



Inshore Fisheries and
Conservation Authority

Annual Plan

2015 – 2016

Contents

<i>Introduction</i>	3
<i>IFCA Vision and Duties</i>	4
<i>The Kent and Essex IFCA District</i>	5
<i>Defra Guidance for IFCAs</i>	6
<i>Focus and Priorities for KEIFCA</i>	7
<i>Delivery of Priorities</i>	11
<i>Structure of the Authority</i>	22
<i>Governance</i>	23
<i>Staff</i>	24
<i>Staff Structure</i>	25
<i>Resources</i>	26
<i>KEIFCA strategically working with partners</i>	27
<i>Stakeholder engagement, communication and consultation</i>	28
<i>Appendix 1 – KEIFCA Draft Budget 2015-16 (submitted as a separate paper to the 22nd January 2015 KEIFCA quarterly meeting)</i>	
<i>Appendix 2 - Risk Management Strategy</i>	29
<i>Appendix 3 – Abbreviations</i>	36

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 fifth year

In our fourth year, the work brought about by the revised approach to management of fisheries within European Marine Sites, as well as tranches one and two of the Marine Conservation Zones, to a certain degree took precedence over other work streams. As a result of the political pressures and potential European infractions which could result, those work streams were not progressed to the extent that was planned. Whilst significant milestones were reached across KEIFCA's range of responsibilities, the uncertainty of how much work the EMS and MCZ projects needed hampered other work streams. The EMS work stream in particular was outside of the scope of the 2014/15 Annual Plan, therefore with finite resources, expectations in other areas had to be reduced. For our fifth year, getting other work streams and responsibilities back on track is going to be key. Recognising the importance of the KEIFCA district as a nursery area for various species of fish including sea bass, herring, sole and other flatfish will mean that the vital role which the Thames and south east coast plays in North Sea fish stocks is supported. Establishing ways of carrying out work which utilise partners resources and grant funding streams to reduce the burden purely upon KEIFCA's finite resources, especially in a period of uncertainty, is essential so that we can move a greater number of projects forward at the same time as well as continuing the work on nationally important Marine Protected Areas.

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.

