



Inshore Fisheries and  
Conservation Authority

**Annual Plan**

**2017 – 2018**

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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 over the year as an organisation; how it will continue 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 seventh year***

The KEIFCA District contains one of the most developed estuaries in the UK, the Thames Estuary and this, along with the large number of MPAs which have been designated in the District, continues to pose new challenges to the fishing industry and its management. For the past two years, the management of sea bass has been one of the most prominent issues facing fishermen, not only at a KEIFCA District level, but also at a national and EU level. ICES advice continues to state that bass stocks are in an extremely depleted state and as such continuing measures are required. This year will see the strongest restrictions yet on the commercial bass fishery, with no targeted bass fishing being permitted with only a few notable exemptions. This will combine with the continued phased introduction of landing obligations for demersal species such as dover sole, and the effects of warmer water impacting upon fisheries for other species such as cod, resulting in challenging times for the fishing industry.

The number of MPAs in the District continues to increase, with both European Marine Sites and Marine Conservation Zones being present in significant numbers. At present some 72% of the District is covered by one or more MPAs and with defra beginning work on tranche 3 of the MCZ's this figure is likely to rise considerably. KEIFCA have completed all of the currently necessary work on European Marine Sites, including all of the habitat regulations assessments by officers and the introduction of management measures where necessary by the Authority. This will now allow KEIFCA to start focussing on some of the more local issues such as whelk management, cockle management and oyster management, all of which will, alongside the aforementioned bass, require significant enforcement effort to ensure that the fisheries of the KEIFCA District are managed in the most sustainable way possible.

# ***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.

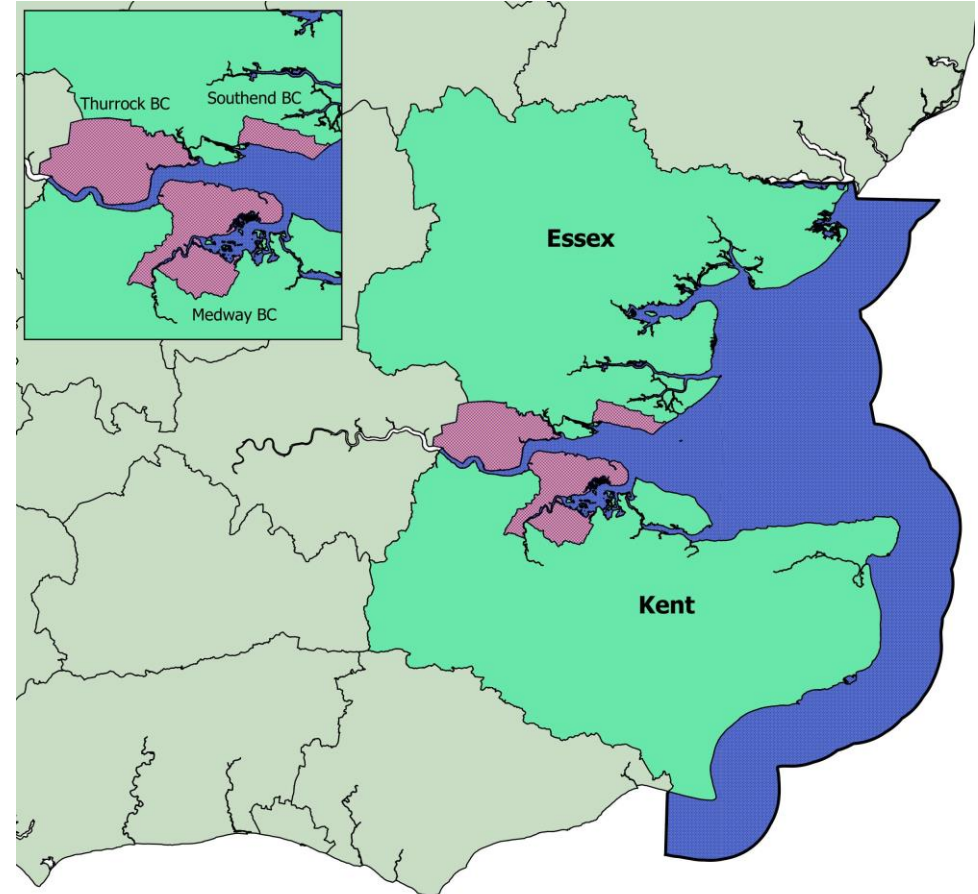
### ***Seaward district boundaries***

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

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 2017-2018***

## ***Introduction***

This Annual Plan is, in similar fashion to 2015/16, an ambitious plan. KEIFCA is an organisation of 12 officers with 2 staff for administration support and we have responsibility for over 1200 square miles of the most developed and busy waters in the country. The KEIFCA District contains the highest density of Marine Protected Areas of any IFCA District which cover, at present, in excess of 75% of our area. This means that there are continuous competing demands placed upon our resources and staff. The challenge for KEIFCA is to prioritise these demands and to balance our work between research and enforcement, between MPAs and fisheries management and between national and local priorities. Much of the success of IFCA's thus far has come from their ability to react quickly to changing circumstances and deliver appropriate and timely solutions to a variety of issues, it is important that we continue to recognise this important attribute as we move forwards.

Marine Protected Areas continue to form a significant part of KEIFCA work, with European Marine Sites, tranche 1 and tranche 2 Marine Conservation Zones already in place with sites in the District. Tranche 3 MCZs are due to be designated by Defra this year with early signs being that a number of new sites will be added to the District. As part of this process, all MCZ's will go through an assessment similar to that of the EMS's, which will mean that all MPAs are treated in the same way and fishing gear impacts assessed similarly.

The landscape surrounding fisheries management continues to shift, with the impacts of climate change on stock movements, quota allocation and management, reform of the Common Fisheries Policy and introduction of Marine Protected Areas all affecting the day to day operations of hundreds of fishing vessels across the District and the country. Now, in the wake of the UK referendum result on membership of the European Union, another variable has been introduced. Over the coming months and years, the impacts of the result and what it means for the fishing industry and marine management will start to resolve into clearer focus. At present, the national workstreams which KEIFCA is working on are already in process and almost completed. Alongside these we will target much of our efforts upon local fisheries including oysters, whelks and cockles as well as assessing the efficacy of our legacy overarching and holistic management measures.

