



Inshore Fisheries and
Conservation Authority

Annual Plan

2020-2021

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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.

Transposed 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.

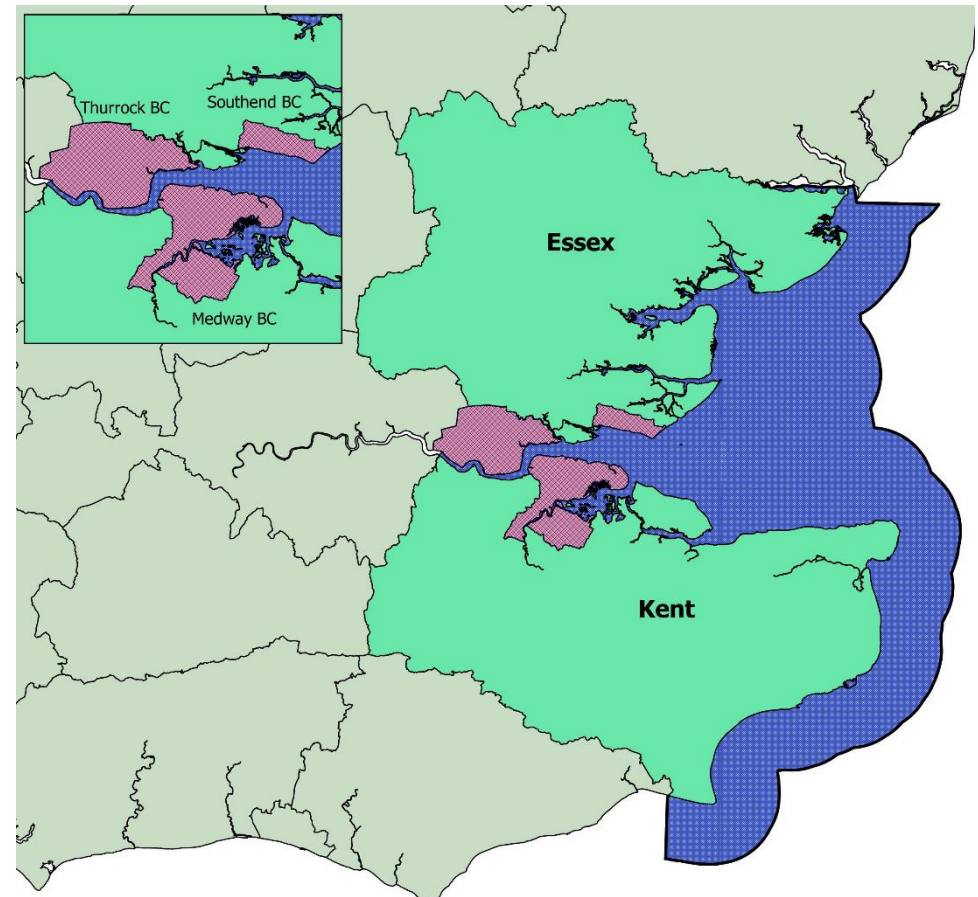
Seaward district boundaries

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).



Focus and Priorities for KEIFCA 2020-2021

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. 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. The priorities highlighted below outline some of the key workstreams for KEIFCA over the financial year 2020-2021.

Future national fisheries management: IFCAs, through the Association of IFCAs (AIFCA), have been working with other regulators and DEFRA to help best inform and support the process leading to a revised future EU-UK relationship, and to help ensure a smooth and orderly transition to this. Over the upcoming year as negotiations resolve the key trade and access issues for the fishing industry KEIFCA will continue to feed into national workstreams/programmes and work constructively on this issue through IFCA national groups like the AIFCA and IFCA groups (COG, NIMEG and TAG).

A key legislative component of this future relationship for fisheries will be the enacting of the new Fisheries Bill. KEIFCA will continue to work with DEFRA to make sure the need of local fishermen from Kent and Essex are taken into consideration throughout the parliamentary process and the subsequent implementation.

