



Department  
for Environment  
Food & Rural Affairs

Appendix 4 to Agenda item B4

## ***Marine & Fisheries Capital Proposal***

SR Period:  
2022/23  
2023/24  
2024/25

### **Short Form Capital Investment bid for the Inshore Fisheries and Conservation Authorities Business Case Kent and Essex IFCA Cabin RIB**

(To be read in conjunction with the 'Capital Investment bid for the Inshore Fisheries and Conservation Authorities Business Case', 7th November 2022)

**Version No: 0.2**

**Date: 08/11/2023**

Document Control

Status:	Draft / Final / Approved		
<b>Approvers</b>			
Signature	Name & Role	Date	Version
<b>Contributors</b>			
Name	Role	Version	
Dominic Bailey	Assistant Chief, KEIFCA	0.1	
<b>Reviewers</b>			
Name	Role	Version	
Will Wright	Chief Officer, KEIFCA	0.1	
Robert Clark	CO, AIFCA	0.1	

Change History

Version	Date	Summary of Changes	Authors
0.1		Draft version sent to Ann-Harkness-Moore (Defra) and Rob Clark (AIFCA)	Dominic Bailey

Distribution

Name	Area	Date	Version

**Purpose**

The purpose of this document is to define the project, to form the basis for its management and the assessment of overall success. It is primarily used to:

- Capture the reasoning / information required to initiate the CDEL project.
- Ensure the project is critical to delivery of M&F business / outcomes and deliverable within budget and SR period.
- Provide sufficient information to support engagement across policy and delivery groups.
- Provide information to support financial assurance and reporting to senior managers.

The suggested roles involved with this product are:

Author	Project Manager
Contributors	Programme Manager, Key Delivery Stakeholders, Policy Leads
Reviewers	Programme Manager, Key Delivery Stakeholders, Policy Leads
Approvers	Project SRO

## PROJECT SUMMARY

1.	<b>Project name</b>	Kent and Essex IFCA's Capital Investment Bid for a cabin RIB		
	<b>Project Category</b>		<b>Start date</b>	
	<b>Project Tier</b>		<b>End date</b>	
	<b>Business Owner</b>			

2.	<b>Role</b>	<b>Name</b>	<b>Post Title</b>	<b>% time allocated to project</b>
	<b>Project SRO</b>	Will Wright	Chief Officer	
	<b>Project Lead</b>	Dominic Bailey	Assistant Chief	
	<b>Project Manager</b>	Colm O'Laoi	Skipper	

3.	<b>Risk Potential Assessment (RPA) Category (where app)</b>	Low	<input type="checkbox"/>	Medium	<input type="checkbox"/>	High	<input type="checkbox"/>
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4.	<b>Business Case Summary</b>	
	<b>Strategic Outline Case (SOC)</b> (provides the necessary Information in a format that will enable the authority and any public sector partners to assess the scope of the project and any investments in service improvement)	<b>Tick as appropriate</b>
	<b>Outline Business Case (OBC)</b> (sets out the preliminary thoughts regarding a proposed project.)	<b>Tick as appropriate</b>
	<b>Full Business Case (FBC)</b> (provides all the information needed to support a decision to award a contract and commit actual funding, and should provide a basis for the necessary project management, monitoring, evaluation and benefits realisation)	<b>Tick as appropriate</b>
	<b>Whole Life Costs (WLC) of Project</b> (the total cost of ownership over the life of an asset)	£200,000k, allows 20k ongoing maintenance and running costs over 10 yr period
	<b>Net Present Value (NPV)</b>	£300,000k
	<b>HMT / Cabinet Office approval required?</b>	Yes or No

Commented [JG1]: How did we arrive at this figure?

Commented [JB2R1]: A very rough estimate of 5k per year maintenance over a 8 year period with built in contingency of engine replacement.

Commented [JG3]: See comment below regarding vat

Commented [JB4R3]: Wasn't this the question Andrew was bottoming out regarding vessels after the sale of JA and if we should be paying it. I cant remember if it got resolved.