***Marine Protected Areas:*** The Defra revised approach to management of fisheries in European Marine Sites (EMS) requires assessments of the impacts of fishing activities on protected features of EMS to be carried out and, if required, additional management of fishing activities to be introduced. KEIFCA has now completed the assessment phase and has introduced new byelaws to manage fishing activities in order to prevent damage by trawling and bottom towed fishing gear to features of a number of sites including Essex Estuaries SAC and Thanet Coast SAC. This process has involved close working with Natural England and consultation with stakeholders. Future

work will involve the monitoring and review of fishing activities within EMS, enforcement of KEIFCA byelaws and continued work with Natural England to ensure the conservation objectives for the sites are being met.

In 2013, Defra introduced the first tranche of Marine Conservation Zones (MCZ), followed by a second tranche of MCZs in 2016. KEIFCA has introduced management in all of its tranche 1 MCZs to protect sensitive features from fishing activities. For the past three years KEIFCA have continued to work with all stakeholders and NE to support the introduction of MCZs in the KEIFCA district. Over the next year KEIFCA is required to undertake assessments of the impact of fishing activities on protected features of MCZs and this work will involve consultation and joint working with Natural England. The third and final tranche of MCZs is expected to be designated in 2017-18. Sites and features that will be designated in this final phase of MCZs are currently under consideration by Defra but it is likely that some further management of fishing activities will be required. Development of appropriate management measures with key stakeholders will be an important work stream in 2017-18.

KEIFCA has over the past 4 years carried out a significant amount of work, assessing impacts upon MPAs and introducing, where necessary, the appropriate management measures to protect sensitive designated features. A number of byelaws are now in place across the District which need to be incorporated into both routine and targeted enforcement operations, this raises a number of challenges, especially where MPAs are large and/or in difficult areas to access such as the top of rivers. Officers will be collecting intelligence and information on activities in these areas in order to ensure that MPA management measures, such as closed areas, are appropriately enforced.

**KEIFCA Byelaw Portfolio:** KEIFCA currently has a suite of management measures which are fit for purpose, however requirements and needs do change in response to changes in gear types and fishery practices and demands. There are a number of byelaws within the District which require attention and revision, in addition to the new byelaws that are being made for MPA management purposes. The two main fishery byelaws which require revision are the Whelk Fishery Permit Byelaw, in order to maintain the long term sustainability of the fishery; and the Vessel Length Byelaw, in order to standardise the size of vessel which can be used in different parts of the District. The new fishery byelaw which will be created this year is for the management of the native oyster in the Blackwater, Crouch, Roach and Colne MCZ, which will be for the joint purposes of protecting the native oyster as a designated feature of that site as well as creating a mechanism to enable future fishing of the stock.

There are a number of KEIFCA management measures which require attention to assess their efficacy, including gear byelaws and species specific byelaws as well as larger pieces of legislation such as the Thames Estuary Cackle Fishery Order 1994 which is in the latter stages of its 20 year approval. The current uncertainty with regards to the relationship of the UK with the EU and more especially how fisheries management within the UK will work outside of the EU, will make reviewing some management challenging in the short term.



Once some clarity is achieved on the future of UK fisheries, more certain progress can be made on the complete portfolio of KEIFCA byelaws and how they fit within the national legislative landscape. It will become evermore important to take into consideration the needs of the fishing industry, to allow them access to a range of fisheries in order that they can diversify and plan for the future.

The Common Fisheries Policy reform measures continue to be phased in this year with the major demersal fisheries within the KEIFCA district now subject to landing obligations, alongside exemptions for specific gear types and species. 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 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.

**Bass Management:** 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 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. In 2016, these restrictions were further increased to include a prohibition on drift netting, a multi-month closure at the start of the year and a limit of one fish per person per day for recreational fishermen. The EU December Fisheries Council has tightened measures for 2017 still further, following scientific advice from ICES on the state of bass stocks. This has resulted in a complete prohibition on bass being targetted with the exeption of some limited commercial hook and line fishing and allowances for bycatch for fixed netters and trawlers, recreational fishermen will remain limited to one fish per person per day.

Bass is an extremely important species for the industry within the KEIFCA district given its non-quota status, as a result these measures, when combined with limited fisheries available on the other main commercial species (cod, sole and thornback ray), create significant hardship for the majority of fishermen in the District. As a consequence, compliance with the 2017 bass measures will be an extremely high priority from an enforcement perspective over this year. Officers will be working with partner organisations both on the coast and through NIMEG to approach this work in a coordinated and partnership manner, with routine patrols throughout the year being backed up by a number of targetted enforcement operations at key times of the year.

**Whelk Fishery:** Over the last four years, KEIFCA has been at the forefront of whelk fishery management in the UK. With fishing vessel skippers and owners coming under increasing pressure from quota allocation and its applicability to the species found within the District, non-quota species are finding themselves under increasing attention. This is especially notable in the whelk fishery as the uptake of permits to access this fishery continues unabated, fuelled notably by the buoyant market in Asia. As stocks have continued to be targetted, so the population has come under more intensive pressure. As a result, there is now a heightened market for small whelks

and, as a result of financial pressures facing the industry, an incentive to supply this market. Over the coming year, KEIFCA officers will be running a number of targeted whelk fishery operations from both sea and shore, to ensure that the management measures put in place by the Authority are complied with, this will involve direct inspection of fishing vessels as well as market sampling and transportation inspections.