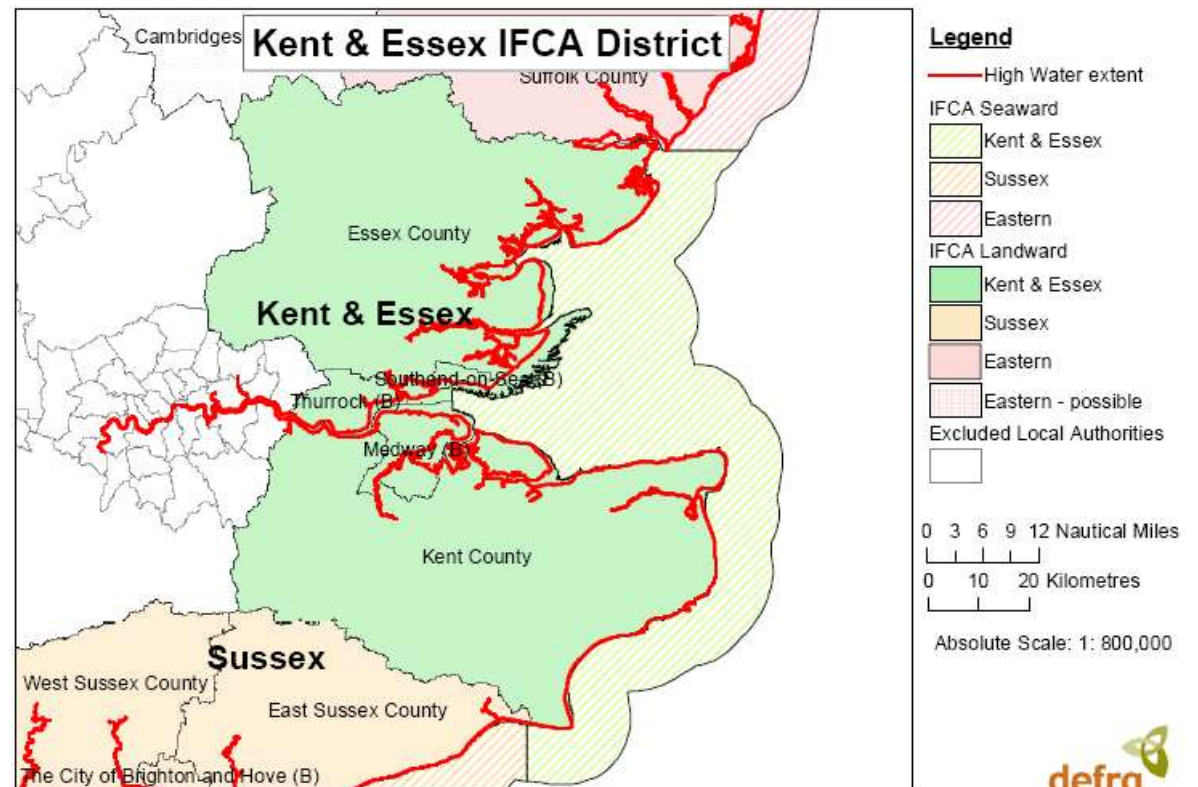
Seaward district boundaries

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 2015-16

Introduction

During 2015/16 much of the focus of KEIFCA will be on balance; between the numerous high profile work streams which we have been entrusted with, between the management of fisheries and the management of Marine Protected Areas, and between new, specific projects and the regular day-to-day work of KEIFCA. 2015/16 is a unique year for KEIFCA as the initial four-year reporting period set by Defra has now ended and no new Success Criteria or High Level Objectives have been set for the current year. The new burdens funding which we were allocated by Defra upon migration from SFC to IFCA has been extended at the current level for currently just one further year and the report into the conduct and operation of IFCAs from Defra is expected shortly. However, due to the potential for political change during this year, the future responsibilities of, and available resources to, IFCAs past 2015/16 is less clear, which makes planning more challenging.

Embracing the concept of balance, an important challenge to recognise this year is that the resources available to KEIFCA are finite and that often, it is not so much a case of "should we do A or B?" but a case of "which of A or B should we do first?". Many of our work streams have to be prioritised as the number of staff available within KEIFCA and the amount of resource available is limited. KEIFCA is an extremely ambitious organisation in terms of what it sets out to achieve for the benefits of fisheries and the marine environment and we have to therefore explore new ways of finding and creating more resource and capability, through partnership working, closer ties with Universities and further applications for grants and national/EU funding streams.

The main thrust of balance this year is in moving forwards from the extremely resource-demanding MPA work of 2014/15 which slowed progress in the majority of other KEIFCA responsibilities and getting back on track with what the local stakeholders and communities want to help deliver. This in no way diminishes KEIFCA recognition of the importance of continuing to progress work on MPAs as will be seen in the priorities below, however the local nature of the IFCAs as whole and KEIFCA in particular needs to be incorporated into our work.

European Marine Sites: As part of responsibilities acquired through the Habitats Directive, IFCAs are required to undertake screening of all activities within EMS prior to them taking place. This requires KEIFCA to carry out full Habitat Regulations Assessments (HRA) of all fishing activities within EMS in our district. Two stages are required in this process. The first step is assessing activities for potential impacts that might be significant and is known as Test of Likely Significant Effect (TLSE). TLSEs filter any plan or project to uncover which activities require further assessment by examining if an activity will have a significant effect on any feature in an EMS.

This has been completed by KEIFCA and as a result, the focus for the coming year is to undertake the second step of this process, Appropriate Assessments (AA). This requires an in-depth assessment of the impacts of fishing activities that may have a significant effect on protected features within EMS. Any gear feature interaction that fails an LSE test will undergo this in-depth AA. This is to be undertaken on a prioritised basis, starting with high risk activities in areas of high exposure. This process involves working closely with Natural England to fill in the data gaps that were currently present in the EMS as well as undertaking research to help inform AA. Completion of these AA will then allow us to define suitable management measures, if required, for these interactions.

Essex Estuaries EMS was identified early in the EMS process as a significant priority for KEIFCA and stakeholders. Vulnerable habitats such as sea grasses and subtidal mud communities as well as a wide variety of bird species are present across this large site. Intensive levels of a wide range of fishing activities are undertaken, particularly dredge activities in areas such as Mersea Island. Under the EMS process, these interactions require intervention in order to ensure a sustainable environment in Essex Estuaries. This site is further complicated by the presence of an MCZ within its boundaries protecting Native Oysters and Native Oyster Beds. Strong co-operative working is key to achieving the conservation objectives of both the EMS and MCZ and KEIFCA officers are working closely with Natural England and other bodies to ensure the best available evidence is used to inform management for activities within the site. Strong stakeholder engagement is necessary within the site to ensure the most suitable management measures for fishing activities in the EMS.

