



Inshore Fisheries and
Conservation Authority

Annual Plan

2013 – 2014

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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, was established by the Secretary of State under sections 149 and 150 of MCAA 2009 and took on its full statutory role from the 1st April 2011.

The Kent and Essex Inshore Fisheries and Conservation Authority has clearly defined duties to manage sustainable fisheries and conserve the wider marine environment within the coastal waters off Kent and Essex. This annual plan outlines the intended actions for our third 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:

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

Although the Marine and Coastal Access Act 2009 provides the outline of change, 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, and it is using the detail from these documents that has helped us develop our priorities as an organisation for 2012-2013 (see www.kentandessex-ifca.gov.uk for documentation).

Our third year

In our second year as an organisation we built on the strategy and planning documents developed in our first year, and put in place the operational plans to support our work and delivery of the Defra Success criteria. Key to our third year progress will be developing our conservation work streams (European Marine Sites and Marine Conservation Zones), 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 policies into staff working practices and this in turn will require investment in training for staff. 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. Building on our byelaw review information (species management plans) and using this to help identify management principles and review options will also be a key challenge for 2013-14.

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 from, or promote its recovery from, the effects of such exploitation.
 - c) take any other steps which in the Authority's opinion are necessary or expedient for the purpose of making a contribution to the achievement of sustainable development.
 - d) seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district.
- 2) Kent and Essex IFCA must also seek to ensure that the conservation objectives of any MCZ in the district are furthered.

In addition the Authority is also responsible for The Thames Estuary Cockle 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.

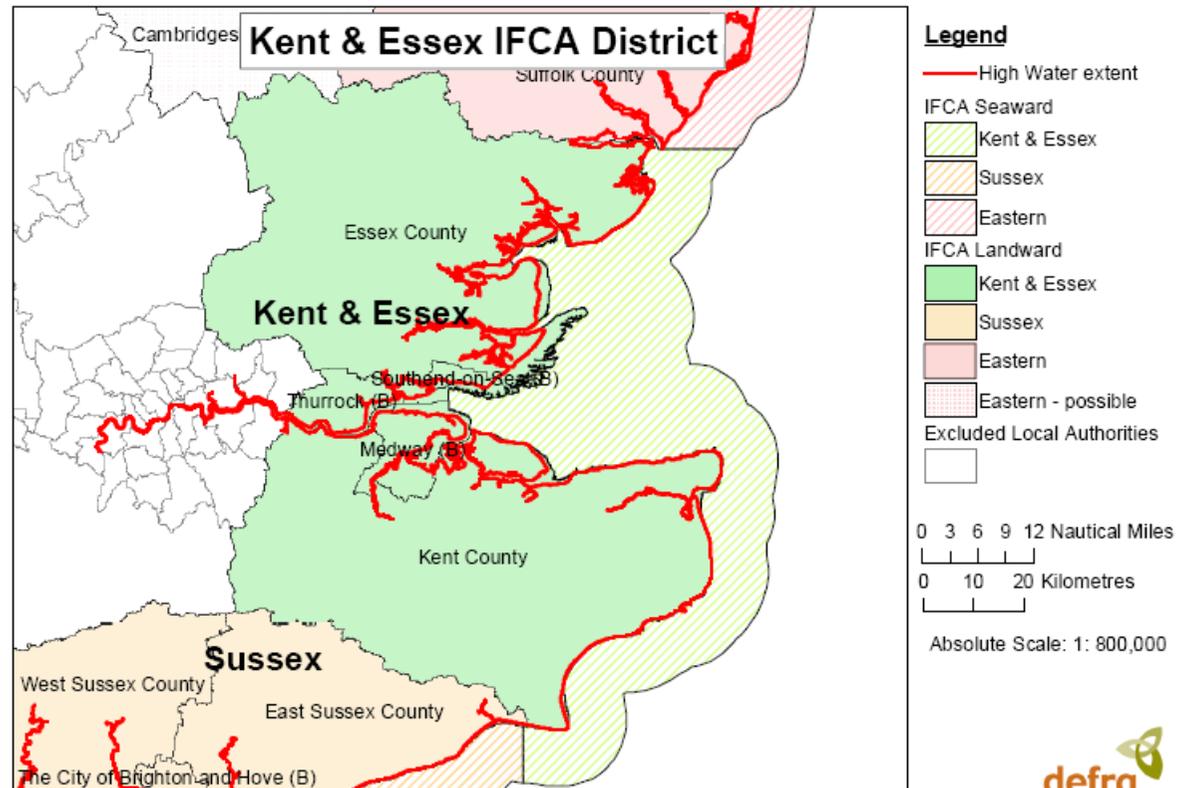
Seaward district boundaries

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

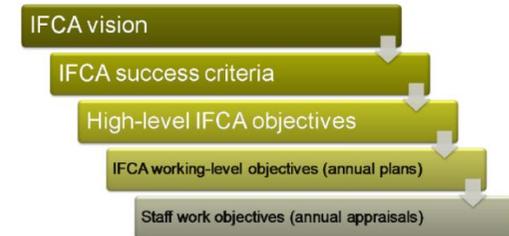
The up-river KEIFCA boundary in the Thames includes the waters adjacent to Kent County Council and Thurrock Council, with the district boundary running from Dartford creek (River Darent) on the south shore to Mar Dyke on the North Shore.

