Dr L Fonseca</b>	MMO Appointee
<b>B Chapman</b>	MMO Appointee
<b>P Wexham</b>	MMO Appointee
<b>E Hannam</b>	MMO Appointee
<b>T Ferry</b>	MMO Appointee
<b>R Turner</b>	MMO Appointee

## ***Staff***

The officers and administration staff implement the strategic decisions that the Authority (i.e. members) have agreed. The IFCA staff, led by the Chief IFC Officer (Diagram 4), are responsible for the ongoing operations of KEIFCA (e.g. appointing staff, setting and managing staff performance, implementing the agreed stock management measures and enforcement etc.) and report back to the members on key issues and matters for discussion each quarter.

At present KEIFCA employs 14 full time staff, 1 part-time staff, a part time Clerk and a part time financial advisor. In addition to this the Authority also contributes to the services of the Chairman and Vice-Chairman. The structure and key roles of each member of staff are laid out in Fig.4. Officers across the organisation continue to be trained to undertake various tasks as this approach gives KEIFCA a huge amount of flexibility in being able to deliver all of KEIFCA's duties and react to events.

### ***Staff performance and assessment***

KEIFCA currently use a process similar to Kent County Council's (KCC) staff performance monitoring system. The system is based on a yearly review of an employee's performance using a series of objectives that are agreed between the employee's line manager and the employee. The objectives and the outputs of the employee relate back to the overall objectives in the annual plan. Depending upon how well an employee meets, or exceeds, the targets set during this process an employee may move up the incremental scale, this is dependant upon budgetary constraints and pay scale.

### ***Training***

There exists within KEIFCA a core understanding, level of experience and knowledge related to the range of work of the IFCA. Important training areas include; developing IFC officer enforcement and seamanship skills, building on survey skills within the organisation and developing officers' ability to undertake a range of surveys and helping staff expand their IT skills (including using GIS and website maintenance).



# Staff Structure

**Chief IFCO (Kent)**

- Strategic direction for IFCA
- National representation
- Oversee KEIFCA operations and reporting to KEIFCA members
- Management implementation & evaluation of byelaws
- In charge of PR – strategy & implementation

**Assistant Chief IFCO (Essex)**

- Oversee implementation of IFCA strategy (day to day management)
- Coordinate planning and delivery with science and compliance leads & vessel skippers
- Lead technical input into annual plans and reports
- Lead Training Officer
- Lead officer for byelaw review

**Lead Compliance Officer/IFCO (Essex)**

- Lead planning, coordination, delivery and reporting of key compliance and enforcement activities.
- KEIFCA case file and prosecution lead
- KEIFCA lead in national compliance groups (NIMEG) and projects (Intel)
- Support officers in developing enforcement skills
- Support compliance operations on land and at sea

**Lead Scientific and Conservation Officer/IFCO (Kent)**

- Lead planning, coordination, delivery and reporting of key environment, data and research activities.
- Develop and report on KEIFCA fisheries and MPA management measures
- Develop working relationships with partner organisations/ academic bodies
- GIS lead (storing/presenting scientific evidence)
- KEIFCA lead in national research groups and projects (TAG)
- Tasking of Scientific and Conservation Officers
- Support officers in developing evidence & research skills
- Support compliance operations on land and at sea

**Scientific and Conservation Officer/ IFCO (Kent)**

- Carry out Habitat Reg's Assessments
- Carry out byelaw impact assessments and support byelaw process
- Carry out consultation replies
- Support research and GIS projects
- Support compliance operations on land & sea

**Patrol Vessel Skipper/IFCO (Kent)**

- Leads for operation and maintenance of the vessels
- Line manage IFCO's
- Tasking of First Mates and IFCO's at sea and ashore
- Responsible for managing vessel budgets
- Technical input into annual plans and reports
- Carry out enforcement and survey tasks
- Liaise with LCO and LSCO for compliance and survey planning

**Patrol Vessel Skipper/IFCO (Essex)**

**Patrol Vessel First Mate/ IFCO (Kent)**

- Assist Skipper and act as stand-in skipper
- Support operation and maintenance of patrol vessels
- Carry out enforcement and survey tasks
- Undertake strategic projects\*