Marine Conservation Zones: Folkestone Pomerania is a tranche 1 MCZ, designated for the abundance of soft corals and epibenthic sessile fauna living on the sea bed. Significant discussions have already taken place with the industry who work in the sea area which includes Folkestone Pomerania to begin the process of introducing management for the site. These measures would be introduced this year and would constitute the first step in management of suite of MCZ sites in the southern part of the KEIFCA district, which have been discussed with the fishermen and NGO's. Tranche 2 sites are also being considered by Defra at present and these possible sites have also been discussed with industry.

The rationalisation of the work done thus far within the Blackwater, Crouch, Roach and Colne MCZ will be a key project this year as KEIFCA, the industry and NGO's work together to implement actions to restore native oyster populations and introduce management measures on this site for the protection of native oysters and native oyster beds. Initial development of potential measures has been discussed with industry and supporting concepts of funding, partnership working and community-led actions have been developed by the working groups. This year the aim will be to progress this and to develop management options for the site, likely in the form of a permitting system which will allow harvesting on the site, once stocks have recovered, in exchange for husbandry and maintenance activities being carried out which achieve the conservation aims of the site.

KEIFCA Byelaw review process: We have already started our byelaw review process, holding meetings to discuss the approach and replacing six byelaws which regulated the cockle fishery in the outside area with one permitting byelaw (this effectively reviews 10% of historic byelaws in one go). Common Fisheries Policy reform measures begin to be introduced this year, starting with the landing obligation for pelagic species. This will mean that fishermen targeting species such as herring will be required to land all of those pelagic species which they catch. This obligation will be extended to all quota species by 2019. Whilst there is little definitive information from the EU or Defra at present on how KEIFCA byelaws will fit around the new legislation or even how KEIFCA officers will enforce the new regulations, it is expected that this will be developed further by the EU and Defra this year. This changing legislative landscape will need to be seriously considered as KEIFCA develops various management measures across its responsibilities to ensure fair and clear requirements for fishermen to follow.

As KEIFCA management measures are built on EU and National regulations, any change to the current set of EU or national regulations (especially the review of the Common Fisheries Policy) could have a significant impact on our prioritisation and triage process. A key part of byelaw review process will be using the data strategy and discussions with all stakeholders to help provide the best available evidence to decision makers.

Management of fin fish: During Q3 of 2014/15, significant concerns were raised by ICES at a European level regarding the status of bass stocks. The management of bass was therefore due to be discussed at the December 2014 European Council meeting. However, no management measures at a European-wide level were implemented at the December EU Fisheries and Agriculture Council. KEIFCA believe that EU and nationwide measures are the ideal scale of management for a species which, like many other finfish, is highly mobile and moves freely between both the KEIFCA district and adjoining districts, but also between the IFCA districts and Community Waters. However, KEIFCA also recognise the responsibility it has to implement measures which follow good fisheries management principles and which are effective for their intended purpose. Through 2015/16 and beyond, KEIFCA will be engaging with partners to develop cross-boundary, sound, practical management measures to ensure the sustainability of bass populations.

Development of fish nursery areas has been discussed in the south of the district on our south-Kent coast with the Hythe Bay fishermen and they support the introduction of management to encourage that nursery area and its functionality. The KEIFCA district, by virtue of containing the Thames Estuary, is one of the main fish nursery habitats in the southern North Sea and geographically, the environmental conditions which support fish nursery areas are well contained within the KEIFCA district. Bass would benefit from management measures to protect those important nursery areas, however in addition other species which use those sites would also benefit. Young herring, sprats, flatfish and mullet (amongst many others) utilise the shallow, productive waters of the KEIFCA district, especially the saltmarshes and intertidal areas, in the first two years of their life cycles to establish themselves as healthy, well-conditioned individuals which benefits their respective populations.

Whelks: Over the last three years, KEIFCA has been at the forefront of whelk fishery management in the UK, introducing an effort limitation scheme in the form of a permitting byelaw, carrying out potting surveys and collaborating with CEFAS and partner IFCA on funded scientific studies. To move forwards, information regarding the size at maturity, population density and connectivity of whelk populations is required to understand the biology of stocks, create an effective stock model and to inform successful management decisions.