There is currently very little information on whelk populations both nationally and internationally and further research is necessary in order to gain the data required to model stocks and determine sustainable fishing levels. In order to work towards the sustainable fishing of whelk stocks and to inform management, we need to increase our knowledge of the population structure of whelk populations and how these vary seasonally. A joint project, between KEIFCA and the fishing industry will work towards gathering data to enable the sustainable exploitation of whelks. External funding will be sought for this project. Data will be gathered on whelk size at maturity and how this varies temporally through monthly sampling of whelks over a two-year period. These data will enable assessments to be made on whether current management measures are sufficient to allow juvenile whelks to be returned to the sea. The size structure of populations and the size at maturity will be used in population models along with the rate of fishing to estimate key reference points for the fishery. This collaborative project aims to carry out essential research to fill data gaps, enabling management of a more sustainable fishery both in the Kent and Essex IFCA district and further afield.

Currently there is a requirement under the KEIFCA whelk permit byelaw and associated technical specifications to size grade whelks by passing them through a riddle of fixed minimum width bar spacing. There is no standard method for riddling of whelks on board commercial vessels with many fishermen using different sized riddles and many riddling by hand. A collaborative project between KEIFCA and the fishing industry will develop and test a mechanical whelk grading riddle to improve the efficiency of sorting of whelks on vessels and also introduce standardisation of whelk riddling on commercial vessels. The length of this grading riddle could be specified in the whelk permit byelaw to ensure that undersized whelks have a greater chance of passing through the bars and that the sorting method can be standardised between vessels. If successful, this could reduce the risk to fishermen of landing undersized whelks.

**Officer Training:** Over the past four years, officers from IFCA 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. KEIFCA will begin taking its first officers through the training this year and at a national level, funding is being sought to progress all of the enforcement officers in the country through this system in a timely manner.

**Nursery Areas:** Spanning a large part of the KEIFCA District, the Thames Estuary is one of the most important fish nursery habitats in the southern North Sea. It offers the environmental conditions which support many fish species of importance commercially and for conservation, such as bass, mullet, herring and sprat, as well as many flatfish species. Intertidal areas, such as saltmarshes and mudflats spanning the coastline offer calm waters that are high in productivity. The better conditions allow young fish to mature into healthy, well-developed adults and therefore create a healthier population.

Recently, KEIFCA have collaborated with local fishermen to successfully create the UK's largest no-take zone (NTZ) to protect nursery areas. The fisheries in the estuary are managed by the Rochester Oyster and Floating Fishery (ROFF), an historic guild with the rights to fishing in the river. Working together with KEIFCA, 12.1 square kilometres of intertidal environment was protected from all fishing activities to preserve the nursery habitats of many species of fish. In order to develop more understanding of nursery areas, KEIFCA are undertaking research to answer many questions surrounding their importance. Officers are committed to a biannual small fish survey in the River Medway in partnership with the Environment Agency and ROFF, which will not only benefit the NTZ, but feed into wider research on nursery areas. Projects will explore how fish use specific habitats and impacts on their growth and fitness through development. This will help with future management, but will also provide evidence for improved protection of other nursery areas nationwide.

KEIFCA are using nursery areas to promote the importance of marine conservation. The online 'Learning Zone' offers worksheets, lessons plans and videos for key stages 1, 2 and 3 which will be developed and taken into schools, whilst citizen science projects that involve the public in small fish surveys will open out similar education to the general public. For the Medway Nursery NTZ, 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 management necessary to protect them, which will in turn provide future support for the project.

# ***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 2017. 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)

**KIFCO/ST** Kent-based IFCO  
(\*Survey and Technology Logistics)

**ACIFCO** Assistant Chief IFCO

**EPVFM** Essex-based Patrol Vessel First Mate  
(\*GIS/Mapping)

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

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

**OM** Office Manager

**ESIFCO** Essex-based Shore IFCO  
(\*Angling)

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

**IFCO/SC** Science and  
Conservation IFCO

**LSCO** Lead Scientific & Conservation Officer

**EIFCO** Essex-based IFCO

**KSIFCO** 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	2018/19	2019/20
<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. <b>(SHARED OBJECTIVE: MMO)</b>	<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. <b>(SHARED OBJECTIVE: MMO)</b>	<ul style="list-style-type: none"> <li>Replies and letters</li> </ul>	<b>LSCO</b> KSIFCO ESIFCO	•	•	•	•	•	•
<b>ONGOING ACTION: 1F)</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 1G)</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>1H)</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 MPA achievements content – reformatting of Annual Plan material</li> </ul>	<p><b>OM</b> EPVS KIFCO/E</p>	•	•	•	•		
<p><b>1I)</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>KIFCO</b> OM EPVS</p>	•	•	•	•		
<p><b>1J)</b> Promotion and publicity for Fish Nursery Areas</p>	<ul style="list-style-type: none"> <li>• Produce a series of promotional videos addressing conservational and socioeconomic benefits of the Medway Nursery Area</li> <li>• Produce a distribute a series of signs and handouts informing the public of the Medway no-take zone’s location and restrictions</li> <li>• Disseminate information about the benefits of nursery areas and the Medway No Take Zone through regional and national news outlets</li> <li>• Contribute to discussions with Defra and other IFCA’s regarding review of Bass Nursery Areas</li> </ul>	<p><b>KSIFCO</b> CIFCO</p>	•	•	•	•	•	
<p><b>1K)</b> Introduction of Tranche 3 Marine Conservation Zones</p>	<ul style="list-style-type: none"> <li>• Coordinate with partner organisations to communicate introduction of T3 MCZs.</li> <li>• Outreach to industry to explain each site and discuss any management implications</li> <li>• Consult with industry and NGOs to inform management measures and the impacts they will have</li> </ul>	<p><b>CIFCO</b> ACIFCO LSCO IFCOS/C</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	2018/19	2019/20
<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/ 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 legislation – notably with regards to bass, whelks and area-based management measures</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 enforcement action 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> <li>• To run routine and operational enforcement actions as required to address intelligence receipt and incoming information</li> </ul>	<p><b>ACIFCO</b> KPVS EPVS</p>		•	•	•		
<p><b>2I)</b> Whelk Enforcement</p>	<ul style="list-style-type: none"> <li>• To establish effective enforcement presence on land and at sea focussing on sustainability of fishery in the medium/long term</li> <li>• To review management measures from an enforcement perspective</li> <li>• To run routine and operational enforcement actions as required to address intelligence receipt and incoming information</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 attend discussions with anglers to discuss bass management</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> <li>• Establish secure email for transfer of intelligence at a national level</li> <li>• KEIFCA officers to use revised IR forms for all information received</li> <li>• Work with partner organisations to explore centralised intelligence system and secure potential funding</li> </ul>	<p><b>ACIFCO</b></p>	•	•	•	•	•	

### **Schedule of planned enforcement activity for 2017-2018**

In undertaking its regulatory responsibilities, KEIFCA starts from the position that the vast majority of the community of people, organisations and industries using the marine area are compliant with the regulation and control that affects them. KEIFCA works to try to ensure that all parties understand both what rules apply to their particular industry and the rationale for the regulation being necessary. Full compliance with EU, UK and in particular local fisheries and environmental legislation is the overall aim of the Authority. This aim is best achieved through the adoption of an adaptive co-management approach to fisheries management.

