



Inshore Fisheries and
Conservation Authority

Draft Annual Plan

2012 – 2013

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Foreword

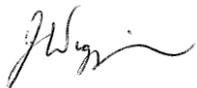
The district of Kent and Essex Inshore Fisheries and Conservation Authority (KEIFCA) contains some of the most productive and intensively used coastal waters in the UK. The district also contains many interesting and important habitats which support diverse marine populations. Areas of interest include the small picturesque harbours of Whitstable, Leigh and West Mersea to the major industrial ports of Harwich, London and Dover. The local marine environment includes unique features such as the Essex mud flats and marshes, offshore sandbanks, the Kent chalk cliffs and cobble beaches. The major duty of KEIFCA is to sustainably manage local inshore fisheries resources and protect this diverse marine environment.

The KEIFCA provides an opportunity for local people to engage in the sustainable management of fisheries resources and the marine environment within the district and we intend that our new organisation will help lead the way in creating and implementing locally and nationally recognised successful marine management. KEIFCA faces many challenges during this second year of its first four year period.

During its first year KEIFCA has continued with its important work that was previously undertaken by the former Sea Fisheries Committee, this included enforcement of byelaws providing protection and regulation of fisheries and environment. Active management of the Thames Estuary Cockle Fishery Order has continued with the fishery successfully producing almost 8,000 tonnes of cockles which were in strong demand. Consideration of the future of the River Roach Oyster Fishery Several Order held by the Authority has resulted in assessment of options. In the first year additional funding from Defra was used to make significant progress in the following areas of work which will be reported more fully in the Annual Report. Progress was made in setting up of procedures to facilitate the effective operation of the new organisation. Additional IFC officers were recruited and training has progressed effectively. Existing staff have taken on new duties which have been combined with previous responsibilities. Officers have engaged in a number of work streams including input into consideration of Marine Conservation Zones, engagement in the Angling 2012 project, implementation of an emergency byelaw and joint working with other Authorities on Enforcement planning via risk based assessment. Officers also now have a Geographical Information System (GIS) capability to facilitate the use and sharing of marine resource spatial data and have worked jointly with other organisations in developing data recording and sharing systems.

During this coming year work will progress with the risk based enforcement framework and communication strategy. Preparation for a byelaw review and an evaluation of inherited byelaws will also take place. In addition much of the IFCA's preparation will move into an operational mode which will incorporate enforcement of management measures and new duties. This annual plan aims to provide stakeholders with an overview of some of the key actions that KEIFCA intends to carry out in the second year of operation and lays out how the organisation will operate.

Under the Marine and Coastal Access Act 2009, KEIFCA is required to develop systems that will balance the needs of the various users and sectors that work and fish in the district. KEIFCA will also need to reconcile the needs of the present with the requirement to leave a sustainable marine legacy for the future. Unfortunately our ability to meet these new challenges is made difficult by financial restrictions. However we intend that, with the help of our partners and stakeholders, we will move forward on the most important and urgent key areas of work.



JOSS WIGGINS Chief IFC Officer

Introduction

Background

The Marine and Coastal Access Act 2009 (MCAA 2009) introduced a new framework for managing the demands put on our seas, and aimed to ensure clean healthy, safe, productive and biologically diverse oceans and seas, by putting in place better 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 were 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 Kent and Essex Inshore Fisheries and Conservation Authority has clearly defined duties to manage fisheries in a sustainable manner and conserve the wider marine environment within the coastal waters off Kent and Essex. This annual plan outlines the intended actions for our second year as an organisation, how it will begin to shape inshore management for the future in Kent and Essex and contribute towards the Government's Marine Policy Statement and the defined High Level Marine Objectives:

1. Achieving a sustainable marine economy
2. Ensuring a strong, healthy and just society
3. Using sound science responsibly
4. Living within environmental limits
5. Promoting good governance

Although the Marine and Coastal Access Act 2009 provides the outline of change, the important detail has been added by the implementation of Orders and Defra guidance documents. These documents include the IFCA vision statement, success criteria and high level objectives, as well as key outputs and performance indicators, these have been used to assist in the development of our priorities as an organisation for 2012-2013 (see www.kentandessex-ifca.gov.uk for documentation).

Our second year

In our first year as an organisation we identified the need to develop the structure of our organisation and put in place the building blocks to support our work and delivery of the service for the initial 4 year IFCA review period. Our second year plan builds on this progress of filling our new staff structure and acquiring equipment and resources and developing key policy documents and frameworks. Key to our second year progress will be developing these workstreams further, both internally and with our stakeholders, and it is hoped positive and effective engagement will inform, develop and support implementation of these priorities. A significant part of making this work will be integrating the new policy into staff working practices and this in turn will require investment in training for staff to build on and develop these new skills. We will also seek to build on our work with a wide range of partner organisations, both nationally and locally, and develop opportunities to share resources which can improve the efficiency and effectiveness of the organisation.

IFCA Vision and Duties

Vision

The IFCA's have an agreed national vision, which sets out their overall aim in sustainably managing the inshore marine environment to achieve the intentions of the Marine and Coastal Access Act 2009 and wider UK and EU marine legislation.

"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"

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, 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 the Authority is also responsible for The Thames Estuary Cackle Fishery Order 1994 and the River Roach Oyster Fishery Order 1992.

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 of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora
- The 'Water Framework Directive' Council Directive 2000/60/EC of 23 October 2000 establishing a framework for community action in the field of water policy
- The 'Marine Strategy Framework Directive' Council Directive 2008/56/EC of 17 June 2008 establishing a framework for community action in the field of marine environmental policy

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.

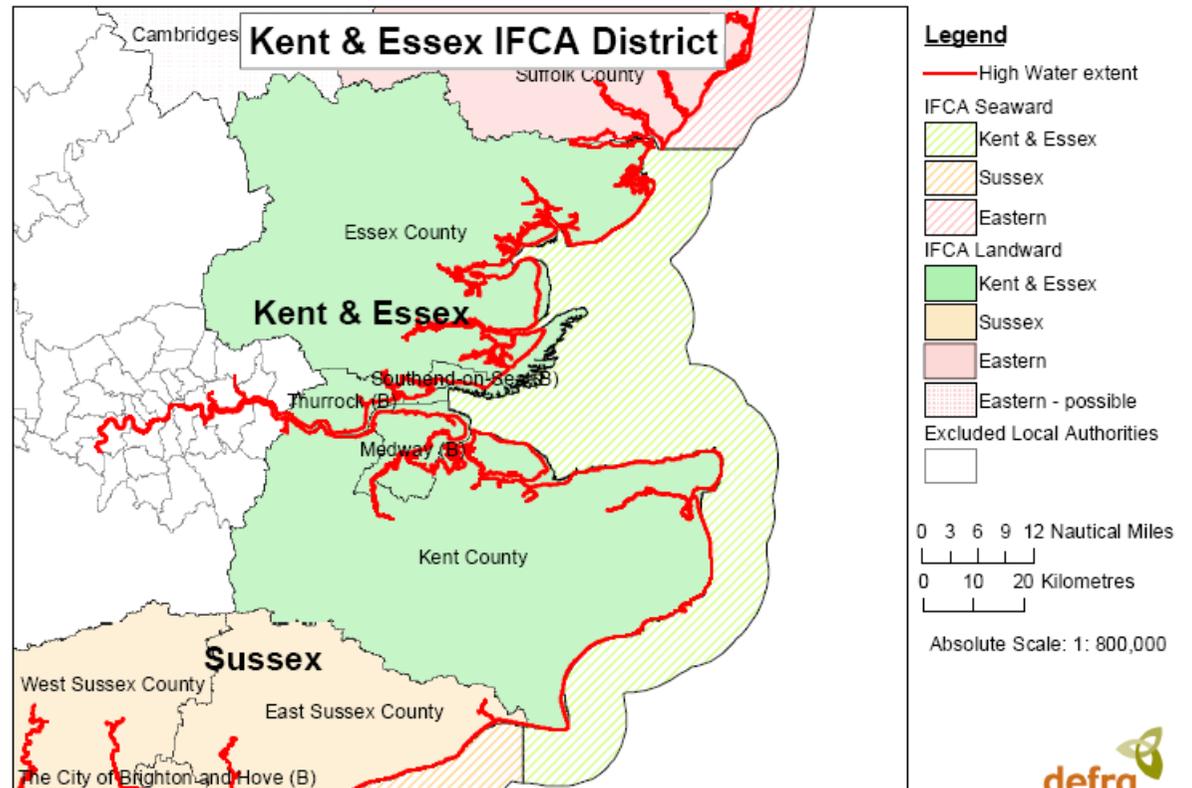
Seaward district boundaries

Kent & Essex IFCA district covers an area of over 3,412 km², 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.