In 2014, KEIFCA started a collaboration with Queen Mary, University of London looking at the size at maturity of whelks from 4 areas in the Kent and Essex IFCA district. This research aims to work with the academic community through a Master's student project which will enable research and laboratory analyses to be carried out which otherwise would not be possible by KEIFCA alone. The student has also benefitted from fieldwork training, research guidance and experience of working with KEIFCA.

This current research falls under 3 main aims:

1. Quantify connectivity between populations of whelks from 4 areas (analysed by population genetics)
2. Examine the size of maturity of whelks from 4 different areas (analysed by measuring shell length and dissection and analysis of reproductive organs)
3. Examine population density and abundance in the 4 areas (analysed by counting and weighing whelks caught in pots and retained during an oyster dredge survey)

So far, samples have been collected using KEIFCA experimental whelk pots deployed from the FPV Tamesis. Some whelks have been dissected and analysed for size at maturity. This project is ongoing throughout 2015.

New Patrol Vessel: This year KEIFCA will be taking delivery of a brand new £1.2 million patrol vessel, a 17m Blyth Workboats catamaran with a novel hydraulic stern loading ramp for all-weather RIB operations. The new vessel will bring within KEIFCA the combined capabilities of her predecessor 'Ken Green' and the Essex-based vessel 'Tamesis'. The aim is to exhibit the vessel at the Seawork Boat Show in June before commencing her duties in July. Significant levels of work will be required by a number of key officers to get the vessel up and running with the same efficiency as has been developed by the officers with the Ken Green over the past 14 years, this work will also be at a time when the summer fisheries are just getting underway, therefore this will be an exceptionally busy period for all of the Kent-based staff and the skippers of both patrol vessels.

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

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/E Kent-based IFCO
(*Enforcement Management)

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	2016/17	2017/18
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 2015-2016 annual plan	<ul style="list-style-type: none"> Develop annual budget Document and present to Authority (display on website). 	CIFCO ACIFCO OM	•					
1	1H) Implement findings from Health and Safety review	<ul style="list-style-type: none"> Discuss results with staff and develop solutions Produce revised H&S documentation Staff to complete training as appropriate 	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) Analyse and implement findings from DEFRA's 4 year IFCA parliamentary report work	<ul style="list-style-type: none"> Discuss findings from DEFRA's 4 year IFCA parliamentary report work Review IFCA's high level objectives and DEFRA guidance. 	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	2016/17	2017/18
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) Undertake an assessment to rationalise the need for management to protect the designated features of European Marine Sites. (<i>SHARED OBJECTIVE: DEFRA, MMO and NE</i>)	<ul style="list-style-type: none"> • Undertake Assessment process • Undertake the statutory consultation process reviewing the proposed management measures and byelaw. • Make and advertise byelaws. • Review and address any objections to the byelaw. • Send byelaw to SoS for approval and sign-off. 	CIFCO ACIFCO LSCO	•	•	•	•	•	•
2 (6) 2.1 6.3 6.4	2D) Work with partners and stakeholders to implement management options for the Hythe Bay permit area and Folkestone Pomerania (MCZ) byelaw.	<ul style="list-style-type: none"> • Continue to discuss and evaluate management options for the sites with partners and stakeholders and develop management plan for the Hythe Bay site. • Develop survey methodologies and systems to monitor the key habitat and assess possible impact of trawl gear in Hythe Bay. 	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 • Agree survey methodologies and systems to monitor the stocks and fishery. • Build on management measure development process 	PO EIFCO ACIFCO	•	•	•	•	•	

<p>2 2.1</p>	<p>2F) T2 MCZ help consultation and review management based on possible designations.</p>	<ul style="list-style-type: none"> • Engage with NE and Defra in T2 discussions • Hold meetings with likely affected industry regarding sites • Develop and review management with industry input 	<p>LSCO CIFCO ACIFCO</p>	•	•	•	•	•	
<p>2 2.2</p>	<p>2G) Review inherited byelaws, beginning with byelaws less likely to be affected by CFP reform</p>	<ul style="list-style-type: none"> • Finalise species management plans for non-quota and geographically contained species to inform the review of those byelaws. • Write, consult and introduce revised byelaws 	<p>ACIFCO CIFCO PO</p>	•	•	•	•	•	
<p>2 2.1 2.2</p>	<p>2H) Engage and contribute to CFP reform process</p>	<ul style="list-style-type: none"> • Communication with industry regarding process • Engage with Defra and MMO to inform introduction of CFP reform to inshore fleet • Ensure that byelaws are compatible with changes to CFP • Attend workshops and officer training in new legislation 	<p>ACIFCO CIFCO</p>	•	•	•	•	•	•
<p>2 2.1</p>	<p>2I) Work with DEFRA and partners to develop an effective network of joined up bass management measures. (SHARED OBJECTIVE: DEFRA, MMO and IFCA's)</p>	<ul style="list-style-type: none"> • Engage with Defra and MMO and attend meetings related to UK and EU bass management measures • Work in conjunction with partner agencies, especially neighbours, to introduce standardised measures wherever possible. • Work with partners to apply for funding for bass spawning areas study 	<p>CIFCO ACIFCO EPVFM</p>	•	•	•	•	•	•

