



Inshore Fisheries and
Conservation Authority

Annual Plan

2014 – 2015

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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 2012-2015 (see www.kentandessex-ifca.gov.uk for documentation).

Our fourth year

In our third year as an organisation we built on the strategy and planning documents developed in our first and second years, and put in place the operational plans to support our work and delivery of the Defra Success criteria. We extensively developed our conservation work streams especially European Marine Site and Marine Conservation Zone management, working both internally and with a wide range of stakeholders to support and develop implementation of these policies. To accomplish this we spent significant resource operationalising new policies into staff working practices. Key to our fourth year progress will be the significant challenge of balancing our fisheries and conservation duties, with delivery of EMSs and MCZs coinciding with Common Fisheries Policy reform and byelaw review. Within the orbit of CFP reform we will then need to consider how our own byelaw review will be affected and how this will describe management principles and review options. We will also seek to build on our work with partner organisations, both nationally and locally, and develop opportunities to share resources which can improve the efficiency and effectiveness of the organisation. The end of this fourth year is also the milestone for the Defra four-year report of IFCAs. This report will focus on the operation and conduct of the IFCAs and is being informed by a panel of representatives from Defra and partner organisations.

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 2013.

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.

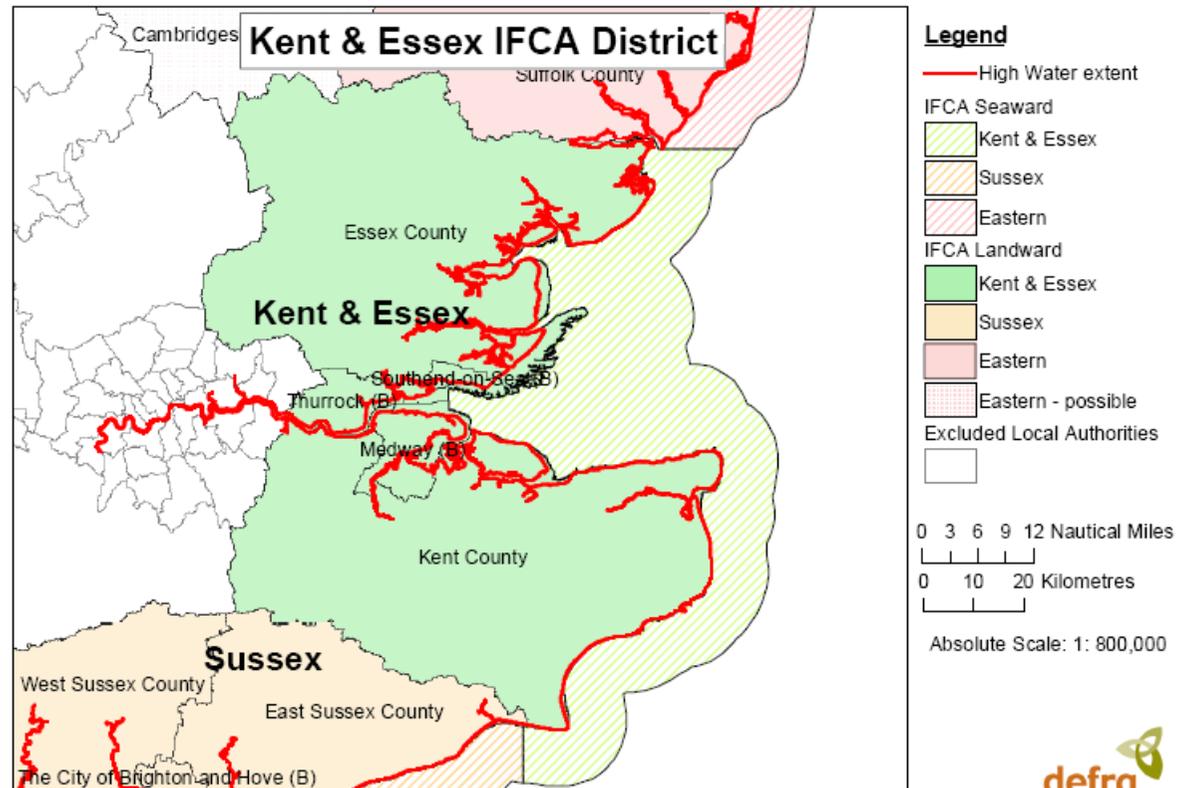
Seaward district boundaries

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

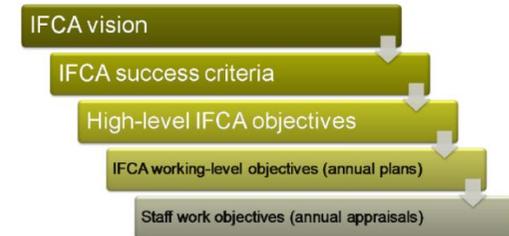
The up-river KEIFCA boundary in the Thames includes the waters adjacent to Kent County Council and Thurrock Council, with the district boundary running from Dartford creek (River Darent) on the south shore to Mar Dyke on the North Shore.