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



Defra Guidance for IFCAs

The vision for IFCAs encapsulates the core role of the new organisations; and the success criteria outline what might be expected of IFCAs in achieving the vision. Seven Success Criteria (SCs) and multiple High Level Objectives (HLOs) have been developed for all ten Inshore Fisheries and Conservation Authorities (IFCAs) within England. It is incumbent on KEIFCA to meet these SC and HLOs in a manner which it sees fit and it is the priorities this guidance identifies that we have used as priorities in our annual plan (the full guidance wording can be found at kentandessex-ifca.gov.uk).



Success Criteria

- 1) IFCAs have sound governance and staff is motivated and respected:** *Staff feel proud to work for their IFCA and have the training and skills to deliver their Authority's objectives in a professional, fair and consistent manner. They are supported by excellent leaders and managers, working alongside engaged and effective Authorities. These Authorities are representative of the communities they serve and wider stakeholder interests; they have the backing of constituent local authorities and provide the strategic direction to ensure the long-term sustainability of the marine environment in and around their districts*
- 2) Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the district:** *The decisions to introduce, amend or repeal byelaws are evidence-based, timely, based on appropriate consultation and can be shown to have a positive impact in line with their intended effect to manage, protect and promote the recovery of sea fisheries resources from the effects of exploitation.*
- 3) A fair, effective and proportionate enforcement regime is in place:** *A risk-based enforcement regime is in place, which is in line with the Regulators Compliance Code, legislative requirements, and which makes IFCAs an efficient and fair enforcer, managing the exploitation of sea fisheries resources, using a range of alternative enforcement methods and sanctions whose impact and effectiveness is regularly assessed and continually improved.*
- 4) IFCAs work in partnership and are engaged with their stakeholders:** *IFCAs will work across boundaries, engaging effectively with local and Central Government, other government bodies, other delivery bodies, industry and other NGOs, recreational users and individuals in the work that they do. Through this partnership approach to working, IFCAs will deliver the socio-economic and environmental outcomes they were created under the Marine and Coastal Access Act .*
- 5) IFCAs make the best use of evidence to deliver their objectives:** *IFCAs, by acquiring and sharing their own internal data and by seeking and sharing those generated and recorded by others (including the MMO, Environment Agency, Natural England and CEFAS), will have access to the necessary scientific, statistical and socio-economic information relating to inshore fishing and the marine environment to enable effective delivery of their duties.*
- 6) IFCAs support and promote the sustainable management of the marine environment:** *IFCAs will deliver responsive and flexible management of sea fisheries resources to meet local needs, in line with the legislative frameworks and guidance set by Central Government and others, such as the Marine Policy Statement (in place from Spring 2011) and subsequent Marine Plans. In doing this, IFCAs will be able to show that they are having a positive impact, leading to more sustainably exploited sea fisheries resources in their districts.*
- 7) IFCAs are recognised and heard:** *Each IFCA, and IFC Authorities as a group, has a vision and plan for future management of inshore fisheries and conservation. This will help them to be a recognised "brand", managing their public voice so that they are respected and trusted for the expertise they offer.*

Focus and Priorities for KEIFCA

Introduction

In addition to the continuation of previous commitment to inshore fisheries management, much of the focus of the second year of KEIFCA will be the further development and implementation of our key strategic documents that were initiated in our first year; and then using these documents to train staff and start to deliver the key priorities identified in the documents. It will also be important to build on the progress all staff have made in developing the culture and outlook of the new IFCA, and help create an organisation that stakeholders respect, value and engage with. Although much progress was made in the first year, hopefully as the new governance and organisational structures as well as the new staff start to 'bed-in', we can make more progress in delivering our IFCA objectives. Using the new IFCA success criteria, major work streams have been developed to lay out in a step by step manner how KEIFCA will meet the outputs and performance indicators in the guidance:

Fisheries management and enforcement of existing Byelaws, National and EU legislation: It is important that enforcement of existing legislation is implemented effectively during the interim period during which management and byelaws is reviewed. As new officers complete initial training they will contribute to enforcement of existing legislation as well as assessment of new measures. **(SHARED OBJECTIVE: MMO)**

Whelk emergency byelaw and plan for future management and ongoing research: Managing the Whelk emergency byelaw process will be a significant challenge for KEIFCA over the coming year. It will be necessary in this short period of time to review future management options as well as collect key management data, in conjunction with maintaining a significant enforcement presence. **(SHARED OBJECTIVE: MMO - MMO Newcastle will continue to provide advice relating to this matter)**

Risk-based enforcement framework: Significant progress has been made in developing KEIFCA's risk based enforcement approach and KEIFCA officers have worked closely with Eastern IFCA and Sussex IFCA officers to develop best practice documents. Implementing and developing this framework will be a key challenge for the upcoming year and although a lot of work has been carried out internally in helping to identify key enforcement risks, it is important that these documents and risks are reviewed externally with stakeholders. Important enforcement work streams to develop over the next year include maximising the use of intelligence and developing requirement specific systems, developing an IFC officer training programme and assessing the use of a Vessel Monitoring System (VMS) as an enforcement tool in managing shellfish harvesting and other fishing operations in restricted areas. **(SHARED OBJECTIVE: MMO and EA)**

Continue Byelaw review process: It has taken longer than we had hoped to start the first significant stage of our byelaw review process as the funding of 'Project Inshore' remained uncertain throughout the past year (KEIFCA annual plan 2011-2012). Initial scoping has been undertaken, but due to continued uncertainties regarding the project, in-house progress will now need to be made in assessment of the status of identified key species and delivery of the key information required for our byelaw review. **(SHARED OBJECTIVE: MMO, NE and EA)**

In conjunction with this process we will also be moving forward in assessing the relevance of the byelaws that have been inherited as a result of the expansion of our district. An initial first step in this process will be to complete a review of inherited byelaws that may refer to areas outside

our district. A key part of this process will involve using the data strategy to help provide the best available evidence to decision makers in this process.

MCZ implementation and MPA management: Throughout 2012-13 KEIFCA will continue to support and advise the MCZ implementation process. The delay in the MCZ site designation process will mean that much of the work carried out over the year will be focused on working with key partners to help identify management and data priorities for sites as well as potentially help fill data gaps. One of the key projects that KEIFCA has identified as part of this process is creating a project with key partners (Essex Wildlife Trust, Blackwater Oystermen's Association and other stakeholders) to assess the potential to enhance bivalve mollusc management and possibly make application for a Blackwater, Crouch, Colne and Roach Hybrid Order that would mirror the boundaries of the proposed MCZ site. KEIFCA will continue to work with NE to fulfil its responsibilities and duties within Marine Protected Areas (**SHARED OBJECTIVE: NE**)

Communication strategy delivery and developing stakeholder engagement: The development and delivery of KEIFCA communication strategy will be an important component of taking the next significant step of defining our organisation, building on old relationships and defining new ones. Key to this process will be understanding our capability to maintain and update key information repositories (website and notice boards) in a timely manner and work with communities to develop information resources which help and inform the stakeholders of the information they need and in a way they find accessible.

An important strand in helping KEIFCA develop a wider understanding of what is happening in our district will be the development of a quarterly survey of key stakeholders (Informing the Future Project). This project will work with key stakeholders to try and develop a survey report that allows commercial fishermen, anglers and wider interest groups to help inform us of what they are doing and observing within our district. We hope that developing a record in this way will help give local communities a means of communicating with the Authority and help provide new important information that can inform management decisions.

Patrol Vessel 'Ken Green' replacement: Options for replacing the Ken Green were discussed by the Authority in the November 2011 quarterly meeting; however a decision regarding the start of this process will be determined by the possibility of receiving European grant funding. If we are successful with funding we would hope that both the scoping and build phase of the vessel will take place over the 2012-13 financial year. If we are unsuccessful we will apply again for funding in the 2012-13 funding round but use the year to thoroughly scope the vessel build so that the build phase will be as quick as possible. Whatever the outcome replacing the 'Ken Green' will be a significant work stream as we look to match our sea going capability with the roles and responsibilities of being an IFCA.

Angling 2012: The Angling 2012 project is an important component of KEIFCA's strategy in developing links and data about the role and activities of the angling sector in our district. Throughout the year we will be looking to work with our local and national partners to develop and build on relationships to help understand the needs of the angling sector. Taking part in this process will help provide KEIFCA with the evidence to start to base future management decisions. (**SHARED OBJECTIVE: NE – Evidence generated will help in the MCZ process**)

Delivery of Priorities

The seven tables that follow; one for each nationally agreed success criteria, provide a detailed description of the work plan for the year from April 2012. A glossary is included at the end of this document.

CIFCO Chief IFC Officer **ACIFCO** Assistant Chief IFC Officer **OM** Office Manager **SSCO** Senior Scientific & Conservation Officer
PVSE Patrol Vessel Skipper Essex **PVFME** Patrol Vessel First Mate Essex **SIFCOE** Shore IFC Officer Essex **AAE** Admin Assistant Essex
PVSK Patrol Vessel Skipper Kent **PVFMK** Patrol Vessel First Mate Kent **PVCK/S** Patrol Vessel Crew Kent/ Survey **PVCK/M** Patrol Vessel Crew Kent/ Mapping
SIFCOK Shore IFC Officer Kent **AAK** Admin Assistant Kent

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.