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	2016/17	2017/18
3	ONGOING ACTION: 3A) Enforcement management; Analysing enforcement data, producing, collating & sending enforcement reports, Compiling case files, Attending court etc. Attend IFCA and MMO meetings reviewing risk registers, intelligence systems and enforcement processes	<ul style="list-style-type: none"> Quarterly staff meetings. Individual staff meetings. Prosecution case files Integrate analysis of risks into Authority report Review analysis of risk with stakeholders. Attend NIMEG meetings 	ACIFCO KIFCO/ E	•	•	•	•	•	•
3	ONGOING ACTION: 3B) Maintain vessels and equipment capable of carrying out sea based surveillance and enforcement as required by KEIFCA risk-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) 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) Maintain land based equipment (van etc) capable of carrying out surveillance and enforcement as required by KEIFCA risk-based enforcement strategy.	<ul style="list-style-type: none"> Planning and reporting to the Authority of maintenance and refit of key equipment 	KPVFM EPVFM	•	•	•	•	•	•
3	ONGOING ACTION: 3E) 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) Run in house staff enforcement training program using the Skills for Justice framework.	<ul style="list-style-type: none"> 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 work stream and could divert resources To scope potential for developing training packages for each major training competency allowing officers to develop enforcement skills independently 	ACIFCO KPVS EPVS KIFCO/ E			•			
3 (5,6) 3.1 5.3 6.3 6.4	3G) To oversee new vessel build and to manage the handover and running of the new vessel.	<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. Coordinate and develop detail of vessel design and specification. 	PO KPVS EPVS ACIFCO	•			•		

<p>3 3.1 1.4 5.1</p>	<p>3H) To develop new procedures and safe working policy for running and operating the new mother vessel and stand-alone RIB.</p>	<ul style="list-style-type: none"> • Complete all H&S documentation for new vessel in same format as 'Tamesis' • Establish and introduce procedures for activities aboard vessels • Establish and introduce H&S documentation for stand-alone rib 	<p>KPVS KPVFM EPVS EPVFM</p>		•	•	•		
<p>3 3.1 5.3</p>	<p>3I) Build on existing development of our internal enforcement management system and incorporate into targeted operations.</p>	<ul style="list-style-type: none"> • Build on the existing enforcement management system using an access database. • Train all staff in using the system and run the system. • Run regular tactical enforcement meetings where intelligence and risks are reviewed and tactical plans made. 	<p>ACIFCO KIFCO/E</p>	•	•	•	•		
<p>3 3.1</p>	<p>3J) Engage and contribute to CFP reform process and prepare for implementing new legislation.</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 CIFCO</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	2016/17	2017/18
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 ESIFCO	•	•	•	•	•	•
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) Help create and introduce website for Essex NORI project through working group	<ul style="list-style-type: none"> Discuss and review concept with stakeholder working group Design website style and layout Develop process by which content is approved and audited prior to being put on site Upload content and bring website on stream Publicise website to community and ask for feedback, content and involvement 	EPVFM ACIFCO CIFCO PO	•	•	•	•		
4 (7,1) 4.2 7.2 1.6	4G) Help discuss with local communities developing a promotional campaign to highlight the byelaws suggested by the local Hythe Bay fishermen.	<ul style="list-style-type: none"> Discuss and review concept with stakeholder working group Work with partners to develop funding streams Possibly Design website style and layout Publicise website to community and ask for feedback, content and involvement 	EPVFM CIFCO	•	•	•	•		

