



Inshore Fisheries and
Conservation Authority

Annual Plan

2018 – 2019

Contents

Introduction.....	3
IFCA Vision and Duties.....	4
The Kent and Essex IFCA District.....	5
Defra Guidance for IFCAs.....	6
Focus and Priorities for KEIFCA.....	7
Delivery of Priorities.....	13
Structure of the Authority.....	25
Governance.....	26
Staff.....	27
Staff Structure.....	28
Resources.....	29
KEIFCA strategically working with partners.....	30
Stakeholder engagement, communication and consultation.....	31
Appendix 1 – KEIFCA Draft Budget 2018-19 (submitted as a separate paper to the 30th January 2018 KEIFCA quarterly meeting).....	
Appendix 2 – Risk Management Strategy.....	32
Appendix 3 – Abbreviations.....	40

Introduction

Background

THE IFCA VISION: "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"

The Marine and Coastal Access Act 2009 (MaCAA 2009) provides a framework for managing the demands put on our seas, and aims to ensure clean healthy, safe, productive and biologically diverse oceans and seas, by putting in place effective 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

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, KEIFCA is 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, the 'Water Framework Directive' Council Directive 2000/60/EC and the 'Marine Strategy Framework Directive' Council Directive 2008/56/EC.

The Kent and Essex IFCA District

The Kent and Essex Inshore Fisheries and Conservation Order 2010, section 3, defines the extent of both the landward and seaward elements of the Kent and Essex Inshore Fisheries and Conservation District as summarised.

- the combined areas of the relevant councils (the “basic area” of the district); and
- the sea adjacent to the basic area of the district within the boundaries specified to a distance of 6 nautical miles from the 1983 baselines.

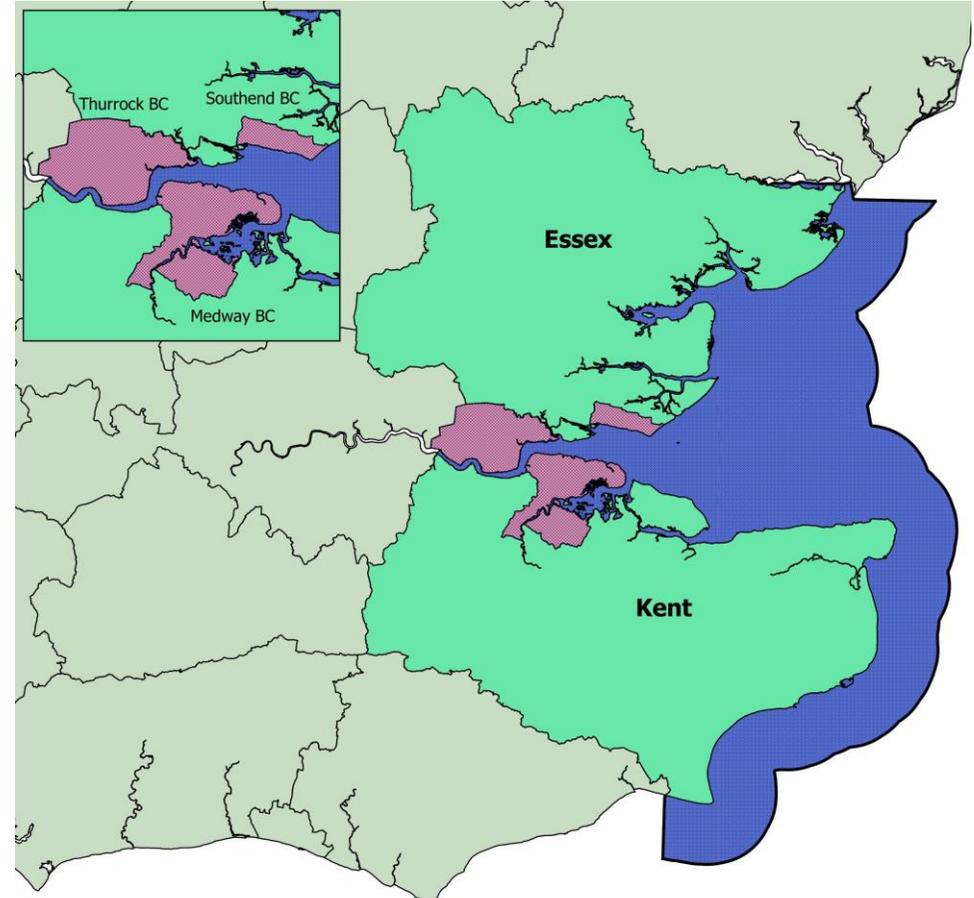
Seaward district boundaries

Kent & Essex IFCA district covers an area of over 3,412 km², and extends from the east end of Rye Bay in Kent to the northern boundary of Essex on the River Stour. The seaward boundary follows the 6-mile nautical limit measured from the 1983 baseline, which, due to drying sand banks, extends up to 15 miles offshore at its furthest point.

Upstream district boundaries

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

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



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 2018-2019

Introduction: The challenge for KEIFCA is to prioritise work within a wide range of competing demands; balancing 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. The annual plan tries to outline and expand the key priorities for KEIFCA over the year, helping the Authority members, the officers and the communities we serve engage with the statutory duties of our IFCA.

Although the negotiation process of the UK leaving the EU is taking place at an international level, and KEIFCA is a regional regulator, European legislation underpins most of our key areas of work (CFP, environmental/MPA regulations and trade). Over the coming year, the outcomes of the negotiations and what it means for the fishing industry and marine management will begin to become clearer and KEIFCA, working with the other IFCA's through the Association of IFCA's will look to engage with this national process. Given this backdrop, the 2018-19 annual plan could be subject to change depending on UK national priorities.

Looking forward at upcoming national priorities, the Defra consultation of proposed Tranche 3 MCZ sites is currently planned to start May/June time in 2018. Within the KEIFCA district there are a number of potential MCZ sites, that could be included and possibly sites that would be controversial. KEIFCA will continue to work constructively with DEFRA to feed into the proposed consultation process as well as continue to review and enforce MPA management. At a regional level within the district, developing and implementing management measures for important local shellfish stocks like oysters, whelks and cockles will continue to be an integral part of the KEIFCA annual workstream. As well as working with partners to help sustainably manage our key fin fish stocks; to enforce stock wide measures for species like seabass and contributing to the development of future regionally based Thornback Ray management options (SUMARIS project).

Brexit: Although it is not clear exactly where the Brexit negotiations will lead, there is the potential for a significant change in relationship, access and management of seas and fisheries for the UK outside the EU. IFCA's, through the Association of IFCA's (AIFCA), have been working with other regulators and DEFRA to help best inform and support this process and to help ensure a smooth and orderly transition as the UK leaves the EU. Within this broad multi-faceted workstream both Defra and the MMO have signalled to the Association of IFCA's the ministerial importance placed on UK's ability for fishery control and enforcement to be robust and appropriate on and following EU exit.