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



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 to deliver.*
- 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, 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 2014-15

Introduction

Much of the focus of the fourth year of KEIFCA will be the continued work within EMS and MCZ, building on the lessons learned during 2013-14 and the management decisions made by the Authority. Whilst the work centred around conservation will continue to be significant, the fisheries management duty of the Authority will come to the fore during 2014-15 as Common Fisheries Policy reform and the review of inherited KEIFCA byelaws becomes a significant policy area, there will be a significant challenge in balancing these high level priorities of conservation and fisheries management. Data collection strategies continue to be developed and refined and these will contribute to providing the best possible data for management decisions to be made. There are a large number of MPAs and fisheries within the district and these form a mosaic of different features and sensitivities across the incredibly diverse sea area found off the Essex and Kent coast lines. This complexity is one of the defining characteristics of the KEIFCA district and therefore it is essential that the procedures and policies implemented are robust and based upon sound information. The significant work which has been put into IFCA operational processes (risk based enforcement, maintaining stakeholder databases, sending out quarterly e-bulletins and posters, and updating and reviewing species management plans) will undoubtedly prove to be exceedingly useful in helping to rationalise and prioritise this challenge.

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. At the end of this fourth year a report will be published by Defra on the conduct and operation of each of the IFCAs, therefore using the IFCA success criteria, major work streams have been developed to lay out in a step by step manner how, during this year, KEIFCA will meet the outputs and performance indicators laid out in the Defra guidance.

Both MCZ and EMS are high priority national workstreams, however trying to introduce both at the same time is going to be extremely challenging given current resource levels. Whilst EMS and MCZ have different policy drivers, the implementation of them and the process KEIFCA would follow would be very similar. Local engagement with development of management measures is a pre-requisite of successful enforcement therefore the way KEIFCA officers will bring the EMS and MCZ workstreams together is in this area. The establishment of a KEIFCA MPA Working Group will address these issues and allow prioritisation of individual MPAs, whether EMS or MCZ, and allow significant stakeholder input to successful and effective management measures for those MPAs which require protection.

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. Taking on this work stream has meant that KEIFCA has had to reassess its key delivery timescales as a result delivering on key Defra success criteria has become significantly more difficult. KEIFCA has worked hard to try and maintain services across its duties during the past year and will continue to do so, however significant additional resource will be required in order to deliver all services to deadlines and stability of current resources is a minimum requirement to enable continued forward progress.

The timescales agreed by the European Marine Sites Implementation Group, to introduce legislation protecting identified "high risk" features by the end of 2013, meant that KEIFCA has been working to extremely tight timetables and has thus far delivered appropriate protection for the two high risk sites in the KEIFCA district. Throughout 2014 KEIFCA will be giving consideration to "medium and low risk" sites. Given the large number of sites (13 European Marine Sites), features (between 2 and 15 per site) and gear types used within the KEIFCA district (approximately 27), initiating the prioritisation process for these sites will be key to ensuring the most sensitive features are protected with appropriate management in a timely manner. The 'amber and green' process is timetabled to be completed 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 sites within the district and of activities that occur in the vicinity of those features. Key to this will be working with Defra to identify high priority workstreams as KEIFCA does not currently have the resources to deliver both EMS management and MCZ management within the required timeframes.

Marine Conservation Zones: In December 2013 Defra announced confirmation of the first tranche of MCZ sites to be designated. Of the 27 sites within English waters 4 are located within KEIFCA district, with a further site having a decision on designation deferred until early 2014. Through involvement throughout the Balanced Seas MCZ site identification process, KEIFCA has an understanding of many of the key issues concerning the features and activities in these sites. This background has already been exemplified in KEIFCA officers working with Defra, CEFAS and NE to develop a better understanding of the complex socioeconomic and environmental balance within the deferred Hythe Bay site. Moving forwards this local expertise and understanding 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 IFCA's 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 an action 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' has, during 2012-14, assessed 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 and EA byelaws. During 2013-14, the Whelk Permitting Byelaw was introduced which ushered in a new style of sustainable, flexible management for the KEIFCA district, and during 2014-15, the lessons learned will be incorporated into a new cockle permitting byelaw to replace the inherited four separate byelaws.