<p>4 (3, 7) 4.2 3.1 7.1</p>	<p>4H) Explore and introduce management measures relating to bass</p>	<ul style="list-style-type: none"> • Draft evidence pack/ consultation papers for each potential site • Technical panel to agree process. Develop proposed management options for sites. • Hold site meetings around district to discuss management options • Technical panel to discuss evidence from consultation and prioritise sites. Make recommendations for the Authority • Develop byelaw wording and Impact Assessment for sites 	<p>CIFCO ACIFCO EPVFM</p>	•	•	•	•	•	
<p>4 (7,5) 7.2 4.2 5.1</p>	<p>4I) Review Angling Strategy</p>	<ul style="list-style-type: none"> • Hold meeting with stakeholders to review KEIFCA approach in light of current sea bass changes • Revise Angling Strategy documents • Discuss changes with angling community and request feedback 	<p>KSIFCO CIFCO</p>		•	•	•		

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	2016/17	2017/18
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 2014-15 / annual KEIFCA research plan 2015-2016	<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) To study the impacts and effectiveness of varying management measures and husbandry techniques to achieve the conservation objectives of the Blackwater, Crouch, Roach, Colne MCZ.</p>	<ul style="list-style-type: none"> • Secure funding with partners to establish PhD positions • Establish PhD positions to undertake research over 4 year period • Meetings and joint working through Essex NORI • Apply for funding to carry out research into habitat creation for oyster beds 	<p>PO LSCO</p>	•	•	•	•	•	
<p>5 (4,7) 5.1 4.2 7.2</p>	<p>5J) Work with EA to carry out small fish surveys across the District to ensure consistent and multiuse data on nursery areas.</p>	<ul style="list-style-type: none"> • Attend meetings with EA to develop joint working agreements for these surveys • Liaise with industry and deliver survey training • Undertake survey work with EA and industry to collect data on nursery areas 	<p>LSCO ACIFCO</p>	•	•	•	•	•	
<p>5 (6) 5.1 5.3 5.4 6.2</p>	<p>5K) Study changes in biodiversity in response to trawling within Hythe Bay</p>	<ul style="list-style-type: none"> • Hold meetings with partners including CEFAS, Defra, NE and industry to develop and discuss methodologies • Carry out surveys using cameras and other techniques • Joint working to carry out surveys with industry 	<p>LSCO CIFCO 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	2016/17	2017/18
<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. • Initial species management plans to be focussed on non-quota and geographically contained species. 	LSCO ESIFCO	•	•	•	•	•	•
<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"> • 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	•	•	•	•	•	•
<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 working groups.</p>	<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	•	•	•	•	•	•
<p>6 (5) 6.1 6.4 5.1</p>	<p>6D) 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)</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 of MPAs – gap analysis • Work with partners to identify the local fishing activities that could affect each MPA 	LSCO KSIFCO	•	•	•			
<p>6 (5) 6.1 6.4 5.1</p>	<p>6E) Develop local management options for the protection of small fish in nursery areas including Sea Bass.</p>	<ul style="list-style-type: none"> • Discuss with Defra and MMO • Long list of nursery areas • Short list of sites • Discuss with industry 	LSCO ACIFCO CIFCO		•	•	•		

<p>6 (5) 6.1 6.4 5.1</p>	<p>6F) Work with local stakeholders and the KEIFCA MPA working group to develop locally agreed management options 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: IFCAs are recognised and heard

Success Criteria	Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2016/17	2017/18
7 (4) 7.1 4.1	ONGOING ACTION: 7A) Work with and through the Association of IFCAs to coordinate national IFCAs policy and approach	<ul style="list-style-type: none"> Annually contribute to the funding and running of the AIFCAs 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 (6,5) 7.2 6.3 5.1 5.3	7C) 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 dependent upon sites to be discussed. Develop required management measures to create ownership of marine area. 	CIFCO ACIFCO LSCO OM		•	•	•	•	
7 (4) 7.2 4.2	7D) Community MPA engagement support	<ul style="list-style-type: none"> Design and creation of Hythe Bay and Essex NORI websites Introduction of Hythe bay measures General promotion and coordination of conservation 	EPVFM CIFCO	•	•	•	•		
7 (4) 4.2 7.2	7E) Development of KEIFCA website	<ul style="list-style-type: none"> Explore use of website for additional functions Integration of GIS and survey capability into website Include more media of Authority decisions on website Develop more videos on website helping explain role and actions. Explore licensing and permitting systems 	EPVFM	•	•	•	•	•	

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.