The MMO have been specifically charged with developing an operational plan to cover a wide range of scenarios and IFCA through AIFCA, have been asked to input into the planning process with a view to possible involvement of IFCA resources, primarily in the form of vessels and officers. In developing such a plan clear engagement with Defra and the MMO regarding expectation as well as the development of a formal operational protocol to cover key areas such as communications and engagement are important next steps. Over the upcoming year as negotiations start to resolve the key trade and access issues KEIFCA will continue to feed into national workstreams/programmes and work constructively on this issue with other IFCA through national groups like the AIFCA and IFCA groups (COG, NIMEG and TAG).

Marine Protected Areas: The process for the consultation and designation of the third and final tranche of MCZs is expected to start in 2018-19. Sites and features for designation are currently under consideration by Defra, but it is likely that a site in Hythe Bay will be selected. Hythe Bay has already proved a controversial option, even prior to the formal process beginning. KEIFCA will be required to undertake assessments of fishing activities on protected features of any T3 recommended MCZs in the district. As a result, KEIFCA will work jointly with Natural England, and will carry out a consultation on the proposal. Developing appropriate management measures with key stakeholders will be an important workstream in 2018-19.

Over the past number of years KEIFCA have invested a significant amount of time and resources into developing management plans and bylaws to protect sensitive features within Marine Protected Areas (MPAs). A number of bylaws have now been introduced and the notice period has passed. As we move forward into 2018-2019 the emphasis is on enforcement of the bylaws.

As with all enforcement the ultimate objective is compliance, and this is achieved by combining intelligence led risk-based enforcement with deterrent and disruption achieved by maintaining a visible presence within the MPAs. Rigid Inflatable Boats (RIB's) are the primary enforcement vessels for this workstream and is ideally suited for the creeks and rivers covered by the Essex Estuaries bottom trawling byelaw. Offshore areas will also be monitored by the large patrol vessels, both during routine patrols and whilst traversing MPAs during surveys. The shore officers will also play a significant role in enforcing the bylaws by monitoring activity in ports and on the coast and by speaking to the general public to obtain information on activities which may potentially be in breach of the bylaws.

Update and consolidate the current set of bylaws: IFCA bylaws are developed within the regulatory framework that comes initially from international fisheries management agreements (currently the Common Fisheries Policy) and then from national management (generally Statutory Instruments). Although each bylaw has its own a review timeline, the costly and involved nature of making, agreeing and getting sign-off from the Secretary of State means that bylaws once made tend to be used for a long time. In looking to update, and consolidate our current set of bylaws (especially those inherited by other Sea Fisheries Committees in 2011) the current EU exit negotiations pose a somewhat unique challenge as the underpinning international fisheries agreements might change.

The logical starting point for this process is thus to review management and byelaws that are not managed at an international level and are regionally focused (shellfish/ non-quota species). This work would look to begin once significant progress with for the Vessel Length Byelaw, in order to standardise the size of vessel which can be used in different parts of the District.

Management of finfish: Although the vast majority of fin fish management measures for our key stocks in our district derives from international agreements (currently the annual December meeting of the Council of Ministers), species like thornback ray and bass are important stocks for both recreational and commercial fishermen. KEIFCA looks to work with partners over the next year, to either help develop new management measures or enforce agreed management measures. Following this remit three project workstreams have been prioritised to help further the sustainable management of key stocks in our district.

SUMARIS (Thornback Ray) Project

The SUMARIS project aims to pull together the necessary knowledge and evidence in order to implement a species-specific cross-border management strategy for rays and skates fishery in the interreg 2 seas area. SUMARIS focuses on the rays and skate stocks which straddle across the EU waters of several coastal countries in the Channel and the Southern North Sea. By gathering the existing data and completing it, the fisheries professional and scientific partners from the 3 participating countries France, England and Belgium (and the Netherlands as an observer) will be able to adopt an evidence-based joint management strategy, protecting less-known species and allowing economic balance for sustainable fishery activities.

Gathering up-to-date knowledge about the rays and skates stocks will allow monitoring of the exploited zones in an appropriate way. The survivability exemption and the ability to handle correctly rays on board will allow fishermen to release rays alive back at sea. A training module and a guide will also be produced in order to transfer the species-specific approach to the fishermen. Finally, the main output of the project is a joint cross-border strategy, based on a shared database for the management of rays and skates fisheries which will provide the professional organisations and fisheries authorities a clear framework for larger scale decision-making. This 3-year project thus provides a unique opportunity to develop a regional management plan for data-limited stocks, which could help inform the management of rays and skates species in other areas.

Integrating fisheries stock needs into the marine planning system

Working with key partners KEIFCA would like to help develop a far more detailed data layer that identifies important habitat and key areas for commercial fish species within the South-Eastern Marine Plan area. We would like to work with others to build on the 'Essential Fish Habitat' approach used for the last 20 years in North America (US and Canada) as a method of taking appropriate regard of fish stocks into the marine planning and licencing system. Using the approach taken by the CHARM II project (using habitat and fish stock data in the channel) data that has already been recorded from EIA surveys, WFD surveys and fish stock surveys as well as MPA and regional habitat layers could be combined to help make far more informed strategic resource decisions for the SE Marine Plan area.

Enforcing bass

Since 2015, significant measures have been introduced to address the ICES advice concerning the status of bass stocks. Bass is an extremely important species for both the commercial and recreational sectors 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 fishermen in the District. As a consequence, compliance with the 2018 bass measures will be an extremely high priority from an enforcement perspective over this year. Officers will be working with the MMO 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 targeted enforcement operations at key times of the year.

Whelk Fishery: Research on the whelk fishery is expected to occur over two major projects. These projects aim to provide a better understanding of the seasonal variation of the whelk population(s) within the district, and to provide a clear picture of the genetic differences between populations of whelks both inside and outside the district boundary. These projects will involve collaboration with the local fishing industry for the collection of samples.

The whelk population project, looking at seasonal variations, already has funding in place via EMFF. The project will run for 2 years, during which time monthly samples will be taken allowing for size, gender and sexual maturity to be recorded. This data will give an accurate picture of size at maturity for whelks and provide a robust evidence base for future whelk legislation within the district.

The whelk genetics project aims to clarify whether the whelks within the district (and those outside the district boundary) are part of one homogenous population, or are separate, distinct populations. Previous work within the district has highlighted differences in size at maturity of whelks off the Kent and Essex coasts. A funding application for this project is already in progress through NTFLAG and EMFF.