5.	<b>Capital Group Lead</b>	<b>Post title</b>	<b>Date</b>

**Capital Group Summary Review**

[Guidance is provided below to help you complete the document – please delete as you complete each section.]

## 1. Introduction

This business case is directly related to and forms one aspect of the wider 'Capital Investment bid for the Inshore Fisheries and Conservation Authorities Business Case', dated 7 November 2022. Kent and Essex IFCA are one of the ten IFCAs who have collectively (via the Association of IFCAs) requested CDEL funding to support the ongoing delivery of their statutory functions.

The Kent and Essex IFCA business case seeks CDEL funding to finance the purchase of a 9m cabin RIB to act as an enforcement vessel. The value is in the region of £300,000 (excl. VAT). This does not include the cost of long range CCTV cameras and Naval architect fees which is anticipated would take the cost above the £300k request for funding, any additional expenditure would be met by KEIFCA.

At a meeting of the full Authority on the 21<sup>st</sup> November 2023 it was agreed that Kent and Essex IFCA proceed with procurement and build of a 9 – 11m cabin RIB subject to a tendering process. Any additional funding required for this project is entirely from reserves that have been accumulated for this purpose.

The cost of the RIB will be above the threshold which requires a formal procurement exercise and so KEIFCA have engaged Kent County Council procurement team to assist in the tender process. Advertising of the tender and submission of tender proposals will be done via the KCC tender portal.

The introduction of a cabin RIB to support the existing fleet will support the continued delivery of Kent and Essex IFCAs statutory Compliance and Enforcement (C&E) functions, as well as providing a suitable platform for the delivery of research functions (surveys and sampling) to support fisheries and conservation management outputs. Statutory obligations in this regard include:

- Marine and Coastal Access Act 2009
- Conservation of Habitats and Species (Amendment) (EU Exit) Regulations (2019)
- Wildlife and Countryside Act 1981
- Fisheries Act 2020
- The Environment Act, 2021

In particular the vessel will enable KEIFCA asset disposition to be re-configured to address strategic risks, increase the effectiveness of our patrols, and enable efficiency savings by utilising the existing fleet in the most appropriate ways. The MPA protection benefits of this vessel would be notable as boarding capability is a key requirement for addressing infringements into restricted areas. The vessel would also enable KEIFCA to support MMO asset needs in the 6-12nm area, where there is a need for assets to be deployed to non-UK craft, to support non-quota species and Fisheries Management Plan implementation.

The development, decision, making, design, procurement and delivery objectives align with the National Shipbuilding Strategy (NSbS) Policy Objectives and Vision.

Commented [JG5]: Should we include the vat given that it is re-claimed?

Commented [JB6R5]: See above

## 2. Strategic case

### **Marine and Coastal Access Act (MaCAA), 2009**

To continue to deliver statutory fisheries and conservation management, including C&E functions, as defined in Sections (153) and (154) of MaCAA 09. Of specific relevance to Kent and Essex IFCA:

- C&E functions associated with policing of existing Kent and Essex IFCA byelaws which seek to maintain the sustainability of fisheries and to protect the MPAs and MCZ that cover circa 96% of the district.
- Survey and sampling activity in support of fisheries and conservation management and in particular the survey and sampling regime as part of the management of bivalve mollusc fisheries in the Thames Estuary
- To deliver additional C&E functions required following the anticipated outcomes of:
  - Thames Estuary Cockle Fishery Order 2024 (T24) which is the replacement for the Thames Estuary Cockle Fishery Order 1994 and will provide the regulation under which the cockle fisheries will be managed within the Thames Estuary
  - Consultation on cockle fishery management within the Kent and Essex IFCA District outside of the area regulated by T24.
  - Consultation on review of the Bottom Towed Gear Byelaw 2021, which includes spatial closures to fishing activity for environmental protection in MPAs

### **The Wildlife and Countryside Act, 1981**

To continue to deliver statutory functions, ensuring consideration of any marine component of a Site of Special Scientific Interest (SSSI).

