



Inshore Fisheries and  
Conservation Authority

## **Annual Plan**

**2016 – 2017**

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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.

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

## ***Our sixth year***

Since 2011 IFCAs have been following a set of guidance and success criteria issued by Defra to ensure their successful introduction. During that time, a huge number of new processes have been put in place both at an operational level and in supporting functions. We are now moving past that work and back into day-to-day operational activities which are reminiscent, but with significantly increased breadth, of Sea Fisheries Committee days. Last year, the management of bass previously a relatively unrestricted species and a source of diversification and critical income for fishermen, was recognised by the EU member states as being overexploited. As a result, in addition to the usual quota management restrictions, new EU emergency management measures were introduced for bass, including for the first time, specific restrictions on recreational fishermen. Refinement of bass management looks set to continue into the coming year, with both further EU measures and a Defra-led review of national bass nursery areas. We are also approaching the implementation stage of required management in European Marine Sites following 18 months of assessments being carried out on the KEIFCA district, with a need to make byelaws to manage some of these sensitive features in certain places. The Marine Conservation Zone process is continuing with tranche 2 sites requiring management and T3 sites to be announced in due course. In addition to these EU and national level workstreams, we also have a significant number of KEIFCA district specific challenges including whelk, cockle and oyster management and input into thornback ray work. To ensure all of this work continues to follow the vision and remit of the ICFA's, new success criteria have been written by the Association of IFCAs and approved by all 10 Authority's , building upon the work done over the past five years and learning from it.

# ***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 Cackle 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.

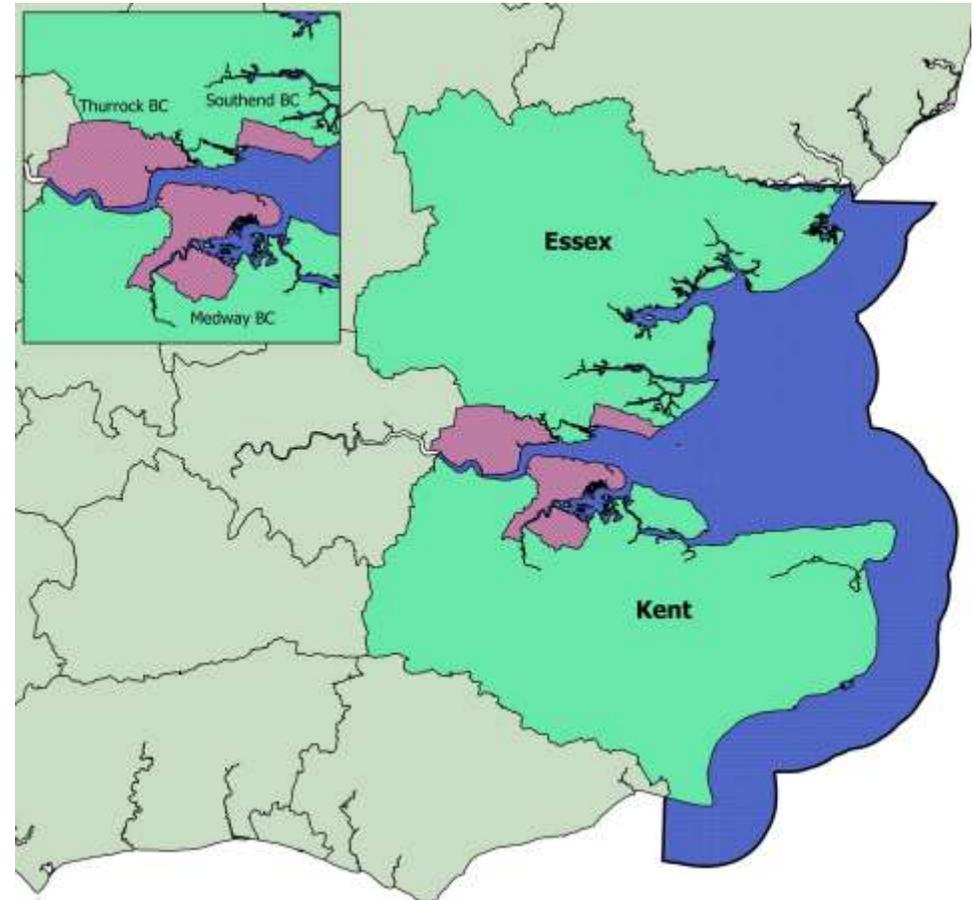
### ***Seaward district boundaries***

Kent & Essex IFCA district covers an area of over 3,412 km<sup>2</sup>, 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).



# **Association of IFCAs guidance for IFCAs**

The vision for IFCAs encapsulates the core role of the organisations; and the success criteria outline what is expected of IFCAs in achieving the vision. Five success criteria have been developed by all ten Inshore Fisheries and Conservation Authorities (IFCAs) through the Association of IFCAs. It is incumbent on KEIFCA to meet these success criteria in a manner which it sees fit and it is the priorities which this guidance identifies that we have used as priorities in our annual plan.

## **Success Criteria**

- 1) IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders:** *IFCAs will be visible, respected and trusted regulator within coastal communities and will maintain and deliver a strategy to communicate their vision and duties effectively. IFCAs will engage with policy makers, industry, Non-Governmental Organisations (NGOs), recreational and commercial users; and other regulators. They will work jointly and collaboratively with partner organisations across boundaries; will participate and contribute to the development and implementation of regional and national marine policy, including the marine planning regime; will take long-term strategic decisions and manage risks effectively. IFCAs may maintain a national body to co-ordinate the activities of authorities that are party to arrangements.*
- 2) IFCAs implement a fair, effective and proportionate enforcement regime:** *The IFCA enforcement regime is risk-based, makes appropriate use of intelligence, meets legislative standards and complies with the Regulators Code. It should make effective use of the resources available to regulators; complement and align, if possible, with the regimes in adjacent IFCA Districts and management by other organisations including the MMO and Environment Agency. Consistency and fairness is important. Regulatory compliance is promoted. Enforcement action is carried out by trained, professional officers working to clear standards of conduct.*
- 3) IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts:** *The IFCAs were created as statutory inshore regulators by the Marine and Coastal Access Act 2009. They are relevant authorities for implementing international environmental commitments including the Birds, Habitats, Water and Marine Strategy Framework Directives and make an important contribution to securing a network of well managed marine protected areas, including European Marine Sites and Marine Conservation Zones. Fisheries Management Plans identify local management measures which should be based on evidence; be timely; subject to appropriate consultation and in step with national initiatives and priorities. An IFCA should balance the social and economic benefits of exploiting sea fisheries resources with the need to protect the environment. It should make a contribution to sustainable development.*
- 4) IFCAs have appropriate governance in place and staff are trained and professional:** *IFCAs are statutory authorities and sit within the local government family. Authority members may be either general members or local councillors. They comply with Codes of Conduct and the Standing Orders that apply to meetings of local government committees. General members are appointed on merit, through open competition and for a term. They are subject to an annual performance appraisal. An IFCA is funded by levy, charged to its member councils. Funding originates in local taxation. An IFCA is accountable for its use of public resources and should ensure that a proper auditing regime provides confidence in its commitment and spend of public money. It should make effective use of its resources, including staff and assets. An IFCA has a statutory obligation to prepare and publish Annual Plans and Annual Reports.*
- 5) IFCAs make the best use of evidence to deliver their objectives:** *IFCAs are statutory regulators for their Inshore Fisheries and Conservation District. Decision-making should be based on evidence. All IFCAs are supported by officers who pool their expertise and share best practice as a Technical Advisory Group (TAG). A programme of research activity and monitoring is planned, developed and updated in consultation with partners. The programme informs management decisions and supports justification for additional research and evidence gathering.*