KEIFCA has a large number of different types of fishing activity within its District, resulting from its inclusion of the Thames Estuary which is one of the main nursery areas in the southern North Sea. As a result, different species move through our waters at different times in the year. At its inception, KEIFCA specified 18 key species which are the main focus of its work. These include species of both recreational and commercial interest as well as shellfish and finfish. The main commercial finfish species of cod, sole, bass and thornback ray are added to other species including tope, smoothhound, grey mullet and shellfish including crab, lobster, cockles, whelks and oysters. All of these species are at the heart of our enforcement action throughout the year and receive targeted compliance checks, this is in addition to routine patrols and responding to issues as they arise.

KEIFCA officers carry out enforcement activity throughout the year, responding to the increase in certain fisheries at particular times of year. The table below indicates the periods of the year when the key enforcement risks of 2017 will be being undertaken, with green highlighted months being periods in which specific operations will be carried out on that issue and blue highlighted months being when that fishery will be enforced on a more routine basis. This approach and the specific times this happen are the result of a risk prioritised approach to enforcement activities. They are also the result of combining compliance monitoring and enforcement work with the other competing demands on staff resource and vessel time including research and surveys.

Fishery	Month											
	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Whelk fishery												
Bass fishery												
TECFO 1994												
Permitted cockle fishery												
MPA management measures												

**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	2018/19	2019/20
<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> OM 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 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>3F)</b> Work with partners and stakeholders to develop management and plans for the Margate and Long Sands SAC	<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>	<b>CIFCO</b> ACIFCO	•	•	•	•	•	•
<b>3G)</b> Work with partners and stakeholders to develop management and plans for Tranche 2 and 3 MCZ sites	<ul style="list-style-type: none"> <li>• To undertake an assessment of the impacts of fishing on T2 sites and develop mangment if required.</li> <li>• To liase with partner organisations to outline possible management measures and help quatify impacts for potential T3 sites.</li> </ul>	<b>CIFCO</b> ACIFCO IFCO/SC KSIFCO			•	•	•	

<p><b>3H)</b> Introduction of management for the native oyster fishery</p>	<ul style="list-style-type: none"> <li>• Consult with industry and other stakeholders to develop technical components of management</li> <li>• Establish detailed specific spatial management system for area of BCRC MCZ</li> <li>• Establish trigger points for fishery to enable harvesting of stock within conservation requirements of site</li> <li>• Consult with NE and experts on the specifics of feature/fishery management</li> </ul>	<p><b>ACIFCO</b> CIFCO LSCO IFCO/SC</p>	•	•	•	•	•	
<p><b>3I)</b> Standardisation of vessel length byelaw across KEIFCA district</p>	<ul style="list-style-type: none"> <li>• Carry out study of current KEIFCA vessel list</li> <li>• Combine existing measures within the four legacy vessel size byelaws</li> <li>• Write new vessel length byelaw with associated IA</li> <li>• Proceed through byelaw statutory process to make byelaw</li> <li>• Revoke legacy vessel length byelaws</li> <li>• Carry out any necessary revision of other associated management measures if required</li> </ul>	<p><b>ACIFCO</b> CIFCO IFCOS/C</p>	•	•				
<p><b>3K)</b> Carry out review of whelk fishery permit byelaw</p>	<ul style="list-style-type: none"> <li>• Review whelk catch return data and combine with research outputs</li> <li>• Undertake research into whelk grading and sorting systems for use on shore and on boats</li> <li>• Consult with stakeholders on management options</li> <li>• Write byelaw and IA</li> <li>• To introduce management in accordance with byelaw process</li> </ul>	<p><b>ACIFCO</b> CIFCO LSCO</p>		•	•	•	•	
<p><b>3G)</b> Process to review legacy byelaws</p>	<ul style="list-style-type: none"> <li>• Carry out review of byelaws currently in force by KEIFCA – taking into account current political changes and impact on legislative landscape</li> </ul>	<p><b>ACIFCO</b> 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>All</b></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	2018/19	2019/20
<b>ONGOING ACTION: 4A)</b> Facilitating staff matters - Run current staff performance monitoring system. Run annual staff workshop. 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>Preseantions from annual staff workshop.</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 2016-2017 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 2015-2016 annual report	<ul style="list-style-type: none"> <li>Document and present to Authority (display on website).</li> <li>Explore options for communicating successes and achievements to stakeholders</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 process</li> <li>Two officers to complete units 1-4 of accredited training for enforcement officers</li> </ul>	<b>ACIFCO</b>	•	•	•	•		

<p><b>4J) Internal enforcement training workshop</b></p>	<ul style="list-style-type: none"> <li>• Identify and engage with external training providers</li> <li>• Work with training provider to design and plan bespoke training program</li> <li>• Run training workshop for all officers to support continued enforcement expertise development</li> <li>• Describe learning outcomes to identify further improvements</li> </ul>	<p><b>ACIFCO</b> OM</p>	<p>•</p>	<p>•</p>				
<p><b>4K) Seafarer training for vessel operations</b></p>	<ul style="list-style-type: none"> <li>• Identify officer requirements through individual taskings</li> <li>• Improvement in relief capacity to provide latency in vessel operations</li> <li>• Official documentation to qualify training</li> </ul>	<p><b>ACIFCO</b> CIFCO OM</p>	<p>•</p>			<p>•</p>	<p>•</p>	