### **Conservation of Habitats and Species (Amendment) (EU Exit) Regulations, 2019**

To continue to deliver statutory functions to ensure that fishing activity does not damage, disturb or have an adverse effect on wildlife or habitats for which a European Marine Site (EMS) is legally protected. Of specific relevance to Kent and Essex IFCA in relation to the 23 EMS located within or overlapping with the KEIFCA District, including:

- Outer Thames Estuary
- Dungeness, Romney Marsh and Rye Bay
- Thanet Coast & Sandwich Bay
- Benfleet and Southend Marshes
- Blackwater Estuary (Mid-Essex Coast Phase 4)
- Colne Estuary (Mid-Essex Coast Phase 2)
- Stodmarsh
- Dengie (Mid-Essex Coast Phase 1)
- Foulness (Mid-Essex Coast Phase 5)
- Medway Estuary & Marshes
- Thames Estuary & Marshes
- The Swale
- Hamford Water
- Stour and Orwell Estuaries

- Crouch & Roach Estuaries (Mid-Essex Coast Phase 3)
- Thanet Coast
- Sandwich Bay
- Dover to Kingsdown Cliffs
- Stodmarsh
- Hamford Water
- Essex Estuaries
- Dungeness
- Margate and Long Sands

#### **UK Statutory Orders**

To continue to deliver statutory C&E functions district wide, in accordance with (but not limited to), the following:

- Relevant powers to enforce technical conservation measures under 1241/2019 (MCRS)
- The Seafood (Conservation) Act 1967 & The Sea Fisheries (Shellfish) Act 1967, to include powers relating to size limits, gear regulations, landings.

#### **Fisheries Act 2020**

In order to achieve the Government's shared ambition '...to deliver world class, sustainable management of...sea fisheries and marine aquaculture across the UK...' IFCA's are required to have regard to the Fisheries Act, the Joint Fisheries Statement (JFS) and Fisheries Management Plans (FMP) when performing their functions.

To ensure compatibility with, and delivery of the policies set out in the JFS to achieve the 8 Fisheries Objectives, Kent and Essex IFCA will:

- Ensure marine assets capability to deliver any research and C&E functions associated with the anticipated outputs of the FMPs (frontrunner outputs expected 2023 onwards). It is anticipated that there will be additional C&E requirements above existing capacity to ensure compliance with FMP objectives (Section 4.2.6 of the JFS 'Fisheries Monitoring and Enforcement')
- Ensure marine asset capability to enable Kent and Essex IFCA to deliver future requests from Defra/MMO for marine asset capability beyond our current jurisdictional boundaries. (Section 3.3 of the JFS 'Working in partnership')

#### **Environment Act 2021**

this Act sets clear statutory targets for the recovery of the natural world in four priority areas and includes an important new target to reverse the decline in species abundance by the end of 2030. The vessel contributes to the objectives of this Act, specifically, through the delivery of evidence collection and compliance and enforcement functions associated with informing management and the policing of existing Kent and Essex IFCA byelaws, which protect the MPA features.

#### **The Environmental Targets (Marine Protected Areas) Regulations 2023**

Establishes targets that require that at least 70% of protected features in MPAs achieve favourable condition before the end of December 2024, with the remainder of protected features to be in recovering condition. The new vessel will provide more rapid interception and capable detection of non-compliance within the significant MPA network of the KEIFCA

District. This enforcement capability will ensure that fishing pressures are managed in sensitive features within the Marine Protected Areas in accordance with the mitigating measures set out in relevant local legislation and in so doing significantly contribute to the conservation objectives of the MPAs in the IFCA District.

#### **UK Net Zero Strategy**

The introduction of a vessel with Tier 3 compliant engines (Southern North Sea Low Emission Zone) will, through reconfiguration of Kent and Essex IFCA's asset distribution, minimise and reduce emissions as part of Kent and Essex IFCA's commitment to the UK Government Net Zero Strategy.