Enforcement and compliance checks with regards to the whelk byelaw will continue to be a major focus. With fishing vessel skippers and owners coming under increasing pressure from quota allocation and technical measures on species like bass more fishing effort has concentrated on non-quota stocks like whelks. Our aim is to work constructively with the local industry to achieve compliance using the evidence gained from industry lead research projects to help explain and inform KEIFCA management measures.

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. Officers are likely to be focusing on direct inspection of fishing vessels as well as market sampling and transportation inspections. Permit catch returns will also be a high enforcement priority. Where possible officers will be working closely with the MMO to share intelligence and carry out joint patrols.

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 2018. A glossary is included at the end of this document.

CIFCO Chief IFCO	ACIFCO Assistant Chief IFCO	OM Office Manager	LSCO Lead Scientific & Conservation Officer
EPVS Essex-based Patrol Vessel Skipper	EPVFM Essex-based Patrol Vessel First Mate	ERCM Essex-based Rib Cox and MPA Compliance Officer	EIFCO Essex-based IFCO
KPVS Kent-based Patrol Vessel Skipper	KPVFM Kent-based Patrol Vessel First Mate <i>(*Angling)</i>	KIFCO Kent-based IFCO	KIFCO Kent-based IFCO
LCO Lead Compliance Officer	AA Admin Assistant <i>(*Permit/Licence support)</i>	IFCO/SC Kent-based Science and Conservation IFCO	

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
ONGOING ACTION: 1A) Work with and through the Association of IFCA's to coordinate national IFCA's policy and approach	<ul style="list-style-type: none"> Annually contribute to the funding and running of the AIFCA's Attend AIFCA meetings and take forward action points from meetings Feed into AIFCA annual plan and report 	CIFCO ACIFCO	•	•	•	•	•	•
ONGOING ACTION: 1B) 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"> Attend 3 meetings per annum and take forward action points from meeting. Contribute to the running of NIMEG in officer time. 	ACIFCO	•	•	•	•	•	•
ONGOING ACTION: 1C) 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"> Attend 2 meetings per annum and 1 conference. Contribute to the running of TAG in officer time Feed into the annual report to COG 	LSCO	•	•	•	•	•	•
ONGOING ACTION: 1D) External Meetings Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCA's). Meetings primarily focusing on national policy. (SHARED OBJECTIVE: MMO)	<ul style="list-style-type: none"> Helping to develop national policy. Help information flow between organisations. Minutes of meetings. 	CIFCO ACIFCO	•	•	•	•	•	•
ONGOING ACTION: 1E) Consultations/ Correspondence; replies to national partners e.g. MMO licences, policy consultation on legislation, information requests asking for KEIFCA stats for national purposes. (SHARED OBJECTIVE: MMO)	<ul style="list-style-type: none"> Replies and letters 	LSCO KSIFCO ESIFCO	•	•	•	•	•	•
ONGOING ACTION: 1F) Maintain KEIFCA database of stakeholders. Update list every 12 months.	<ul style="list-style-type: none"> Maintain an up-to-date list of addressed and email addresses of stakeholders 	OM AA	•	•	•	•	•	•
ONGOING ACTION 1G) Maintain and update KEIFCA website and run ebulletin taking on board feedback from users.	<ul style="list-style-type: none"> Maintain and update website. Monthly website content review Design and distribute quarterly e-bulletin 	EPVS OM	•	•	•	•	•	•

<p>1H) Maintenance and updating of KEIFCA website content</p>	<ul style="list-style-type: none"> • Explore use of website for additional functions • Integration of GIS and survey capability into website • Include more media of Authority decisions on website • Explore licensing and permitting systems • Introduce MPA achievements content – reformatting of Annual Plan material 	<p>OM EPVS KIFCO/E</p>	•	•	•	•		
<p>1I) Introduction of Tranche 3 Marine Conservation Zones</p>	<ul style="list-style-type: none"> • Coordinate with partner organisations to communicate introduction of T3 MCZs. • Outreach to industry to explain each site and discuss any management implications • Consult with industry and NGOs to inform management measures and the impacts they will have 	<p>CIFCO ACIFCO LSCO IFCOS/C</p>			•	•	•	
<p>1J) Student placement with University of Essex</p>	<ul style="list-style-type: none"> • Establish pilot placement post in role of ‘Junior Scientific Officer’ • Setup suitable project for student placement • Provide suitable PPE and training relevant to role • Presentation of student coursework to Authority at end of placement 	<p>ACIFCO LSCO</p>	•	•	•			
<p>1K) Promotion of Thornback Ray SUMARIS project, engagement with stakeholders and discussion of future management</p>	<ul style="list-style-type: none"> • Attendance at harbour days and community events • Promotion of project • Display of posters and provision of information at events • Links between KEIFCA website and project website 	<p>CIFCO</p>	•	•	•	•	•	•
<p>1L) Working through Association of IFCA's with Defra on Brexit planning and day 1 readiness.</p>	<ul style="list-style-type: none"> • Attendance at meetings relating to Brexit through Association • Contribution of local knowledge and experience to national planning • Use of Authority meetings and comms network to update stakeholders on developments • Facilities and structures available to national comms teams as required • Feed in to MMO operational planning 	<p>CIFCO ACIFCO</p>	•	•	•	•	•	

Success Criterion 2: Compliance and Enforcement - IFCA's 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
<p>ONGOING ACTION: 2A) Enforcement management; Gathering and analysing intelligence, evidence and other data. Building case files to fair and proportionate outcomes. Attending court etc. Attend IFCA and MMO meetings reviewing risk registers, intelligence systems and enforcement processes</p>	<ul style="list-style-type: none"> • Bi-weekly tasking and coordination (TCG) meetings. • Cross-organisational TCG engagement as appropriate. • Enhance front line enforcement skills, within IFCOs through formal and workplace training, particularly on gathering of evidence and building of case files. • Improve timeliness and of updating Monitoring and Control Surveillance System (MCSS) 	<p>LCO KPVS EPVS</p>	•	•	•	•	•	•
<p>ONGOING ACTION: 2B) Maintain vessels and equipment capable of carrying out sea based surveillance and enforcement as required by KEIFCA risk-based enforcement strategy</p>	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of vessels 	<p>KPVS EPVS All Crew</p>	•	•	•	•	•	•
<p>ONGOING ACTION: 2C) Enforcement sea; patrols and inspections</p>	<ul style="list-style-type: none"> • Prevention, intelligence and enforcement of key plan objectives and supporting partners objectives <ul style="list-style-type: none"> • Intelligence led enforcement as directed by TCG process • Utilisation of body worn video by officers on land and sea patrols to ensure best evidence is gathered, reduce prosecution costs and enhance safety of officers • Development of officer's maritime enforcement capability through ongoing training 	<p>LCO EPVS KPVS All Crew</p>	•	•	•	•	•	•
<p>ONGOING ACTION: 2D) Maintain land based equipment (van etc.) capable of carrying out surveillance and enforcement as required by KEIFCA risk-based enforcement strategy.</p>	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of key equipment • Utilise body worn video and other evidence gathering technology to the full, enhancing officer safety 	<p>KPVS EPVS</p>	•	•	•	•	•	•