The process that has emerged to review all of the byelaws 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 species 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.

Common Fisheries Policy: Developing and introducing plans that implement the new CFP is likely to radically change the inshore fisheries landscape. At a strategic level KEIFCA officers have been inputting views into policy development and as we move forwards new operational structures are likely to require significant management resource over the next 2-3 years as firstly the pelagic fisheries and then the demersal fisheries are addressed. All KEIFCA officers will also need to be trained in the new legislation especially as the pelagic Thames and Blackwater herring stocks will be included in the first phase of the 'no discards' legislation within the CFP reform. The new legislation could lead to changing or revising KEIFCA byelaws, this would create significant new work for our organisation. The CFP work will start to increase over the 2014-15 year and the balancing of the MCZ, EMS and CFP workstreams will be a challenge given limited resources and very tight deadlines for all three policies.

Delivering KEIFCA's risk-based enforcement framework: Significant progress has been made in developing KEIFCA's risk based enforcement approach and a two-week enforcement strategy model has been developed which will be introduced in 2014-15. 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. An internal enforcement database was successfully trialled during 2013-14 with the Thames Estuary Cockle

Fishery and over the coming year this will be expanded and developed into an overall enforcement recording and management system. 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.

Taking the KEIFCA Angling Strategy forward: Experience and knowledge gained from the Sea Angling 2012 project and 'Kent and Essex RSA overview 2013' report has provided KEIFCA with a firm understanding of the wider angling sector and its needs. Throughout 2014-15 we will continue to work with our local and national partners to liaise with the sea angling sector as a stakeholder group regarding new and updated legislation and byelaws which may impact on angling activities. KEIFCA officers will aim to further develop the working relationships established with the angling sector through the successful work done during 2013-14. This will include; working with angling businesses such as charter vessels, tackle shops, privately managed piers and bait diggers as well as angling clubs and associations to promote public awareness of KEIFCA and relevant management measures which apply to anglers.

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 2014. A glossary is included at the end of this document.

CIFCO Chief IFCO

EPVS Essex-based Patrol Vessel Skipper
(*Senior Enforcement lead)

KPVS Kent-based Patrol Vessel Skipper
(*Senior Enforcement lead)

KSIFCO Kent-based Shore IFCO
(*Research/MPA support)

ACIFCO Assistant Chief IFCO

EPVFM Essex-based Patrol Vessel First Mate
(*Communications)

KPVFM Kent-based Patrol Vessel First Mate
(*Survey/ Education)

AA Admin Assistant
(*Permit/Licence support)

OM Office Manager

ESIFCO Essex-based Shore IFCO
(*Angling)

KIFCO Kent-based IFCO

LSCO Lead Scientific & Conservation Officer

PO Essex-based Project Officer/IFCO

KIFCO/M Kent-based IFCO
(*GIS/Mapping)

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	2015/16	2016/17
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 AA	•	•	•	•	•	•
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 AA	•	•	•	•	•	•

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 AA	•	•	•	•	•	•
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 AA	•	•	•	•	•	•
1 (3) 1.4 3.2	ONGOING ACTION: 1F) Work with all IFCA's, 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 2014-2015 annual plan	<ul style="list-style-type: none"> Develop annual budget Document and present to Authority (display on website). 	CIFCO ACIFCO OM	•					
1	1H) Undertake Health and Safety review of key operations	<ul style="list-style-type: none"> work with consultant to assess current procedures discuss results with staff and develop solutions produce revised H&S documentation 	OM ACIFCO	•	•				
1 (5,6) 1.2 5.1 6.1	1I) Create and publish 2014-2015 annual report	<ul style="list-style-type: none"> Document and present to Authority (display on website). 	CIFCO ACIFCO OM			•			
1 1.3	1J) Contribution and co-operation with Defra 4-year IFCA report on conduct and operations	<ul style="list-style-type: none"> Senior officer involvement with review process Contribution as and when required with defra and other partners defra attendance at authority meetings 	CIFCO ACIFCO		•	•	•		