**Patrol Vessel First Mate/ IFCO (Essex)**

**RIB Coxswain & MPA Compliance Officer/IFCO (Essex)**

- Carry out RIB coxswain duties
- Carry out duties as lead MPA compliance officer
- Support operation and maintenance of patrol vessels
- Carry out enforcement and survey tasks
- Support intel workstream

**IFCO (Kent)**

- Carry out enforcement and survey tasks
- Support operation and maintenance of the patrol vessels
- Undertake strategic projects\*

**IFCO (Kent)**

**IFCO (Essex)**

**Office Manager (Kent)**

- Manage budget process (ordering system, oracle management etc.)
- Byelaw administration
- Admin support for annual plans reports and quarterly meetings
- Lead HR member of staff
- Management of general enquiries

**Admin Assistant p/t (Kent)**

- Lead licensing and permitting coordination
- Lead whelk fishery management process
- Provide administrative and clerical support (byelaws etc.)
- Maintain files and record systems
- Assist in admin support for annual plans reports and quarterly meetings
- Administer the financial arrangements of the Authority

\*Strategic projects are described on a yearly basis from the annual plan

# **Resources**

## **Offices**

KEIFCA currently rents 2 offices; a main office in Ramsgate in Kent and a satellite office in Brightlingsea in Essex. The location of the two offices allows the organisation to efficiently undertake all its duties and helps KEIFCA build and maintain strong links with all its stakeholders either side of the Thames Estuary. The remit of the offices revolves primarily around the spatial distribution of work, with the Brightlingsea office specialising in Essex based issues relating to enforcement, consultations and surveys; the Ramsgate office also undertaking the equivalent tasks on the Kent coast but is in addition the centre for core overarching organisational activities (e.g. administration support, legal support, HR work etc).

## **Vehicles**

KEIFCA owns two Toyota Hilux pickup trucks and two VW Caddy vans, with one truck and one van based at each office. The vehicles are used to transport officers on enforcement duties and key equipment around the district. The Authority also owns four Honda All-Terrain Vehicles (ATV) that are based at Shoeburyness which are used for cockle surveys and other intertidal work.

## **Boats**

KEIFCA has four fishery patrol vessels. The 'Nerissa' is based in Ramsgate and has a crew of four, is a 17m catamaran, and carries a RIB which can be launched from its ramp in various sea conditions to undertake boardings at sea. The RIB carried by Nerissa is a standalone vessel called 'Nereus', which is a 5.4m SeaRider which can take a crew of up to 3 officers to undertake boarding operations either from 'Nerissa' or independently.

'Tamesis' is a 12m catamaran which came into service in 2011 and which was partially EU grant funded. This vessel is based at Brightlingsea and has a crew of three which is supplemented by the Essex shore officer post to make a mustered crew of four, and can undertake enforcement, monitoring and survey duties. The vessel also carries a RIB for boarding and a hydraulic hauler which is used for hauling pots and nets to check for compliance with byelaws etc.

'FPV Vigilant' is a 2020 7.8m Ribcraft RIB which operates completely independently of the larger vessels. Purchased new with EMFF partial funding in January 2020, it is used as a fast response enforcement vessel. Operating with twin outboard engines, it is an improvement in capability and with regards to officer safety compared to the vessel it replaces. Capable of in excess of 40 knots it provides effective coverage of all of the rivers and estuaries within the District and can be transported by road to launch sites close to where it is required.

# **Appendix 1 - Risk Management Strategy**

## ***Introduction***

The management of risk is considered in all activities conducted by KEIFCA officers. All employees are familiar with the management of risk through developing risk assessments covering safe working practices through to scrutinising invoices and purchase orders to identify financial risks. Risk assessments are reviewed on an annual basis as a minimum. The risk matrix below is reviewed on a regular basis by the senior management team comprising the Chief IFC Officer (CIFCO), Assistant Chief IFC Officer (ACIFCO) and the Office Manager (OM). The matrix below highlights those risks identified for the financial years 2021/22. Risks from Covid 19 have been separated out but are seen as part of how we will now do our work in 2021/22.