#### **National Shipbuilding Strategy**

Decision-making, procurement and anticipated build of Cabin RIB aligns with National Shipbuilding Strategy (NSbS) Policy Objectives and Vision, specifically:

- Adaptability of design to account for delivery of future anticipated C&E functions (under MaCAA and Fisheries Act).
- Investment in productivity, process and facilities (Cabin RIB will improve efficiency of resources so that officers will be able to carry out more tasks and make better use of assets).
- Creating opportunities for UK suppliers (It is anticipated that the contract to build the RIB will be awarded to UK based company)

#### **The case for change**

The purpose of the vessel would be to replace Vigilant in Brightlingsea. Vigilant is a 7.8m Ribcraft RIB which came into service in 2020 and has proven extremely efficient both in terms of the budget required for the operation of the vessel, especially fuel burn, as well as staff resource required to operate the vessel at its full capability. The vessel acts as the primary enforcement vessel on the Essex coastline, whilst also providing fast response enforcement capability across the Thames Estuary.

However the vessel does have its limitations, which are especially noticeable as the vessel is the only asset capable of conducting boardings within Essex, and so has to be used for all of those patrols. Being an open decked vessel means that the officers are exposed to the elements at all times during a patrol, where both extremes of heat and cold can have a significant restrictive effect on the capabilities of the officers at sea. The vessel also has very few facilities, with no means to heat food or water and no toilet facilities for officers. This restricts the length of patrols that the vessel can undertake and the amount of time the vessel can spend at sea.

The larger size and enclosed protection of a cabin RIB provides an elevated and protected vantage point, enhancing surveillance capabilities over those provided by Vigilant to monitor larger areas of the water and detect potential illegal fishing activities effectively. Whilst the cabin would allow for extended patrols, enabling officers to stay on the water for longer durations, ensuring continuous presence in critical areas.

With a larger fuel capacity, the vessel would be able cover greater distances, allowing officers to reach remote or offshore areas. Extended operational range would reduce response time to incidents and enables timely intervention in cases of suspected illegal fishing or MPA incursions. The larger size of the cabin RIB would provide a stable platform for boarding operations, ensuring the safety of officers during inspections of fishing vessels. The cabin space could be utilised to process necessary paperwork, store seized items, and carry inspection equipment, streamlining the enforcement process.

The enclosed cabin would protect enforcement officers from adverse weather conditions both in summer and in winter, enabling continuous patrols even during rough seas or inclement weather, ensuring consistent enforcement. The presence of a larger, more visible enforcement vessel would act as a deterrent to illegal activities and the larger RIB's better capabilities would signal a strong commitment to compliance within the District, encouraging compliance among legitimate fishermen and promoting a level playing field within the industry.

#### **Delivery of Additional C&E Functions**

To provide marine asset capability if Highly Protected Marine Areas (HPMAs) expand to an inshore site within the Kent and Essex IFCA district.

#### **Scope**

Costs:

- The Kent and Essex IFCA business case seeks CDEL funding to finance the purchase of a 9.5-11m cabin rigid inflatable boat (RIB). The RIB value is approximately £300,000 but is subject to a tender process.
- It is expected that this base cost will have an additional uplift considering the current economic climate). The total cost is therefore anticipated to exceed £300K and Kent and Essex IFCA will meet any uplift from its reserves for capital expenditure.

Timescales 2022-2023:

- Tender awarded to UK boat builder January 2024.
- Contract for services and timelines for build pending – anticipated build anticipated for completion July/August 2024.

Objectives:

The objectives supporting this bid are derived from legislative duties of IFCA as defined in Sections 'Strategic Context' and 'A Case for Change'. Delivery of duties appraised in annual reporting mechanisms required under the MaCAA, 2009 and in accordance with Defra Key Performance Indicators (KPIs).