1.4 indicates the High Level Objective at this action is directly meeting from Defra’s IFCA monitoring and evaluation framework targets

• indicates the intended date of completion for the action.

Success Criterion 1: IFCA’s have sound governance and staff are motivated and respected

Success Criteria <i>High Level Objective</i>	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
1 1.4	ONGOING ACTION: 1A) Facilitating staff matters - Run current staff performance monitoring system. Run quarterly staff meetings. Recruiting new staff. H&S reviews etc.	<ul style="list-style-type: none"> Staff performance documentation. Minutes from quarterly staff meetings. 	CIFCO OM AAK AAE	•	•	•	•	•	•
1	ONGOING ACTION: 1B) Run and provide support for Quarterly IFCA meetings and technical panel meetings. Handbook for members.	<ul style="list-style-type: none"> Quarterly meetings. Quarterly meeting minutes. Letters/actions from meeting. 	OM AAK AAE	•	•	•	•	•	•
1 1.4	ONGOING ACTION: 1C) Continue staff training e.g. Internal training, PACE course training, Sea tickets/training, survey training (ATV training) etc.	<ul style="list-style-type: none"> Official documentation proving training has been completed. 	ACIFCO OM	•	•	•	•	•	•
1	ONGOING ACTION: 1D) General admin e.g. process timesheets, filing, post, travel & expenses, purchase card etc.	<ul style="list-style-type: none"> Annual production of reports. Maintaining data records and filing. 	OM AAK AAE	•	•	•	•	•	•

1	ONGOING ACTION: 1E) Budget Management - Handling invoices, Oracle Administration, compile budget, budget meetings etc. Manage and coordinate funding applications e.g. EU	<ul style="list-style-type: none"> Annual production of budget with quarterly updates. 	OM AAK	•	•	•	•	•	•
1 (6) 1.1 6.1	1F) Create and publish 2012-2013 annual plan	<ul style="list-style-type: none"> Develop annual budget Document and present to Authority (display on website). 	CIFCO ACIFCO OM	•					
1 (3) 1.4 3.2	1G) Work with Sussex and Eastern IFCA to develop local joint training opportunities. Work with all IFCA's, MMO, EA, NE and CEFAS to deliver national training opportunities. (SHARED OBJECTIVE: MMO, NE and EA)	<ul style="list-style-type: none"> Hold training workshop meeting with SIFCA and Eastern IFCA. Work with IFCA and MMO training group to coordinate national training (attending meetings and comment on national plans). Staff attend IFCA and MMO training 	ACIFCO CIFCO		•				
1 1.5	1H) Build on a people capability strategy, review with staff strengths and weakness of strategy.	<ul style="list-style-type: none"> Review of strategy and feedback submitted to the Authority 	ACIFCO OM			•			
1 1.6	1I) Show that all staff are engaged with the objectives of the organisation. Conduct an anonymous staff feedback report.	<ul style="list-style-type: none"> Review of approach, with anonymous staff feedback submitted to the Authority 	ACIFCO OM			•			
1 (5,6) 1.2 5.1 6.1	1J) Create and publish 2012-2013 annual report	<ul style="list-style-type: none"> Document and present to Authority (display on website). 	CIFCO ACIFCO OM				•		

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

Success Criteria <i>High Level Objective</i>	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
2	ONGOING ACTION: 2A) Cockle Administration e.g. producing, collating & sending out licence info & licences, and permits. Arranging and managing cockle industry meetings	<ul style="list-style-type: none"> • Production of cockle licences and update letters • Holding cockle management meetings 	OM SSCO AAK AAE	•	•	•	•	•	•
2 2.1	ONGOING ACTION: 2B) Byelaw Administration e.g. Arranging advertising, managing the byelaw process, seeking legal opinion etc	<ul style="list-style-type: none"> • Byelaw review documents • Reports to Authority members • Byelaw advertising • Legal papers 	CIFCO OM AAK AAE	•	•	•	•	•	•
2 2.2	ONGOING ACTION: 2C) Review inherited byelaws from SSFC, ESFJC and the EA and repeal byelaws that are not applicable to KEIFCA district.	<ul style="list-style-type: none"> • Document and present to Authority (display on website). 	CIFCO ACFIO	•	•	•	•	•	•
2 (5) 2.1 5.3	2D) Review of Whelk Pot Limitation Emergency Byelaw. Assess appropriate future management options for fishery and possibility of permanent byelaw	<ul style="list-style-type: none"> • Completion of Impact Assessment. • Drafting wording for future management options. • Implement preferred option before expiry of Emergency Byelaw. 	CIFCO ACFIO All staff	•	•	•	•	•	
2 (6) 2.1 6.4	2E) Work with partners to develop project (possible PhD) to manage a possible hybrid order for the River Blackwater, Roach and Crouch	<ul style="list-style-type: none"> • Agree project aims and objectives. Apply for funding with partners. • Consider appointing and then hosting individual tasked with delivering project. Consider other options. 	SSCO		•	•	•	•	•
2 (5,6) 2.1	2F) Help deliver first stage of 'Project Inshore' if grant approval is obtained. Assess the results and decide on possible 2 nd stage to independently assess appropriate management measures. (SHARED OBJECTIVE: NE)	<ul style="list-style-type: none"> • Production of Project Inshore report for KEIFCA district. • Assessment of results in the context of fisheries management and byelaw review. 	SSCO			•	•	•	•
2 (5,6) 2.1	2G) Update Byelaw review and evaluation process integrating outcomes of Defra inshore fishing review and CFP review. Document also lays out strategy for assessing and developing management/ byelaw options. (SHARED OBJECTIVE: MMO, NE and EA)	<ul style="list-style-type: none"> • Document and present to Authority (display on website). 	CIFCO ACFIO					•	•

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

Success Criteria <i>High Level Objective</i>	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
3	ONGOING ACTION: 3A) Enforcement management; analysing enforcement data, producing, collating & sending enforcement reports, Compiling case files, Attending court etc.	<ul style="list-style-type: none"> Quarterly staff meetings. Individual staff meetings. Prosecution case files 	ACIFCO PVFMK	•	•	•	•	•	•
3	ONGOING ACTION: 3B) Maintain vessels and equipment capable of carrying out sea based surveillance and enforcement as required by KEIFCA risked-based enforcement strategy.	<ul style="list-style-type: none"> Planning and reporting to the Authority of maintenance and refit of vessels 	PVSK PVSE All Crew	•	•	•	•	•	•
3	ONGOING ACTION: 3C) Enforcement sea; patrols and inspections	<ul style="list-style-type: none"> Meeting of patrol and inspection targets 	PVSK PVSE All Crew	•	•	•	•	•	•
3 3.1	ONGOING ACTION: 3D) Maintain land based equipment (van etc) capable of carrying out surveillance and enforcement as required by KEIFCA risked-based enforcement strategy.	<ul style="list-style-type: none"> Planning and reporting to the Authority of maintenance and refit of key equipment 	SSCO PVCK/S	•	•	•	•	•	•
3	ONGOING ACTION: 3E) Enforcement land; shore patrols and inspections	<ul style="list-style-type: none"> Meeting of patrol and inspection targets 	SIFCOK SIFCOE	•	•	•	•	•	•
3	3F) Review long term strategic sea enforcement capability	<ul style="list-style-type: none"> Develop technical specifications for replacement of the Ken Green Depending on grant funding rounds develop specifications/initiate replacement build 	PVSK CIFCO	•	•	•	•	•	
3 (2) 3.1 2.1	3G) Implement and review, risk-based enforcement framework document based on IFCA implementation teams work	<ul style="list-style-type: none"> Integrate analysis of risks into Authority report Review analysis of risk with stakeholders. 	ACIFCO PVFMK		•	•	•	•	•
3 3.2	3H) Implement an enforcement monitoring system ie. Intelligence gathering systems and analysis, specific enforcement targeting objectives, analysis of enforcement targeting. (SHARED OBJECTIVE: MMO and EA)	<ul style="list-style-type: none"> Review and undertake further MCSS training for management and staff. Senior enforcement officers develop specific integrated KEIFCA intel systems. Work with SIFCA and EIFCA to share best practice and training integrating new policy into work practices. Hold workshop with SIFCA and EIFCA to review and assess risk analysis procedure. 	ACIFCO PVFMK			•	•	•	•
3 (1) 3.2	3I) Develop in house staff enforcement training program	<ul style="list-style-type: none"> Create a tiered training programme for IFC officers (based on principles of code of conduct). 	ACIFCO PVFMK			•			
3 (6) 3.1 6.4	3J) Develop capability for enforcement of MCZ and MPA legislation. (SHARED OBJECTIVE: NE)	<ul style="list-style-type: none"> Develop recording system for patrols and inspections aimed at MCZ and MPA enforcement 	SSCO ACIFCO					•	•

Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders

Success Criteria	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
4 (7) 4.2 7.1	ONGOING ACTION: 4A) External Meetings Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCAs). Meetings primarily focusing on national policy. (SHARED OBJECTIVE: MMO)	<ul style="list-style-type: none"> • Help to develop national policy. • Help information flow between organisations. • Minutes of meetings. 	CIFCO ACIFCO	•	•	•	•	•	•
4 4.2	ONGOING ACTION: 4B) Consultations/Correspondence; replies to national partners e.g. MMO licences, policy consultation on legislation, information requests asking for KEIFCA stats for national purposes. (SHARED OBJECTIVE: MMO)	<ul style="list-style-type: none"> • Replies and letters 	SSCO SIFCOE	•	•	•	•	•	•
4 (7) 4.1 7.1	ONGOING ACTION: 4C) Implement Memoranda of Understanding (MoUs) agreements with key partners and review local agreements. (SHARED OBJECTIVE: MMO)	<ul style="list-style-type: none"> • Attend 6 monthly meetings with partner organisations. • Review and update local Memoranda of Understanding (MOUs) and/or Service Level Agreements (SLAs). 	CIFCO	•	•	•	•	•	•
4 (7) 4.2	4D) Develop KEIFCA website and notice boards as key and well known information platforms. Key KEIFCA information is produced in a range of formats for stakeholders. All regular forms and documents to be provided electronically by April 2013.	<ul style="list-style-type: none"> • Website and notice boards are reviewed and updated quarterly. 	ACIFCO PVFME			•	•	•	•

Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives

Success Criteria	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
5 5.3	ONGOING ACTION: 5A) Maintain vessels and equipment capable of assessing key habitats and stocks identified in research strategy.	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of vessels 	PVSK PVSE All Crew	•	•	•	•	•	•
5 5.3	ONGOING ACTION: 5B) Maintain land based equipment (ATVs etc.) capable of assessing key habitats and stocks identified in research strategy	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of key equipment 	SSCO PVCK/S	•	•	•	•	•	•
5 5.3	ONGOING ACTION: 5C) Cockle and mussel surveys from land and sea; undertaking Appropriate Assessment surveys, analysing cockle data, producing, survey management, obtaining equipment, maintaining equipment etc. collating & sending cockle reports. (SHARED OBJECTIVE: NE)	<ul style="list-style-type: none"> • Production of cockle reports and Appropriate Assessment. • Production of cockle papers for statutory meetings. 	SSCO PVCK/S	•	•	•	•	•	•
5 (6) 5.1	5D) Write strategic KEIFCA research report 2012-2013	<ul style="list-style-type: none"> • Production of report 	SSCO	•					
5 (4,7) 5.3 4.2 7.2	5E) Informing the Future (ItF) – strategic community involvement	<ul style="list-style-type: none"> • Deliver a project with the local community that helps record stakeholders observations and assessments of key fisheries stocks in the district. • Develop a reporting structure that feeds summarised aggregated information back to the communities and to KEIFCA quarterly meetings. 	SSCO SIFCOE		•	•	•	•	•
5 (1,6) 5.3 1.4 6.2	5F) GIS training	<ul style="list-style-type: none"> • Continue GIS staff training days and build on best practice with rest of the staff. • Work with TAG members to deliver training 	SSCO PVCK/M		•	•	•	•	
5 (2,3) 5.2 2.1 3.1	5G) Fishing Activity Mapping.	<ul style="list-style-type: none"> • Develop the Fishing Activity Mapping data layer so that it can be used within KEIFCA to inform management and policy decisions. • Develop the Fishing Activity Mapping data layer so that it can be easily shared with key partners. 	SSCO PVCK/M		•	•			

<p>5 5.2</p>	<p>5H) Work with Technical Advisory Group (TAG) to develop standardised method statements for sampling key fisheries, this will inevitably lead to more standardised reporting and sharing of data.</p>	<ul style="list-style-type: none"> ● Raise issue at TAG meeting and assess national approach. ● Ask TAG members to comment on KEIFCA Data Strategy ● Ask TAG members to help identify areas that KEIFCA can work with others to help produce standardised method statements. 	<p>SSCO</p>			●	●	●	●
<p>5 (6) 5.2 6.1</p>	<p>5I) Implement KEIFCA Data Strategy with key partners by April 2013, demonstrate that there is the in-house capability to collect, analyse and interpret evidence to inform management policy decisions and meet the minimum requirements laid out in government guidance on evaluation and monitoring. (SHARED OBJECTIVE: EA)</p>	<ul style="list-style-type: none"> ● Work with partners to agree KEIFCA Data Strategy document. Use document to help develop data sharing agreements with key organisations (possibly develop SLA or update local MoUs). 	<p>SSCO PVCK/M</p>				●	●	●
<p>5 (6) 5.1 6.1</p>	<p>5J) Write strategic KEIFCA research plan 2012-2013.</p>	<ul style="list-style-type: none"> ● Production of plan 	<p>SSCO</p>			●			
<p>5 (2) 5.3 2.1</p>	<p>5K) Put a record system in place that demonstrates that the best available quality-assured evidence is used appropriately in decision-making at all levels.</p>	<ul style="list-style-type: none"> ● Undertake a cost benefit analysis of different data collecting techniques. ● Develop standardised quarterly reporting formats that help provide members with management information in a format that can be easily understood. ● Hold a workshop to work with partners to review that the best available quality-assured evidence is used by KEIFCA. 	<p>SSCO PVCK/M</p>					●	●
<p>5 (6) 5.1 5.3 6.3</p>	<p>5L) Work with partners (CEFAS, MMO and Defra) to help deliver the Angling 2012 project</p>	<ul style="list-style-type: none"> ● Help coordinate KEIFCA section of the angling 2012 project and complete 40 samples. ● Use data collected to create a data layer of activity in KEIFCA district and help inform future management. 	<p>SSCO SIFCOK</p>	●	●	●	●	●	●

Success Criterion 6: IFCA support and promote the sustainable management of the marine environment

Success Criteria	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
6 6.4	6A) Work with key partners to promote sustainable management and further the aims of MCZs and MPAs. Set up system/reporting structure that shows that MPA principles are being furthered. (SHARED OBJECTIVE: MMO and NE)	<ul style="list-style-type: none"> • Work with NE, MMO etc. to help assess potential of proposed MCZ areas to be designated • Help identify, and where possible, help fill data gaps for proposed 2013 designated sites. • Work with others to develop effective management and reporting structures for proposed 2013 designated sites 	SSCO PVCK/M	•	•	•	•	•	•
6 (2,5) 6.3 2.1 5.1	6A) Start to implement work streams coming from 'Project Inshore' analysis. (SHARED OBJECTIVE: NE)	<ul style="list-style-type: none"> • Produce document identifying key data recording strategies and systems needed to deliver sustainable management plans (in place 2015). 	SSCO	•	•	•	•		
6 6.3	6B) Assess KEIFCA habitat and species survey capability. (SHARED OBJECTIVE: NE and EA)	<ul style="list-style-type: none"> • Work with partners to produce a report identifying capability to survey key habitats and species identifying any gaps in resource/training. 	SSCO PVCK/S			•			
6 (7) 6.2 7.2	6C) By April 2013, develop and implement action plans for communicating and educating coastal communities about sustainable management of the marine environment	<ul style="list-style-type: none"> • Assign this task to IFC officer as secondary duty (part of the Communication and PR role). 	ACIFCO PVFME				•	•	•
6 (2,5) 2.1 5.2	6D) Work with SIFCA, EIFCA and TAG to develop outlines for sustainable management plans for key species and habitats in district	<ul style="list-style-type: none"> • Hold workshop with SIFCA and EIFCA to discuss shared approach and best practice. • Raise sustainable management plans at TAG meeting and assess national approach. • Develop a template for sustainable management plans and trial this template with an appropriate KEIFCA example. 	SSCO				•	•	•
6 (5,1) 6.4 5.3 1.3	6E) Develop and implement MPA reporting system, using KEIFCA GIS data layers to feed in data to MPA management groups. (SHARED OBJECTIVE: NE)	<ul style="list-style-type: none"> • Set up simple reporting documents/GIS data layers that communicate our information to IFCA members and other key marine managers. 	SSCO PVCK/M				•	•	•

Success Criterion 7: IFCA's are recognised and heard

Success Criteria	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2013/14	2014/15
7 (4) 7.2 4.2	7A) Implement engagement and communication/PR strategy developed by April 2012.	<ul style="list-style-type: none"> Assign this task to IFC officer as secondary duty. Design and print new KEIFCA posters, and information packs 	ACIFCO CIFCO PVFME OM		•	•	•	•	•
7 (4) 7.2 4.2	7B) Develop notice boards around the district and presentations to allow greater interaction with stakeholders.	<ul style="list-style-type: none"> Install notice boards in district. Present summary of KEIFCA's aims and activities at stakeholders' forums. 	ACIFCO PVFME		•	•	•	•	•
7(4) 7.2 4.2	7C) Assess options for a KEIFCA database of stakeholders. Implement preferred option. Update list every 6 months.	<ul style="list-style-type: none"> List of addresses and email addresses of stakeholders 	OM AAK AAE			•	•	•	•
7 (1) 7.2 1.6	7D) By April 2013 annual reports by IFCA's to include a specific element which has data on 'compliments, comments and complaints' from stakeholders	<ul style="list-style-type: none"> Set up a complaints procedure. Results in reports. 	CIFCO ACIFCO OM				•	•	•
7 (4) 7.2 4.2	7E) By April 2013, as a minimum, each IFCA to hold proactive biennial stakeholder meetings and events to inform and consult with all interested parties in the IFCA District.	<ul style="list-style-type: none"> Hold Stakeholder meeting 	CIFCO ACIFCO PVFME OM				•	•	•

Structure of the Authority

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. The Order also makes clear the number of councillors to sit on the Authority (9) the number of "general members" or MMO appointees (10) (of which one member must be an employee of the MMO) and 2 "additional members" drawn from the Environment Agency and Natural England. The Order also lays out how the expenses of the Authority should be divided between the councils.