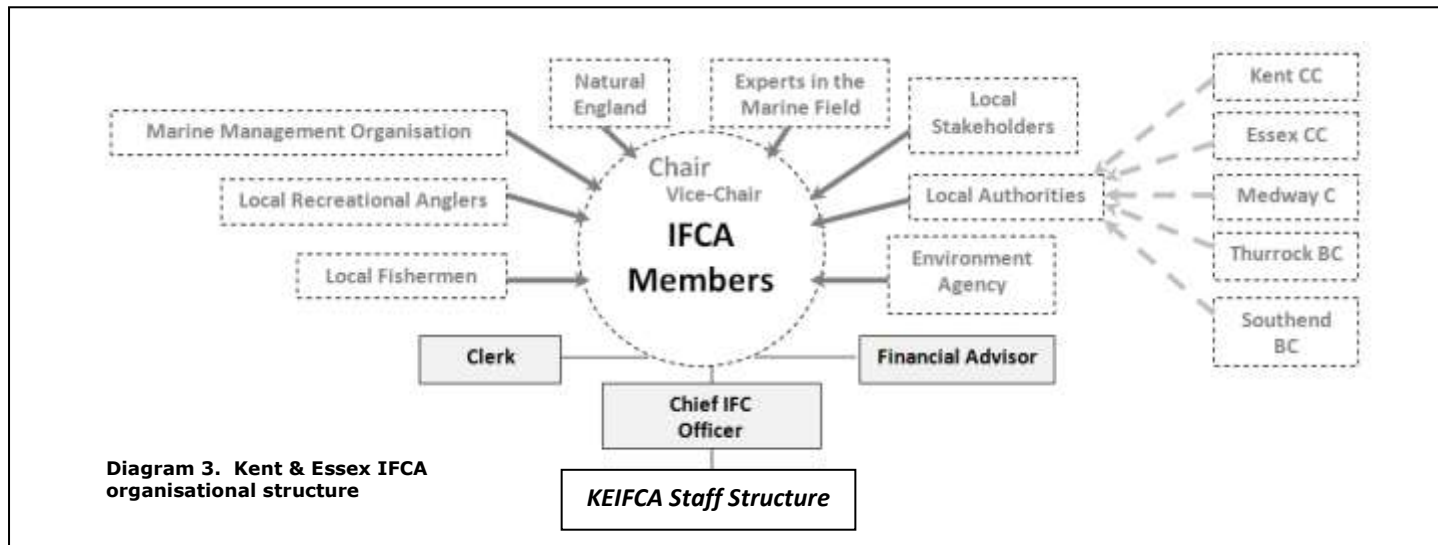
Relevant Council	Number of members	Percentage payment of KEIFCA levy
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

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 K Tolhurst	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"> • <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> 	
Mr P Wexham	MMO Appointee	<ul style="list-style-type: none"> • <i>Commercial</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, 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. Officers across the organisation continue to be trained to undertake various tasks as this approach gives KEIFCA a huge amount of flexibility in being able to deliver all of KEIFCA's duties and react to events.

Staff performance and assessment

KEIFCA currently use a process similar to Kent County Council's (KCC) staff performance monitoring system. The system is based on a yearly review of an employee's performance using a series of objectives that are agreed between the employee's line manager and the employee. The objectives and the outputs of the employee relate back to the overall objectives in the annual plan. 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 2015-16 staff will be undergoing training related to Common Fisheries Policy Reform and MPAs. Throughout 2014-15 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). A review of Health and Safety policies within the organisation has also led to recommendations for some training with regards to manual handling, working in confined spaces and risk assessment.