### *KEIFCA Management and Governance risks*

- Failure to meet Kent & Essex IFCA objectives. (CIFCO)
- IFCA decision challenged and over turned in court on the basis that the IFCA has not considered all of the relevant evidence or that one or more Members had a conflict of interest when taking part in making a decision. (CIFCO & Clerk)
- Injury to staff due to unsafe working practices. (CIFCO)
- Failure to maintain effective financial management and control. (CIFCO, Financial Advisor & OM)
- Failure to secure data. (CIFCO & OM)
- Failure of vessel assets. (CIFCO & ACIFCO)
- High turnover of staff. (CIFCO)

### *KEIFCA Operational risks – Failure to implement IFCA duties*

- Failure to effectively monitor and enforce legislation. (CIFCO)
- Enforcement activities conducted in an unprofessional and uncoordinated manner. (CIFCO)
- Failure to maintain survey/sampling programme. (CIFCO)
- Degradation of environmentally sensitive/designated areas due to fishing activity. (CIFCO & ACIFCO)
- Shellfish stocks collapse. (CIFCO)
- Fisheries in the District impacted by the activities of developers/industry. (CIFCO)
- Insufficient time to fully consider environmental impact assessments for inshore developments. (CIFCO)
- Failure to fully engage with stakeholders. (CIFCO)

<b>Description</b> (owner)	<b>Risk</b> High 4 - 3 - 2 - 1 Low				<b>Mitigation</b>	<b>Residual Risk</b>
	<b>Impact</b>	<b>Likelihood</b>	<b>Financial</b>	<b>Reputation</b>		
Failure to meet new Kent & Essex IFCA objectives (CIFCO)	<b>4</b> Change to organisation structure and duties.	<b>1</b> KEIFCA officers have worked with the Defra implementation team to set objectives that whilst aspirational are hopefully realistic. Defra have also indicated that the objectives can be reviewed.	<b>4</b> New burdens money funded via Defra and the local authorities aims to cover the increased costs from the new IFCA duties. If additional funding is not passed to KEIFCA or funding from LAs is reduced, capacity to meet new duties would be limited. If KEIFCA fails to meet new objectives funding could be reduced.	<b>4</b> Potential loss of faith in KEIFCA's governance and organisational structure by Defra and other key organisations	<p>Reflect new Kent &amp; Essex IFCA objectives clearly in annual plans and reports</p> <p>Communicate the new requirements and duties of KEIFCA to all Authority members and staff</p> <p>Integrate new objectives and tasks into staff structure and job descriptions. Make sure new IFCA priorities are discussed at staff meetings and staff appraisals</p> <p>Introduce management systems to set up agreed tasks for each member of staff per quarter. Set up systems to monitor staff time spent on each success criteria.</p>	<b>2</b> Possibility that although progress will have been made KEIFCA could fail to fully meet all its new objectives.
IFCA decision challenged and overturned in court on the basis that the IFCA has not considered all of the relevant evidence or that one or more Members had a conflict of interest when taking part in making a decision (CIFCO & Clerk)	<b>4</b> KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.	<b>1</b> The Clerk will advise on conflict of interest matters (and the Code of Conduct adopted by the IFCA requires all members to complete a register of interests)  KEIFCA staff ensure that the reports to and minutes of IFCA meetings properly record the reasons for decisions.	<b>4</b> KEIFCA could face financial loss if such a case was lost	<b>4</b> Potential loss of faith in KEIFCA's governance and organisational structure by Defra and other key organisations	<p>All of reports to the IFCA will contain all of the evidence and information needed for the IFCA to make an informed decision</p> <p>The Financial Advisor and Clerk attend all IFCA meetings;</p> <p>Every decision must have a proper audit trail and be in writing, even if it is made and ratified afterwards by the IFCA;</p> <p>Consultation with affected individuals/industries will be carried out and the results of the consultations reported to the IFCA when they make decisions;</p> <p>KEIFCA have adopted procedures in our Standing Orders whereby members of the public and industries not represented on the IFCA can address meetings</p>	<b>1</b> Limited potential for such a challenge due to extensive best practice mitigation measures.