**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	2018/19	2019/20
<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</b> <b>EPVS</b> <b>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</b> <b>LSCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5C)</b> Cockle surveys from land and sea, Habitats Regulations Assessments, analysing cockle data, producing reports, survey management, sourcing and maintaining equipment and supplies, conducting damage rate surveys, collating and distributing cockle reports	<ul style="list-style-type: none"> <li>• Production of cockle reports</li> <li>• Production of cockle papers for statutory meetings</li> <li>• Collection of cockle samples for MESL</li> </ul>	<b>LSCO</b> <b>ACIFCO</b> <b>KIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5E)</b> Native oyster stock assessment, Habitats Regulations Assessments, analysing data, producing reports, survey management, sourcing and maintaining equipment and supplies	<ul style="list-style-type: none"> <li>• Production of native oyster survey reports</li> </ul>	<b>LSCO</b>			•	•	•	•
<b>ONGOING ACTION 5F)</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</b> <b>ESIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION: 5G)</b> Assessment of Fishing Activity, collection of fishing data, maintaining database of activity, produce maps in GIS, collation of maps and quarterly officer reports	<ul style="list-style-type: none"> <li>• Production of Fishing Activity Maps that can be used to inform management and policy decisions</li> </ul>	<b>LSCO</b> <b>ESIFCO</b>	•	•	•	•	•	•
<b>ONGOING ACTION 5H)</b> Write annual KEIFCA research report 2016-17	<ul style="list-style-type: none"> <li>• Production of report – within Annual Report</li> </ul>	<b>LSCO</b>		•			•	•
<b>ONGOING ACTION 5I)</b> Write annual KEIFCA research plan 2017-18	<ul style="list-style-type: none"> <li>• Production of plan – within Annual Plan</li> </ul>	<b>LSCO</b>	•				•	•

<p><b>ONGOING ACTION: 5J)</b> To develop and review species management plans for key 18 species in the district.</p>	<ul style="list-style-type: none"> <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 5K)</b> Marine Protected Area assessments of fishing impacts; MCZ assessments, review of HRA evidence</p>	<ul style="list-style-type: none"> <li>• Production of MCZ assessment reports</li> <li>• Review of fishing activity in each MPA</li> <li>• Maintain updated habitat and species feature maps using data from Natural England</li> </ul>	<p><b>LSCO</b></p>	•	•	•	•	•	•
<p><b>ONGOING ACTION 5L)</b> Nursery area research in the Medway NTZ</p>	<ul style="list-style-type: none"> <li>• Facilitate and participate in the Medway research working group</li> <li>• Conduct small fish surveys in the Medway Estuary with the Environment Agency</li> </ul>	<p><b>KIFCO</b> /M LSCO</p>	•	•	•	•	•	•
<p><b>PROJECT: 5M)</b> Undertake whelk research project to gather data on the life history of whelks in our district</p>	<ul style="list-style-type: none"> <li>• Work with local fishermen to carry out EMFF funded project for seasonal whelk population analysis</li> <li>• Work with CEFAS and any other partner organisations to develop whelk stock assessment methodology and stock models</li> <li>• Further develop whelk catch return data analysis</li> </ul>	<p><b>LSCO</b> AA</p>	•	•	•	•	•	
<p><b>PROJECT: 5N)</b> Work with industry to develop a standardised whelk riddle</p>	<ul style="list-style-type: none"> <li>• Apply for EMFF funding with industry for development of a new whelk riddle</li> <li>• Work with local fishermen and authority members to test a mechanised whelk sorting system to standardise and improve the efficiency and effectiveness of whelk grading</li> </ul>	<p><b>CIFCO</b> LSCO</p>	•	•	•	•		
<p><b>PROJECT: 5O)</b> Supervise PhD student working on native oyster restoration in Essex, undertake spring oyster survey</p>	<ul style="list-style-type: none"> <li>• Meetings and joint working with Essex University and PhD student</li> <li>• Plan and undertake spring oyster survey to examine community dynamics for PhD project</li> </ul>	<p><b>LSCO</b></p>	•	•	•	•	•	•



<p><b>PROJECT: 5P)</b> Undertake collaborative projects to research fish nursery areas</p>	<ul style="list-style-type: none"> <li>• Apply for funding from EMFF for a collaborative project with fishermen and the University of Essex to study how fish use the Medway Estuary</li> <li>• Carry out fish sampling at sea from fishing vessels to deliver EMFF funded project in the Medway Estuary</li> <li>• Liaise with industry and public to deliver survey training</li> <li>• Support Kent Wildlife Trust and other NGO's with citizen science projects to collect data on juvenile fish, e.g. in the Medway NTZ</li> </ul>	<p><b>LSCO</b> KIFCO/ M</p>	•	•	•	•	•	•
<p><b>PROJECT: 5Q)</b> Work with partner organisations to collate evidence and data to support the protection of fin fish including Sea Bass</p>	<ul style="list-style-type: none"> <li>• Work with Cefas and Defra to inform national nursery area management projects</li> <li>• Work with Cefas and Defra on the Interreg SUMARIS project to collate data and evaluate management measures for Thornback Ray</li> <li>• Work with Cefas to gather data on angling and assist where possible in their project to implement log books for anglers to record catch</li> </ul>	<p><b>LSCO</b> ACIFCO CIFCO</p>	•	•	•	•	•	

### ***Evaluation and schedule of planned research for 2017-2018***

The KEIFCA Strategic Evidence Plan 2017-2022 defines the direction, resources and capabilities of evidence gathering activities for the organisation. These activities broadly fall under 3 themes; Marine Protected Areas, Sustainable Fisheries and Access to Information and Development of Evidence.