### Critical success factors

(Identify the factors that need to be present as part of the successful delivery of the project and against which the available options can be assessed. For instance lowest environmental impact, most acceptable to local residents etc)

No	Critical Success Factor	Measurement Criteria (Is this deliverable in this time period?)	Importance (1-5) 1 being the highest
1	RIB can be built and delivered within SR window (April 2022-March 2025)	Tender to be awarded January 2024 Boat build March 2024 to July 2024 Delivery in August 2024	1
2	RIB meets full specification as set out in Appendix A	Successful tender proposal meets the specification requirements	1
3	Vessels use fuel and staff resources more efficiently	Cabin RIB presence in Essex will enable existing RIB Vigilant to be redeployed to Kent where it can be used as an alternative to deploying the large offshore patrol vessel when appropriate, which provides staff efficiencies and cost savings	2
4	Vessels contribute to carbon reduction	As well as providing an alternative deployment capability for the smaller RIB, the cabin RIB will facilitate greater use of the vessel fitted with alternative propulsion to the diesel engines fitted to the large offshore patrol vessels, which will reduce CO2 and NOx emissions.	3
5	New approaches to enforcement and research are explored	The improved versatility of the RIB fleet combination will enable further investigation into the use of new technology, such as integrating Kent and Essex IFCA's existing drone capability with developments in Remote Electronic Monitoring	3

### 3. Economic case

#### Options considered.

(Describe the options originally considered in relation to delivery of the project objectives. This could include different technological solutions, different timings etc. This may also include different ways of delivering the solution (such as in-house, through third parties or through partnership arrangements) and if there are different funding sources for different options. Include a 'do nothing', a 'do minimum' and a range of 'do something' options sufficient to demonstrate a wide and considered approach. This will need to explain the rationale for moving from long list to short list options and analysis of each against critical success factors.

Option	Description	Analysis against Critical Success Factors (Benefits delivered / Risks involved)	Reason for short list or rejection
1	'Do nothing/Do minimum' – Kent and Essex IFCA will continue to manage budgets to ensure that existing vessels and equipment are risk assessed to ensure they remain viable and safe.	No benefits	Continuation with the current fleet alone would not provide best value due to the ongoing costs associated with cost of fuel and minimum staffing levels for larger vessels. Failure to upgrade will have a significant impact on Kent and Essex IFCA's ability to deliver statutory functions, especially with regards to MPA enforcement and future anticipated enforcement of FMP measures. Reputational risk as current vessel is significantly restricted in area of operations, and viable time spent at sea and is unable to cover all of the district effectively.
2	Procure cabin RIB to work alongside the existing open RIB and multipurpose research and C&E vessels in accordance with details outlined in business case.	The provision of the cabin RIB will enable delivery against critical success factors 1 – 5 set out in this document.	Favoured option
3			
4			
5			
etc			

#### Key findings

(Once completed, summarise the economic appraisal findings on the short listed options, commenting on any relevant technical, environmental and social issues for each option. NB: this analysis will be developed between Strategic and Outline cases, with a more detailed analysis against critical success factors required in the Outline case.)

(The final position should then be provided in a table similar to the following. This should include optimism bias. The NPV should be calculated in line with the Green Book and other HMT guidance, applying the standard deflator across the period of assessment.)

Option	Description	Whole life costs £k	Benefits £k	NPV	Non Fin Benefits	Ranking
1	'Do nothing/ Do minimum'	Unknown	0			
2	'Procure RIB'	£500k				
3						
4						
etc						

#### Preferred way forward

Option 2: Procure the cabin RIB to ensure that the anticipated improvements in asset redeployment, efficiency, functionality and versatility are achieved in meeting the benefits identified in the Strategic Case in this document.

### 4. Commercial case

#### Efficiencies and Commercial arrangements

(Identify any wider commercial issues or arrangements including a summary of efficiencies achieved with any necessary detail (e.g. project efficiency register if applicable) included in the appendices.)

Detail consideration of using alternative commercial models to deliver (eg Joint Venture, GoCo, Mutual etc).