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	2015/16	2016/17
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 	AA OM ACIFCO	•	•	•	•	•	•
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 AA	•	•	•	•	•	•
2 (6) 2.1 6.4	ONGOING ACTION 2C) <i>European Marine Site work stream:</i> Undertake an assessment to rationalise the need for management to protect the designated features of European Marine Sites. (SHARED OBJECTIVE: DEFRA, MMO and NE)	<ul style="list-style-type: none"> • Undertake Assessment process • 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 ACIFCO LSCO	•	•	•	•	•	•
2 2.1 2.2	2D) <i>Byelaw review process workstream:</i> Continue the 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 review all the management plans for priority species. • Hold a meeting to prioritise and triage species management plans and develop management options if appropriate. 	CIFCO ACIFCO All staff			•		•	
2 (6) 2.1 6.3 6.4	2E) Work with partners and stakeholders to develop management options and action plans for the public oyster stocks in Essex(MCZ)	<ul style="list-style-type: none"> • Continue to discuss and evaluate management options for the site with partners and stakeholders. • Run a 'Native oyster workshop' with local partners and stakeholders to discuss management and progress • Develop survey methodologies and systems to monitor the stocks and fishery. • Begin management measure development process 	PO LSCO		•	•		•	

2	2F) Byelaw review process workstream: Review inherited byelaws, beginning with byelaws less likely to be affected by CFP reform	<ul style="list-style-type: none"> •Finalise species management plans for non-quota and geographically contained species to inform the review of those byelaws •Review permitted cockle fishery byelaw to incorporate biosecurity measures and simplify legislation 	ACIFCO CIFCO PO	•	•	•			
2 2.1 2.2	2G) Common Fisheries Policy Workstream: Enage and contribute to CFP reform process	<ul style="list-style-type: none"> • Engage with Defra and MMO to inform introduction of CFP reform to inshore fleet • Communication with industry regarding process • Ensure that byelaws are compatible with changes to CFP 	ACIFCO CIFCO		•	•	•	•	•
2 (6) 2.1 6.1 6.4 5.1	2H) MPA network 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)	<ul style="list-style-type: none"> • Discuss with NE and other statutory bodies to review potential management options for each site. • Develop draft wording of a proposed byelaw protecting features of the EMS. • Undertake byelaw process 	ACIFCO LSCO KSIFCO				•	•	•

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	2015/16	2016/17
3	ONGOING ACTION: 3A) <i>Risk-based enforcement workstream:</i> 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 KPVFM	•	•	•	•	•	•
3	ONGOING ACTION: 3B) <i>Risk-based enforcement workstream:</i> 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 	KPVS EPVS All Crew	•	•	•	•	•	•
3	ONGOING ACTION: 3C) <i>Risk-based enforcement workstream:</i> Enforcement sea; patrols and inspections	<ul style="list-style-type: none"> Meeting of patrol and inspection targets 	EPVS KPVS All Crew	•	•	•	•	•	•
3 3.1	ONGOING ACTION: 3D) <i>Risk-based enforcement workstream:</i> 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 	ACIFCO CIFCO	•	•	•	•	•	•
3	ONGOING ACTION: 3E) <i>Risk-based enforcement workstream:</i> Enforcement land; shore patrols and inspections	<ul style="list-style-type: none"> Meeting of patrol and inspection targets Routine maintenance of vehicles used for shore patrols and enforcement Training in routine maintenance for staff 	KSIFCO ESIFCO	•	•	•	•	•	•
3 (1) 3.2 1.5	ONGOING ACTION: 3F) <i>Risk-based enforcement workstream:</i> 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 run individual training plans to help officers progress. To develop organisational training days to help meet organisational needs. Training for CFP legislation – significant new workstream and could divert resources 	ACIFCO KPVS EPVS			•			
3 (5,6) 3.1 5.3 6.3 6.4	3G) <i>Risk-based enforcement workstream:</i> To manage the vessel replacement process and oversee new vessel build.	<ul style="list-style-type: none"> Coordinate and develop detail of vessel design and specification To oversee build of new vessel and report progress to Authority. 	PO KPVS EPVS ACIFCO	•			•		
3 3.1 6.4	3H) <i>Risk-based enforcement workstream:</i> To attend IFCA and MMO meetings 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 EPVS KPVS		•	•	•	•	•

<p>3 3.1 5.3</p>	<p>3I) Risk-based enforcement workstream: 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 EPVFM</p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>		
<p>3 (1) 3.2 1.5</p>	<p>3J) Risk-based enforcement workstream: Work with MMO do develop training within the Skills for Justice framework</p>	<ul style="list-style-type: none"> • To work with MMO and other IFCAs 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 KPVS EPVS</p>			<p>•</p>	<p>•</p>		
<p>3 3.1</p>	<p>3K) Common Fisheries Policy Workstream: Enage and contribute to CFP reform process and prepare for implamenting new legisalation.</p>	<ul style="list-style-type: none"> • Communicating with industry regarding local implementation • Officer training on new legislation • Working with partners to ensure aligned introduction of measures and enforcement. 	<p>ACIFCO KPVS EPVS CIFCO</p>		<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</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	2015/16	2016/17
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 	LSCO KSIFCO	•	•	•	•	•	•
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 EPVFM AA	•	•	•	•	•	•
4 (7) 4.2 7.2	ONGOING ACTION 4E) Maintain and update KEIFCA website taking onboard feedback from users.	<ul style="list-style-type: none"> Maintain and update website. 	EPVFM OM	•	•	•	•	•	•
4 (7,1) 4.2 7.2 1.6	4F) 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 	EPVFM CIFCO			•	•		