The Strategic Evidence Plan also describes the process for evaluating and prioritising potential new evidence gathering projects. New projects are assessed against 8 project evaluation criteria and must satisfy 7 of the 8 criteria in order to be considered to be undertaken by KEIFCA. The project evaluation criteria are as follows;

- 1. Does the project help KEIFCA deliver its statutory duties?*
- 2. Is a significant proportion of the project based in the district and will the outcomes of the project help work in the district?*
- 3. Will the project develop key evidence for either one of the 18 priority species or help further the conservation objectives of an MPA?*
- 4. Does the project match our organisational skills and resources?*
- 5. Would the project represent the best value for money for KEIFCA?*
- 6. Would the project develop evidence that would be used directly in management?*
- 7. Does the project have support from stakeholders or is it a joint project with stakeholders?*
- 8. Is there a reputational or legal risk associated with the work?*

Projects approved by KEIFCA are listed in this annual plan and will go ahead subject to resource, enforcement and weather considerations. Evidence gathering projects occur at different times of year and require varying resources depending on the project. The majority of surveys are planned between spring and autumn due to weather limitations of conducting fieldwork during winter. Ongoing cockle and oyster stock assessments are conducted at the same time every year to provide consistency in the data sets and, in the case of the cockle fishery, are related to the timing of the cockle harvesting season in order to inform management. The ongoing small fish surveys in the Medway Estuary are carried out in collaboration with the EA and the timings of these biannual surveys are determined by the EA to fulfill the Water Framework Directive monitoring requirements. New projects that satisfy the project evaluation criteria are planned into the timetable depending on the needs of the project (e.g. to target a seasonal fishery) and the resources available (e.g. vessel and staff time) after ongoing survey and enforcement activities have been accounted for.

The following table illustrates the planned survey schedule for 2017-18 and the assessment of projects against the project evaluation criteria. Activities coloured blue are ongoing actions and those coloured yellow are projects planned for 2017-2018, taken from the table above. The estimated number of days takes into account the time required to conduct the surveys and does not include time required for project planning, equipment maintenance or report writing. Some new projects are dependent on acquiring external funding and will not go ahead unless funding is sourced due to resource limitations. Acquiring external funding can increase KEIFCA's evidence gathering capabilities through providing funding for additional survey equipment, sample analyses or for funding additional staff or vessel time, however, any additional projects undertaken will not affect ongoing survey or enforcement activities.

Survey	No. Days (No. Officer Days)	Strategic Evidence Plan Theme	Project Evaluation Criteria								Month of Survey Work											
			1. Statutory duty	2. Inside district	3. Priority species / MPA	4. Skill / resource match	5. Value for money	6. Inform management	7. Stakeholder support	8. Reputational / legal risks	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>5C:</b> Cockle stock assessment from land	15 (60)	2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5C:</b> Cockle stock assessment from sea	20 (80)	2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5C:</b> Cockle damage rate survey	12 (48)	2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5E:</b> Native oyster stock assessment	10 (50)	1: Marine Protected Areas 2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5L:</b> Medway small fish survey with EA	10 (30)	1: Marine Protected Areas 2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5M:</b> Whelk research *	24 (24)	2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5N:</b> Whelk riddle trials	5 (10)	2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5O:</b> Native oyster PhD survey	10 (50)	1: Marine Protected Areas 2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•
<b>5P:</b> Medway fish research *	6 (12)	1: Marine Protected Areas 2: Sustainable Fisheries	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•

\* These projects are dependent on acquiring external funding

## 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.

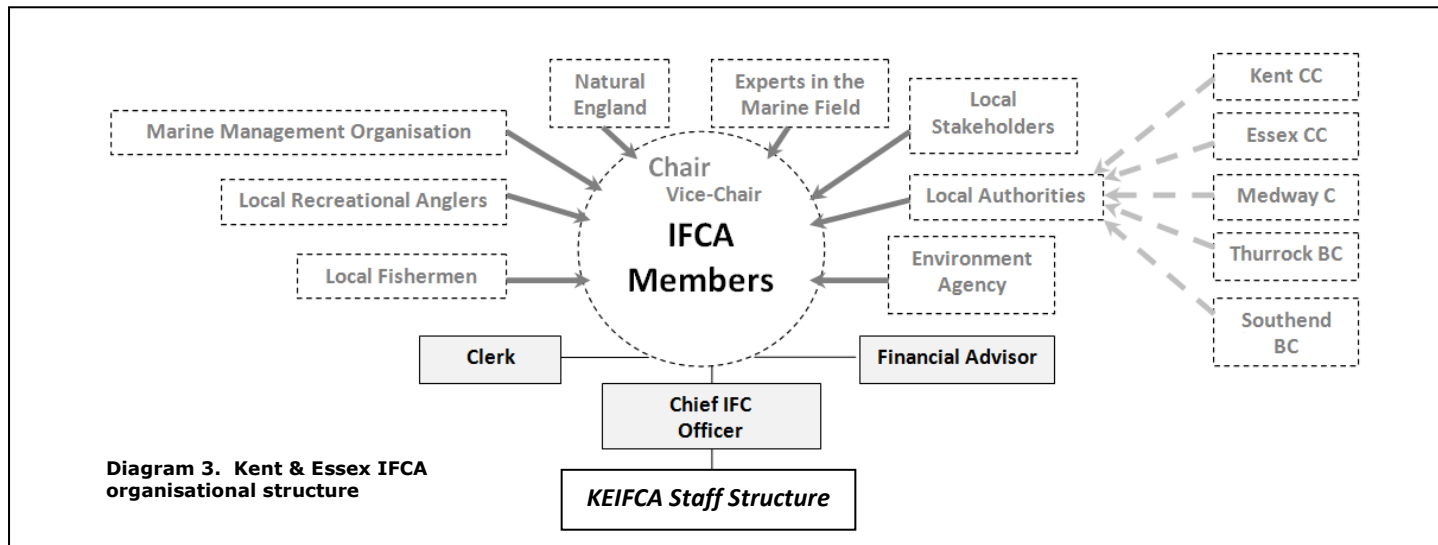
<b>Relevant Council</b>	<b>Number of members</b>	<b>Percentage payment of KEIFCA levy</b>
Essex County Council	3	43.12%
Kent County Council	3	43.12%
Medway Council	1	7.55%
Southend on Sea Borough Council	1	2.42%
Thurrock Council	1	3.79%