## ***Focus and Priorities for KEIFCA 2015-16***

### ***Introduction***

For the first five years of IFCA's, following their introduction in 2011 by the Marine and Coastal Access Act 2009, we followed a set of distinct guidance issued by Defra in order to ensure that all of our new duties were incorporated into the previous work we did as Sea Fisheries Committees. This guidance took the form of seven success criteria with associated high level objectives and outcomes. For this year, instead of Defra-issued guidance, IFCA's will be starting to guide themselves and set their own objectives. This has been done through the Association of IFCA's and, taking lessons from the previous five years, revised success criteria have been developed. There are now five success criteria, focussing on the key areas of our work; Communications and Engagement, Compliance and Enforcement, Management Measures, Governance and Training and Evidence and Science. These success criteria have been approved by all of the ten authorities in England and will guide our work for the foreseeable future in addition to contributing to the Government's Marine Policy Statement.

These new success criteria come at a pivotal moment in IFCA's work. In meeting the initial success criteria we modified a lot of our working processes and had to introduce new operational and support function responsibilities. Now that these have been established, we are moving back towards an operational, stakeholder-facing way of working. This requires more definite and discreet aims and objectives than the first five years did and this can be seen in the detail of the outcomes and indicator sections of each of the five new success criteria which are attached in the appendix.

We are coming to the end of a significant piece of work in the assessment and management of fisheries within European Marine Sites. This combined with tranches 2 and 3 of the Marine Conservation Zones will require significant amounts of work to be done on creating new management measures across the district. We will continue to have to work to balance our work within European Marine Sites and Marine Conservation Zones with that of the management of fisheries, especially given the fine balance between locally managed and EU/nationally managed species.

The work being done at an EU level on sea bass management will continue to increase our enforcement activities for this species which combined with Common Fisheries Policy reform and landing obligations, our local work on the River Medway Nursery Area, various shellfish licenced and permitted fisheries and enforcement of new Marine Protected Area byelaws will require a significantly increased compliance and enforcement presence on the coast and at sea. We have spent significant resource over the last two or three years in improving our training for officers and it is now that much of this will be put into operational use.

**European Marine Sites:** As part of responsibilities acquired through the Habitats Directive, IFCA's 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 and then introducing suitable, proportionate management measures where they are required. This work is being undertaken on a prioritised basis, starting with high risk activities in areas of high exposure. This process involves working closely with Natural England, industry and other stakeholders to fill in any data gaps as well as undertaking research to help inform the assessments.

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. A wide range of fishing activities are undertaken in the area, particularly dredging and trawling activities in areas such as the River Blackwater. 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. The area of the Essex Estuaries SAC is important fishing ground for the local coastal communities in the area and a proportionate and balanced solution is essential in order to maintain the sensitive features within the site whilst taking into account its importance to the local communities.

Margate and Longsands SAC is a cross boundary site which straddles the 6nm line which forms the seaward boundary of the KEIFCA district. Outside of this line the Marine Management Organisation is responsible for ensuring that activities take account of the Habitats Directive and there is a national agreement that where sites straddle this line that they will take the lead. However, given the vital importance of the sea area within the site to inshore fishing vessels inside the 6nm line and taking into account the very different fishing techniques and gears used within the KEIFCA district compared to those outside of it, the Authority took the decision in 2015/16 to take the lead on management of this EMS inside the 6nm line. This will be an important workstream for the coming year and will be approached in much the same way as Essex Estuaries SAC, working with the stakeholders to arrive at a sustainable, balanced and legal solution.

**Marine Conservation Zones:** Over the past three years KEIFCA have continued to work with all stakeholders and NE to support the introduction of MCZs in the KEIFCA district, last year KEIFCA introduced the first MCZ whole site closure to bottom towed fishing gear in Folkestone Pomerania MCZ. At present, tranche 2 Marine Conservation Zone sites are currently under a Defra consultation but three within the KEIFCA district are likely to be designated this year; Swale MCZ, Dover to Deal MCZ and Dover to Folkestone MCZ. Both of the

Dover sites fall within the same sea area as Folkestone Pomerania/Hythe Bay pMCZ and management on them would affect the same part of the fleet, specifically those vessels fishing from Hythe Bay, Dungeness, Deal and Folkestone. Whilst there is broad support for conservation from the fishing industry in the area, there are concerns relating to the number of sites in such close proximity to each other especially where there is a cumulative impact upon the local industry in the area and their fishing grounds. Work needs to be carried out to explore encompassing management measures which take this into account.

The work within the Blackwater, Crouch, Roach and Colne MCZ will continue to 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. There are challenges ahead for this project, specifically relating to the current status of the features within the site including their presence, locations and potential for recovery, as well as how the features themselves and the activities required to recover them as required by the conservation objectives will be permitted within the context of the Essex Estuaries EMS which they also fall within. KEIFCA are continuing to work with both NE and Defra to address these challenges and allow further forward progress to be made.

***KEIFCA Byelaw review process:*** The major Common Fisheries Policy reform measures begin to be introduced this year, starting with the start of the landing obligation for demersal species. This will mean that fishermen targeting specific species with certain gear such as Dover sole with trawls will be required to land all of the Dover Sole which they catch. Some gear types for some species will have exemptions in place. 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 continue to 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. This year, with the completion of assessment activities for Marine Protected Areas, we will begin to tackle some of the outstanding issues relating to our current byelaw portfolio, especially with those byelaws which we acquired from our neighbouring partners in 2011.

**Bass Legislation:** During Q3 of 2014/15, significant concerns were raised by ICES at a European level regarding the status of bass stocks. Over 2015 the EU introduced a number of emergency measures relating to bass including a ban on trawling during March and April 2015, a bag limit of three fish per day for recreational fishermen, a landing restriction dependant upon gear type for commercial vessels and an increased minimum size.

For 2016 the EU Council has decided on a set of further restrictions relating to bass management including a 1 fish bag limit for recreational fishermen and a closed season for the first six months of the year for most commercial vessels. Bass is an extremely important species for the industry within the KEIFCA district given its non-quota status and the complexities around the legislation and the specific wording will mean that compliance with the legislation could be challenging from both the recreational and commercial sectors. As a result, a specific bass strategic compliance plan will be created which will then inform operational plans as we progress through the year. Preliminary discussions have already taken place with partner organisations through NIMEG to approach this work in a coordinated and partnership way.

**Officer Accredited Enforcement Training:** Over the past four years, officers from IFCAs and the MMO have been working at a national level to establish a standardised training program which recognises the skills which officers develop and allows them to demonstrate their professional credentials. This has now come to fruition in the form of the The Centre for Marine Environmental Compliance Training. The Centre is comprised of MMO and IFCA staff and will allow for the delivery and assessment of bespoke fisheries enforcement training up to a formal qualification.