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	2015/16	2016/17
5 5.3	ONGOING ACTION: 5A) Maintain vessels and equipment capable of assessing key habitats and stocks identified in research strategy and plan.	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of vessels 	KPVS EPVS KPVFM	•	•	•	•	•	•
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 	KPVFM LSCO	•	•	•	•	•	•
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. • Production of mussel fishery survey reports 	LSCO KPVFM	•	•	•	•	•	•
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. 	LSCO KIFCO/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. 	LSCO KIFCO/M	•	•	•	•	•	•
5 (6) 5.1	ONGOING ACTION 5F) Write annual KEIFCA research report 2013-14 / annual KEIFCA research plan 2014-2015	<ul style="list-style-type: none"> • Production of report • Production of plan 	LSCO	•	•	•	•	•	•
5 (4,7) 5.3 4.2 7.2	ONGOING ACTION 5G) Run the Informing the Future (ItF) project	<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. 	KSIFCO LSCO	•	•	•	•	•	•

<p>5 (6) 5.1 5.3 6.3</p>	<p>5H) Undertake Whelk research project that evaluates methods of assessing Whelk stocks in KEIFCA district.</p>	<ul style="list-style-type: none"> • Work with CEFAS, local fishermen and any other partner organisations to develop whelk stock assessment methodology • Further develop whelk catch return data analysis 	<p>LSCO KPVFM</p>			•	•	•	•
<p>5 (6) 5.1 5.3 6.3 6.4</p>	<p>5I) <i>Marine Conservation Zone work stream:</i> Work with partners to deliver a project that assesses oyster habitat and oyster stocks in the Blackwater, Crouch, Roach and Colne Estuaries MCZ</p>	<ul style="list-style-type: none"> • 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>PO LSCO</p>			•	•	•	
<p>5 (4,7) 5.1 4.2 7.2</p>	<p>5J) <i>KEIFCA Angling work stream:</i> 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"> • Develop telephone survey questionnaire and implement for end of year reporting system • Extend existing commercial fishing activity mapping to include RSA sector, shore-based, private and charter. Will require officer training and introduction period 	<p>ESIFCO KSIFCO</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	2015/16	2016/17
6 (2,5) 6.3 2.1 5.1 5.3	ONGOING ACTION: 6A) To develop and review species management plans for key 18 species in the district.	<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. Initial species management plans to be focussed on non-quota and geographically contained species. 	LSCO ESIFCO	•	•	•	•	•	•
6 (7,4) 6.2 7.2 4.2	ONGOING ACTION 6B) To develop and distribute KEIFCA school and community education packs promoting the sustainable management of the marine environment	<ul style="list-style-type: none"> Introduce and implement educational lesson packs for Key Stages 1&2 Develop educational lesson packs for Key Stage 3 Work though LEAs to distribute packs and build relationships with schools 	KPVFM CIFCO	•	•	•	•	•	•
6 (5) 6.4 5.1	ONGOING ACTION 6C) Develop and implement MPA reporting system, using KEIFCA GIS data layers to feed in data to MPA working groups.	<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. 	LSCO KIFCO/M	•	•	•	•	•	•
6 (5) 6.1 6.4 5.1	6D) MPA network work stream: Work with partners to establish baselines of data related to designated features within European Marine Sites and Marine Conservation Zones and fishing activity within those areas (SHARED OBJECTIVE: DEFRA, MMO and NE)	<ul style="list-style-type: none"> Meet with NE and other statutory bodies to review information concerning the condition and extent of protected features of MPAs – gap analysis Work with partners to identify the local fishing activities that could affect each MPA 	LSCO KSIFCO	•	•	•			
6 (5) 6.1 6.4 5.1	6E) MPA network work stream: Work with partners to develop national prioritisation of key MPA work streams both within the KEIFCA district and adjoining areas	<ul style="list-style-type: none"> Discuss with defra, NE and other statutory bodies the national prioritisation of EMS and MCZ workstreams by site. Use action plans to identify and prioritise gaps and management actions 	LSCO ACIFCO CIFCO		•	•	•		