### 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 J Allen</b>	Thurrock BC
<b>Cllr A Bowles</b>	Kent CC	<b>Cllr H Tejan</b>	Medway BC
<b>Cllr S Walsh</b>	Essex CC	<b>Ms G Holly</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 E Dixon-Lack</b>	MMO Representative
<b>Mr S Abbotson</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Rochester Oyster and Floating Fisheries (ROFF)</li> </ul>	
<b>*Mr P J Nichols</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Commercial – finfish</li> </ul>	
<b>Mr A Rattley</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Commercial - shellfish</li> </ul>	
<b>Ms B Perkins</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Commercial – mobile gear shellfish (eg dredging)</li> </ul>	
<b>Ms B Chapman</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Environmental NGO</li> </ul>	
<b>Ms S Allison</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Environmental NGO</li> </ul>	
<b>Mr E Hannam</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Recreational – recreational sea angling</li> </ul>	
<b>Dr L Fonseca</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Marine Science</li> </ul>	
<b>Mr P Wexham</b>	MMO Appointee	<ul style="list-style-type: none"> <li>• Commercial - finfish</li> </ul>	

# 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 14 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 2017-18 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

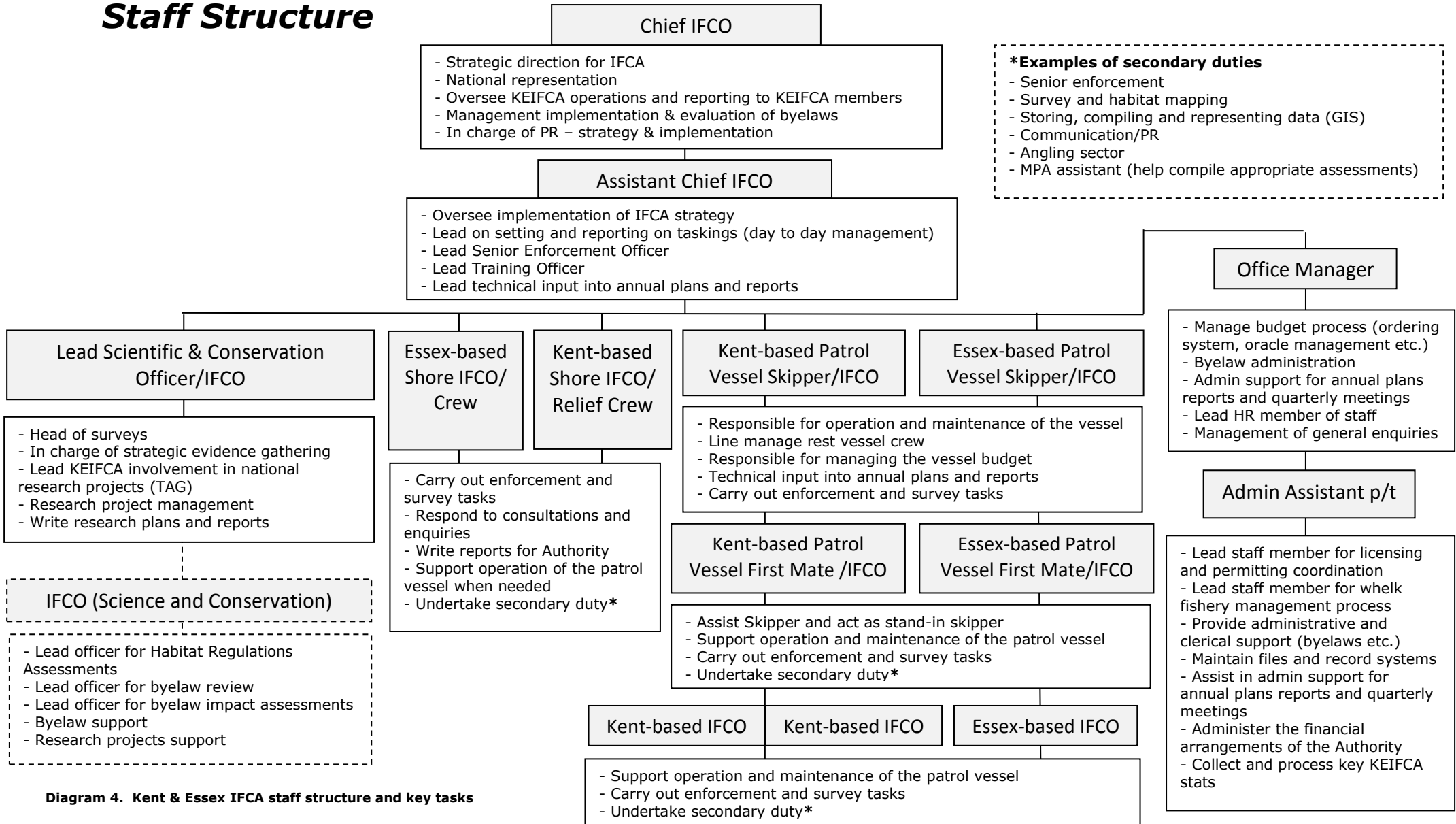


Diagram 4. Kent & Essex IFCA staff structure and key tasks

# **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 pickup trucks, one based at each office. The vehicles are used to transport officers on enforcement duties and key equipment around the district. The Authority also owns two Honda All-Terrain Vehicles (ATV) that are based at Shoeburyness which are used for cockle surveys and other intertidal work and a Landrover Defender for RIB transportation.

## **Boats**

KEIFCA has four fishery patrol vessels. The 'Nerissa' is based in Ramsgate and has a crew of four. The vessel is currently being brought into service, is a 17m catamaran, and carries a RIB which can be launched from its ramp in various sea conditions to undertake boardings at sea.

The RIB carried by Nerissa is a stand alone vessel called 'Nereus', which is a 5.4m SeaRider which can take a crew of up to 3 officers to undertake boarding operations either from 'Nerissa' or independently.