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



Defra Guidance for IFCA's

The vision for IFCA's encapsulates the core role of the new organisations; and the success criteria outline what might be expected of IFCA's 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 (IFCA's) 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



Success Criteria

- 1) IFCA's 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 IFCA's 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) IFCA's work in partnership and are engaged with their stakeholders:** *IFCA's 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, IFCA's will deliver the socio-economic and environmental outcomes they were created under the Marine and Coastal Access Act to deliver.*
- 5) IFCA's make the best use of evidence to deliver their objectives:** *IFCA's, 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) IFCA's support and promote the sustainable management of the marine environment:** *IFCA's 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, IFCA's will be able to show that they are having a positive impact, leading to more sustainably exploited sea fisheries resources in their districts.*
- 7) IFCA's are recognised and heard:** *Each IFCA, and IFCA Authorities as a group, have a vision and plan for future management of inshore fisheries and conservation. This will help them to be a recognised "brand", managing their public voice so that they are respected and trusted for the expertise they offer.*

Focus and Priorities for KEIFCA 2013-14

Introduction

Much of the focus of the third year of KEIFCA will be the embedding of our new IFCA operational processes (risk based enforcement, maintaining stakeholder databases, sending out quarterly e-bulletins and posters, and updating and reviewing species management plans) as well as integrating key conservation (European Marine Site and Marine Conservation Zone site) objectives. A large amount of work in the upcoming year will be to talk and listen to stakeholders in developing and agreeing management options as part of the byelaw review and Marine Protected Area work streams. KEIFCA see that it is vitally important to try and gather as much relevant data as feasible and fairly record the spectrum of opinions; so that Authority members can make an as informed decision as possible when deciding on appropriate management measures. To this end KEIFCA have invested heavily in developing a data strategy, training staff in using data handling software (GIS packages) and agreeing data sharing arrangements.

It will also be important to build on the progress that KEIFCA has made in developing the culture and outlook of the new IFCA, and help embed into the local community an organisation that stakeholders respect, value and engage with. Although a lot of progress has been made over the first two years, hopefully as the organisational structures and strategic plans start to rollout KEIFCA will continue to deliver its IFCA objectives. Using the 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 laid out in the Defra guidance.

European Marine Sites: Following a Ministerial review KEIFCA have been asked to use the powers invested by the Marine and Coastal Access Act 2009 to make byelaws that protect sensitive designated features from activities that could impact these features as identified by the European Marine Sites Implementation Group. Whilst KEIFCA understands the context of this change in approach in England (Defra letter 14th August - Fisheries in European Marine Sites) and sees the obvious relationship between the MaCCA 2009 duties and this new work stream, this is a work stream that was not envisaged to be addressed by KEIFCA during the initial 4 year budget allocation process and was not identified as an IFCA objective in Defra's evaluation and monitoring goals. Taking on this work stream thus means that KEIFCA will have to reassess its key delivery timescales and unless significant resource is made available, delivering on key Defra success criteria will become significantly more difficult.

The timescales agreed by the European Marine Sites Implementation Group, to introduce legislation protecting identified "high risk" features by the end of 2013, means that KEIFCA is working to extremely tight timetables. Following this consideration will also need to be given to protecting "medium and low risk" sites by 2016. To meet the key milestones in this process, first KEIFCA needs to work with partners to undertake a review of the protected features of the "high risk" site and of activities that occur in the vicinity of those features.

Then KEIFCA needs to develop wording for legislative management measures for site and undertake an Impact Assessment of the proposed legislation before making a byelaw. So as to help KEIFCA meet these new commitments a new part time Project Officer (PO) post has been created. This post will oversee the delivery of this objective and help coordinate actions and develop key documents.

Marine Conservation Zones: In December 2012 Defra announced a consultation on the first tranche of proposed MCZ sites. Of the 31 proposed sites within English waters 6 are located within KEIFCA district. Through involvement throughout the balances seas MCZ site identification process, KEIFCA has an understanding of many of the key issues concerning the features and activities in these sites as KEIFCA officers attended all the regional steering groups and local site meetings for areas identified as candidate MCZs in our district. Hopefully this background will help our organisation in developing our approach to further the aims of the MCZ sites and working with partners to develop appropriate management measures for these sites.

KEIFCA sees that the first action for managing these sites is to work with partners to assess any immediate risk to the designated features of these sites (MMO would be the main regulator in this example as IFCAs can only introduce emergency byelaw legislation in unforeseen circumstances). Working with key partners like Natural England, KEIFCA would then undertake a review of the protected features of the MCZ sites in our district and of activities that occur in the vicinity of those sites. After this KEIFCA will then work with partners to develop a management plan for each MCZ site and agree a timetable by which management actions would be taken.

KEIFCA Byelaw review process: Over 2012-13 significant progress was made in developing and reviewing KEIFCA's long term strategic plan (The Way Forward – Our long term approach to fisheries and conservation management); from this document KEIFCA identified and agreed 18 priority species and developed draft management documents for each species. In conjunction with this 'Project Inshore' started to assess the management processes in place for these species against internationally recognised MSC assessment criteria. Combining this work will help KEIFCA take a strategic approach to reviewing its inherited SFC byelaws. In conjunction with these work streams KEIFCA has been making progress in assessing the relevance of the large number of byelaws that have been inherited with the expansion of our district and reviewing this management as part of our overall approach. Officers have worked hard to try and develop a fair and proportionate byelaw process that, where possible, tries to work with other regulators to review management options and, when required, explore legislative solutions.