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%

Since the 1st April 2011 local councils have annually received 'New IFCA Burdens' money from Defra via the area based local government grant. This funding is intended to help KEIFCA meet its new duties as stated in MCAA 2009.

List of Members (**Chairman, *Vice-Chairman)

**Cllr J L Lamb	Southend BC	Cllr M Harrison	Kent CC
Cllr C Hibberd	Kent CC	Cllr S Liddiard	Thurrock BC
Cllr B Cope	Kent CC	Cllr A Mackness	Medway BC
Cllr J Jowers	Essex CC	Ms L Jenner	NE Representative
Cllr P Channer	Essex CC	Mr B Smart	MMO Representative
Cllr D Morris	Essex CC	Mr C Hazelton	EA Representative
Mr S Abbotson	MMO Appointee	• Rochester Oyster and Floating Fisheries (ROFF)	
*Mr P J Nichols	MMO Appointee	• Commercial – mobile gear finfish (eg trawling, netting)	
Mr W Baker	MMO Appointee	• Commercial – mobile gear shellfish (eg dredging)	
Mr J Labbett	MMO Appointee	• Commercial – other (eg aquaculture, bait digging)	
Mr L Roskilly	MMO Appointee	• Recreational – recreational sea angling	
Mr M Sharp	MMO Appointee	• Recreational – recreational sea angling	
Dr S des Clers	MMO Appointee	• Marine	
Dr L Fonseca	MMO Appointee	• Marine	

One MMO appointee position remains vacant

Governance

Good governance is at the heart of sound decision-making and it is because of this that KEIFCA have already adopted or are about to adopt 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). As well as this KEIFCA has formally agreed to use Kent County Council for legal, constitutional, financial and HR support, as well as one-off support on procurement and other key activities.

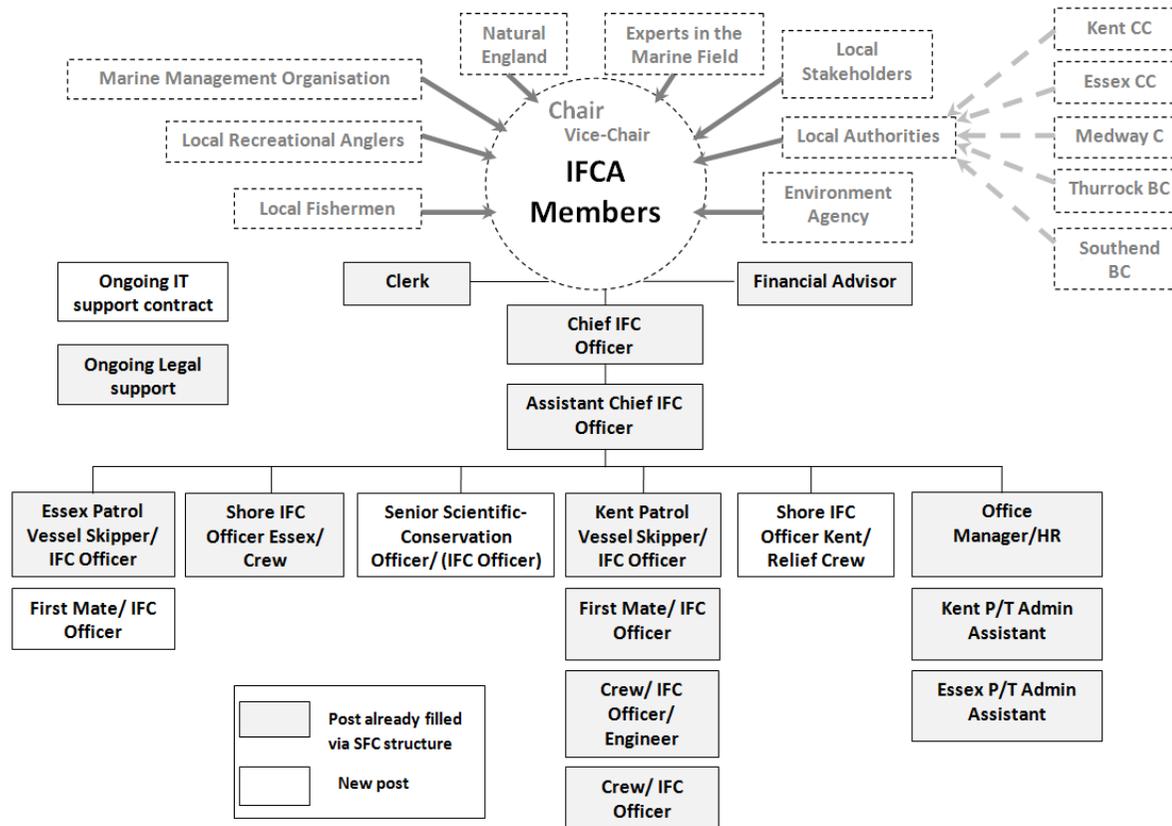


Diagram 3. Kent & Essex IFCA organisational structure

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 (Diagram 3) is to decide and comment on the strategy and direction of the organisation and to make key strategic decisions (e.g. agree budget, staffing levels, stock management measures, etc.).

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 12 full time staff, 2 part-time staff and a part time financial advisor. In addition to this the Authority also contributes to the services of the Clerk, Chair and Vice-chair. The structure and key roles of each member of staff are laid out in Diagram 4. One of the areas that KEIFCA are trying to develop in the organisation as we move into our second year is the ability of each officer to take on each other's roles, and expand their knowledge base so that each officer is competent in a wide spectrum of new roles and duties. This approach will give KEIFCA a huge amount of flexibility in being able to deliver all KEIFCA's new duties and react to events.

Staff performance and assessment

KEIFCA currently apply a system used by Kent County Council (KCC) for staff performance monitoring. 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. Dependent upon how well an employee meets, or exceeds, the targets set during this process an employee may receive a percentage increase related to their salary dependant on budgetary constraints and pay scale.

Training

Much progress has been made by all members of staff in developing their new skill sets needed to deliver the new IFCA roles and duties. As the organisation progresses over the next year training will remain a key component of achieving the full transition from a Sea Fisheries Committee to an IFCA. Throughout 2011-12 all members of staff have been identifying their key training gaps, relative to job descriptions, and it is hoped that as training plans develop, individuals can continue to build on their key skills and develop their required new skills. As our new members of staff start to develop and take on roles and responsibilities it is important that they are supported in this progression and training is a vital part of this process. 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