<p>6 (5) 6.1 6.4 5.1</p>	<p>6F) MPA network work stream: Work with local stakeholders and the KEIFCA MPA working group to develop locally agreed action plans for each European Marine Site and Marine Conservation Zone, and agree a timetable for delivery</p>	<ul style="list-style-type: none"> • Review designated feature and fishery activity information and national prioritisation. • Incorporate local needs and knowledge into national outputs • Feed outputs from MPA working group into Authority discussions and use to modify priorities • Use action plans to identify and prioritise gaps and management actions 	<p>LSCO CIFCO ACIFCO</p>		•	•	•	•	•
<p>6 (1,5) 6.1 6.4 1.5 5.1 5.3</p>	<p>6G) Work with NE and TAG to train staff in undertaking Habitats Regulations Assessments for Marine Protected Areas</p>	<ul style="list-style-type: none"> • KEIFCA officers work through TAG to share best practice in completing HRAs. • KEIFCA officers work to agreed national timescales to undertake HRAs on MPAs in KEIFCA district. • Attendance at TAG working groups/training days and meetings. 	<p>LSCO KSIFCO</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	2015/16	2016/17
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. 	EPVFM 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. 	EPVFM ACIFCO	•	•	•	•	•	•
7 (4) 7.2 4.2	7D) Develop 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: KEIFCA Fisheries and MPA enforcement 	EPVFM ACIFCO KSIFCO ESIFCO			•	•		
7 7.2	7E) Develop crisis management plan for response to major incidents which could have an adverse impact upon the work of KEIFCA.	<ul style="list-style-type: none"> Document drafted by officers and approved by Authority detailing who, what, where, when, how. 	EPVFM CIFCO ACIFCO		•	•			
7 (6,5) 7.2 6.3 5.1 5.3	7F) Hold MPA Working Group meetings for locally developed byelaws with stakeholder engagement	<ul style="list-style-type: none"> Hold a series of meetings to discuss issues and concerns relating to MPAs Group is convened around the coast dependant upon sites to be discussed. Develop required management measures to create ownership of marine area. 	CIFCO ACIFCO LSCO 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.

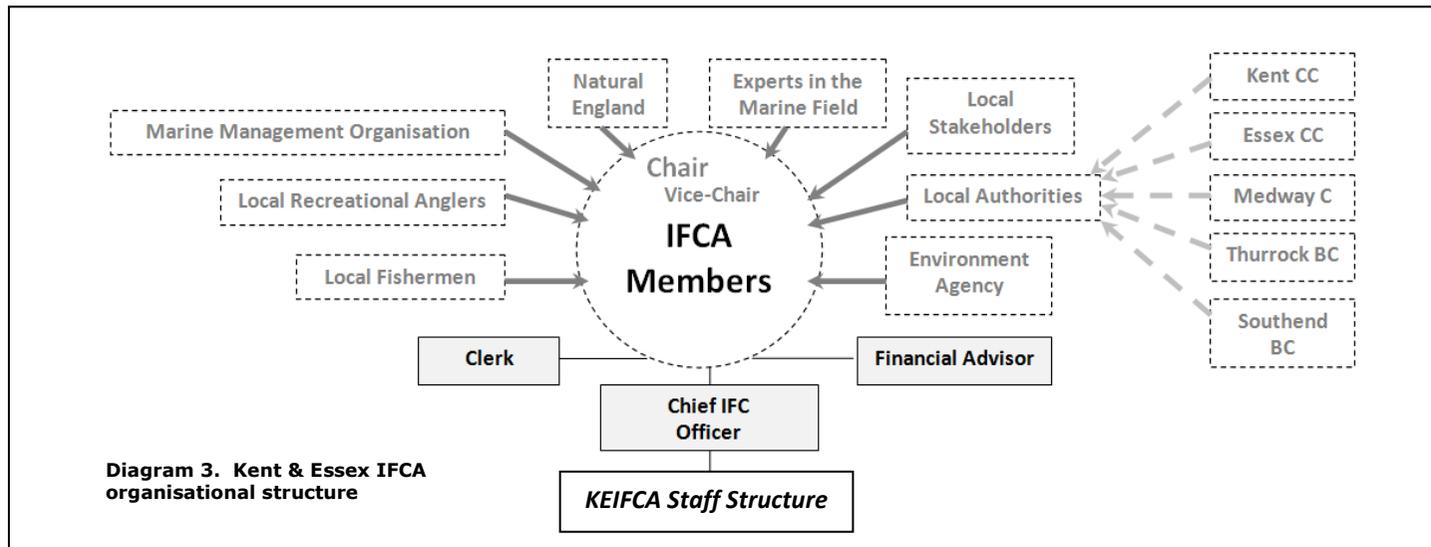
Relevant Council	Number of members	Percentage payment of KEIFCA levy
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