The process that has emerged is to run a series of workshops/technical panels with members where the Authority systematically reviews the key management issues for each species and starts to prioritise and triage fisheries management plans and management options. As KEIFCA's management is built on EU and National regulations, any change to the current set of regulations (especially the review of the

Common Fisheries Policy) could have a significant impact on our prioritisation and triage process. A key part of bringing together all the different strands in the byelaw review process will be using the data strategy to help provide the best available evidence to decision makers.

Delivering KEIFCA's 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. Running and developing this framework will be a key challenge for the upcoming year, although a lot of work has already been carried out internally in helping to identify key enforcement risks and develop a tactical assessment process. Important enforcement work streams to develop over the next year include maximising the use of intelligence both internally (developing an enforcement management system) and externally (providing intelligence through the EAs MEMEX system and helping to develop an equivalent MMO database). In conjunction with this building on work recording officers' knowledge and skills in personal progress sheets will help inform future IFC officer training courses and will help in developing and raising IFC officers' enforcement skills. New conservation lead management measures will also start to impact on enforcement risk assessments and enforcement priorities.

Establishing and building on the KEIFCA Communication Strategy: The continuing delivery of KEIFCA communication strategy (agreed by KEIFCA May 2012 meeting) will be an important component of taking the next significant step of defining our organisation, building on old relationships and defining new ones. The Communication Strategy aims to ensure that people understand how as an organisation we plan to engage with others to help us to make the right decisions for delivering our vision, and how we can enhance and develop our IFCA brand. Key to this process is maintaining and updating key information sources (website, quarterly e-bulletin and quarterly posters) in a timely manner and work with communities to develop information resources (information leaflets and notice boards) which will help and inform the stakeholders of the information they need and in a way they find accessible. One of the key tasks for 2013-14 will be to upgrade KEIFCA's website taking on-board feedback from users. This will involve a redesign of our website, making it easier for users to navigate and access key forms and documents.

An important strand in helping KEIFCA develop a wider understanding of what is happening in our district will be the delivery of a quarterly survey of key stakeholders (Informing the Future Project). This project works with key stakeholders to try and develop a survey report that allows commercial fishermen, and hopefully in the future anglers and wider interest groups, to help inform us of what they are doing and finding 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 at the November 2012 quarterly meeting and the Authority agreed to form a working group to develop a specification and tender document for a replacement vessel. It is hoped that the Authority will adopt the recommendations from the working group and the tender process can start after the May 2013 meeting. This will mean that we would hope to have a new vessel for mid 2014. 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.

Implementing the KEIFCA angling strategy: This document aims to try and ensure that people understand how as an organisation KEIFCA plans to engage with the angling sector. The strategy also aims to help KEIFCA make the right decisions for delivering our vision and by working with stakeholders to help enhance the angling experience within our district. The delivery of the Angling 2012 project was an important first step in this process and has helped KEIFCA develop links and collect data about the role and activities of the angling sector in our district. Throughout 2013-14 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.

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 **PO** Project Officer/ Relief Crew Essex/IFC Officer
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 **AAE** Admin Assistant Essex

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	2014/15	2015/16
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. Fill in 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 (3) 1.4 3.2	ONGOING ACTION: 1F) Work with all IFCA, MMO, EA, NE and CEFAS to deliver national training opportunities.	<ul style="list-style-type: none"> Work with IFCA training group to coordinate national training (attending meetings and comment on national plans). Staff attend IFCA and MMO training 	ACIFCO CIFCO	•	•	•	•	•	•
1 (6) 1.1 6.1	1G) Create and publish 2013-2014 annual plan	<ul style="list-style-type: none"> Develop annual budget Document and present to Authority (display on website). 	CIFCO ACIFCO OM	•					
1 1.4 1.5 1.6	1H) Develop a KEIFCA staff handbook and review staff performance management system.	<ul style="list-style-type: none"> Develop KEIFCA staff handbook that works within the KCC HR structure. Work with HR consultant to recommend staff performance management system to Authority. 	ACIFCO OM			•			
1 (5) 5.1 5.3	1I) Review KEIFCAs electronic filing system	<ul style="list-style-type: none"> OM work with officers to review use and agree appropriate structure and process for electronic filing. 	OM ACIFCO			•			
1 (6) 6.1 6.3	1I) Run a KEIFCA/NE joint MCZ training day	<ul style="list-style-type: none"> All KEIFCA staff are updated with the status of MCZ sites in the KEIFCA district and approach of the Authority to the delivery of this duty 	CIFCO ACIFCO			•			
1 (5,6) 1.2 5.1 6.1	1K) 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	2014/15	2015/16
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 (6) 2.1 6.4	2C) European Marine Site work stream: Undertake and make a KEIFCA byelaw to protect the designated features of the European Marine Site. (SHARED OBJECTIVE: DEFRA, MMO and NE)	<ul style="list-style-type: none"> • Undertake the statutory consultation process reviewing the proposed management measures and byelaw. • Make and advertise the byelaw. • Review and address any objections to the byelaw. • Send byelaw to SoS for approval and sign-off. 	CIFCO PO ACFIO SSCO		•	•	•	•	•
2 2.1 2.2	2D) Run a series of technical panels reviewing the appropriateness of current byelaws and using the process of developing species management plans to evaluate future KEIFCA management options.	<ul style="list-style-type: none"> • Hold a meeting to discuss the principles of sustainable fisheries management and agree fisheries management principles that will underpin our fishery management plans. • Hold a meeting to review all the fishery management plans for the priority 18 species. • Hold a meeting to prioritise and triage fisheries management plans and develop management options if appropriate. 	CIFCO ACFIO All staff		•	•	•	•	
2 (6) 2.1 6.3 6.4	2E) Work with partners and stakeholders to develop management options and management plans for the public oyster stocks in Essex(MCZ)	<ul style="list-style-type: none"> • Develop a process to discuss and evaluate management options for the site with partners and stakeholders. • Run a consultation process with local partners and stakeholders to identify the activities and the uses of the site. 	PO SSCO		•	•	•	•	•