<p>ONGOING ACTION: 2E) Enforcement land; shore patrols and inspections</p>	<ul style="list-style-type: none"> • Prevention, intelligence and enforcement of key plan objectives, supporting partners objectives <ul style="list-style-type: none"> • Intelligence led enforcement as directed by TCG process • Utilisation of body worn video by officers on land and sea patrols to ensure best evidence is gathered, reduce prosecution costs and enhance safety of officers. • Routine maintenance of vehicles used for shore patrols and enforcement 	<p>KSIFCO ESIFCO</p>	•	•	•	•	•	•
<p>ONGOING ACTION: 2F) Run staff enforcement training program using the Skills for Justice framework developed through the Centre for Marine Environmental Compliance Training</p>	<ul style="list-style-type: none"> • Continue to support development and implementation of the accredited program • To run individual training plans to help officers progress • To progress new officers through the program as part of their starting training • Officers to attend IFCA Torquay training course on a regular rotating basis • Ensure updates to legislation and procedure are shared and processes updated accordingly • Ensure officers are competent, available and appropriately equipped for EU exit period, in support of our partners and fishing community 	<p>ACIFCO KPVS EPVS</p>	•	•	•	•	•	•
<p>2G) Place the collection of information and its subsequent analysis and use in day-to-day working within KEIFCA at the centre of compliance workstreams</p>	<ul style="list-style-type: none"> • Ensure intelligence process is widely understood, resilient and auditable • Ensure that intelligence relating to officer safety or serious risk is immediately acted upon • Gather relevant intelligence from relevant stakeholders • Continue to build relationships with statutory partners • gather community intelligence in order to enhance effectiveness • identify and address community tensions and concerns, particularly as we approach EU Exit date • Nationally important issues such as human slavery to be proactively acted upon. 	<p>LCO All IFCOs</p>	•	•	•	•		

<p>2H) Increased compliance management</p>	<ul style="list-style-type: none"> • To liaise with MMO to risk assess bass legislation compliance as well as other shared workstreams and prioritise accordingly • To assess resource implications from HR perspective – days and times of working • To contribute to national discussions on roll out of national/EU legislation through NIMEG • To increase capability and use of body worn camera systems to improve evidence collection and provide transparency in operations 	<p>LCO ACIFCO KPVS EPVS</p>	<p>•</p>	<p>•</p>	<p>•</p>			
<p>2I) Review and update KEIFCA risk register</p>	<ul style="list-style-type: none"> • Update KEIFCA risk register taking into account new legislation – EU/national and local. 	<p>LCO ACIFCO</p>		<p>•</p>	<p>•</p>			

Schedule of planned compliance activity for 2018-2019

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, oysters and scallops. All of these species are at the heart of our enforcement action throughout the year and receive intelligence led, 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 2018 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.

Working in partnership with statutory partners such as the MMO, Border Force and Police we will share intelligence and work collaboratively to enforce the law in a fair, effective and proportionate way. This collaborative approach brings value for the taxpayer and effective use of limited resources. As EU Exit day approaches, the importance of traceability of fish and auditable returns are likely to increase therefore accurate and timely whelk and cockle returns will receive renewed focus.

The compliance workstreams below highlight the priority enforcement risks for the coming year. These workstreams will be addressed through operational planning with targeted outcomes:

Thames Estuary Cockle Fishery Order (TECFO) and Permitted Cockle Fishery compliance

Officers will be effectively communicating regulations to all fishermen involved throughout, ensuring that receipt and understanding is appropriately documented, as well as conducting pre-season checks and briefings for fishermen. At the start of the TECFO fishery officers will be conducting intelligence and experience led inspections to ensure compliance with damage rates. Officers will also be conducting out of hours vessel boardings and landings on both fisheries and utilising body worn video to gather best evidence of any offences.

Bass compliance

Officers will be focussing on bass legislation throughout, focussing on high-risk areas of the district at peak times/days. We will also be working with local MMO officers through TCG and NIMEG resulting in practical on-the-ground partnership working through joint patrols and operations. Utilise body worn video to gather best evidence of offences

Whelk compliance

KEIFCA will be maintaining an effective enforcement presence on land and at sea focussing on sustainability of fishery in the medium/long term by carrying out inspections of gear, vessels and transport vehicles. Officers will be looking to increase the timeliness and percentage of required returns, to support the reliability of data used for fishery management. Officers will continue to identify best practice for riddling accuracy.

Angling education and compliance

KEIFCA is aware that the bass regulations are a major concern to the angling sector. As a result officers will monitor 'hot spots' for illegal activity and engage in significant education and engagement. This will take many forms but will include; pre-fishery engagement with charter vessel skippers to enable them to have the best information available to their customers and production of publication materials to hand out to non-commercial fishermen with the current management measures .

MPA and closed area compliance

KEIFCA will continue to explore Inshore Vessel Monitoring Systems (IVMS) and their applicability to closed area enforcement through national discussions and NIMEG. We will be proactively gather intelligence on activity within areas likely to be designated as MPAs, expanding the use of body worn camera systems to develop best possible evidence for offences, and increasing the use of RIB enforcement within Essex rivers to target priority risks.

Fishery	Month											
	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Jan.	Feb.	Mar.
Whelk fishery		Blue	Green	Green	Blue			Green	Green	Green	Blue	
Bass fishery	Blue	Green	Green	Blue	Blue	Green	Blue					
Thames Estuary Cocker Fishery			Green	Green	Blue	Blue	Blue					
Permitted cockle fishery					Blue	Green	Green					
MPA management measures	Green	Green	Blue	Blue	Blue	Blue	Green	Green	Blue	Blue	Green	Green