Injury to staff due to unsafe working practices (CIFCO)	<b>4</b> Death or injury of staff.	<b>2</b> Well trained staff. Provision of high standard safety equipment. Well maintained vessels. Well maintained vehicles.	<b>4</b> Injury claims, tribunals.  HSE/MCA investigations.	<b>3</b> Poor morale of staff leading to problems with retention.	Mandatory safety training register maintained.  Adequate training budget to cover all training requirements.  Well trained staff.  Risk assessments available and regularly reviewed for each task.  High quality PPE issued to all staff.  Safety drills conducted on vessels.  Boarding procedure developed and implemented.  Lone Working Policy developed and implemented.  Conflict Resolution Policy developed and training provided.	<b>3</b> Regularly working in hazardous environments. Difficult to mitigate for unforeseen circumstances.
Failure to maintain effective financial management and control. (CIFCO & OM)	<b>4</b> Fraudulent activity leading to misuse and/or misappropriation of funds. Unforeseen expenditure, major mechanical failure or loss of large vessel assets.	<b>2</b> Limited staff access to financial information and authority to spend money. Vessel reserve funds maintained.	<b>4</b> Lack of financial resources to carry out statutory obligations.	<b>4</b> The Authority is funded through local taxpayer money, expectation to provide a best value for money service.	External audit of accounts by Audit Commission.  Internal Audit conducted by Kent County Council.  Restricted use for purchase cards. Kent & Essex IFCA Financial Regulations.  Restricted authority to sign cheques.  Annual Plan and Report.  Yearly reviews of inventories.  Production of detailed accounts.  Maintenance of reserve funds.	<b>1</b> Very limited potential for large scale fraud or corruption. Small scale misuse of consumable items is still possible. Well maintained vessels.

Failure to secure data. (CIFCO & OM)	<b>4</b> None compliance with Data Protection Act. Prosecution case files compromised Loss of data in the event of fire or theft.	<b>2</b> Limited staff access to both electronic and paper files. Offices secure and alarmed.	<b>4</b> KEIFCA open to both civil and criminal action regarding inability to secure personal information.	<b>4</b> Stakeholders no longer believe that confidential information they have supplied is secure. Personnel issues arise over inability to secure data.	All computers are password protected. Individuals only have access to their own computer.  Secure wireless internet.  Access to electronic files is restricted based on an individual's role.  Up to date virus software installed on all computers.  Important documents secured in safes.	<b>2</b> Limited ability for personnel to access files.
Failure of vessel assets (CIFCO & ACIFCO)	<b>3</b> Limits enforcement and research capabilities	<b>2</b> Authority has two vessels. If one vessel fails, the other vessel can undertake its duties	<b>3</b> Hiring of other vessels expensive. Significant mechanical failures time consuming and expensive to rectify.	<b>2</b> Significant funding provided to commission vessels. High expectation that the vessels provide value for money.	Highly maintained vessels.  Extensive annual refits of vessels.  Annual Workboat Code survey.  Highly trained staff.  Replacement vessel reserves in place	<b>2</b> Unforeseen events may still cause disruption to activities.  Main patrol vessel is currently operating beyond initial service life.
High turnover of staff (CIFCO)	<b>3</b> Reduced efficiency and effectiveness Decrease in morale and increased workload for experienced staff	<b>2</b> The clarity over IFCA funding has given staff a better long term view of their role in KEIFCA over the next 4 years.	<b>3</b> Financial investment required to recruit, train and provide PPE to new replacement staff.	<b>2</b> Authority no longer considered a good employer staff seek alternative employment.	High level of training provided to staff.  Induction programme for new recruits.  Staff appraisals.  Competitive salaries (benchmarking).  Provide safe and professional working environment.  Flexible working arrangements.	<b>2</b> Whist staff leaving is always a possibility, quarterly meetings with each member of staff as well as an increased training budget have been identified as ways of reducing this risk.