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

**Cllr J L Lamb	Southend BC	Cllr M Harrison	Kent CC
Cllr D Baker	Kent CC	Cllr S Liddiard	Thurrock BC
Cllr A Bowles	Kent CC	Cllr A Mackness	Medway BC
Cllr J Jowers	Essex CC	Ms I Chudleigh	NE Representative
Cllr P Channer	Essex CC	Mr B Smart	MMO Representative
Cllr A Wood	Essex CC	Mr C Hazelton	EA Representative
Mr S Abbotson	MMO Appointee	<ul style="list-style-type: none"> • Rochester Oyster and Floating Fisheries (ROFF) 	
*Mr P J Nichols	MMO Appointee	<ul style="list-style-type: none"> • Commercial – mobile gear finfish (eg trawling, netting) 	
Mr A Rattley	MMO Appointee	<ul style="list-style-type: none"> • Commercial 	
Mr W Baker	MMO Appointee	<ul style="list-style-type: none"> • Commercial – mobile gear shellfish (eg dredging) 	
Mr J Labbett	MMO Appointee	<ul style="list-style-type: none"> • Commercial – other (eg aquaculture, bait digging) 	
Mr L Roskilly	MMO Appointee	<ul style="list-style-type: none"> • Recreational – recreational sea angling 	
Mr M Sharp	MMO Appointee	<ul style="list-style-type: none"> • Recreational – recreational sea angling 	
Dr L Fonseca	MMO Appointee	<ul style="list-style-type: none"> • Marine 	
<i>Vacant post</i>	MMO Appointee	<ul style="list-style-type: none"> • Marine 	

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, 2 part-time staff a part time Clerk and a part time financial advisor. In addition to this the Authority also contributes to the services of the Chairman and Vice-Chairman. The structure and key roles of each member of staff are laid out in Dig.4. One of the areas that KEIFCA are continuing to develop in the organisation as we move into our fourth year is the ability of each officer to take on each other's roles. This approach gives 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. Throughout 2014-15 staff will be undergoing training related to Common Fisheries Policy Reform and MPAs. 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 2013-14 all members of staff have been identifying their key training gaps, building on their key skills and developing their required new skills. As our new members of staff and existing staff members take on new roles and start to develop and take on 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