Marine Protected Areas: In 2019 the third and final round of Marine Conservation Zone (MCZ) designations occurred. This meant the creation of two new MCZs: Goodwin Sands MCZ and Swanscombe MCZ; along with the addition of new features in two current MCZs: blue mussel beds, high energy circalittoral rock, moderate energy circalittoral rock and Ross worm (*Sabellaria*) reefs in the Dover to Deal MCZ; and stalked jellyfish (*Haliclystus* sp.) to the Thanet Coast MCZ.

Goodwin Sands MCZ is located off Sandwich Bay on the Kent coast and covers an area of 277 km². It lies across the 6nm line, KEIFCA is responsible for management inside this line, while the MMO is responsible for management outside. Designated features of the MCZ are subtidal sand and coarse sediment, circalittoral rock, blue mussel beds and Ross worm reefs.

Swanscombe MCZ is located upstream in the Thames, just to the east of the Dartford bridge. It covers an area of only 3 km². Designated features of the MCZ are intertidal mud and the tentacled lagoon worm.

In 2020 these MCZs and their designated features will be assessed for interactions with fishing activity. Consultation with fishing industry and other local stakeholders will lead to the development and implementation of appropriate management measures. Management will ensure that designated features of the MCZs are maintained, where conservation advice states they are currently in favourable condition, or allowed to recover to favourable condition, where conservation advice states they are not.

Ensuring high compliance with MPA byelaws already made is critical and will be achieved by combining intelligence led risk-based enforcement with deterrent and disruption achieved by maintaining a visible presence within the MPAs. Rigid Inflatable Boats (RIBs) are the primary enforcement vessels for the creeks and rivers covered by many of our MPA byelaws (e.g. the Essex Estuaries bottom trawling byelaw), as a result, a new RIB will be introduced during 2020 to replace the ageing vessel currently in use. Offshore areas of the District will continue to be monitored by the large patrol vessels (Nerissa and Tamesis), both during routine and targeted patrols. Working with the MMO on the inshore vessel monitoring project (IVMS) will also help develop an additional tool in achieving MPA compliance.

Whelk fishery: During 2019 work began on reviewing the whelk fishery permit byelaw. Throughout 2020 work will continue on this, with development of a new management system which will learn from the scientific work undertaken over the past six years since the current byelaw was made as well as from workshops and discussions held between industry and officers. The precise nature of the management system is yet to be determined as it will evolve from collaborative working between all stakeholders.

In 2020, KEIFCA will begin a PhD project in collaboration with the University of Essex looking at the sustainability of the common whelk fishery in the district. The project will explore the following topics: 1) The growth and maturation rates of the common whelk across the district - Data obtained from 2018/19 will be analysed to determine the key biological and environmental variables that influence the whelk's life-history. The effect of habitat and diet on life history will be investigated using isotope analysis of statolith and shell. This information alongside catch data will be used to develop a greater understanding of population dynamics and harvest rates for this species; 2) The onboard fishing and sorting process - This topic will investigate how variations to the onboard fishing and sorting process affect the size profile of retained catch and identify possible methods for developing an indicative future stock model based on discard data. This work will involve conducting riddle trials and onboard observations of fishing vessels in the district; 3) Stock distribution - The project will look to investigate the spatial distribution and intensity of fishing effort within the district, determining stock distribution and possible future changes; 4) Management and sustainability - The current management and legislation will be assessed to identify aspects that facilitate unsustainable exploitation; and 5) Introduction of novel technology - The use of novel technologies to collect data on discards will be explored and total allowable catch (TAC) limits determined.

Enforcement systems: There are many systems in place to complete enforcement work within legislative boundaries as efficiently as possible. Often these involve the adoption of nationally tried and tested systems, however such systems have not been developed or introduced for certain specific work streams. In the next year we will seek to introduce a nationally approved case file management system which will ensure that the progress of all investigations are rigorously recorded, making sure each step is recorded and therefore accounted for.