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	2014/15	2015/16
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 (1) 3.2 1.5	ONGOING ACTION: 3F) Run in house staff enforcement training program	<ul style="list-style-type: none"> To use personal progress sheets to help identify individuals and the organisations strengths and areas for development. To develop individual training plans to help officers progress. To develop organisational training days to help meet organisational needs. 	PVFMK ACIFCO			•			
3 (5,6) 3.1 5.3 6.3 6.4	3G) To manage the vessel replacement process and oversee new vessel build.	<ul style="list-style-type: none"> To develop the specification tender document for the Ken Greens replacement. To manage the tender process and working with a consultant to develop a contract with the successful boat yard. To oversee build of new vessel and report progress to Authority. 	PVSK CIFCO	•	•	•	•	•	
3 3.1 6.4	3H) To attend/ arrange joint IFCA and MMO meeting reviewing risk registers, intelligence systems and enforcement processes	<ul style="list-style-type: none"> Integrate analysis of risks into Authority report Review analysis of risk with stakeholders. 	ACIFCO PVFMK		•	•	•	•	•

<p>3 3.1 5.3</p>	<p>3I) To construct and maintain an internal enforcement management system and to use this to inform tactical meetings</p>	<ul style="list-style-type: none"> • Build an enforcement management system using an access database. • Train all staff in using the system and run the system. • Use national enforcement data systems (MCSS and MEMEX) to inform enforcement • Run regular tactical enforcement meetings where intelligence and risks are reviewed and tactical plans made. 	<p>ACIFCO PVFMK PVSE</p>		•	•	•	•	•
<p>3 (6) 3.1 6.4</p>	<p>3J) Develop capability for enforcement of MCZ legislation.</p>	<ul style="list-style-type: none"> • Hold a planning meeting with other regulators to review potential enforcement profiles (emergency and ongoing) of MCZ/ EMS sites and scope out resource needs. 	<p>ACIFCO PVFMK PVSE</p>		•				
<p>3 (4,7) 3.1 4.2 7.2</p>	<p>3K) Develop angling enforcement resources (<i>action from the Angling strategy</i>)</p>	<ul style="list-style-type: none"> • Produce minimum size boards for key high activity angling sites/marks in the district • Produce easy to use minimum size reference material (minimum sizes credit card and minimum size sticker) 	<p>SIFCOE SIFCOK PVFMK ACIFCO</p>		•	•	•		
<p>3 (1) 3.2 1.5</p>	<p>3L) Work with Sussex and Eastern IFCA to develop joint list of core enforcement officer competences that can be used to help develop joint training between Authorities.</p>	<ul style="list-style-type: none"> • To work with SIFCA and EIFCA to discuss shared training structure and delivery of core officer enforcement competencies. • To scope potential for developing training packages for each major training competency allowing officers to develop enforcement skills independently 	<p>ACIFCO PVFMK</p>			•	•		

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	2014/15	2015/16
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. <i>(SHARED OBJECTIVE: MMO)</i>	<ul style="list-style-type: none"> Helping 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. <i>(SHARED OBJECTIVE: MMO)</i>	<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. <i>(SHARED OBJECTIVE: MMO)</i>	<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 7.2	ONGOING ACTION: 4D) Maintain KEIFCA database of stakeholders. Implement preferred option. Update list every 6 months.	<ul style="list-style-type: none"> Maintain an up-to-date list of addressed and email addresses of stakeholders 	OM PVFME AAK AAE	•	•	•	•	•	•
4 (7,6) 4.2 7.2 6.4	4F) Meeting with NE on regular basis to coordinate conservation approach and deployment of resource.	<ul style="list-style-type: none"> Develop MoU annex highlighting key people in-charge of work streams in both organisations and agreement on understanding on how issues will be approached and processed. Hold regular coordination meetings to discuss EMS, MCZ, and fisheries issues key works streams and agree an operational plan for year identifying key milestones. 	SSCO PO CIFCO ACIFCO	•	•	•	•		
4 (7) 4.2 7.2	4E) Maintain and upgrade KEIFCA website taking onboard feedback from users.	<ul style="list-style-type: none"> Maintain and update current website. Redesign and upgrade website making it easier for users to navigate and access key forms and documents. 	PVFME ACIFCO			•	•	•	•
4 (7,1) 4.2 7.2 1.6	4G) Develop and run a stakeholder feedback process concentrating on effectiveness of communication strategy	<ul style="list-style-type: none"> Produce a summary document to submit to the Authority summarising feedback Use suggestions to modify communication information 	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	2014/15	2015/16
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 (quads 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, getting gear, maintaining gear etc. collating & sending cockle reports	<ul style="list-style-type: none"> • Production of cockle reports. • Production of cockle papers for statutory meetings. 	SSCO PVCK/S	•	•	•	•	•	•
5 (2,6) 5.2 5.3 2.1 6.3 6.4	ONGOING ACTION 5D) To maintain and update partner data agreements (MoU or other forms of agreements) to inform management policy decisions and demonstrate that the best available quality-assured evidence is used appropriately in decision making.	<ul style="list-style-type: none"> • To maintain and update KEIFCA data strategy. • To work where possible to MEDIN standards. • To maintain and review GIS capability and training. • To use data to inform the byelaw review process and the MPA management process. 	SSCO PVCK/M	•	•	•	•	•	•
5 (2,3) 5.2 2.1 3.1	ONGOING ACTION: 5E) Fishing Activity Mapping	<ul style="list-style-type: none"> • Collect and compile the Fishing Activity Mapping data layer so that it can be used to inform management and policy decisions. 	SSCO PVCK/M	•	•	•	•	•	•
5 (6) 5.1	ONGOING ACTION 5F) Write annual KEIFCA research report 2012-13 / annual KEIFCA research plan 2013-2014	<ul style="list-style-type: none"> • Production of report • Production of plan 	SSCO	•	•	•	•	•	•
5 (6) 5.1 6.3	5G) To fund an independent project to review knowledge of UK and EU cockle mortality events and assess options for preventative management of the Thames stock.	<ul style="list-style-type: none"> • A report presenting the review of knowledge and management options for the Thames stock. • A verbal presentation and a Q&A at the May 2013 Authority meeting. 	ACIFCO SSCO	•					