This qualification is applicable to both Marine Enforcement Officers (MEOs) in the MMO and Inshore Fisheries and Conservation Officers (IFCOs) working across all IFCAs. In working towards the qualification and becoming accredited, officers will have the opportunity to demonstrate their specialist technical knowledge and skills through various forms of assessment. These will include written assessment via the MMO's new Learning Management System, face-to-face assessment, performance appraisal with expert witnesses, and provision of pre-existing evidence produced in their day-to-day work.

The accreditation units focus on different aspects of the enforcement and investigative procedures. Successful completion of all the units, will result in a QCF Level 3 Certificate in Fisheries and Marine Enforcement, this has been developed in conjunction with Skills for Justice (SfJ) and the awarding body SfJ Awards. All enforcement officers from all ten IFCAs will be completing this qualification over the next few years, beginning with all new officers.

**Whelk Science:** 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's on funded scientific studies.

In 2014-2015, KEIFCA had a collaboration with Queen Mary, University of London looking at the size at maturity and genetic connectivity of whelks in the Kent and Essex IFCA district. This Masters student's project found that there are genetic differences between the 4 whelk fishing areas in the KEIFCA district and that the size at maturity is mostly above the minimum landing size and therefore MLS is not an effective management tool.

This year, further evidence will be gathered to investigate seasonal differences in whelk populations and this work will be done in collaboration with the fishing industry. KEIFCA will also continue to work closely with Cefas and academic researchers to construct population models to predict parameters of the whelk fishery and to predict the maximum sustainable yield from the fishery. 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.

**Medway Nursery Area Project:** 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. Young bass, 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.

During 2015/16, KEIFCA carried out a huge piece of work alongside in collaboration with Rochester Oyster and Floating Fishery to establish the largest no- take zone (NTZ) in the UK within the River Medway. This site, which covers 12.1 km<sup>2</sup>, represents the best efforts of the local community and KEIFCA to protect finfish nursery areas within our District. In making the River Medway Nursery Areas byelaw, the Authority took the first step in its management.

This year will see the next steps being taken in the research and community engagement which forms the future of this important site. Officers will be working with the EA and ROFF to carry out small fish surveys within the site as well as in the wider River Medway to collect data on the impact of the nursery area. The designation of the site as an important finfish nursery area has been used as an incentive for estuarine research in the river. Collaboration with Governmental bodies, institutions and individual researchers will increase our knowledge of estuarine systems through multiple projects currently being planned.

The nursery area will also act as a focal point for promoting marine conservation. Lesson plans and activity packs will be developed to take into local schools, whilst citizen science projects in the river will open out similar education to the general public. Promotion of the NTZ will not only increase compliance from an enforcement perspective, but also help people to understand the importance of such habitats and the mangamanagement necessary to protect them. Futhermore, it will create a path to encourage community involvement in the various planned projects that will be available to them.

**Evidence Strategy:** The purpose of KEIFCA's research is to gather evidence to inform management decisions whether that be for the purposes of fisheries management or for the conservation of features within marine protected areas. After four years as an organisation KEIFCA has developed a niche within the research and evidence community (CEFAS, MMO, NE, EA, fishermen, NGOs (Wildlife Trusts, Marine Conservation Society etc.)) and has a clearer idea of what projects they can do well, efficiently and fit into KEIFCA's flexible approach and what does not fit into this model. This annual plan sets out specific objectives and work streams that KEIFCA will address and undertake in the coming year including research activities however, currently there is no overarching strategic document that focuses on KEIFCA's approach to evidence gathering.

This year, KEIFCA will produce a strategic evidence plan, that will document KEIFCA's research capabilities and priorities for evidence gathering, including the decision making process for introducing new evidence gathering projects. This document will provide the framework within which all KEIFCA's research and evidence gathering activities will proceed in the longer term, over the next 5 years. This work stream will identify key evidence requirements for the organisation along with reviewing current evidence gathering projects and predicting future research directions. A draft evidence plan will be produced and this document will be shared with the authority and subsequently with key stakeholders for consultation. After review, the final document will be published on the KEIFCA website and paper copies be made available for dissemination to the public and wider stakeholders.

# ***Delivery of Priorities***

The five tables that follow; one for each success criteria, provide a detailed description of the work plan for the year from April 2016. 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  
*(\*Survey Logistics)*

**ACIFCO** Assistant Chief IFCO

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

**KPVFM** Kent-based Patrol Vessel First Mate  
*(\*Angling)*

**AA** Admin Assistant  
*(\*Permit/Licence support)*

**OM** Office Manager

**ESIFCO** Essex-based Shore IFCO  
*(\*GIS/Mapping)*

**KIFCO/E** Kent-based IFCO  
*(\*Enforcement and Education)*

**LSCO** Lead Scientific & Conservation Officer

**BPO** Essex-based Byelaws and Projects Officer

**KIFCO/M** Kent-based IFCO  
*(\*Medway Project Officer)*

**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.

- indicates the intended date of completion for the action.

**Success Criterion 1: Communications and Engagement - IFCA's are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders**

Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
<b>ONGOING ACTION: 1A)</b> Work with and through the Association of IFCA's to coordinate national IFCA's policy and approach	<ul style="list-style-type: none"> <li>Annually contribute to the funding and running of the AIFCA's</li> <li>Attend AIFCA meetings and take forward action points from meetings</li> <li>Feed into AIFCA annual plan and report</li> </ul>	<b>CIFCO</b> ACIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 1B)</b> Work with and through the National Inshore Marine Enforcement Group (NIMEG) to coordinate IFCA and partner organisation compliance activities.	<ul style="list-style-type: none"> <li>Attend 3 meetings per annum and take forward action points from meeting.</li> <li>Contribute to the running of NIMEG in officer time.</li> </ul>	<b>ACIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 1C)</b> Work with and through the Technical Advisory Group (TAG) to provide technical input and advice to the Chief Officers Group (COG) and provide direction on national fisheries and marine science for IFCA's and partner organisations.	<ul style="list-style-type: none"> <li>Attend 2 meetings per annum and 1 conference.</li> <li>Contribute to the running of TAG in officer time</li> <li>Feed into the annual report to COG</li> </ul>	<b>LSCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 1D)</b> External Meetings Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCA's). Meetings primarily focusing on national policy. <i>(SHARED OBJECTIVE: MMO)</i>	<ul style="list-style-type: none"> <li>Helping to develop national policy.</li> <li>Help information flow between organisations.</li> <li>Minutes of meetings.</li> </ul>	<b>CIFCO</b> ACIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 1E)</b> 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"> <li>Replies and letters</li> </ul>	<b>LSCO</b> KSIFCO ESIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 1F)</b> Implement Memoranda of Understanding (MoUs) agreements with key partners and review local agreements. <i>(SHARED OBJECTIVE: MMO)</i>	<ul style="list-style-type: none"> <li>Attend 6 monthly meetings with partner organisations.</li> <li>Review and update local Memoranda of Understanding (MOUs) and/or Service Level Agreements (SLAs).</li> </ul>	<b>CIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 1G)</b> Maintain KEIFCA database of stakeholders. Update list every 12 months.	<ul style="list-style-type: none"> <li>Maintain an up-to-date list of addressed and email addresses of stakeholders</li> </ul>	<b>OM</b> AA	•	•	•	•	•	•
<b>ONGOING ACTION 1H)</b> Maintain and update KEIFCA website and run ebulletin taking onboard feedback from users.	<ul style="list-style-type: none"> <li>Maintain and update website.</li> <li>Monthly website content review</li> <li>Design and distribute quarterly e-bulletin</li> </ul>	<b>EPVS</b> OM	•	•	•	•	•	•