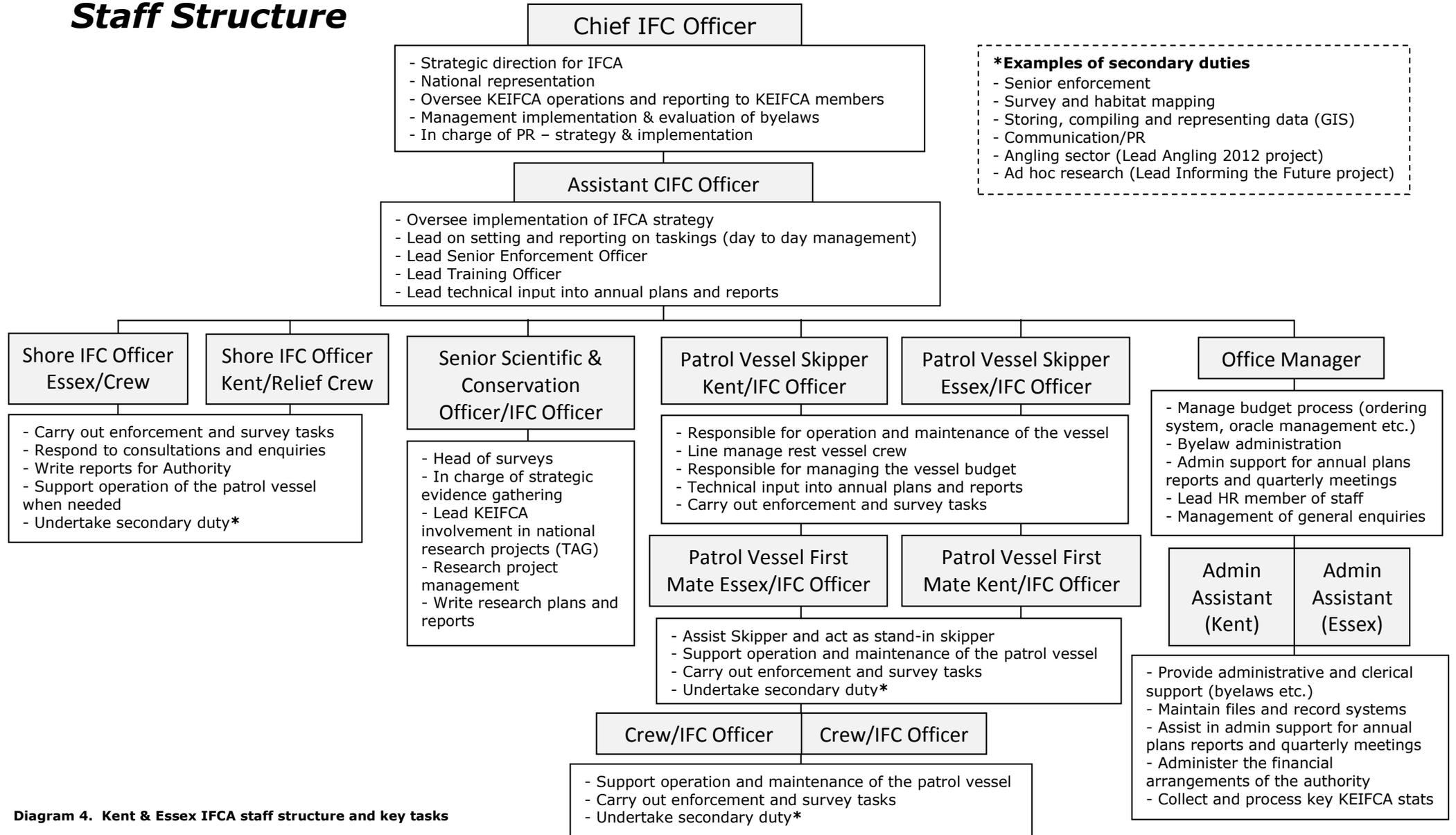


Diagram 4. Kent & Essex IFCA staff structure and key tasks

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. 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 in addition being the centre for core overarching organisational activities (e.g. administration support, legal support, HR work etc.).

Vehicles

KEIFCA owns a Ford Fiesta van which is 5 years old and is based at Brightlingsea. The van is used to transport key equipment around the district as well as undertake shore patrols. The Authority also owns 2 Honda All-Terrain Vehicles (ATV) that are based at either Shoeburyness or Brightlingsea and are used for cockle surveys and other intertidal work.

Boats

KEIFCA has 2 fishery patrol vessels. The 'Ken Green' is based in Ramsgate and has a crew of 4. The vessel came into service in 2000, is a 16m fast patrol vessel, and carries a RIB which can be launched from its ramp in various sea conditions to undertake boardings at sea. The Marine Coastguard Agency has advised the Committee that the 'Ken Green' should have a crew of 4 when operating the Rigid Inflatable Boat (RIB). This confirms the manning levels as specified in the Health and Safety Policy instituted and agreed by the K&ESFC in 2000.

The 'Tamesis' a 12m catamaran, which is partially EU grant funded, came into service in 2011. This vessel is based at Brightlingsea, and has a crew of two which is supplemented by the Essex shore officer post to make a mustered crew of 3, and can undertake enforcement, monitoring and survey duties. The vessel also carries a RIB for boarding (when this is in use the vessel will carry a crew of four, the same as the 'Ken Green').

KEIFCA strategically working with partners

Joined up government

KEIFCA has worked in conjunction with the other IFCAs to develop MoUs with its key public authority stakeholders. The MoUs layout in broad terms how KEIFCA will work constructively with the Marine Management Organisation, Environment Agency, Natural England and Centre for Environment, Fisheries & Aquaculture Science.

As well as the detailed MoUs the MMO, EA and NE shared objectives have been included in our annual planning process which means that the cooperation and coordination between agencies is hard wired into the system. KEIFCA are looking to build on this relationship to establish protocols of how information will flow between organisations using this mechanism.

Association of Inshore Fisheries and Conservation Authorities (AIFCA)

KEIFCA will continue to play its part and contribute to the effective running and functioning of the AIFCAs. The Association is an important national body that allows all 10 IFCAs to speak with one voice at a national level on key topics. KEIFCA have strongly supported the Association with John Lamb the Chairman of KEIFCA also acting as a Chairman for the Association. KEIFCA see that the Association can act as an important body in helping IFCAs coordinate their actions and resources efficiently.

Technical Advisory Group (TAG)

KEIFCA will continue to support and work through the Technical Advisory Group (TAG) so as to help it achieve its stated aims:

- To improve the quality and extent of fisheries management information through better coordination and dissemination of fisheries related scientific research.
- Define and apply best practice relating to the scientific & technical functions and responsibilities of IFCAs.

Working with national and local associations and partnerships

KEIFCA will endeavour to build on the current partnerships it has already developed with a wide range of organisations ranging from fishermen's associations, to wildlife trusts, coastal partnerships, harbour authorities and power stations. KEIFCA also sees the need to develop new working relationships with organisations affected by the remit of IFCAs and it is hoped that the communication strategy will help engage with these communities in a productive way. KEIFCA sits on a number of local and national management groups ranging from national enforcement working groups to local marine protected area management meetings. KEIFCA also strongly supports and contributes to the Shellfish Association of Great Britain as well as the Thames Estuary Partnership.

Stakeholder engagement, communication and consultation

KEIFCA will look to develop a stakeholder engagement and communication strategy by April 2012. KEIFCA will look to work as closely as possible with partners and specifically with Sussex IFCA and Eastern IFCA to deliver and implement these strategies.

Our people

We recognise that we rely on our staff to work with our stakeholders in delivering KEIFCA's objectives. We will:

- ensure our staff are trained and competent to deliver our services.
- ensure our staff treat every user of KEIFCA services as we would wish to be treated ourselves with respect, courtesy and understanding.
- train all staff, by April 2013, to work constructively with stakeholders.

Involving our stakeholders

We will seek to understand what our stakeholders need, and develop our services around our stakeholders' expectations. We will:

- regularly ask stakeholders for their opinions.
- ensure that our stakeholders help shape the services we deliver.
- be honest about what we can do and what we can't.

How we communicate

We want to make every contact a positive experience for our stakeholders. We will:

- always listen carefully to what stakeholders and colleagues say and be polite and honest.
- give a contact name and details.
- let people know what will happen next.
- point people in the right direction if we can't help.
- provide a suitable environment and ensure confidentiality.
- write letters, emails and publications that are easy to read and understand.
- respond to letters and emails promptly and when that is not possible, we will send an acknowledgement with details of who is dealing with the matter.
- let people know if there will be a delay in responding.
- ensure answer-phone messages are clear and tell people when to expect a reply

Reaching us

We will provide different ways to help people contact us and access the services they need. We will:

- make information about KEIFCA and its services easily available.
- publish opening hours and describe how to access services.
- Keep our website updated
- provide a welcoming, friendly environment, easily accessible to all.

Measuring how we perform

We want to make sure that our commitment to working closely with our stakeholders is making a difference, and we will assess our success by measuring what our stakeholders value. We will:

- seek regular feedback on stakeholder satisfaction.
- publish details of how stakeholders can tell us about complaints, pay compliments and give us feedback and investigate all complaints thoroughly, as quickly as possible, and learn from mistakes (www.kentandessex-ifca.gov.uk).
- train all staff in core standards of behaviour and how to interact with stakeholders.
- continue our commitment to make 100% of our services (where appropriate) available electronically.
- respond where possible to all public enquiries within 10 working days.
- issue licences and permits within 10 working days of receipt of a correctly completed form.