Staff Structure

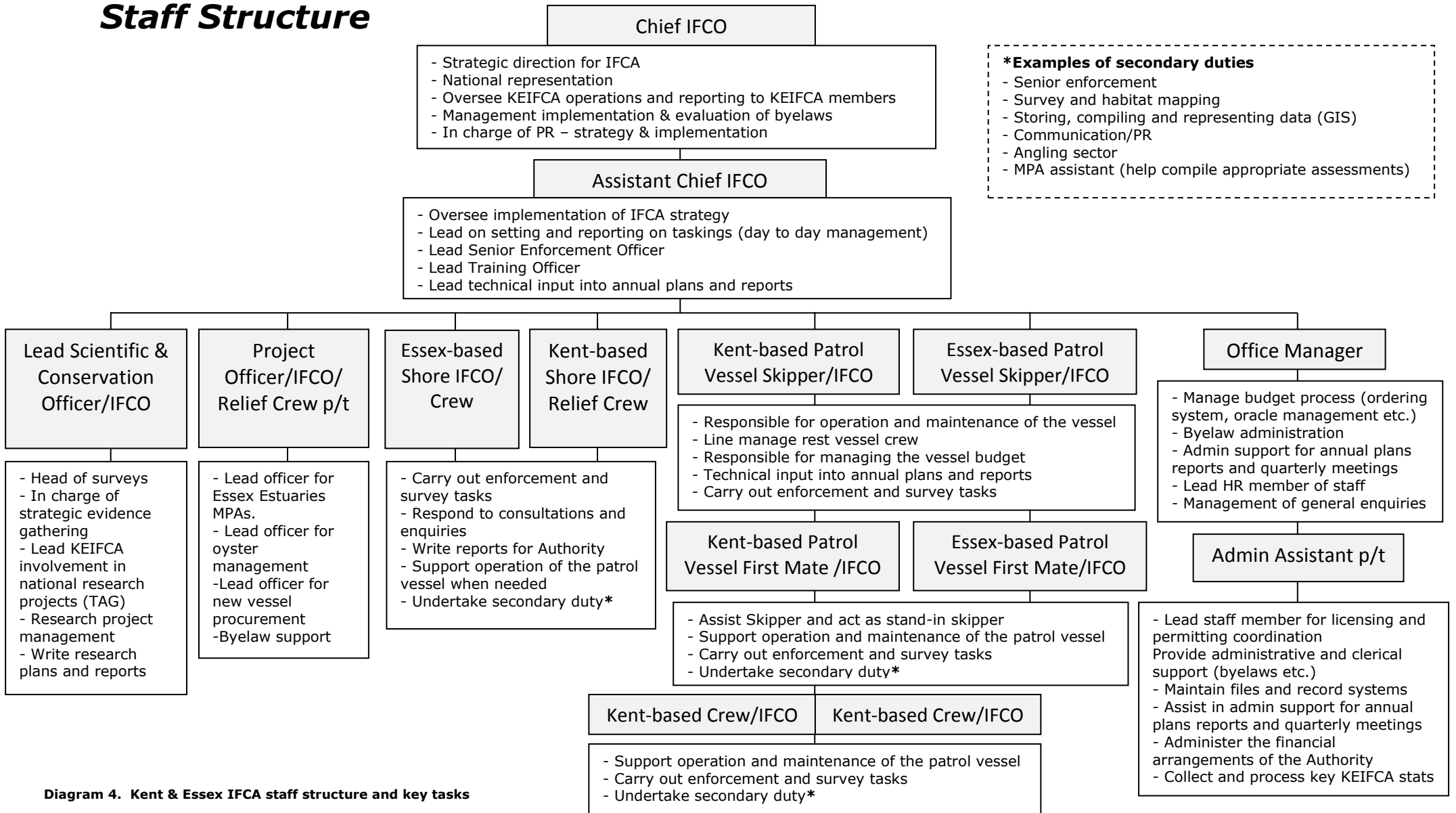


Diagram 4. Kent & Essex IFCA staff structure and key tasks

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 two Toyota Hilux trucks, one based at Brightlingsea which is 18 months old, and the other at Ramsgate which is 6 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, and 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 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)

During 2014-15 the Lead Scientific and Conservation Officer was appointed to the post of 'Secretary' for the TAG, this is a rolling position which will be undertaken by KEIFCA for the next 18 months and 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.

National Inshore Marine Enforcement Group (NIMEG)

During 2014-15 NIMEG was established as a group to bring together expertise in the field of regulation and enforcement within inshore fisheries and marine conservation in order to develop and support joint working and consistency; identify and share best practice; and to promote professionalism and competence. The Assistant Chief IFCO was elected by the group as 'Secretary'.

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 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>

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

<p>Fisheries in the District impacted by the activities of developers / industry.</p> <p>Insufficient time to fully consider environmental impact assessments for inshore developments. (CIFCO)</p>	<p>2</p> <p>Shellfish fisheries impacted due to contamination or loss.</p> <p>Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds.</p>	<p>2</p> <p>Lack of fishing activity data. Lack of baseline data.</p> <p>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.</p> <p>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.</p> <p>Limited baseline data.</p>
<p>Failure to fully engage with stakeholders. (CIFCO)</p>	<p>4</p> <p>Conflict between differing stakeholders</p> <p>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.</p> <p>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		