<p><b>1I)</b> Maintenance and updating of KEIFCA website content</p>	<ul style="list-style-type: none"> <li>• Explore use of website for additional functions</li> <li>• Integration of GIS and survey capability into website</li> <li>• Include more media of Authority decisions on website</li> <li>• Explore licensing and permitting systems</li> <li>• Introduce 'Learning Zone' to website</li> <li>• Develop closer contacts with teacher training colleges to roll out education material from top down</li> </ul>	<p><b>OM</b> EPVS KIFCO/E</p>	•	•	•	•		
<p><b>1J)</b> Introduction of social media to communications strategy</p>	<ul style="list-style-type: none"> <li>• Establish lead member of staff to act at QA point for all social media output</li> <li>• To write plan for roll out and use of social media</li> <li>• Promote social media use across KEIFCA</li> <li>• Hold internal meeting to discuss communications output and review options for producing social media material</li> </ul>	<p><b>OM</b> EPVS</p>	•	•	•	•		
<p><b>1K)</b> Promotion and publicity for River Medway No-Take Nursery Area</p>	<ul style="list-style-type: none"> <li>• Create an section on the website for the no-take zone (NTZ)</li> <li>• Produce a series of promotional videos addressing conservational and socioeconomic benefits of the NTZ</li> <li>• Host a launch event for the designation of the no-take zone to raise awareness</li> <li>• Produce a distribute a series of signs and handouts informing the public of the no-take zone's location and restrictions</li> <li>• Disseminate information about the NTZ through regional and national news outlets</li> </ul>	<p><b>KSIFCO</b> CIFCO</p>	•	•	•	•	•	

**Success Criterion 2: Compliance and Enforcement - IFCAs implement a fair, effective and proportionate enforcement regime**

Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
<b>ONGOING ACTION: 2A)</b> 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"> <li>Quarterly staff meetings.</li> <li>Individual staff meetings.</li> <li>Prosecution case files</li> <li>Integrate analysis of risks into Authority report</li> <li>Review analysis of risk with stakeholders.</li> <li>Attend NIMEG meetings</li> </ul>	<b>ACIFCO</b> KIFCO/E	•	•	•	•	•	•
<b>ONGOING ACTION: 2B)</b> 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"> <li>Planning and reporting to the Authority of maintenance and refit of vessels</li> </ul>	<b>KPVS</b> <b>EPVS</b> All Crew	•	•	•	•	•	•
<b>ONGOING ACTION: 2C)</b> Enforcement sea; patrols and inspections	<ul style="list-style-type: none"> <li>Meeting of patrol and inspection targets</li> </ul>	<b>EPVS</b> <b>KPVS</b> All Crew	•	•	•	•	•	•
<b>ONGOING ACTION: 2D)</b> 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"> <li>Planning and reporting to the Authority of maintenance and refit of key equipment</li> </ul>	<b>KPVS</b> <b>EPVS</b> ACIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 2E)</b> Enforcement land; shore patrols and inspections	<ul style="list-style-type: none"> <li>Meeting of patrol and inspection targets</li> <li>Routine maintenance of vehicles used for shore patrols and enforcement</li> <li>Training in routine maintenance for staff</li> </ul>	<b>KSIFCO</b> <b>ESIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 2F)</b> Run staff enforcement training program using the Skills for Justice framework developed through the Centre for Marine Environmental Compliance Training	<ul style="list-style-type: none"> <li>To run organisational briefing meeting to explain the accredited program to all staff and to explain the recognised qualification system.</li> <li>To run individual training plans to help officers progress.</li> <li>To progress new officers through the program as part of their starting training</li> <li>To induct existing officers into course so that they can complete the course alongside existing duties</li> <li>Officers to attend IFCA Torquay training course on a regular rotating basis</li> </ul>	<b>ACIFCO</b> KPVS EPVS	•	•	•	•	•	•

<p><b>2G)</b> Increased compliance management on new legislation – notably with regards to bass, MPAs and fish nursery areas</p>	<ul style="list-style-type: none"> <li>• To liaise with MMO to risk assess bass legislation compliance and prioritise accordingly</li> <li>• To assess resource implications from HR perspective – days and times of working</li> <li>• To assess resource suitability for new types of enforcement and test new resources accordingly to take into account possible future roles</li> <li>• To contribute to national discussions on roll out of national/EU legislation through NIMEG</li> </ul>	<p><b>ACIFCO</b> KPVS EPVS</p>	•	•	•			
<p><b>2H)</b> Bass Enforcement</p>	<ul style="list-style-type: none"> <li>• To establish effective enforcement presence with focus on new bass legislation focussing on high risk areas of the district at peak times/days</li> <li>• To work with local MMO officers through NIMEG to ensure practical on-the-ground partnership working relating to this legislation</li> </ul>	<p><b>ACIFCO</b> KPVS EPVS</p>		•	•	•		
<p><b>2I)</b> Bass legislation education</p>	<ul style="list-style-type: none"> <li>• To produce stickers/business cards to hand out to non-commercial fishermen with the new measures on</li> <li>• To produce information posters to be displayed around the district informing non-commercial fishermen of the new measures</li> <li>• To hold a meeting with anglers to discuss the new bass measures and enforcement of them</li> </ul>	<p><b>KPVFM</b> ACIFCO CIFCO</p>	•	•	•	•		
<p><b>2J)</b> MPA and closed area enforcement</p>	<ul style="list-style-type: none"> <li>• To ensure a risk-prioritised enforcement presence within new byelaw areas, especially where fishing activities are prohibited in MPAs and in the River Medway.</li> <li>• To continue to explore Inshore Vessel Monitoring Systems (IVMS) and their applicability to closed area enforcement through national discussions and NIMEG</li> </ul>	<p><b>ACIFCO</b> KPVS EPVS</p>	•	•	•	•	•	
<p><b>2K)</b> Review and update KEIFCA risk register</p>	<ul style="list-style-type: none"> <li>• update KEIFCA risk register taking into account new legislation – EU/national and local.</li> </ul>	<p><b>ACIFCO</b></p>		•	•			

<p><b>2L)</b> Engage and contribute to roll out of national intelligence model pilot project</p>	<ul style="list-style-type: none"> <li>• Attend intelligence model meetings</li> <li>• Contribute to pilot study by working with MMO and partner organisations to roll out pilot in KEIFCA district.</li> <li>• Explore process and legal systems through NIMEG</li> </ul>	<p><b>ACIFCO</b></p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>	
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**Success Criterion 3: Management measures - IFCAs use evidence based and appropriate measures to manage the sustainable exploitation of sea fisheries resources and deliver marine environmental protection within their districts**

Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
<b>ONGOING ACTION: 3A)</b> 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"> <li>• Production of cockle licences and update letters</li> <li>• Holding cockle management meetings</li> </ul>	<b>AA</b> OM ACIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 3B)</b> Byelaw Administration e.g. Arranging advertising, managing the byelaw process, seeking legal opinion etc	<ul style="list-style-type: none"> <li>• Byelaw review documents</li> <li>• Reports to Authority members</li> <li>• Byelaw advertising</li> <li>• Legal papers</li> </ul>	<b>CIFCO</b> M AA	•	•	•	•	•	•
<b>ONGOING ACTION: 3C)</b> Work with partners and stakeholders to develop management and models for the Blackwater, Crouch, Roach, Colne MCZ.	<ul style="list-style-type: none"> <li>• To develop management options for the site with partners and stakeholders.</li> <li>• To develop a model for the oyster stocks which allows all data and information to be taken into account in the management</li> <li>• To continue harrowing trial funded by KEIFCA for the coming two years</li> <li>• To continue support and funding of PhD with University of Essex to look at management techniques to restore oysters</li> </ul>	<b>LSCO</b> ACIFCO BPO	•	•	•	•	•	•
<b>3D)</b> Work with partners and stakeholders to develop management and action plans for the Essex Estuaries SAC	<ul style="list-style-type: none"> <li>• To develop management options for the site with partners and stakeholders</li> <li>• To hold meetings to outline process to stakeholders.</li> <li>• To explore data gaps and issues with stakeholders</li> <li>• To introduce management in accordance with byelaws process</li> </ul>	<b>ACIFCO</b> CIFCO LSCO BPO	•	•	•	•		
<b>3E)</b> Work with partners and stakeholders to develop management and action plans for the Dover to Deal and Dover to Folkestone AND SWALE pMCZ sites	<ul style="list-style-type: none"> <li>• To develop management options for the site with partners and stakeholders</li> <li>• To hold meetings to outline process to stakeholders.</li> <li>• To explore data gaps and issues with stakeholders</li> <li>• To introduce management in accordance with byelaws process</li> </ul>	<b>CIFCO</b> ACIFCO LSCO BPO		•	•	•	•	

<p><b>3F)</b> Work with partners and stakeholders to develop management and action plans for the Margate and Long Sands SAC</p>	<ul style="list-style-type: none"> <li>• To develop management options for the site with partners and stakeholders</li> <li>• To work with MMO to establish suitable measures in this cross-boundary site</li> <li>• To explore data gaps and issues with partner organisations</li> </ul>	<p><b>CIFCO</b> ACIFCO</p>	•	•	•	•	•	
<p><b>3G)</b> Review inherited byelaws</p>	<ul style="list-style-type: none"> <li>• Carry out review of all 72 byelaws currently in force by KEIFCA.</li> <li>• Write, consult on and introduce revised byelaws</li> <li>• Write impact assessments for revised byelaws</li> </ul>	<p><b>BPO</b> ACIFCO CIFCO</p>	•	•	•	•	•	
<p><b>3H)</b> Finalise Species Management Plans (SMP)</p>	<ul style="list-style-type: none"> <li>• Finalise species management plans for non-quota and geographically contained species to inform the review of byelaws.</li> </ul>	<p><b>BPO</b> ACIFCO CIFCO</p>	•	•	•	•	•	
<p><b>3I)</b> Engage and contribute to CFP reform process</p>	<ul style="list-style-type: none"> <li>• Engage with Defra and MMO for coordinated introduction of landing obligation to inshore fleet</li> <li>• Ensure that byelaws are compatible with changes to CFP</li> <li>• Attend any workshops and officer training in new legislation</li> </ul>	<p><b>ACIFCO</b> CIFCO</p>	•	•	•	•	•	•
<p><b>3J)</b> Engage and contribute to local projects promoting and encouraging sustainable fisheries – identifying grant projects</p>	<ul style="list-style-type: none"> <li>• Shark Bywatch 2 project</li> <li>• Whitstable Oysters</li> <li>• BCRC MCZ Oyster projects</li> </ul>	<p><b>CIFCO</b> LSCO</p>	•	•	•	•	•	

**Success Criterion 4: Governance and Training - IFCA's have appropriate governance in place and staff are trained and professional**

Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
<b>ONGOING ACTION: 4A)</b> Facilitating staff matters - Run current staff performance monitoring system. Run quarterly staff meetings. Recruiting new staff. H&S reviews. Responsibility for HR matters – contracts, payroll, pensions etc.	<ul style="list-style-type: none"> <li>Staff performance documentation.</li> <li>Minutes from quarterly staff meetings.</li> </ul>	<b>CIFCO</b> OM AA	•	•	•	•	•	•
<b>ONGOING ACTION: 4B)</b> Run and provide support for Quarterly IFCA meetings and technical panel meetings. Handbook for members.	<ul style="list-style-type: none"> <li>Quarterly meetings.</li> <li>Quarterly meeting minutes.</li> <li>Letters/actions from meeting.</li> </ul>	<b>OM</b> AA	•	•	•	•	•	•
<b>ONGOING ACTION: 4C)</b> Continue staff training e.g. Accredited Enforcement Training, Internal training, PACE course training, Sea tickets/training, survey training (ATV training) etc.	<ul style="list-style-type: none"> <li>Official documentation proving training has been completed.</li> </ul>	<b>ACIFCO</b> OM	•	•	•	•	•	•
<b>ONGOING ACTION: 4D)</b> General admin e.g. Fill in timesheets, filing, post, travel & expenses, purchase card etc.	<ul style="list-style-type: none"> <li>Annual production of reports</li> <li>Maintaining data records and filing</li> </ul>	<b>OM</b> AA	•	•	•	•	•	•
<b>ONGOING ACTION: 4E)</b> 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"> <li>Annual production of budget with quarterly updates.</li> <li>Two meetings per annum with internal audit</li> </ul>	<b>OM</b> AA	•	•	•	•	•	•
<b>ONGOING ACTION: 4F)</b> Work with all IFCA's, MMO, EA, NE and CEFAS to deliver national training opportunities.	<ul style="list-style-type: none"> <li>Work with IFCA training group to coordinate national training (attending meetings and comment on national plans).</li> <li>Staff attend IFCA and MMO training</li> </ul>	<b>ACIFCO</b> CIFCO	•	•	•	•	•	•
<b>4G)</b> Create and publish 2015-2016 annual plan	<ul style="list-style-type: none"> <li>Develop annual budget</li> <li>Document and present to Authority (display on website).</li> </ul>	<b>CIFCO</b> ACIFCO OM	•					
<b>4H)</b> Create and publish 2014-2015 annual report	<ul style="list-style-type: none"> <li>Document and present to Authority (display on website).</li> </ul>	<b>CIFCO</b> ACIFCO OM			•			
<b>4I)</b> Introduce accredited training to KEIFCA	<ul style="list-style-type: none"> <li>Attend Accredited Training national meetings and contribute to national MMO/IFCA process</li> <li>Assistant Chief Officer to complete training for Assessors Award to be able to take officers through the project</li> <li>Two officers to complete units 1-4 of accredited training for enforcement officers</li> </ul>	<b>ACIFCO</b>	•	•	•	•		