Key: Blue = routine compliance checks Green = targetted compliance operations

Success Criterion 3: Management measures - IFCA 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
ONGOING ACTION: 3A) Cockle Administration e.g. producing, collating & sending out licence info & licences, and permits. Arranging and managing cockle industry meetings	<ul style="list-style-type: none"> • Production of cockle licences and update letters • Holding cockle management meetings 	AA OM ACIFCO	•	•	•	•	•	•
ONGOING ACTION: 3B) Byelaw Administration e.g. Arranging advertising, managing the byelaw process, seeking legal opinion etc	<ul style="list-style-type: none"> • Byelaw review documents • Reports to Authority members • Byelaw advertising • Legal papers 	CIFCO OM AA	•	•	•	•	•	•
3C) Contribution and engagement in Brexit preparations which will be key in constantly reviewing our suite of byelaws	<ul style="list-style-type: none"> • Contribution to meetings and discussions relating to Brexit and future fisheries legislation • Carry out review of byelaws currently in force by KEIFCA – taking into account current political changes and impact on legislative landscape 	ACIFCO CIFCO	•	•	•	•	•	
3D) Work with partners and stakeholders to develop management and models for the Blackwater, Crouch, Roach, Colne MCZ.	<ul style="list-style-type: none"> • To develop management options for the site with partners and stakeholders. • To develop a model for the oyster stocks which allows all data and information to be taken into account in the management • To continue support and funding of PhD with University of Essex to look at management techniques to restore oysters 	LSCO ACIFCO BPO	•	•	•	•		
3E) Work with partners and stakeholders to develop management and plans for Tranche 2 and 3 MCZ sites	<ul style="list-style-type: none"> • To undertake an assessment of the impacts of fishing on T2 sites and develop management if required. • To liaise with partner organisations to outline possible management measures and help quantify impacts for potential T3 sites. 	CIFCO ACIFCO IFCO/SC KSIFCO		•	•	•	•	

<p>3F) Introduction of management for the native oyster fishery</p>	<ul style="list-style-type: none"> • Consult with industry and other stakeholders to develop technical components of management • Establish detailed specific spatial management system for area of BCRC MCZ • Establish trigger points for fishery to enable harvesting of stock within conservation requirements of site • Consult with NE and experts on the specifics of feature/fishery management 	<p>ACIFCO CIFCO LSCO IFCO/SC</p>	•	•	•	•		
<p>3G) Standardisation of vessel length byelaw across KEIFCA district</p>	<ul style="list-style-type: none"> • Carry out study of current KEIFCA vessel list • Combine existing measures within the four legacy vessel size byelaws • Write new vessel length byelaw with associated IA • Proceed through byelaw statutory process to make byelaw • Revoke legacy vessel length byelaws • Carry out any necessary revision of other associated management measures if required 	<p>ACIFCO CIFCO IFCOS/C</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
ONGOING ACTION: 4A) 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"> Staff performance documentation. Presentations from annual staff workshop. 	CIFCO OM AA	•	•	•	•	•	•
ONGOING ACTION: 4B) Run and provide support for Quarterly IFCA meetings and technical panel meetings. Handbook for members.	<ul style="list-style-type: none"> Quarterly meetings. Quarterly meeting minutes. Letters/actions from meeting. 	OM AA	•	•	•	•	•	•
ONGOING ACTION: 4C) 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"> Official documentation proving training has been completed. 	ACIFCO OM	•	•	•	•	•	•
ONGOING ACTION: 4D) General admin e.g. Fill in timesheets, filing, post, travel & expenses, purchase card etc.	<ul style="list-style-type: none"> Annual production of reports Maintaining data records and filing 	OM AA	•	•	•	•	•	•
ONGOING ACTION: 4E) Budget Management - Handling invoices, Oracle Administration, compile budget, budget meetings etc. Manage and coordinate funding applications e.g. EU	<ul style="list-style-type: none"> Annual production of budget with quarterly updates. Two meetings per annum with internal audit 	OM AA	•	•	•	•	•	•
ONGOING ACTION: 4F) Work with all IFCA's, MMO, EA, NE and CEFAS to deliver national training opportunities.	<ul style="list-style-type: none"> Work with IFCA training group to coordinate national training (attending meetings and comment on national plans). Staff attend IFCA and MMO training 	ACIFCO CIFCO	•	•	•	•	•	•
4G) Create and publish 2018-2019 annual plan and 2017-2018 annual report	<ul style="list-style-type: none"> Develop annual budget Document and present to Authority (display on website). 	CIFCO ACIFCO OM	•		•			
4H) Roll out accredited training	<ul style="list-style-type: none"> Attend Accredited Training national meetings and contribute to national MMO/IFCA process Assistant Chief Officer to complete training for Assessors Award to be able to take officers through the process Two officers to complete units 1-4 of accredited training for enforcement officers 	ACIFCO	•	•	•	•	•	

<p>4I) National IFCA and internal enforcement training</p>	<ul style="list-style-type: none"> • Identify and engage with external training providers • Work with training provider to design and plan bespoke training program • Run training workshop for all officers to support continued enforcement expertise development • Senior officer involvement in continuing facilitation of IFCA Torquay course • Development of all training through National Training Working Group 	<p>ACIFCO OM</p>	<p>•</p>	<p>•</p>		<p>•</p>		
<p>4J) Ensure compliance with new General Data Protection Regulation within KEIFCA</p>	<ul style="list-style-type: none"> • Introduction of processes and policy to ensure compliance with GDPR • Appointment of Data Protection Officer (DPO) • Review of all KEIFCA processes to ensure compliance including IT, data handling and permitting systems 	<p>OM CIFCO ACIFCO</p>	<p>•</p>	<p>•</p>	<p>•</p>	<p>•</p>		
<p>4K) Health and Safety review and audit</p>	<ul style="list-style-type: none"> • Outsourcing of audit to Institute of Safety and Health approved contractor • Annual reporting of H&S issues to Authority • Regular meeting of H&S committee 	<p>OM ACIFCO</p>		<p>•</p>	<p>•</p>	<p>•</p>		
<p>4L) Human Resources review</p>	<ul style="list-style-type: none"> • Undertake review staff structure • Undertake review of job descriptions and duties • Undertake review of HR and pay structures • Undertake pay and conditions comparison with other similar organisations • Introduction of exit interviews/questionnaires • Undertake review of organisational duties and requirements 	<p>CIFCO ACIFCO OM</p>	<p>•</p>	<p>•</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	2019/20	2020/21
ONGOING ACTION: 5A) Maintain vessels and equipment capable of assessing key habitats and stocks identified in research strategy and plan.	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of vessels 	<p>KPVS EPVS KIFCO</p>	•	•	•	•	•	•
ONGOING ACTION: 5B) Maintain land based equipment (quads etc.) capable of assessing key habitats and stocks identified in research strategy	<ul style="list-style-type: none"> • Planning and reporting to the Authority of maintenance and refit of key equipment 	<p>KIFCO LSCO</p>	•	•	•	•	•	•
ONGOING ACTION: 5C) 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"> • Production of cockle reports • Production of cockle papers for statutory meetings • Collection of cockle samples for MESL 	<p>LSCO ACIFCO KIFCO</p>	•	•	•	•	•	•
ONGOING ACTION: 5D) 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"> • Production of native oyster survey reports 	<p>LSCO</p>	•	•	•	•	•	•
ONGOING ACTION 5E) To maintain and update partner data agreements (MoU or other forms of agreements) to inform management policy decisions and demonstrate that the best available quality-assured evidence is used appropriately in decision making	<ul style="list-style-type: none"> • To maintain and update KEIFCA data strategy • To work where possible to MEDIN standards • To maintain and review GIS capability and training • To use data to inform the byelaw review process and the MPA management process 	<p>LSCO ESIFCO</p>	•	•	•	•	•	•
ONGOING ACTION: 5F) 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"> • Production of Fishing Activity Maps that can be used to inform management and policy decisions • Work with key partners KEIFCA would like to help develop a far more detailed data layer that identifies important habitat and key areas for commercial fish species • Work with others to build on the 'Essential Fish Habitat' approach as a method of taking appropriate regard of fish stocks into the marine planning and licencing system. • Work with other to combine multiple data sets to help make more informed strategic resource decisions for the SE Marine Plan area. 	<p>LSCO ESIFCO</p>	•	•	•	•	•	•
ONGOING ACTION 5G) Write annual KEIFCA research report 2017-18 and annual KEIFCA research plan 2018-19	<ul style="list-style-type: none"> • Production of report – within Annual Plan and Report 	<p>LSCO</p>	•	•			•	•