<p>5 (4,7) 5.3 4.2 7.2</p>	<p>5H) Run the Informing the Future (ItF) project</p>	<ul style="list-style-type: none"> • Run a project with the local community that helps record stakeholders observations and assessments of key fisheries stocks in the district. • Report summarised information back to the communities and to KEIFCA quarterly meetings and use to update species management plans. 	<p>SSCO SIFCOK</p>		•	•	•	•	•
<p>5 (6) 5.1 5.3 6.3</p>	<p>5I) Undertake Whelk research project with CEFAS that evaluates methods of assessing Whelk stocks in KEIFCA district. This information will then be used to inform the annual flexible whelk byelaw review process.</p>	<ul style="list-style-type: none"> • Work with CEFAS, local fishermen and any other partner organisations to develop a grant funded project. • The progress of the project as well as the final conclusions will then be presented to the Authority and will inform future management decisions. 	<p>SSCO PVCK/S PVCK/M</p>			•	•		
<p>5 (6) 5.1 5.3 6.3 6.4</p>	<p>5J) Work with partners to deliver a project that assesses oyster habitat and oyster stocks in the proposed Blackwater, Crouch, Roach and Colne Estuaries MCZ</p>	<ul style="list-style-type: none"> • Agree project aims and objectives. Apply for funding with partners. • Work with partners to deliver project and write-up project. • The progress of the project as well as the final conclusions will then be presented to the Authority and will inform future management decisions. 	<p>SSCO MPO</p>			•	•	•	•
<p>5 (4,7) 5.1 4.2 7.2</p>	<p>5K) Review Sea Angling activity surveys in the district and the ability of KEIFCA to carry on the surveys after Sea Angling 2012 project has completed (<i>action from the Angling strategy</i>).</p>	<ul style="list-style-type: none"> • Work though TAG to try and develop a standardised angling assessment format. • Work with partners to assess the potential of developing a system for anglers to report and review information about the angling activity in the district. 	<p>SIFCOE SIFCOK PVFMK ACIFCO</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	2014/15	2015/16
<p>6 (2,5) 6.3 2.1 5.1 5.3</p>	<p>ONGOING ACTION: 6A) To develop and review species management plans for key 18 species in the district.</p>	<ul style="list-style-type: none"> • Hold workshops with other regulators and stakeholders to discuss species management plans. • To update species management plans with new information annually or when new information becomes available. • To integrate findings and suggestions from 'Project Inshore' into species management plans • To use plans as a starting point to work with key partners and regulators in developing cross-border species management plans. 	SSCO	•	•	•	•	•	•
<p>6 (7,4) 6.2 7.2 4.2</p>	<p>ONGOING ACTION 6B) To develop and distribute KEIFCA school and community education packs promoting the sustainable management of the marine environment</p>	<ul style="list-style-type: none"> • Develop educational lesson packs for Key Stage 1,2 &3 • Work through LEAs to distribute packs and build relationships with schools 	ACIFCO PVFME PVCK/M SIFCOK	•	•	•	•	•	•
<p>6 (5) 6.4 5.1</p>	<p>ONGOING ACTION 6C) Develop and implement MPA reporting system, using KEIFCA GIS data layers to feed in data to MPA management groups.</p>	<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. • Set up simple reporting documents/GIS data layers that communicate our information to IFCA members and other key marine managers. 	SSCO PVCK/M	•	•	•	•	•	•
<p>6 (5) 6.1 6.4 5.1</p>	<p>6D) European Marine Site work stream: Work with partners to undertake a review of the protected features of the site and of activities that occur in the vicinity of those features. (SHARED OBJECTIVE: DEFRA, MMO and NE)</p>	<ul style="list-style-type: none"> • Meet with NE and other statutory bodies to review information concerning the condition and extent of protected features. • Work with partners to identify the local activities that could affect condition of the features and the extent of those activities. 	PO SSCO	•	•	•	•		