**Success Criterion 5: Evidence and Science - IFCA's make the best use of evidence to deliver their objectives**

Action	Output	Lead member of staff	Q 1	Q 2	Q 3	Q 4	2017/18	2018/19
<b>ONGOING ACTION: 5A)</b> Maintain vessels and equipment capable of assessing key habitats and stocks identified in research strategy and plan.	<ul style="list-style-type: none"> <li>• Planning and reporting to the Authority of maintenance and refit of vessels</li> </ul>	<b>KPVS EPVS KIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5B)</b> Maintain land based equipment (quads etc) capable of assessing key habitats and stocks identified in research strategy	<ul style="list-style-type: none"> <li>• Planning and reporting to the Authority of maintenance and refit of key equipment</li> </ul>	<b>KIFCO LSCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5C)</b> 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"> <li>• Production of cockle reports.</li> <li>• Production of cockle papers for statutory meetings.</li> <li>• Production of mussel fishery survey reports</li> </ul>	<b>LSCO EIFCO KIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION 5D)</b> 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"> <li>• To maintain and update KEIFCA data strategy.</li> <li>• To work where possible to MEDIN standards.</li> <li>• To maintain and review GIS capability and training.</li> <li>• To use data to inform the byelaw review process and the MPA management process.</li> </ul>	<b>LSCO ESIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5E)</b> Fishing Activity Mapping	<ul style="list-style-type: none"> <li>• Collect and compile the Fishing Activity Mapping data layer so that it can be used to inform management and policy decisions.</li> </ul>	<b>LSCO ESIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION 5F)</b> Write annual KEIFCA research report 2015-16	<ul style="list-style-type: none"> <li>• Production of report – within Annual Report</li> </ul>	<b>LSCO</b>		•			•	•
<b>ONGOING ACTION 5G)</b> Write annual KEIFCA research plan 2016-17	<ul style="list-style-type: none"> <li>• Production of plan – within Annual Plan</li> </ul>	<b>LSCO</b>	•				•	•

<p><b>ONGOING ACTION: 5H)</b> To develop and review species management plans for key 18 species in the district. PUT IN SC3</p>	<ul style="list-style-type: none"> <li>• Hold workshops with other regulators and stakeholders to discuss species management plans.</li> <li>• To update species management plans with new information annually or when new information becomes available.</li> <li>• To integrate findings and suggestions from 'Project Inshore' into species management plans</li> <li>• To use plans as a starting point to work with key partners and regulators in developing cross-border species management plans.</li> <li>• Initial species management plans to be focussed on non-quota and geographically contained species.</li> </ul>	<p><b>LSCO</b> ESIFCO</p>	•	•	•	•	•	•
<p><b>ONGOING ACTION: 5I)</b> Run the Informing the Future (ItF) project</p>	<ul style="list-style-type: none"> <li>• Run a project with the local community that helps record stakeholders observations and assessments of key fisheries stocks in the district.</li> <li>• Report summarised information back to the communities and to KEIFCA quarterly meetings and use to update species management plans.</li> </ul>	<p><b>KSIFCO</b> LSCO</p>	•	•	•	•	•	•
<p><b>5J)</b> Write strategic evidence plan</p>	<ul style="list-style-type: none"> <li>• Review current and likely future evidence requirements</li> <li>• Hold internal meetings to discuss future workstreams</li> <li>• Produce draft document setting out KEIFCA's research capabilities and priorities</li> <li>• Consult with authority and stakeholders on the draft strategic evidence plan</li> <li>• Review document and publish</li> </ul>	<p><b>LSCO</b></p>	•	•				
<p><b>5K)</b> Undertake Whelk research project that evaluates methods of assessing Whelk stocks in KEIFCA district.</p>	<ul style="list-style-type: none"> <li>• Work with CEFAS, local fishermen and any other partner organisations to develop whelk stock assessment methodology and stock models</li> <li>• Establish a whelk sampling procedure with fishermen to collect whelks for seasonal whelk population analysis</li> <li>• Further develop whelk catch return data analysis</li> </ul>	<p><b>LSCO</b> AA</p>	•	•	•	•		
<p><b>5L)</b> 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"> <li>• Supervise PhD student working on native oyster restoration in Essex</li> <li>• Meetings and joint working through Essex NORI</li> <li>• Complete and report on the native oyster harrowing impact study</li> <li>• Work on models for the native oyster populations and fishery predictions for a native oyster management plan</li> </ul>	<p><b>LSCO</b> CIFCO</p>	•	•	•	•	•	

<p><b>5M)</b> Work with EA to carry out small fish surveys within the Medway no take zone to ensure consistent and multiuse data on the closed nursery area.</p>	<ul style="list-style-type: none"> <li>• Attend meetings with EA to develop joint working agreements for these surveys</li> <li>• Liaise with industry and public to deliver survey training</li> <li>• Undertake survey work with EA and industry to collect data on nursery areas</li> </ul>	<p><b>LSCO</b> KSIFCO</p>	•	•	•	•	•	
<p><b>5N)</b> Collect evidence and data to support the protection of small fish in nursery areas including Sea Bass and explore the results of the closure</p>	<ul style="list-style-type: none"> <li>• Work with the EA to carry out small fish surveys in the River Medway</li> <li>• Work with academic researchers, local fishermen and other stakeholders to carry out fish surveys to examine the impact of the Medway NTZ</li> <li>• Work with Cefas to gather data on angling and implement log books for anglers to record catch</li> </ul>	<p><b>LSCO</b> ACIFCO CIFCO</p>		•	•	•		
<p><b>5O)</b> Web-based fish stock data collection within the River Medway</p>	<ul style="list-style-type: none"> <li>• To set up a web-based survey for the River Medway to allow anglers to submit information on the fish they catch in the river.</li> </ul>	<p><b>KSIFCO</b> CIFCO EPVS</p>	•	•	•	•		

## 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.

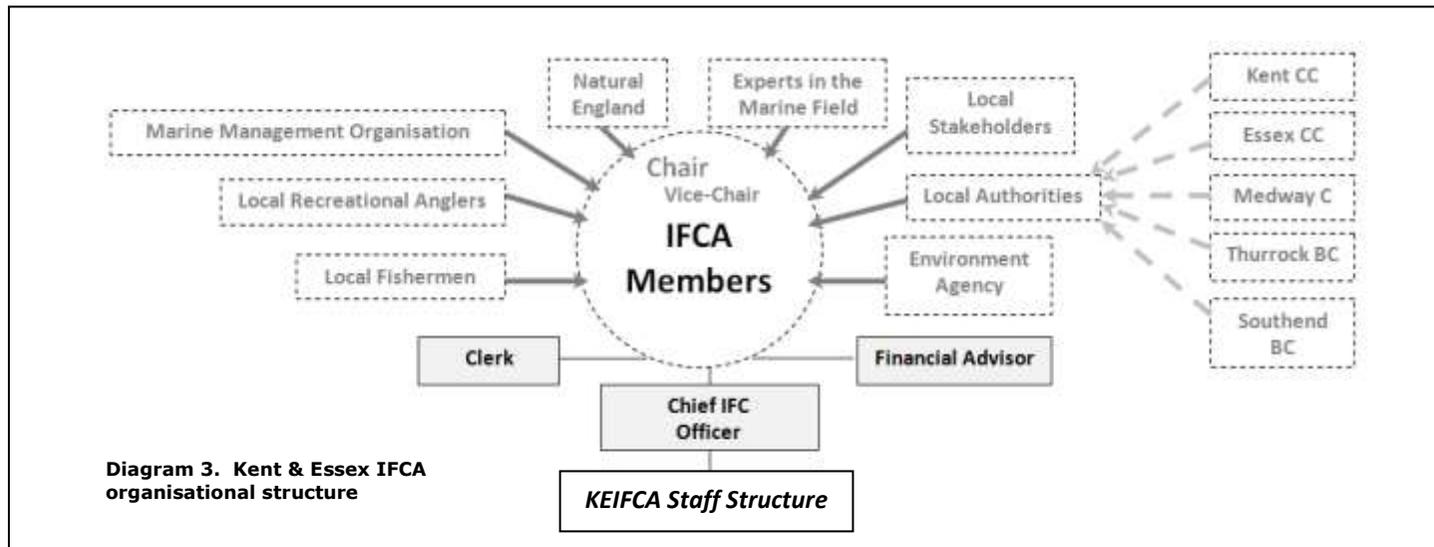
<b>Relevant Council</b>	<b>Number of members</b>	<b>Percentage payment of KEIFCA levy</b>
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