<p>ONGOING ACTION 5H) Marine Protected Area assessments of fishing impacts; MCZ assessments, review of HRA evidence</p>	<ul style="list-style-type: none"> • Production of MCZ assessment reports • Review of fishing activity in each MPA • Maintain updated habitat and species feature maps using data from Natural England 	<p>LSCO</p>	•	•	•	•	•	•
<p>PROJECT: 5I) Undertake whelk research project to gather data on the life history of whelks in our district</p>	<ul style="list-style-type: none"> • Work with local fishermen to carry out EMFF funded project for seasonal whelk population analysis • Work with CEFAS and any other partner organisations to develop whelk stock assessment methodology and stock models • Further develop whelk catch return data analysis • Work with Essex University to carry out NTFLAG/EMFF funded genetics project. • Work to improve the efficiency and effectiveness of whelk grading 	<p>LSCO AA</p>	•	•	•	•	•	
<p>PROJECT: 5J) Supervise PhD student working on native oyster restoration in Essex, undertake spring oyster survey</p>	<ul style="list-style-type: none"> • Meetings and joint working with Essex University and PhD student • Plan and undertake spring oyster survey to examine community dynamics for PhD project 	<p>LSCO</p>	•	•	•	•	•	•
<p>PROJECT: 5K) Work with partner organisations to collate evidence and data to support the protection of fin fish (SUMARIS)</p>	<ul style="list-style-type: none"> • Work with Cefas and Defra to inform national nursery area management projects • Work with Cefas and Defra on the Interreg SUMARIS project to collate data and evaluate management measures for Thornback Ray • Work with Cefas to gather data on angling and assist where possible in their project to implement log books for anglers to record catch 	<p>LSCO ACIFCO CIFCO</p>	•	•	•	•	•	
<p>PROJECT: 5L) Research potential for RFID tagging system on whelk pots</p>	<ul style="list-style-type: none"> • Identify potential candidates for RFID tag trials • Trial durability of tags and handheld scanner at sea 	<p>LSCO</p>			•	•		
<p>PROJECT: 5M) Research potential for lobster V notching</p>	<ul style="list-style-type: none"> • Establish feasibility for a V notch programme in 2019/20 	<p>LSCO</p>				•	•	

Evaluation and schedule of planned research for 2018-2019

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 fulfil 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 2018-19 and the assessment of projects against the project evaluation criteria. Activities coloured blue are ongoing actions and those coloured yellow are projects planned for 2018-2019, 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.

Structure and governance of the Authority

Structure

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.

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

The Order states that the Authority is to consist of 21 members, comprised of nine councillors, ten "general members" or MMO appointees (of which one must be an employee of the MMO, and two additional members from the EA and NE. The Order also lays out how the expenses of the Authority should be divided between the councils.

Governance

Good governance is at the heart of sound decision-making and it is because of this that KEIFCA have already adopted 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). KEIFCA utilise 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 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.).

List of Members (**Chairman, *Vice-Chairman)	
**Cllr J L Lamb	Southend BC
Cllr R Binks	Kent CC
Cllr T Hills	Kent CC
Cllr S Walsh	Essex CC
Cllr P Channer	Essex CC
Cllr A Wood	Essex CC
Cllr A Bowles	Kent CC
Cllr J Allen	Thurrock BC
Cllr H Tejan	Medway BC
Ms C Relf	NE Representative
Mr C Hazelton	EA Representative
Ms E Dixon-Lack	MMO Representative
Mr S Abbotson	MMO Appointee
*Mr P J Nichols	MMO Appointee
Mr A Rattley	MMO Appointee
Ms B Perkins	MMO Appointee
Ms B Chapman	MMO Appointee
Ms S Allison	MMO Appointee
Mr E Hannam	MMO Appointee
Dr L Fonseca	MMO Appointee
Mr P Wexham	MMO Appointee

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. Depending 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

There exists within KEIFCA a core understanding, level of experience and knowledge related to the range of work of the IFCA. 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).