<p>6 (5) 6.1 6.4 5.1</p>	<p>6E) European Marine Site work stream: Develop wording for legislative management measures for site and undertake and Impact Assessment of the proposed legislation. (SHARED OBJECTIVE: DEFRA, MMO and NE)</p>	<ul style="list-style-type: none"> • Meet with NE and other statutory bodies to review potential management options for the site. • Hold a stakeholder meeting to discuss potential management options for the site and review activities on the site. • Develop draft wording of a proposed byelaw protecting features of the EMS. • Undertake an Impact Assessment of the proposed byelaw. 	<p>PO SSCO</p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>			
<p>6 (5) 6.1 6.4 5.1</p>	<p>6F) Work with partners to undertake a review of the protected features of the MCZ sites in our district and of activities that occur in the vicinity of those sites. (SHARED OBJECTIVE: NE)</p>	<ul style="list-style-type: none"> • Meet with NE and other statutory bodies to review information concerning the condition and extent of protected features. • Work with partners to identify the local activities that could affect condition of the features and the extent of those activities. 	<p>PO SSCO</p>			<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	
<p>6 (5) 6.1 6.4 5.1</p>	<p>6G) Work with partners to develop a management plan for each MCZ site and agree a timetable by which management actions would be taken. (SHARED OBJECTIVE: DEFRA, MMO and NE)</p>	<ul style="list-style-type: none"> • Meet with NE and other statutory bodies to review potential management options for each MCZ site and agree if any emergency actions needed to be taken. • Hold a stakeholder meeting to discuss a management plan for each MCZ site (including potential management options) as well as review activities on each MCZ site. 	<p>PO SSCO</p>			<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	
<p>6 (5) 6.1 6.4 5.1 5.3</p>	<p>6I) Using agreed MCZ action timetables KEIFCA officers will work with partners to help identify location and extent of MCZ site conservation features</p>	<ul style="list-style-type: none"> • From discussions with key stakeholders the main actions points from the proposed 6 MCZ sites will be prioritised by the Authority. • KEIFCA will work with partners to create plans to address these issues and develop projects that can help produce evidence to inform management decisions. 	<p>SSCO PO PVCK/S PVCK/M</p>			<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	
<p>6 (1,5) 6.1 6.4 1.5 5.1 5.3</p>	<p>6H) Work with NE and TAG to train staff in undertaking appropriate assessments for Marine Protected Areas</p>	<ul style="list-style-type: none"> • Key KEIFCA staff work with NE to review conservation advice documents and complete NE conservation training packages. • KEIFCA officers work through TAG to share best practice in completing appropriate assessments. • KEIFCA officers work to agreed national timescales to undertake appropriate assessments on EMSs in KEIFCA district. 	<p>SSCO PO SIFCOK</p>			<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	

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	2014/15	2015/16
7 (4) 7.1 4.1	ONGOING ACTION: 7A) Work with and through the Association of IFCA's to coordinate national IFCA's policy and approach	<ul style="list-style-type: none"> Annually contribute to the funding and running of the AIFCA's Attend AIFCA meetings and take forward action points from meetings Feed into AIFCA annual plan and report 	CIFCO ACIFCO	•	•	•	•	•	•
7 (4) 7.2 4.2	ONGOING ACTION: 7B) Develop and run quarterly KEIFCA update e-bulletin that is emailed to all interested stakeholders	<ul style="list-style-type: none"> Design e-bulletin every quarter based on promoting key topics at the upcoming quarterly meeting. Develop a distribution list to send e-bulletins. Take feedback from users about design and content of e-bulletin. 	PVFME ACIFCO	•	•	•	•	•	•
7 (4) 7.2 4.2	ONGOING ACTION: 7C) Develop and run quarterly KEIFCA posters that are distributed to local fish shops, tackle shops and other community outlets.	<ul style="list-style-type: none"> Design posters every quarter based on promoting IFCA vision and 18 key species. Develop network of outlets to promote and advertise KEIFCA quarterly information posters. 	PVFME ACIFCO	•	•	•	•	•	•
7 (4) 7.2 4.2	7D) Develop range of education leaflets using the same format as our general information leaflet, and delivering the key messages identified in our communication strategy	<ul style="list-style-type: none"> Design, print and distribute leaflet covering: <ul style="list-style-type: none"> KEIFCA Enforcement & Minimum sizes KEIFCA district, key species, habitats and activities KEIFCA Angling information 	PVFME ACIFCO SIFCOK SIFCOE			•	•		
7 (4,5) 7.2 4.2 5.1	7E) Develop angling information and engagement resources (<i>action from the Angling strategy</i>)	<ul style="list-style-type: none"> Gather contact information of clubs, businesses and individuals Develop the KEIFCA website to incorporate sea angling Attend Stakeholder meeting, harbour days, angling festivals and events Produce sea angling educational materials/packs 	SIFCOE PVFME ACIFCO SIFCOK			•	•	•	
7 (6,5) 7.2 6.3 5.1 5.3	7F) Hold stakeholder meetings reviewing KEIFCA long term approach and species and habitat management plans.	<ul style="list-style-type: none"> Hold Stakeholder meetings 	CIFCO ACIFCO SSCO 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.