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

<b>**Cllr J L Lamb</b>	Southend BC	<b>Cllr M Harrison</b>	Kent CC
<b>Cllr A Terry</b>	Kent CC	<b>Cllr S Liddiard</b>	Thurrock BC
<b>Cllr A Bowles</b>	Kent CC	<b>Cllr H Tejan</b>	Medway BC
<b>Cllr J Jowers</b>	Essex CC	<b>Ms I Chudleigh</b>	NE Representative
<b>Cllr P Channer</b>	Essex CC	<b>Mr C Hazelton</b>	EA Representative
<b>Cllr A Wood</b>	Essex CC	<b>Ms K Hill</b>	MMO Representative
<b>Mr S Abbotson</b>	MMO Appointee	• <i>Rochester Oyster and Floating Fisheries (ROFF)</i>	
<b>*Mr P J Nichols</b>	MMO Appointee	• <i>Commercial – finfish</i>	
<b>Mr A Rattley</b>	MMO Appointee	• <i>Commercial - shellfish</i>	
<b>Ms B Perkins</b>	MMO Appointee	• <i>Commercial – mobile gear shellfish (eg dredging)</i>	
<b>Ms B Chapman</b>	MMO Appointee	• <i>Environmental NGO</i>	
<b>Ms S Allison</b>	MMO Appointee	• <i>Environmental NGO</i>	
<b>Mr E Hannam</b>	MMO Appointee	• <i>Recreational – recreational sea angling</i>	
<b>Dr L Fonseca</b>	MMO Appointee	• <i>Marine Science</i>	
<b>Mr P Wexham</b>	MMO Appointee	• <i>Commercial - finfish</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 13 full time staff, 1 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***

Over the past five years staff have worked hard to gain the qualifications and experience they need in order to fulfil the functions of the IFCA. There now exists within KEIFCA a core understanding, level of experience and knowledge related to the range of work of the IFCA. Throughout 2016-17 staff will be undergoing training related to Common Fisheries Policy Reform and the new legislation which is resulting from it as well as routine training of new members of staff. 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

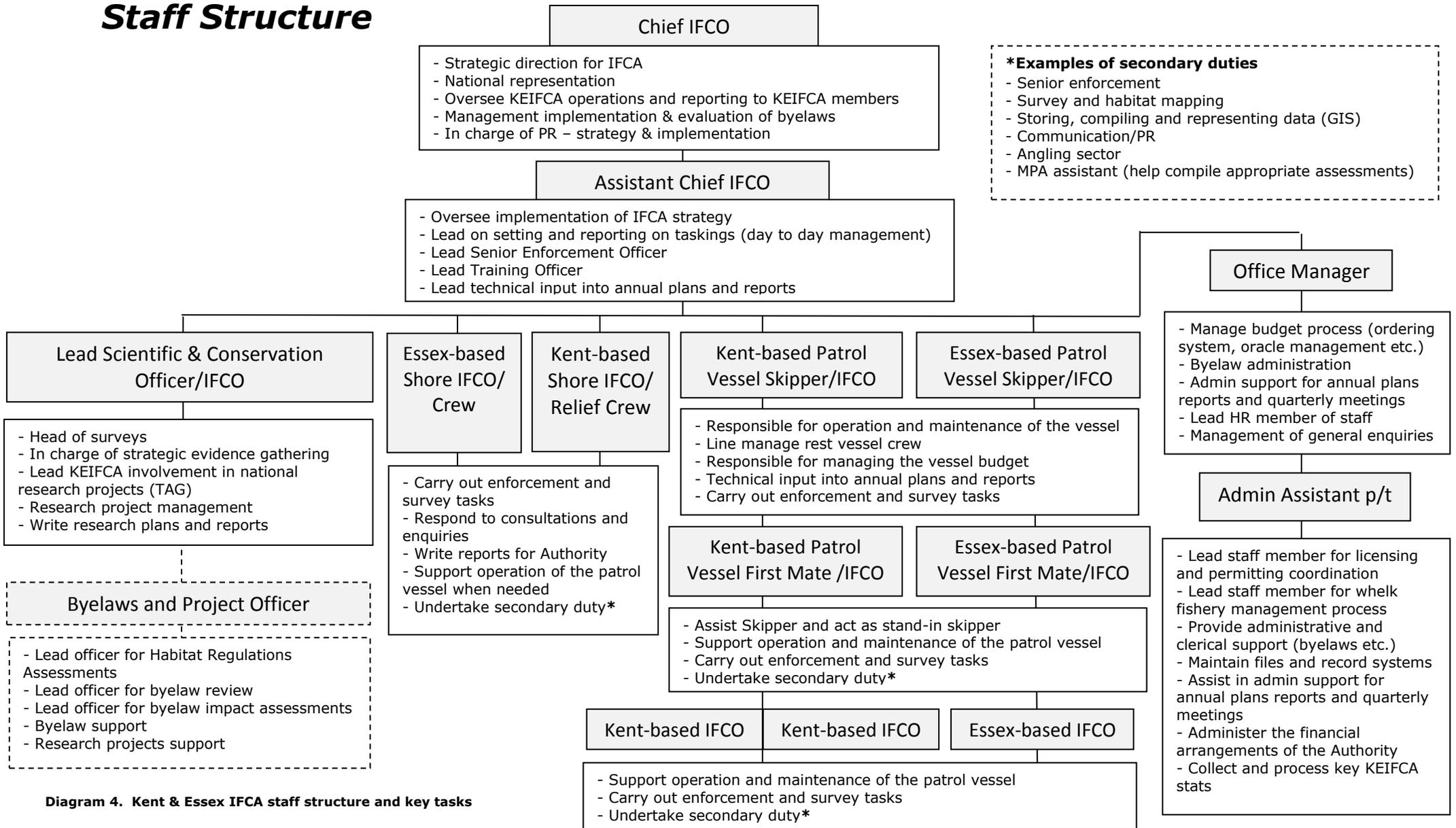


Diagram 4. Kent & Essex IFCA staff structure and key tasks

# **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 two Toyota Hilux trucks, one based at Brightlingsea which is 3 years old, and the other at Ramsgate 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 'FPV Nerissa' has its home port in Ramsgate and has a crew of 4. The vessel came into service in February 2016 after a lengthy build process and is a 17m catamaran with a novel hydraulic ramp launching system for its stand-alone 5.5m RIB which can be used in various sea conditions to undertake boardings at sea.

The 'Tamesis' is a 12m catamaran, which is partially EU grant funded, and came into service in 2011. This vessel has its home port in 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 Research and Projects Officer or Lead Scientific and Conservation Officer, the same as the 'FPV Nerissa').

## ***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 Cllr 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)***

The Lead Scientific and Conservation Officer fulfils the role of 'Secretary' for the TAG, this is a rolling position 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)***

NIMEG has been 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 is the secretary for this group and is also one of four assessors in the UK for the national enforcement training packages that are being introduced by IFCAs and MMO for all of their respective officers.