<p>Failure to effectively monitor and enforce legislation (CIFCO)</p>	<p><b>4</b> Unregulated fishery. Increased non-compliance with legislation. Reduced Fish Stocks. Impact on Environment.</p>	<p><b>2</b> Monitoring of fishing activity is high but complete coverage is not achievable.</p>	<p><b>4</b> Unregulated fisheries are unsuitable and unprofitable. Illegal landings reduce demand and price.</p>	<p><b>4</b> Authority's performance is judged on its ability to effectively monitor fishing activity and prevent illegal activity from occurring.</p>	<p>Adaptive co-management approach to fisheries improves understanding and compliance with management measures.</p> <p>Warranted Officers regularly monitoring landings and fishing activity throughout the District.</p> <p>Intelligence led / risk based enforcement planning.</p> <p>16m Patrol vessel &amp; 12m replacement enforcement and fisheries monitoring vessel.</p>	<p><b>2</b> Large district means that full coverage is not possible to achieve. Small minority of fishermen will continue to breach legislation due to short term gain. Limited financial deterrent at present. Some legislation difficult to enforce effectively.</p>
<p>Enforcement activities conducted in an unprofessional and uncoordinated manner (CIFCO)</p>	<p><b>4</b> Inconsistent approach to fisheries enforcement. Enforcement problems and non-compliance with legislation. Poor morale amongst other IFCOs.</p>	<p><b>2</b> Misinformation may be given by IFCOs or information may be misinterpreted by fishermen.</p>	<p><b>3</b> Wrong interpretation of legislation may lead to loss of earnings of fishermen or gain from breaches in legislation going unnoticed.</p>	<p><b>4</b> Failure to carry out enforcement efficiently and effectively reflects poorly on the Authority.</p>	<p>Regular staff meetings combined with enforcement training.</p> <p>Staff appraisals.</p> <p>All IFOs receive comprehensive in house and external PACE training.</p> <p>Issue of Warrants delayed (normally six months) until Senior Enforcement Officers are convinced the IFCO is capable of carrying out the enforcement role.</p> <p>Code of Conduct for inspections at sea and ashore developed.</p>	<p><b>2</b> Considerable resources are directed towards IFCO enforcement training but frequent changes to legislation and human error may lead to mistakes being made.</p>

Failure to maintain survey/sampling programme (CIFCO)	<b>4</b> Lack of accurate data leading to poor management of shellfisheries. Collapse of stocks. Decline in bird numbers. Degradation of wider environment.	<b>2</b> Well trained and qualified staff. 12m new patrol/ research vessel.	<b>4</b> Closure of fishery due to over exploitation of stock or loss of shellfish water classification. Shellfish fisheries not opened to fishing as insufficient information available to gain consent through Appropriate Assessment procedure.	<b>4</b> High expectation that shellfisheries are well managed by Authority. High expectation that additional research work will be completed.	Monitoring and research vessel.  Work plans developed for research staff and vessel.  Research staff well qualified and experienced with local fisheries.  Good communication with fishermen and other relevant organisations.  Snr. Conservation/ Research Officer assigned to co-ordinate bio-toxin and bacteriological sampling routines when required.  Contingency plans developed.  Introduction of new patrol/vessel and to employ and Snr. Conservation/Research Officer from new funding.	<b>2</b> Planned surveys lost due to poor weather or vessel breakdown. Research programme continue to expand year on year.
Degradation of environmentally sensitive/ designated areas due to fishing activity. (CIFCO & ACIFCO)	<b>4</b> Loss of important habitat and species. Conservation Objectives for areas within EMS's not fully met.	<b>2</b> Authority's fisheries management takes into consideration environmental issue.	<b>3</b> Fisheries directly responsible closed. Increased pressure by conservation groups to stop other fishing activity.	<b>4</b> Authority not meeting statutory duties under EU & UK conservation legislation.	Agreed cockle policies.  Proposed fishing activity requires Appropriate Assessment.  Effective enforcement.	<b>2</b> Illegal fishing can damage habitat and stocks.
Shellfish stocks collapse. (CIFCO)	<b>4</b> Collapse of fishing industry.	<b>4</b> Bivalve stocks have high natural variation. Crustacean stocks not subject to effort control.	<b>4</b> Local economy reliant on direct and indirect employment associated with shellfisheries.	<b>4</b> Loss in confidence of the Authority's ability to manage fisheries.	Annual stock assessments of bivalve stocks in the Estuary.  Fisheries management policies agreed for cockle stocks in the Estuary.  Ability to allocate sufficient resources to monitoring of landings and effective enforcement.  Consultation with industry on possible management measures.	<b>2</b> Stocks will naturally fluctuate. Fisheries impacts may occur outside the control of the Authority, including climate change and over exploitation of stocks outside the district.