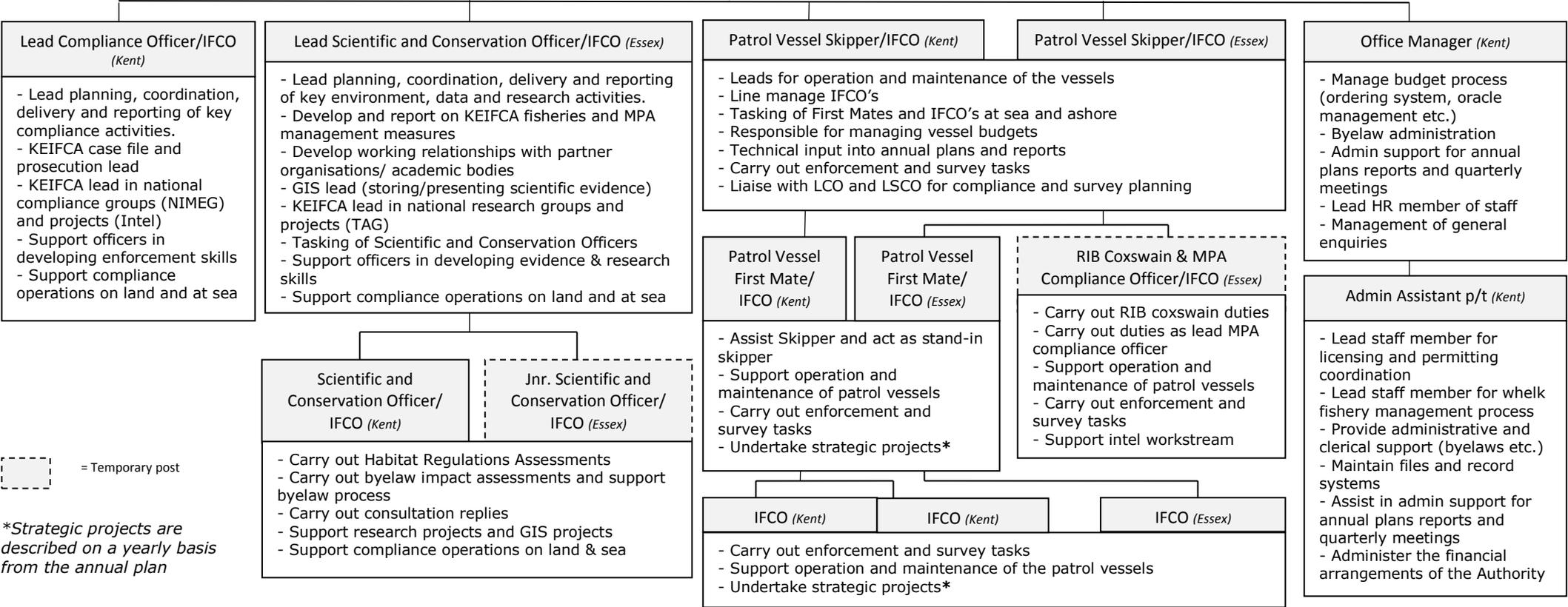
Staff Structure

Chief IFCO (Kent)

- Strategic direction for IFCA
- National representation
- Oversee KEIFCA operations and reporting to KEIFCA members
- Management implementation & evaluation of byelaws
- In charge of PR – strategy & implementation

Assistant Chief IFCO (Essex)

- Oversee implementation of IFCA strategy (day to day management)
- Coordinate planning and delivery with science and compliance leads & vessel skippers
- Lead technical input into annual plans and reports
- Lead Training Officer
- Lead officer for byelaw review



= Temporary post

*Strategic projects are described on a yearly basis from the annual plan

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 is in addition 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 four Honda All-Terrain Vehicles (ATV) that are based at Shoeburyness which are used for cockle surveys and other intertidal work.

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 standalone 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 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 IFCA's to develop MoUs with 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, 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.

Association of Inshore Fisheries and Conservation Authorities (AIFCA)

KEIFCA played an important part in the setting up and effective running of the AIFCA's. The Association is an important national body that allows all 10 IFCA's to speak with one voice at a national level on key topics. KEIFCA have strongly supported the Association, with 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 IFCA's coordinate their actions and resources efficiently.

Chief Officers Group (COG)

KEIFCA supports and works at a national level through the IFCA Chief Officers Group. The purpose of the group is to enable operational standardisation across the ten IFCA's. The KEIFCA Chief Officer is the current Chair of this group.

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 IFCA's.

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

Involving our stakeholders

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

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

How we communicate

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

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

Reaching us

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

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

Measuring how we perform

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

- seek regular feedback on stakeholder satisfaction.
- publish details of how stakeholders can tell us about complaints, pay compliments and give us feedback and investigate all complaints thoroughly, as quickly as possible, and learn from mistakes (www.kentandessex-ifca.gov.uk).
- train all staff in core standards of behaviour and how to interact with stakeholders.
- continue our commitment to make 100% of our services (where appropriate) available electronically.
- respond where possible to all public enquiries within 10 working days
- Issue licences and permits within 10 working days of receipt of a correctly completed form.

Appendix 2 - Risk Management Strategy

Introduction

The management of risk is considered in all activities conducted by KEIFCA officers. All employees are familiar with the management of risk through developing risk assessments covering safe working practices through to scrutinising invoices and purchase orders to identify financial risks. Risk assessments are reviewed on an annual basis as 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)

Description (owner)	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
Failure to meet new Kent & Essex IFCA objectives (CIFCO)	4 Change to organisation structure and duties.	1 KEIFCA officers have worked with the Defra implementation team to set objectives that whilst aspirational are hopefully realistic. Defra have also indicated that the objectives can be reviewed.	4 New burdens money funded via Defra and the local authorities aims to cover the increased costs from the new IFCA duties. If additional funding is not passed to KEIFCA or funding from LAs is reduced, capacity to meet new duties would be limited. If KEIFCA fails to meet new objectives funding could be reduced.	4 Potential loss of faith in KEIFCAs governance and organisational structure by Defra and other key organisations	<p>Reflect new Kent & Essex IFCA objectives clearly in annual plans and reports</p> <p>Communicate the new requirements and duties of KEIFCA to all Authority members and staff</p> <p>Integrate new objectives and tasks into staff structure and job descriptions. Make sure new IFCA priorities are discussed at staff meetings and staff appraisals</p> <p>Introduce management systems to set up agreed tasks for each member of staff per quarter. Set up systems to monitor staff time spent on each success criteria.</p>	2 Possibility that although progress will have been made KEIFCA could fail to fully meet all its new objectives.

<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 & Clerk</i>)</p>	<p>4</p> <p>KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.</p>	<p>1</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>4</p> <p>KEIFCA could face financial loss if such a case was lost</p>	<p>4</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>1</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>4 Death or injury of staff.</p>	<p>2 Well trained staff. Provision of high standard safety equipment. Well maintained vessels. Well maintained vehicles.</p>	<p>4 Injury claims, tribunals. HSE/MCA investigations.</p>	<p>3 Poor morale of staff leading to problems with retention.</p>	<p>Mandatory safety training register maintained. Adequate training budget to cover all training requirements. Well trained staff. Risk assessments available and regularly reviewed for each task. High quality PPE issued to all staff. Safety drills conducted on vessels. Boarding procedure developed and implemented. Lone Working Policy developed and implemented. Conflict Resolution Policy developed and training provided.</p>	<p>3 Regularly working in hazardous environments. Difficult to mitigate for unforeseen circumstances.</p>
<p>Failure to maintain effective financial management and control. (CIFCO & OM)</p>	<p>4 Fraudulent activity leading to misuse and/or misappropriation of funds. Unforeseen expenditure, major mechanical failure or loss of large vessel assets.</p>	<p>2 Limited staff access to financial information and authority to spend money. Vessel reserve funds maintained.</p>	<p>4 Lack of financial resources to carry out statutory obligations.</p>	<p>4 The Authority is funded through local taxpayer money, expectation to provide a best value for money service.</p>	<p>External audit of accounts by Audit Commission. Internal Audit conducted by Kent County Council. Restricted use for purchase cards. Kent & Essex IFCA Financial Regulations. Restricted authority to sign cheques. Annual Plan and Report. Yearly reviews of inventories. Production of detailed accounts. Maintenance of reserve funds.</p>	<p>1 Very limited potential for large scale fraud or corruption. Small scale misuse of consumable items is still possible. Well maintained vessels.</p>