Appendix 1 –KEIFCA Budget 2012-13

	Item No:	Budget '11/12 £	Draft Budget '12/13 £	Change Budget 11/12 to Draft Budget 12/13 £	Reason for Variance	2013-14	2014-15
RAMSGATE							
<u>Salaries:</u>							
Officers, and Crew	1	261,900	264,500	2,600	Additional costs arising for career progression	270,700	290,400
Recruitment Advertising and Expenses	2	2,000	0	-2,000	Fully staffed and no requirement in 2012-13	0	0
Employee Insurance and Medical Expenses	3	3,100	3,200	100	Provision for cost increase son insurance and medical expenses	3,300	3,400
Uniforms	4	1,400	1,600	200	Additional uniform provision	1,600	1,600
Protective Clothing	5	1,400	1,100	-300	Reduction in provision for protective clothing following review	1,100	1,100
Travel and Subsistence	6	7,300	9,700	2,400	Additional travel costs arising additional shore patrols	9,900	10,100
Total Staffing Costs	7	277,100	280,100	3,000		286,600	306,600
<u>Premises:</u>							
Repairs, Alterations and Maintenance	8	1,400	600	-800	Reduction in provision as minor adaptations carried out in 2011-12	600	600
Energy Costs	9	2,600	3,700	1,100	Increased heating costs and allowance for heating not previously charged for	3,800	3,900
Rental and Service Charges	10	12,100	11,100	-1,000	reduction in rental following lease renewal in 2011-12	11,100	11,700
Rates and Water Charges	11	1,300	3,000	1,700	Reduction in rates for small business's	3,100	3,200
Cleaning	12	1,100	1,200	100	Provision for price increase	1,200	1,200
Total Premises Costs	13	18,500	19,600	1,100		19,800	20,600

Vessels:

Equipment, Repairs and Maintenance	14	19,200	20,800	1,600	review of maintenance required for vessel	21,300	21,800
Fuel & Oil	15	47,000	47,000	0		48,200	47,000
Insurance	16	13,000	13,500	500	Provision for increase from insurance company	13,900	14,200
Harbour Dues	17	3,600	4,200	600	Increase expected from harbour authority	4,300	4,400
Life-raft Hire	18	600	600	0		600	600
Other Vessel Costs	19	1,900	1,900	0		1,900	1,900
Depreciation	20	32,200	32,200	0		32,200	32,200
Total Vessel Costs	21	117,500	120,200	2,700		122,400	122,100

Supplies & Services:

Equipment	22	2,700	3,700	1,000	Provision for replacement of computer equipment	3,800	3,900
Specialist Equipment Telephones(including Mobiles)	23	0	0	0		2,300	2,400
	24	1,800	1,300	-500	Review of costs of office telephone and mobiles required	1,300	1,300
Postage	25	1,300	1,000	-300	Increase in postage rates offset by reductions by greater use of electronic mail	1,000	1,000
Printing and Photocopying Stationery and Office Expenses	26	1,200	1,000	-200	Reduction in printing and stationary volumes following review and use of electronic mail	1,000	1,000
	27	1,800	1,800	0		1,800	1,800
General / Other	28	1,200	1,000	-200	Provision for books, publications and newspapers reduced following review of current year	1,000	1,000
Total Supplies and Services	29	10,000	9,800	-200		12,200	12,400

Income:

Hire of Vessels	30	-500	-500	0		-500	-500
Total Ramsgate	31	422,600	429,200	6,600		440,500	461,200

	Item No:	Budget '11/12 £	Draft Budget '12/13 £	Change Budget 11/12 to Draft Budget 12/13 £	Reason for Variance	2013-14	2014-15
BRIGHTLINGSEA							
<u>Salaries:</u>							
Officers, and Crew	32	173,400	198,200	24,800	Additional costs arising from career progression, staff entering superannuation scheme and full year costs of staffing	207,300	222,100
Recruitment Advertising and Expenses	33	4,000	0	-4,000	Provision not required as fully staffed	0	0
Employee Insurance and Medical Expenses	34	2,400	2,400	0		2,400	2,400
Uniforms	35	1,200	1,300	100	Additional uniform provision	1,300	1,300
Protective Clothing	36	1,200	800	-400	Reduction in provision for protective clothing following review	800	800
Travel and Subsistence	37	7,600	9,400	1,800	Additional travel costs for shore base patrols and additional duties associated with conservation a and scientific projects	9,600	9,800
Total Staffing Costs	38	189,800	212,100	22,300		221,400	236,400
<u>Premises:</u>							
Repairs, alterations and maintenance	39	400	400	0		400	400
Energy Costs	40	400	2,600	2,200	Additional energy costs arising from new premises	2,700	2,800
Rental and Service Charges	41	8,400	8,100	-300	Review of rental costs following finalisation of lease	8,100	8,500
Rates and Water Charges	42	400	3,100	2,700	Additional rates for new premises	3,200	3,300
Cleaning	43	300	1,000	700	Additional costs for new premises	1,000	1,000
Total Premises Costs	44	9,900	15,200	5,300		15,400	16,000

Vessels:

Equipment, Repairs and Maintenance	45	1,000	8,500	7,500	review of maintenance required for vessel	8,600	8,800
Fuel & Oil	46	8,200	18,200	10,000	Increased provision as full year use of Tamesis, additional patrols and research projects	18,700	18,700
Insurance	47	5,200	11,100	5,900	Provision for increase from insurance company	11,400	11,700
Harbour Dues	48	1,200	1,600	400	Increase expected from harbour authority	1,600	1,600
Life-raft Hire	49	400	400	0		400	400
Other Vessel Costs	50	1,500	600	-900	Reduction following review of current year costs	600	600
Depreciation	51	24,500	37,000	12,500	Additional depreciation for estimate life of Tamesis	37,000	37,000
Total Vessel Costs	52	42,000	77,400	35,400		78,300	78,800

Vehicle Costs:

Repairs and Maintenance of Premises	53	500	0	-500	Reduction in provision for work on housing for quad bikes completed in previous years	0	0
Rental of Premises	54	1,000	1,000	0		1,000	1,000
Repairs and Maintenance of Vehicles	55	1,600	2,100	500	Increased use of vans, including new van, and quad bikes for conservation projects and shore based patrols	2,100	2,100
Fuel and Oil	56	2,500	2,800	300	Increased use of vans, including new van, and quad bikes for conservation projects and shore based patrols	2,900	3,000
Insurance	57	1,100	1,700	600	Increases in insurance for new van	1,700	1,700
Other Vehicle Costs	58	100	100	0		100	100
Depreciation	59	3,300	8,100	4,800	Increased depreciation for new vans	8,100	8,100
Total Vehicle Costs	60	10,100	15,800	5,700		15,900	16,000

Supplies & Services:

Equipment	61	1,900	3,500	1,600	Provision for replacement of computer equipment	3,600	3,700
Telephones(including Mobiles)	62	1,400	1,800	400	Additional costs from full year costs of additional staff	1,900	1,900
Specialist Equipment	63	0	0	0		0	0
Postage	64	300	300	0		300	300
Printing and Photocopying	65	500	1,000	500	Additional costs from full year costs of additional staff	1,000	1,000
Stationery and Office Expenses	66	900	900	0		900	900
General / Other	67	1,900	2,600	700	Decreased provision for books publication and newspapers following review of current year offset by increased subsistence arising from full year cost of staff and additional surveys	2,700	2,800
Total Supplies and Services	68	6,900	10,100	3,200		10,400	10,600
<u>Income:</u>							
Hire of Vessels	69	-30,000	-30,000	0		-30,800	-31,600
Total Brightlingsea	70	228,700	300,600	71,900		310,600	326,200

AUTHORITY COSTS

Support Charges:

Internal and External Audit	71	5,400	4,700	-700	Reduced provision to reflect additional work required in previous year when setting up KEIFCA	4,900	5,100
Legal Fees	72	14,800	13,800	-1,000	Reduction in the additional provision for prosecutions expected under the Marine Act and responsibility for Rye Bay following a review of 2011-12	14,100	14,500
Financial Services	72	19,200	19,200	0		19,700	20,300
Clerk	73	6,600	6,600	0		6,800	7,000
Other Support Services- Payroll, Personnel & Training, IT, Procurement, Property and Public Relations	74	42,100	26,100	-16,000	Reduced provision for personnel support and public relations support	26,700	27,500
Total Support Charges	75	88,100	70,400	-17,700		72,200	74,400
<u>Other Costs:</u>							
Hire of Rooms	76	2,900	1,600	-1,300	Provision for food and refreshments included at item 81	1,600	1,600
Members' Travel & Subsistence Allowances	77	4,100	4,100	0		4,200	4,300
Chairman's & Vice Chairman's Allowance	78	8,000	8,000	0		8,000	8,200
Subscriptions	79	15,300	14,300	-1,000	Reduction in provision of subscription to national and local bodies	14,700	15,100
Advertising- By-laws and Audit	80	4,500	5,200	700	Increased provision for revision of by-laws and consequential advertising	5,400	5,600
Other Costs	81	0	1,300	1,300	Provision for food and refreshments transferred from line 76	1,300	1,300
Total Other Costs	82	34,800	34,500	-300		35,200	36,100
Contribution and Grants		-500	-500	0		-500	-500
Authority Costs		122,400	104,400	-18,000		106,900	110,000

Survey and Project Costs:

River Roach Oysters	83	200	200	0		200	200
Research Fund	84	90,400	84,200	-6,200	Reduction in provision for research	54,200	54,200
Training Programme	85	37,700	24,200	-13,500	Reduction in the provision for Initial set up costs to establish ongoing training programme	19,900	20,400
GIS Reporting Systems	86	24,200	9,100	-15,100	Reduction in provision of initial set up costs to establish GIS programme	6,700	4,700
Lobster v Notching	87	4,000	4,000	0		4,000	4,000
Cockle Surveys	88	4,300	2,500	-1,800	Reduction in the provision for recording equipment	2,500	2,500
Licenses and Fees	89	-39,700	-42,200	-2,500	Additional charge for cockle and whelk licences/permits	-43,200	-44,300
Surveys	90	-21,500	-21,500	0		-22,000	-22,500
Total Survey and Project Costs	91	99,600	60,500	-39,100		22,300	19,200
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Total Costs	92	873,300	894,700	21,400		880,300	916,600
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Grants		-15,100	-29,100	-14,000	Increased provision as a result of grant for Tamesis	-29,100	-29,100
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Net Cost of Services	93	858,200	865,600	7,400		851,200	887,500
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Interest & Investment Income	94	-14,000	-9,200	4,800	Reduction in interest arising from continuing low base rates and potential use of funds for purchasing replacement vessel	-10,400	-10,400
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Net Operating Expenditure	95	844,200	856,400	12,200		840,800	877,100

Appropriations:

Transfer to/from Renewals Reserve	96	96,900	115,000	18,100	Increase to reflect replacing new vessel in 10 years and van replacement	117,900	116,300
Transfer to/from General Reserves	97	0	-40,900	-40,900	Contribution to 2012-13 budget to support spend on training £9,100, Research £21,500 and GIS £10,300	-42,500	-55,600
Transfer from Capital Financing Reserve (Deferred Grant.)	98	15,100	29,100	14,000		29,100	29,100
Capital Financing Reserve (Depreciation)	99	-60,000	-77,300	-17,300	Increased provision as a result of grant for Thamesis Increased depreciation on new vessel and van. This line negates costs incorporated included in budget to leave overall budget neutral (item nos. 21, 53 & 62 refers)	-77,300	-77,300
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Amounts To Be Met From Levies	100	896,200	882,300	-13,900		868,000	889,600
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Levies	101	-896,200	-882,300	13,900	Decrease in levy from constituent authorities to reflect medium term strategy and pressures on local authorities	-868,000	-889,600
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Net (Surplus)/Deficit For The Year	102	0	0	0		0	0

Appendix 2 - 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 at 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 2011/12.

KEIFCA Management and Governance risks

6. Failure to meet Kent & Essex IFCA objectives. (CIFCO)
7. 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)
8. Injury to staff due to unsafe working practices.
9. Failure to maintain effective financial management and control. (CIFCO, Treasurer & OM)
10. Failure to secure data. (CIFCO & OM)
11. Failure of vessel assets. (CIFCO & ACIFCO)
12. High turnover of staff.

KEIFCA Operational risks – Failure to implement IFCA duties

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

Description (owner)	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure to meet new Kent & Essex IFCA objectives (CIFCO)	4 Change to organisation structure and duties.	1 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.	4 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.	4 Potential loss of faith in KEIFCA's governance and organisational structure by Defra and other key organisations	<p>Reflect new Kent & 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>	2 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)	4 KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.	1 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.	4 KEIFCA could face financial loss if such a case was lost	4 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>	1 Limited potential for such a challenge due to extensive best practice mitigation measures.

<p>Injury to staff due to unsafe working practices</p>	<p>4 Death or injury of staff.</p>	<p>2 Well trained staff. Provision of high standard safety equipment. Well maintained vessels. Well maintained vehicles.</p>	<p>4 Injury claims, tribunals. HSE/MCA investigations.</p>	<p>3 Poor morale of staff leading to problems with retention.</p>	<p>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.</p>	<p>3 Regularly working in hazardous environments. Difficult to mitigate for unforeseen circumstances.</p>
<p>Failure to maintain effective financial management and control. (CIFCO & OM)</p>	<p>4 Fraudulent activity leading to misuse and/or misappropriation of funds. Unforeseen expenditure, major mechanical failure or loss of large vessel assets.</p>	<p>2 Limited staff access and authority to financial information and to spend money. Vessel reserve funds maintained.</p>	<p>4 Lack of financial resources to carry out statutory obligations.</p>	<p>4 The Authority is funded through local taxpayer money, expectation to provide a best value for money service.</p>	<p>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.</p>	<p>1 Very limited potential for large scale fraud or corruption. Small scale misuse of consumable items is still possible. Well maintained vessels.</p>

Failure to secure data. (CIFCO & OM)	4 None compliance with Data Protection Act. Prosecution case files compromised Loss of data in the event of fire or theft.	2 Limited staff access to both electronic and paper files. Offices secure and alarmed.	4 KEIFCA open to both civil and criminal action regarding inability to secure personal information.	4 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.	2 Limited ability for personnel to access files.
Failure of vessel assets (CIFCO & ACIFCO)	3 Limits enforcement and research capabilities.	2 Authority has two vessels. If one vessel fails the other vessel can undertake its duties.	3 Hiring of other vessels expensive. Significant mechanical failures time consuming and expensive to rectify.	2 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	2 Unforeseen events may still cause disruption to activities. Main patrol vessel is operating beyond initial service life.
High turnover of staff	3 Reduced efficiency and effectiveness Decrease in morale and increased workload for experienced staff	2 The clarity over IFCA funding has given staff a better long term view of their role in KEIFCA over the next 4 years.	3 Financial investment required to recruit, train and provide PPE to new replacement staff.	2 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.	2 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>4 Unregulated fishery. Increased non compliance with legislation. Reduced Fish Stocks. Impact on Environment.</p>	<p>2 Monitoring of fishing activity is high but complete coverage is not achievable.</p>	<p>4 Unregulated fisheries are unsuitable and unprofitable. Illegal landings reduce demand and price.</p>	<p>4 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 & 12m replacement enforcement and fisheries monitoring vessel.</p>	<p>2 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>4 Inconsistent approach to fisheries enforcement. Enforcement problems and non compliance with legislation. Poor morale amongst other IFCOs.</p>	<p>2 Misinformation may be given by IFCOs or information may be misinterpreted by fishermen.</p>	<p>3 Wrong interpretation of legislation may lead to loss of earnings of fishermen or gain from breaches in legislation going unnoticed.</p>	<p>4 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>2 Considerable resources are directed towards IFCO enforcement training but frequent changes to legislation and human error may lead to mistakes being made.</p>

<p>Failure to maintain survey/sampling programme (CIFCO)</p>	<p>4 Lack of accurate data leading to poor management of shellfisheries. Collapse of stocks. Decline in bird numbers. Degradation of wider environment.</p>	<p>2 Well trained and qualified staff. 12m new patrol/research vessel.</p>	<p>4 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.</p>	<p>4 High expectation that shellfisheries are well managed by Authority. High expectation that additional research work will be completed.</p>	<p>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. Senior 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 a Senior Conservation/Research Officer from new funding.</p>	<p>2 Planned surveys lost due to poor weather or vessel breakdown. Research programme continue to expand year on year.</p>
<p>Degradation of environmentally sensitive/ designated areas due to fishing activity. (CIFCO & ACIFCO)</p>	<p>4 Loss of important habitat and species. Conservation objectives for areas within EMS's not fully met.</p>	<p>2 Authority's fisheries management takes into consideration environmental issue.</p>	<p>3 Fisheries directly responsible closed. Increased pressure by conservation groups to stop other fishing activity.</p>	<p>4 Authority not meeting statutory duties under EU & UK conservation legislation.</p>	<p>Agreed cockle policies. Proposed fishing activity requires Appropriate Assessment. Effective enforcement.</p>	<p>2 Illegal fishing can damage habitat and stocks.</p>
<p>Shellfish stocks collapse. (CIFCO)</p>	<p>4 Collapse of fishing industry.</p>	<p>4 Bivalve stocks have high natural variation. Crustacean stocks not subject to effort control.</p>	<p>4 Local economy reliant on direct and indirect employment associated with shellfisheries.</p>	<p>4 Loss in confidence of the Authority's ability to manage fisheries.</p>	<p>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.</p>	<p>2 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>

<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>2</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>2</p> <p>Lack of fishing activity data. Lack of baseline data. Limited understanding of impacts of developments on the marine environment.</p>	<p>3</p> <p>Reduced catches and income for fishermen, anglers and other stakeholders. Displacement of fishing effort, reduction in tourism.</p>	<p>3</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>2</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>4</p> <p>Conflict between differing stakeholders Non compliance with fisheries and environmental legislation.</p>	<p>3</p> <p>Difficult to identify and consult with all relevant stakeholders.</p>	<p>4</p> <p>Stakeholder requirements are not adequately considered in the management of fisheries.</p>	<p>4</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 & research reports published. Publication of business plan.</p> <p>Stakeholder feedback questionnaire and analysis.</p>	<p>2</p> <p>Further improvement to contact with NGOs and other stakeholders' needs to be achieved.</p>

Appendix 3 – Abbreviations

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