<p>Fisheries in the District impacted by the activities of developers / industry.</p> <p>Insufficient time to fully consider environmental impact assessments for inshore developments. (CIFCO)</p>	<p><b>2</b></p> <p>Shellfish fisheries impacted due to contamination or loss.</p> <p>Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds.</p>	<p><b>2</b></p> <p>Lack of fishing activity data. Lack of baseline data. Limited understanding of impacts of developments on the marine environment.</p>	<p><b>3</b></p> <p>Reduced catches and income for fishermen, anglers and other stakeholders. Displacement of fishing effort, reduction in tourism.</p>	<p><b>3</b></p> <p>Expectation that Authority will represent stakeholders interests even though activities may be occurring outside of the district or not within KEIFCA's control.</p>	<p>Consultations responded to by IFCOs with local expertise and seen by CIFCO.</p> <p>Liaison with consenting agencies.</p> <p>Developer meetings attended by KEIFCA representatives.</p> <p>Database to be created holding information on current and historical fishing activities within the Authority's district (Work with MCZ project).</p> <p>Development proposals scrutinized by Defra and Natural England.</p> <p>Consents required for developments.</p>	<p><b>2</b></p> <p>Increased wind farm development and dredging. High reliance on modelling to determine impact of developments. Limited baseline data.</p>
<p>Failure to fully engage with stakeholders. (CIFCO)</p>	<p><b>4</b></p> <p>Conflict between differing stakeholders Non-compliance with fisheries and environmental legislation.</p>	<p><b>3</b></p> <p>Difficult to identify and consult with all relevant stakeholders.</p>	<p><b>4</b></p> <p>Stakeholder requirements are not adequately considered in the management of fisheries.</p>	<p><b>4</b></p> <p>Lack of trust in the Authority's management processes. Misunderstanding of the Authority's role.</p>	<p>Regular contact with fishermen and Natural England.</p> <p>Dissemination of all survey data and management proposals.</p> <p>Respond to all relevant Government/developer consultations or proposals.</p> <p>Improve website and provide interactive services.</p> <p>Regular/structured liaison with other enforcement bodies.</p> <p>Annual &amp; research reports published. Publication of business plan.</p> <p>Stakeholder feedback questionnaire and analysis.</p>	<p><b>2</b></p> <p>Further improvement to contact with NGOs and other stakeholders needs to be achieved.</p>

## ***Appendix 2 – Abbreviations***

<b>ACIFCO</b>	Assistant Chief Inshore Fisheries and Conservation Officer	<b>MCSS</b>	Monitoring and Control Surveillance System
<b>AIFCA</b>	Association of Inshore Fisheries and Conservation Authorities	<b>MCZ</b>	Marine Conservation Zones
<b>ASFC</b>	Association of Sea Fisheries Committees	<b>MMO</b>	Marine Management Organisation
<b>Cefas</b>	Centre for Environment, Fisheries & Aquaculture Science	<b>MoU</b>	Memoranda of Understanding
<b>CFO</b>	Chief Fishery Officer	<b>MPA</b>	Marine Protected Area
<b>CFP</b>	Common Fisheries Policy	<b>MSC</b>	Marine Stewardship Council
<b>CIFCO</b>	Chief Inshore Fisheries and Conservation Officer	<b>MSP</b>	Marine Spatial Plans
<b>Defra</b>	Department for Environment, Food and Rural Affairs	<b>NE</b>	Natural England
<b>EA</b>	Environment Agency	<b>nm</b>	Nautical Miles
<b>ECC</b>	Essex County Council	<b>RSA</b>	Recreational Sea Angling
<b>EFF</b>	European Fisheries Fund	<b>RIB</b>	Rigid Inflatable Boat
<b>EIA</b>	Environmental Impact Assessment	<b>SAC</b>	Special Area of Conservation
<b>EIFCA</b>	Eastern Inshore Fishing and Conservation Authority	<b>SBC</b>	Southend Borough Council
<b>EMS</b>	European Marine Site	<b>SFC</b>	Sea Fisheries Committee
<b>GIS</b>	Geographical Information System	<b>SxIFCA</b>	Sussex Inshore Fisheries and Conservation Authority
<b>IFCO</b>	Inshore Fisheries and Conservation Officer	<b>SSSI</b>	Site of Special Scientific Interest
<b>IFCA</b>	Inshore Fisheries and Conservation Authority	<b>SPA</b>	Special Protection Area
<b>KCC</b>	Kent County Council	<b>TAG</b>	Technical Advisory Group
<b>MC</b>	Medway Council	<b>TBC</b>	Thurrock Borough Council
<b>MCA</b>	Marine Coastguard Agency		
<b>MCAA 2009</b>	Marine and Coastal Access Act 2009		