### ***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, Eastern IFCA and the South East and Eastern Marine Area MMO coastal offices 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](http://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. (CIFCO)
- 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. (CIFCO)

#### *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. (CIFCO)
- Fisheries in the District impacted by the activities of developers/industry. (CIFCO)
- Insufficient time to fully consider environmental impact assessments for inshore developments. (CIFCO)
- Failure to fully engage with stakeholders. (CIFCO)

<b>Description (owner)</b>	<b>Risk</b> High 4 - 3 - 2 - 1 Low				<b>Mitigation</b>	<b>Residual Risk</b>
	<b>Impact</b>	<b>Likelihood</b>	<b>Financial</b>	<b>Reputation</b>		
Failure to meet new Kent & Essex IFCA objectives ( <i>CIFCO</i> )	<b>4</b> Change to organisation structure and duties.	<b>1</b> 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.	<b>4</b> 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.	<b>4</b> Potential loss of faith in KEIFCAs governance and organisational structure by Defra and other key organisations	<p>Reflect new Kent &amp; 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>	<b>2</b> Possibility that although progress will have been made KEIFCA could fail to fully meet all its new objectives.

<p>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 (<i>CIFCO &amp; Clerk</i>)</p>	<p style="text-align: center;"><b>4</b></p> <p>KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.</p>	<p style="text-align: center;"><b>1</b></p> <p>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)</p> <p>KEIFCA staff ensure that the reports to and minutes of IFCA meetings properly record the reasons for decisions.</p>	<p style="text-align: center;"><b>4</b></p> <p>KEIFCA could face financial loss if such a case was lost</p>	<p style="text-align: center;"><b>4</b></p> <p>Potential loss of faith in KEIFCA's governance and organisational structure by Defra and other key organisations</p>	<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>	<p style="text-align: center;"><b>1</b></p> <p>Limited potential for such a challenge due to extensive best practice mitigation measures.</p>
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<p>Injury to staff due to unsafe working practices (CIFCO)</p>	<p><b>4</b> Death or injury of staff.</p>	<p><b>2</b> Well trained staff. Provision of high standard safety equipment. Well maintained vessels. Well maintained vehicles.</p>	<p><b>4</b> Injury claims, tribunals.  HSE/MCA investigations.</p>	<p><b>3</b> 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><b>3</b>  Regularly working in hazardous environments. Difficult to mitigate for unforeseen circumstances.</p>
<p>Failure to maintain effective financial management and control. (CIFCO &amp; OM)</p>	<p><b>4</b> Fraudulent activity leading to misuse and/or misappropriation of funds. Unforeseen expenditure, major mechanical failure or loss of large vessel assets.</p>	<p><b>2</b> Limited staff access to financial information and authority to spend money. Vessel reserve funds maintained.</p>	<p><b>4</b> Lack of financial resources to carry out statutory obligations.</p>	<p><b>4</b> 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 &amp; 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><b>1</b>  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)	<b>4</b> None compliance with Data Protection Act. Prosecution case files compromised Loss of data in the event of fire or theft.	<b>2</b> Limited staff access to both electronic and paper files. Offices secure and alarmed.	<b>4</b> KEIFCA open to both civil and criminal action regarding inability to secure personal information.	<b>4</b> 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.	<b>2</b> Limited ability for personnel to access files.
Failure of vessel assets (CIFCO & ACIFCO)	<b>3</b> Limits enforcement and research capabilities	<b>2</b> Authority has two vessels. If one vessel fails the other vessel can undertake its duties	<b>3</b> Hiring of other vessels expensive. Significant mechanical failures time consuming and expensive to rectify.	<b>2</b> 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	<b>2</b> Unforeseen events may still cause disruption to activities.  Main patrol vessel is currently operating beyond initial service life.
High turnover of staff (CIFCO)	<b>3</b> Reduced efficiency and effectiveness Decrease in morale and increased workload for experienced staff	<b>2</b> The clarity over IFCA funding has given staff a better long term view of their role in KEIFCA over the next 4 years.	<b>3</b> Financial investment required to recruit, train and provide PPE to new replacement staff.	<b>2</b> 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.	<b>2</b> 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><b>4</b> Unregulated fishery. Increased non compliance with legislation. Reduced Fish Stocks. Impact on Environment.</p>	<p><b>2</b> Monitoring of fishing activity is high but complete coverage is not achievable.</p>	<p><b>4</b> Unregulated fisheries are unsuitable and unprofitable. Illegal landings reduce demand and price.</p>	<p><b>4</b> 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 &amp; 12m replacement enforcement and fisheries monitoring vessel.</p>	<p><b>2</b> 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><b>4</b> Inconsistent approach to fisheries enforcement. Enforcement problems and non compliance with legislation. Poor morale amongst other IFCOs.</p>	<p><b>2</b> Misinformation may be given by IFCOs or information may be misinterpreted by fishermen.</p>	<p><b>3</b> Wrong interpretation of legislation may lead to loss of earnings of fishermen or gain from breaches in legislation going unnoticed.</p>	<p><b>4</b> 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><b>2</b> 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><b>4</b> Lack of accurate data leading to poor management of shellfisheries. Collapse of stocks. Decline in bird numbers. Degradation of wider environment.</p>	<p><b>2</b> Well trained and qualified staff. 12m new patrol/ research vessel.</p>	<p><b>4</b> 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><b>4</b> 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><b>2</b> 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 &amp; ACIFCO)</p>	<p><b>4</b> Loss of important habitat and species. Conservation Objectives for areas within EMS's not fully met.</p>	<p><b>2</b> Authority's fisheries management takes into consideration environmental issue.</p>	<p><b>3</b> Fisheries directly responsible closed. Increased pressure by conservation groups to stop other fishing activity.</p>	<p><b>4</b> Authority not meeting statutory duties under EU &amp; UK conservation legislation.</p>	<p>Agreed cockle policies. Proposed fishing activity requires Appropriate Assessment. Effective enforcement.</p>	<p><b>2</b> Illegal fishing can damage habitat and stocks.</p>
<p>Shellfish stocks collapse. (CIFCO)</p>	<p><b>4</b> Collapse of fishing industry.</p>	<p><b>4</b> Bivalve stocks have high natural variation. Crustacean stocks not subject to effort control.</p>	<p><b>4</b> Local economy reliant on direct and indirect employment associated with shellfisheries.</p>	<p><b>4</b> 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><b>2</b> 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><b>2</b></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><b>2</b></p> <p>Lack of fishing activity data. Lack of baseline data. Limited understanding of impacts of developments on the marine environment.</p>	<p><b>3</b></p> <p>Reduced catches and income for fishermen, anglers and other stakeholders. Displacement of fishing effort, reduction in tourism.</p>	<p><b>3</b></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><b>2</b></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><b>4</b></p> <p>Conflict between differing stakeholders Non compliance with fisheries and environmental legislation.</p>	<p><b>3</b></p> <p>Difficult to identify and consult with all relevant stakeholders.</p>	<p><b>4</b></p> <p>Stakeholder requirements are not adequately considered in the management of fisheries.</p>	<p><b>4</b></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 &amp; research reports published. Publication of business plan.</p> <p>Stakeholder feedback questionnaire and analysis.</p>	<p><b>2</b></p> <p>Further improvement to contact with NGOs and other stakeholders needs to be achieved.</p>

## ***Appendix 3 – Abbreviations***

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