Enhancing the utility of enforcement data with technology will be a key objective, for instance KEIFCA will develop a novel system of evaluation using a visual format, the "Enforcement Dashboard". The Dashboard will be produced using GIS mapping software on a biweekly basis to support the TCG process, and will display enforcement activity data on an annotated chart of the district. This will give

managers and officers an overview of recent enforcement activity at a glance and will therefore enhance the tactical planning process. In addition, KEIFCA will introduce a modernised method for recording inspection information, which will allow data to be more easily interrogated for analysis and officer use. This will include the use of remote access SharePoint software, piloted successfully last year with the cockle fishery.

Native oyster fishery: Following four years of native oyster surveys within the Blackwater, Crouch, Roach and Colne Marine Conservation Zone (BCRC MCZ), KEIFCA is working to expand the search to locate extra populations of oysters within the MCZ. This expansion is being planned on two fronts: expanding the KEIFCA survey; and working with local oystermen to explore areas that have historically supported oyster populations.

The current KEIFCA survey covers locations where native oysters were found during the 2014 whole MCZ survey. Since this time only those sites where oysters were found in 2014 have been re-surveyed. A repeat of the 2014 survey will allow KEIFCA to identify oyster populations in these locations.

Working with the local oystermen, KEIFCA will make use of the significant local knowledge and expertise within the industry. Having discussed the oyster survey procedure at the June 2019 native oyster workshop, KEIFCA will work alongside the oystermen to train them in the survey techniques and methods for recording data. Following a planning meeting to identify locations within the BCRC MCZ (in areas where they are not currently known to be located) KEIFCA officers will conduct a prospecting survey with oystermen from industry boats. Site selection for this survey will be based on historical fishing knowledge from oystermen combined with habitat mapping information. Selection on this basis should identify areas where areas of good native oyster habitat overlap with areas which historically have supported significant oyster populations. Any locations found to be supporting native oyster populations will be incorporated into the annual spring native oyster survey which provides a stock estimate for native oysters within the BCRC MCZ.

Host IFCA for national training post: The Association of IFCA's identified during 2018-19 a national need amongst IFCA's for a centralised and dedicated training resource in order to improve and maintain IFCA officer enforcement training. Following a number of national discussions it was decided to create a National Lead Training Officer post. KEIFCA was approached and asked if we could host this post given the significant involvement which we have had with regards to training development in recent years. This post was trialled for a period one year in 2019/2020 and in October 2019 was extended for a further three years. Kent and Essex IFCA will continue to provide HR and administrative support to the post, as well as assisting with development and delivery of new training courses.

KEIFCA officers will continue to benefit from the national training post being hosted within KEIFCA, especially as new training courses come on stream and are piloted and introduced. This helps to continue the significant improvement in delivery of our enforcement and compliance remit across the District. Over 2020, new courses are being developed to include; Delivery of Evidence in Court, Investigative Interviewing and Fisheries Legislation. These will be in addition to the National Competent Officer residential course which has been delivered for a number of years and also the Advanced Officer residential courses which was delivered for the first time in 2019.

Delivery of Priorities

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.

The five tables that follow; one for each success criteria, provide a detailed description of the work plan for the year from April 2019. Also included under the relevant success criteria are the Annual Communications Plan, the Annual Enforcement Plan/Risk Register, and the Annual Science & Research Plan. A glossary is included at the end of this document.

CIFCO Chief IFCO

EPVS Essex-based Patrol Vessel Skipper

KPVS Kent-based Patrol Vessel Skipper

LCO Lead Compliance Officer

ACIFCO Assistant Chief IFCO

EPVFM Essex-based Patrol Vessel First Mate

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

AA Admin Assistant
(*Permit/Licence support)

OM Office Manager

ERCM Essex-based Rib Cox and
MPA Compliance Officer

KPVIFCO Kent-based IFCO

KSCIFCO Kent-based Science
and Conservation IFCO

LSCO Lead Scientific & Conservation Officer

EIFCO Essex-based IFCO

KIFCO Kent-based 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 - *IFCAs are recognised and heard, balancing the economic needs of the fishery whilst working in partnership and engaging with stakeholders*

Definition: IFCAs will be visible, respected and trusted regulators 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.