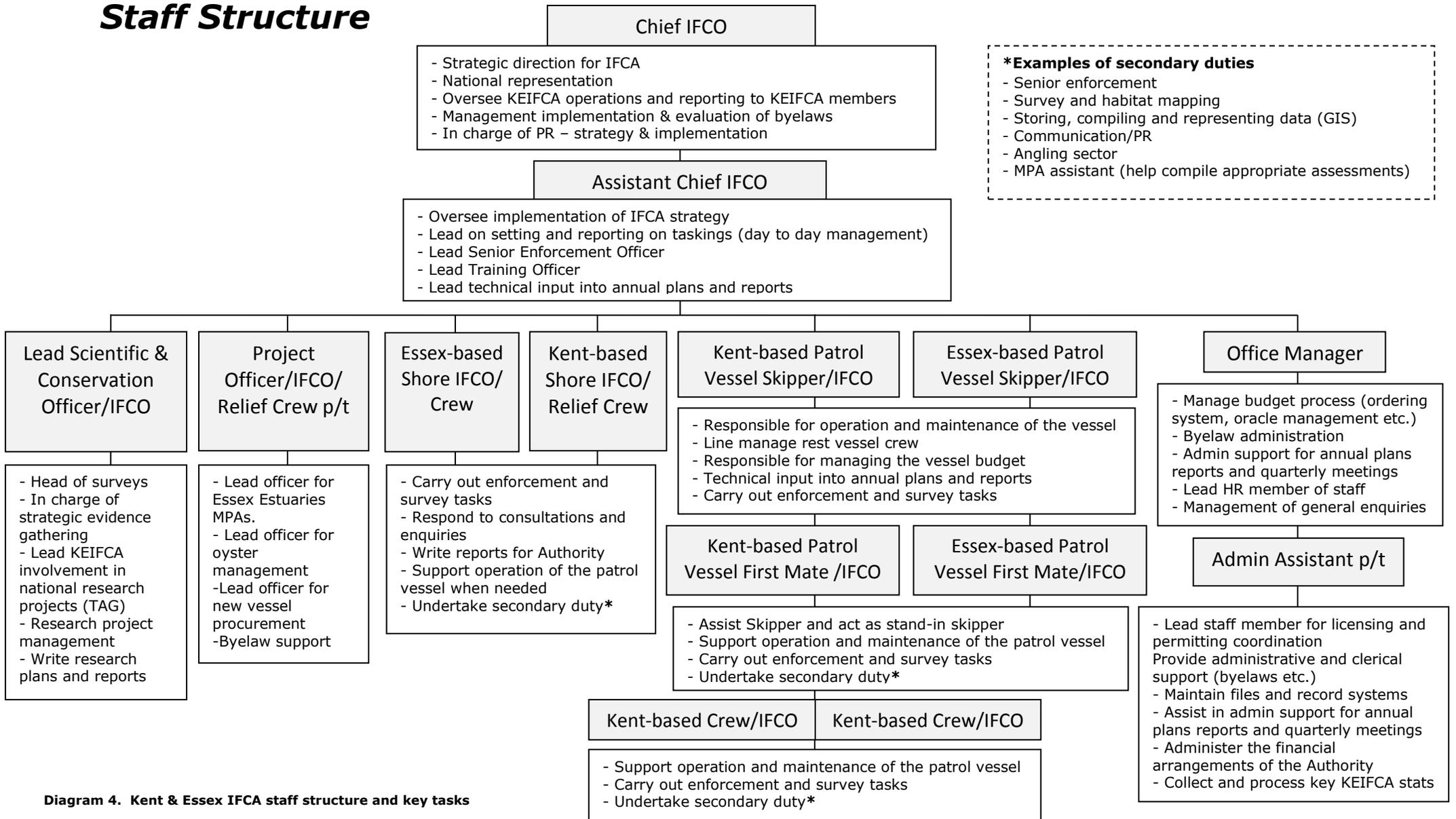


Diagram 4. Kent & Essex IFCA staff structure and key tasks

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 Estuary. The remit of the offices revolves primarily around the spatial distribution of work, with the Brightlingsea office specialising in Essex based issues relating to enforcement, consultations and surveys; the Ramsgate office also undertaking the equivalent tasks on the Kent coast but in addition is 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 7 years old as well as a Toyota Hilux truck based at Brightlingsea, which is 18 months old. The vehicles 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 Shoeburyness and are used for cockle surveys and other intertidal work.

Boats

KEIFCA has two 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 monohull 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 previously advised the Authority 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' is a 12m catamaran, which is partially EU grant funded, came into service in 2011. This vessel is based at Brightlingsea, and has a standing 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 utilising either the Project Officer or Lead Scientific and Conservation Officer, the same as the 'Ken Green').

KEIFCA strategically working with partners

Joined up government

KEIFCA has worked in conjunction with the other IFCA's 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 AIFCA's. The Association is an important national body that allows all 10 IFCA's 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 IFCA's coordinate their actions and resources efficiently.

Technical Advisory Group (TAG)

During 2012-13 the Lead Scientific and Conservation Officer undertook the post of 'Secretary' for the TAG, this is a rolling position which is now being undertaken by another IFCA, however 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 IFCA's.

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 IFCA's 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 have developed a stakeholder engagement and communication strategy. 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 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 2014/15.

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 currently 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

ACIFCO	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
CFP	Common Fisheries Policy	MSC	Marine Stewardship Council
CIFCO	Chief Inshore Fisheries and Conservation Officer	MSP	Marine Spatial Plans
Defra	Department for Environment, Food and Rural Affairs	NE	Natural England
EA	Environment Agency	nm	Nautical Miles
ECC	Essex County Council	RSA	Recreational Sea Angling
EFF	European Fisheries Fund	RIB	Rigid Inflatable Boat
EIA	Environmental Impact Assessment	SAC	Special Area of Conservation
EIFCA	Eastern Inshore Fishing and Conservation Authority	SBC	Southend Borough Council
EMS	European Marine Site	SFC	Sea Fisheries Committee
GIS	Geographical Information System	SxIFCA	Sussex Inshore Fisheries and Conservation Authority
IFCO	Inshore Fisheries and Conservation Officer	SSSI	Site of Special Scientific Interest
IFCA	Inshore Fisheries and Conservation Authority	SPA	Special Protection Area
KCC	Kent County Council	TAG	Technical Advisory Group
MC	Medway Council	TBC	Thurrock Borough Council
MCA	Marine Coastguard Agency		
MCAA 2009	Marine and Coastal Access Act 2009		