#### Procurement strategy

The anticipated cost of the new vessel is above threshold requiring a complete tender process. Kent County Council provide a host of administrative functions to KEIFCA and the procurement team has already begun work on this project. Invitations to tender will be placed on the KCC tender portal on November 22<sup>nd</sup> 2023. The tender will be open for 6 weeks and proposals will be required to be submitted by January 2<sup>nd</sup> 2024. Proposals will then be assessed by a Technical Panel of KEIFCA before being put to a full meeting of the Authority on 30<sup>th</sup> January 2024. The decision on which bid to proceed with will be made at this meeting.

#### Key contractual terms and risk allocation

The bid is put forward with a high degree of confidence that the spend can be delivered within the SR window, with build commencing in March 2024 and completion due in August 2024.

### 5. Financial case

The Kent and Essex IFCA business case seeks CDEL funding to finance the purchase of an 9.5m – 11m cabin rigid inflatable boat (RIB). The RIB value is anticipated to be approximately £300,000.

It is expected that this base cost will have an additional uplift considering the current economic climate). The total cost is therefore anticipated to exceed £300K, Kent and Essex IFCA will meet any uplift from its reserves for capital expenditure.

### 6. Management case

#### Project management

(Summarise project management arrangements for the scheme, including project governance, roles and responsibilities and the project plan, noting any linkage to higher programme management arrangements or portfolio management arrangements. Summarise the planned communications, stakeholder engagement and equality analysis screening.)

Milestone Description	Estimated Start date	Estimated End date	Asset to be created?	Budget Required (£k)	Staff Required (FTE)
Award Contract	January 2024			0	0
Vessel Build	March 2024	August 2024	August 2024	0	0

## Benefits realisation

(Summarise benefits in the table showing ownership, how they will be monitored and reported, and when they will be realised and the type of benefit). Financial – cashable (are cash releasing and relate to a reduction in current year costs e.g. lower use of contractors, consumables .or a reduction in staff numbers. Financial – non cashable (Cost avoidance) relate to action taken to reduce potential future costs and productivity - more efficient and effective working practices and doing more with the same resource. Non-financial include matters such as improving the environment, better quality of life or increased service levels to customers)

Type of benefit	Description (inc cost code for cashable fin benefits)	How measured and with what frequency?	Measure baseline and target	Benefit Owner (named individual) & role	When will benefit start and when will it be fully realised
<b>Financial – cashable (cash releasing)</b>					
<b>Financial – non cashable (cost avoidance)</b>					
<b>Non-financial</b>					

## Risk management

(Summarise key risks of the project, the risk owner and how these are being managed and mitigated. A copy of your Risk Potential Assessment and/or risk register should be included in the appendices where appropriate).

	Key Risks	Owner & role	Mitigation	Post mitigation Likelihood /impact (H/M/L)	Value
1					
2					
3					

## Dependency Management

(Highlight top 5 dependencies in order of importance (difficulty to deliver without), explaining how each is being managed)

	Key Dependencies	Dependency Management Activity
1		
2		
3		
4		
5		

## Change Management

(For projects involving business change, provide details of how the transition to new ways of working will be managed, eg provision of training, guidance, communications.)

## Assurance, approval & post project evaluation

(Summarise assurance and approval arrangements. These can be internal (for example project board meetings, peer reviews etc), or independent (Gateway review, Audit, Red Team). Ensure project milestones accommodate the timing of these steps as well as ExCo approval. Include details of any post project reviews or post project benefits management and reporting arrangements.)

### 7. Exclusions

(Define what is outside the scope of the project)

### 8. Constraints

(Define the factors that will limit the project)

### 9. Recommendation

(Formal recommendation of the proposed outcome and the approval sought.)

List of key consultees e.g Change Director, Finance, HR, ICT, Procurement/Commercial, Legal etc

Name	Date	Key outcomes from consultation

I, as SRO / Project Director, have ensured that relevant parties have been consulted in the development of this business case and confirm that the document is ready for submission to XXXXXX

<b>Name</b>	
<b>Job Title</b>	
<b>Date</b>	