Failure to secure data. (CIFCO & OM)	4 None compliance with Data Protection Act. Prosecution case files compromised Loss of data in the event of fire or theft.	2 Limited staff access to both electronic and paper files. Offices secure and alarmed.	4 KEIFCA open to both civil and criminal action regarding inability to secure personal information.	4 Stakeholders no longer believe that confidential information they have supplied is secure. Personnel issues arise over inability to secure data.	All computers are password protected. Individuals only have access to their own computer. Secure wireless internet. Access to electronic files is restricted based on an individual's role. Up to date virus software installed on all computers. Important documents secured in safes.	2 Limited ability for personnel to access files.
Failure of vessel assets (CIFCO & ACIFCO)	3 Limits enforcement and research capabilities	2 Authority has two vessels. If one vessel fails, the other vessel can undertake its duties	3 Hiring of other vessels expensive. Significant mechanical failures time consuming and expensive to rectify.	2 Significant funding provided to commission vessels. High expectation that the vessels provide value for money.	Highly maintained vessels. Extensive annual refits of vessels. Annual Workboat Code survey. Highly trained staff. Replacement vessel reserves in place	2 Unforeseen events may still cause disruption to activities. Main patrol vessel is currently operating beyond initial service life.
High turnover of staff (CIFCO)	3 Reduced efficiency and effectiveness Decrease in morale and increased workload for experienced staff	2 The clarity over IFCA funding has given staff a better long term view of their role in KEIFCA over the next 4 years.	3 Financial investment required to recruit, train and provide PPE to new replacement staff.	2 Authority no longer considered a good employer staff seek alternative employment.	High level of training provided to staff. Induction programme for new recruits. Staff appraisals. Competitive salaries (benchmarking). Provide safe and professional working environment. Flexible working arrangements.	2 Whist staff leaving is always a possibility, quarterly meetings with each member of staff as well as an increased training budget have been identified as ways of reducing this risk.

<p>Failure to effectively monitor and enforce legislation (CIFCO)</p>	<p>4 Unregulated fishery. Increased non-compliance with legislation. Reduced Fish Stocks. Impact on Environment.</p>	<p>2 Monitoring of fishing activity is high but complete coverage is not achievable.</p>	<p>4 Unregulated fisheries are unsuitable and unprofitable. Illegal landings reduce demand and price.</p>	<p>4 Authority's performance is judged on its ability to effectively monitor fishing activity and prevent illegal activity from occurring.</p>	<p>Adaptive co-management approach to fisheries improves understanding and compliance with management measures.</p> <p>Warranted Officers regularly monitoring landings and fishing activity throughout the District.</p> <p>Intelligence led / risk based enforcement planning.</p> <p>16m Patrol vessel & 12m replacement enforcement and fisheries monitoring vessel.</p>	<p>2 Large district means that full coverage is not possible to achieve. Small minority of fishermen will continue to breach legislation due to short term gain. Limited financial deterrent at present. Some legislation difficult to enforce effectively.</p>
<p>Enforcement activities conducted in an unprofessional and uncoordinated manner (CIFCO)</p>	<p>4 Inconsistent approach to fisheries enforcement. Enforcement problems and non-compliance with legislation. Poor morale amongst other IFCOs.</p>	<p>2 Misinformation may be given by IFCOs or information may be misinterpreted by fishermen.</p>	<p>3 Wrong interpretation of legislation may lead to loss of earnings of fishermen or gain from breaches in legislation going unnoticed.</p>	<p>4 Failure to carry out enforcement efficiently and effectively reflects poorly on the Authority.</p>	<p>Regular staff meetings combined with enforcement training.</p> <p>Staff appraisals.</p> <p>All IFOs receive comprehensive in house and external PACE training.</p> <p>Issue of Warrants delayed (normally six months) until Senior Enforcement Officers are convinced the IFCO is capable of carrying out the enforcement role.</p> <p>Code of Conduct for inspections at sea and ashore developed.</p>	<p>2 Considerable resources are directed towards IFCO enforcement training but frequent changes to legislation and human error may lead to mistakes being made.</p>

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

<p>Fisheries in the District impacted by the activities of developers / industry.</p> <p>Insufficient time to fully consider environmental impact assessments for inshore developments. (CIFCO)</p>	<p>2</p> <p>Shellfish fisheries impacted due to contamination or loss.</p> <p>Temporary or permanent loss of, or damage to, fish stocks, fishery habitats or fishing grounds.</p>	<p>2</p> <p>Lack of fishing activity data. Lack of baseline data. Limited understanding of impacts of developments on the marine environment.</p>	<p>3</p> <p>Reduced catches and income for fishermen, anglers and other stakeholders. Displacement of fishing effort, reduction in tourism.</p>	<p>3</p> <p>Expectation that Authority will represent stakeholders interests even though activities may be occurring outside of the district or not within KEIFCA's control.</p>	<p>Consultations responded to by IFCOs with local expertise and seen by CIFCO.</p> <p>Liaison with consenting agencies.</p> <p>Developer meetings attended by KEIFCA representatives.</p> <p>Database to be created holding information on current and historical fishing activities within the Authority's district (Work with MCZ project).</p> <p>Development proposals scrutinized by Defra and Natural England.</p> <p>Consents required for developments.</p>	<p>2</p> <p>Increased wind farm development and dredging. High reliance on modelling to determine impact of developments. Limited baseline data.</p>
<p>Failure to fully engage with stakeholders. (CIFCO)</p>	<p>4</p> <p>Conflict between differing stakeholders Non-compliance with fisheries and environmental legislation.</p>	<p>3</p> <p>Difficult to identify and consult with all relevant stakeholders.</p>	<p>4</p> <p>Stakeholder requirements are not adequately considered in the management of fisheries.</p>	<p>4</p> <p>Lack of trust in the Authority's management processes. Misunderstanding of the Authority's role.</p>	<p>Regular contact with fishermen and Natural England.</p> <p>Dissemination of all survey data and management proposals.</p> <p>Respond to all relevant Government/developer consultations or proposals.</p> <p>Improve website and provide interactive services.</p> <p>Regular/structured liaison with other enforcement bodies.</p> <p>Annual & research reports published. Publication of business plan.</p> <p>Stakeholder feedback questionnaire and analysis.</p>	<p>2</p> <p>Further improvement to contact with NGOs and other stakeholders needs to be achieved.</p>

Appendix 3 – Abbreviations

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