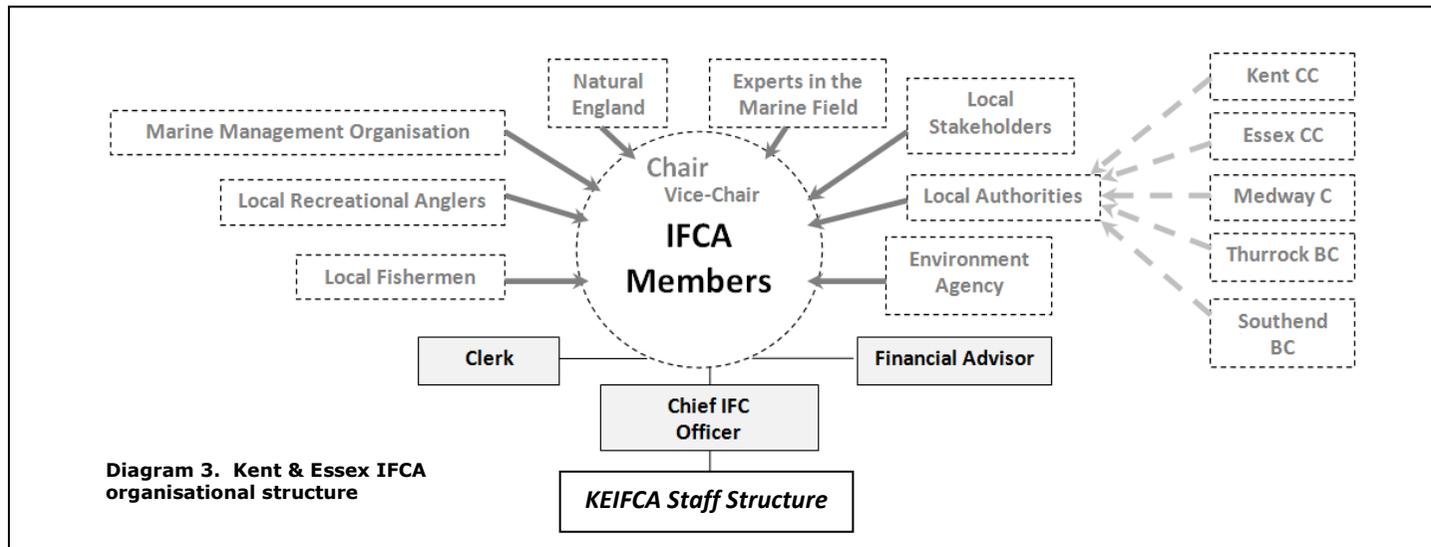
Relevant Council	Number of members	Percentage payment of KEIFCA levy
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

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	<ul style="list-style-type: none"> • <i>Rochester Oyster and Floating Fisheries (ROFF)</i> 	
*Mr P J Nichols	MMO Appointee	<ul style="list-style-type: none"> • <i>Commercial – mobile gear finfish (eg trawling, netting)</i> 	
Mr A Rattley	MMO Appointee	<ul style="list-style-type: none"> • <i>Commercial</i> 	
Mr W Baker	MMO Appointee	<ul style="list-style-type: none"> • <i>Commercial – mobile gear shellfish (eg dredging)</i> 	
Mr J Labbett	MMO Appointee	<ul style="list-style-type: none"> • <i>Commercial – other (eg aquaculture, bait digging)</i> 	
Mr L Roskilly	MMO Appointee	<ul style="list-style-type: none"> • <i>Recreational – recreational sea angling</i> 	
Mr M Sharp	MMO Appointee	<ul style="list-style-type: none"> • <i>Recreational – recreational sea angling</i> 	
Dr L Fonseca	MMO Appointee	<ul style="list-style-type: none"> • <i>Marine</i> 	
<i>Vacant post</i>	MMO Appointee	<ul style="list-style-type: none"> • <i>Marine</i> 	

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.



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, 3 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 Dig.4. One of the areas that KEIFCA are trying to develop in the organisation as we move into our third 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 use a process similar to Kent County Council's (KCC) staff performance monitoring system. The system is based on a yearly review of an employee's performance using a series of objectives that are agreed between the employee's line manager and the employee. The objectives and the outputs of the employee relate back to the overall objectives in the annual plan. Dependent upon how well an employee meets, or exceeds, the targets set during this process an employee may move up the incremental scale, this is dependant upon budgetary constraints and pay scale.

Training

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 2012-13 all members of staff have been identifying their key training gaps 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 which 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