The 'Tamesis' is a 12m catamaran which came into service in 2011 and which was partially EU grant funded. This vessel is based at Brightlingsea, and has a crew of three which is supplemented by the Essex shore officer post to make a mustered crew of four, and can undertake enforcement, monitoring and survey duties. The vessel also carries a RIB for boarding and a hydraulic hauler which is used for hauling pots and nets to check for compliance with byelaws etc.

'Blue Jacket' is a 2009 7.8m Ribcraft RIB which operates completely independently of the larger vessels. Purchased as a pre-owned vessel in January 2016 it is purely used as a fast response enforcement vessel. Capable of in excess of 40 knots it provides effective coverage of all of the rivers and estuaries within the District and can be transported by road to launch sites close to where it is required.



## ***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 played an important part in the setting up and effective running 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)***

KEIFCA continues to support and work through the Technical Advisory Group (TAG) to help it achieve its 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)***

KEIFCA played an important part in the establishment of NIMEG. The purpose of the group is 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. KEIFCA currently provide a secretarial function for the group.

### ***Working with national and local associations and partnerships***

KEIFCA will continue 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 KEIFCAs objectives. We will:*

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

## **Involving our stakeholders**

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

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

## **How we communicate**

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

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

## **Reaching us**

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

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

## **Measuring how we perform**

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

- seek regular feedback on stakeholder satisfaction.
- publish details of how stakeholders can tell us about complaints, pay compliments and give us feedback and investigate all complaints thoroughly, as quickly as possible, and learn from mistakes ([www.kentandessex-ifca.gov.uk](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 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 (<i>CIFCO &amp; Clerk</i>)</p>	<p><b>4</b></p> <p>KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.</p>	<p><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><b>4</b></p> <p>KEIFCA could face financial loss if such a case was lost</p>	<p><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><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>

<p>Failure to secure data. (CIFCO &amp; OM)</p>	<p><b>4</b> None compliance with Data Protection Act. Prosecution case files compromised Loss of data in the event of fire or theft.</p>	<p><b>2</b> Limited staff access to both electronic and paper files. Offices secure and alarmed.</p>	<p><b>4</b> KEIFCA open to both civil and criminal action regarding inability to secure personal information.</p>	<p><b>4</b> Stakeholders no longer believe that confidential information they have supplied is secure. Personnel issues arise over inability to secure data.</p>	<p>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.</p>	<p><b>2</b> Limited ability for personnel to access files.</p>
<p>Failure of vessel assets (CIFCO &amp; ACIFCO)</p>	<p><b>3</b> Limits enforcement and research capabilities</p>	<p><b>2</b> Authority has two vessels. If one vessel fails the other vessel can undertake its duties</p>	<p><b>3</b> Hiring of other vessels expensive. Significant mechanical failures time consuming and expensive to rectify.</p>	<p><b>2</b> Significant funding provided to commission vessels. High expectation that the vessels provide value for money.</p>	<p>Highly maintained vessels.  Extensive annual refits of vessels.  Annual Workboat Code survey.  Highly trained staff.  Replacement vessel reserves in place</p>	<p><b>2</b> Unforeseen events may still cause disruption to activities.  Main patrol vessel is currently operating beyond initial service life.</p>
<p>High turnover of staff (CIFCO)</p>	<p><b>3</b> Reduced efficiency and effectiveness Decrease in morale and increased workload for experienced staff</p>	<p><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.</p>	<p><b>3</b> Financial investment required to recruit, train and provide PPE to new replacement staff.</p>	<p><b>2</b> Authority no longer considered a good employer staff seek alternative employment.</p>	<p>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.</p>	<p><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>

<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>



Failure to maintain survey/sampling programme (CIFCO)	<b>4</b> Lack of accurate data leading to poor management of shellfisheries. Collapse of stocks. Decline in bird numbers. Degradation of wider environment.	<b>2</b> Well trained and qualified staff. 12m new patrol/ research vessel.	<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.	<b>4</b> High expectation that shellfisheries are well managed by Authority. High expectation that additional research work will be completed.	Monitoring and research vessel.  Work plans developed for research staff and vessel.  Research staff well qualified and experienced with local fisheries.  Good communication with fishermen and other relevant organisations.  Snr. Conservation/ Research Officer assigned to co-ordinate bio-toxin and bacteriological sampling routines when required.  Contingency plans developed.  Introduction of new patrol/vessel and to employ and Snr. Conservation/Research Officer from new funding.	<b>2</b> Planned surveys lost due to poor weather or vessel breakdown. Research programme continue to expand year on year.
Degradation of environmentally sensitive/ designated areas due to fishing activity. (CIFCO & ACIFCO)	<b>4</b> Loss of important habitat and species. Conservation Objectives for areas within EMS's not fully met.	<b>2</b> Authority's fisheries management takes into consideration environmental issue.	<b>3</b> Fisheries directly responsible closed. Increased pressure by conservation groups to stop other fishing activity.	<b>4</b> Authority not meeting statutory duties under EU & UK conservation legislation.	Agreed cockle policies.  Proposed fishing activity requires Appropriate Assessment.  Effective enforcement.	<b>2</b> Illegal fishing can damage habitat and stocks.
Shellfish stocks collapse. (CIFCO)	<b>4</b> Collapse of fishing industry.	<b>4</b> Bivalve stocks have high natural variation. Crustacean stocks not subject to effort control.	<b>4</b> Local economy reliant on direct and indirect employment associated with shellfisheries.	<b>4</b> Loss in confidence of the Authority's ability to manage fisheries.	Annual stock assessments of bivalve stocks in the Estuary.  Fisheries management policies agreed for cockle stocks in the Estuary.  Ability to allocate sufficient resources to monitoring of landings and effective enforcement.  Consultation with industry on possible management measures.	<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>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.</p> <p>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.</p> <p>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.</p> <p>Limited baseline data.</p>
<p>Failure to fully engage with stakeholders. (CIFCO)</p>	<p><b>4</b></p> <p>Conflict between differing stakeholders</p> <p>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.</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 &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		