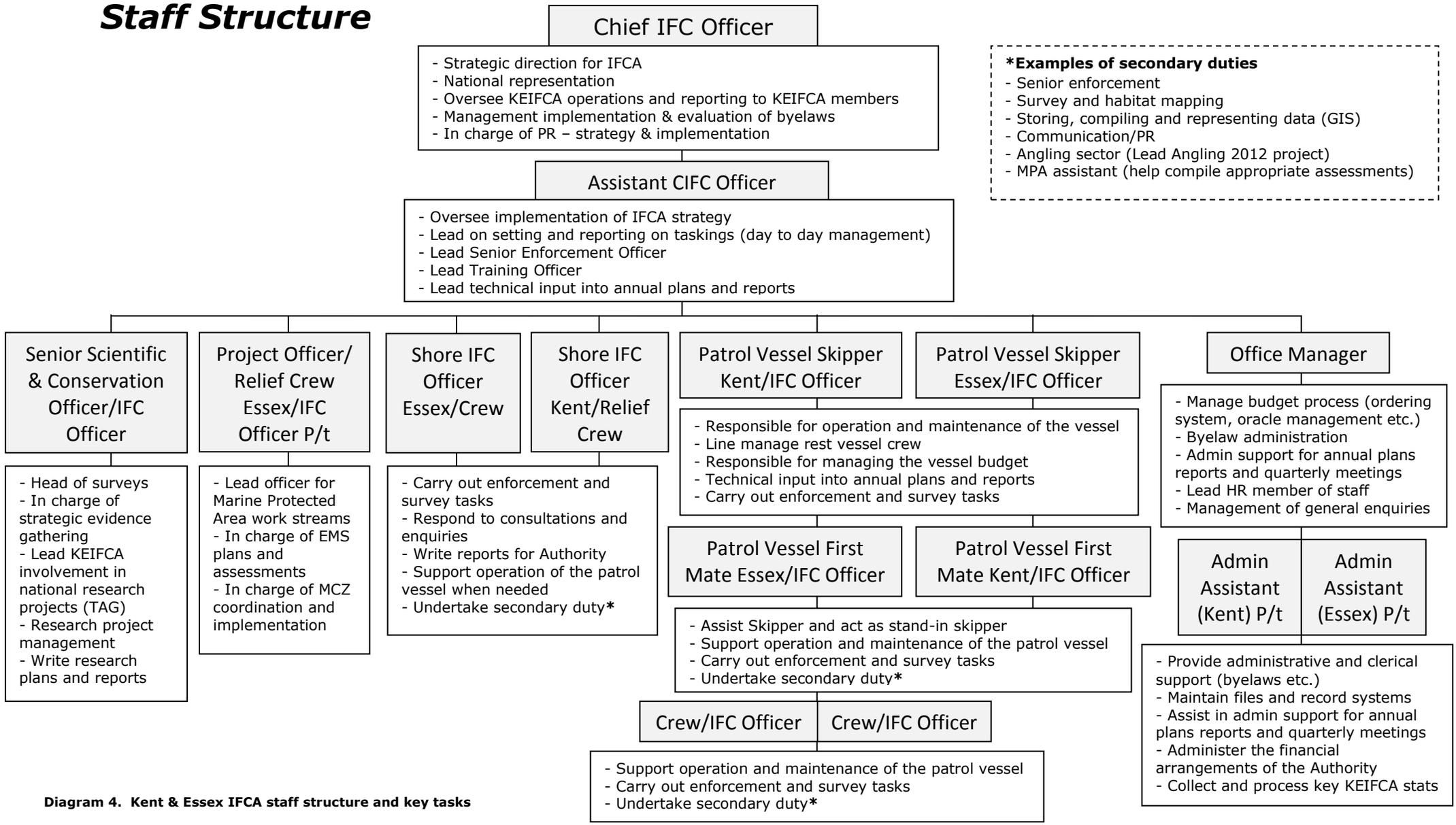


Diagram 4. Kent & Essex IFCA staff structure and key tasks

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, based at Ramsgate which is 6 years old as well as a new Toyota Hilux truck based at Brightlingsea. The vans are used to help 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 lay out 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), wherever possible, 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, harbours 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 2013. 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 KEIFCAs objectives. We will:

- ensure our staff is 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 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 2013/14.

KEIFCA Management and Governance risks

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

KEIFCA Operational risks – Failure to implement IFCA duties

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

Failure to maintain survey/sampling programme (CIFCO)	4 Lack of accurate data leading to poor management of shellfisheries. Collapse of stocks. Decline in bird numbers. Degradation of wider environment.	2 Well trained and qualified staff. 12m new patrol/ research vessel.	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.	4 High expectation that shellfisheries are well managed by Authority. High expectation that additional research work will be completed.	Monitoring and research vessel. Work plans developed for research staff and vessel. Research staff well qualified and experienced with local fisheries. Good communication with fishermen and other relevant organisations. Snr. Conservation/ Research Officer assigned to co-ordinate bio-toxin and bacteriological sampling routines when required. Contingency plans developed. Introduction of new patrol/vessel and to employ and Snr. Conservation/Research Officer from new funding.	2 Planned surveys lost due to poor weather or vessel breakdown. Research programme continue to expand year on year.
Degradation of environmentally sensitive/ designated areas due to fishing activity. (CIFCO & ACIFCO)	4 Loss of important habitat and species. Conservation Objectives for areas within EMS's not fully met.	2 Authority's fisheries management takes into consideration environmental issue.	3 Fisheries directly responsible closed. Increased pressure by conservation groups to stop other fishing activity.	4 Authority not meeting statutory duties under EU & UK conservation legislation.	Agreed cockle policies. Proposed fishing activity requires Appropriate Assessment. Effective enforcement.	2 Illegal fishing can damage habitat and stocks.
Shellfish stocks collapse. (CIFCO)	4 Collapse of fishing industry.	4 Bivalve stocks have high natural variation. Crustacean stocks not subject to effort control.	4 Local economy reliant on direct and indirect employment associated with shellfisheries.	4 Loss in confidence of the Authority's ability to manage fisheries.	Annual stock assessments of bivalve stocks in the Estuary. Fisheries management policies agreed for cockle stocks in the Estuary. Ability to allocate sufficient resources to monitoring of landings and effective enforcement. Consultation with industry on possible management measures.	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>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
EMS	European Marine Site	SBC	Southend Borough Council
GIS	Geographical Information System	SFC	Sea Fisheries Committee
IFC Officer	Inshore Fisheries and Conservation Officer	SIFCA	Sussex Inshore Fisheries and Conservation Authority
IFCA	Inshore Fisheries and Conservation Authority	SSSI	Site of Special Scientific Interest
KCC	Kent County Council	SPA	Special Protection Area
MC	Medway Council	TAG	Technical Advisory Group
MCA	Marine Coastguard Agency	TBC	Thurrock Borough Council
MCAA 2009	Marine and Coastal Access Act 2009		