Outcomes:

1. The IFCA will maintain and implement an effective communication strategy.
2. The IFCA will maintain its website, ensuring public access to current fisheries and conservation information for the district, including management requirements and byelaws. Non-reserved IFCA Committee papers will be published.
3. The IFCA will contribute to co-ordinated activity at a national level.
4. The IFCA and its principal partners will have a clear understanding of roles and responsibilities. Memoranda of Understanding with MMO, Natural England, Environment Agency and Cefas will be maintained. Opportunities for greater efficiencies, effective joint working and collaboration will be explored and implemented when feasible.

Indicators:

- SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.
- SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.
- SC1C: The IFCA will have reviewed its website by the last working day of each month.
- SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.
- SC1E: The IFCA will have reviewed all of its Memoranda of Understanding by 31 March each year. There will be a clear plan in place to update MoUs where necessary, to an agreed timescale.
- SC1F: By 31 March each year, the IFCA will have participated appropriately, proportionately and at the right level of delegation, in regional and national fisheries and conservation activity identified in the annual plan.

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
3	ONGOING ACTION: 1A) Association of IFCA s – working to coordinate national IFCA policy and approach	<ul style="list-style-type: none"> Annually contribute to the funding and running of the AIFCAs Attend AIFCA meetings and take forward action points from meetings Feed into AIFCA annual plan and report 	CIFCO
3	ONGOING ACTION: 1B) National Inshore Marine Enforcement Group (NIMEG) – working 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
3	ONGOING ACTION: 1C) Technical Advisory Group (TAG) – working to provide technical input and advice to the Chief Officers Group (COG) and provide direction on national fisheries and marine science for IFCA 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
3 4	ONGOING ACTION: 1D) External Meetings - Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCA). Meetings primarily focusing on national policy.	<ul style="list-style-type: none"> Helping to develop national policy. Help information flow between organisations. Minutes of meetings. 	CIFCO ACIFCO
1	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.	<ul style="list-style-type: none"> Replies to consultations and licence applications Input into national databases Responses and engagement with national policy consultations 	LSCO KSCIFCO CIFCO
1	ONGOING ACTION: 1F) Stakeholder database	<ul style="list-style-type: none"> Maintain an up-to-date list of addressed and email addresses of stakeholders, updated every 12 months 	OM AA
2	ONGOING ACTION: 1G) Website and e-bulletin	<ul style="list-style-type: none"> Maintain and update website. Monthly website content review Design and distribute quarterly e-bulletin 	OM
2	1H) Website Content	<ul style="list-style-type: none"> Develop and improve byelaw and regulations communication and education taking into account new legislative landscape and recent KEIFCA byelaws 	ACIFCO EPVS LEO

3	1I) Tranche 3 MCZ Communications	<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 and develop management options where required; notably for Goodwin Sands, Dover-Deal and Thames Estuary • Consult with industry and NGOs to inform management measures and the impacts they will have 	CIFCO ACIFCO LSCO KSCIFCO
1	1K) Promotion of Thornback Ray SUMARIS project - engagement with stakeholders and discussion of future management	<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 • Undertake training of industry in skate identification • Supply of promotional materials to industry and stakeholders 	CIFCO KPVFM
3	1L) EU Exit planning and day 1 readiness - Working through Association of IFCA's with Defra and partners	<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 	CIFCO ACIFCO
1	1M) Communication Plan	<ul style="list-style-type: none"> • Communication plan is produced each year and contained within the Annual Plan. 	CIFCO

Annual Communications Plan

At a local level our aim is to create a local community that is well informed about the marine environment, the work of the KEIFCA, and to engage them in helping make decisions about their local marine environment and resources. At the national level our goal is to participate fully in marine communications initiatives to protect the inshore marine environment and show how IFCAs support and enable activity.

The day-to-day work of KEIFCA staff, particularly the enforcement officers, represents one of the best forms of effective engagement with our stakeholders, and usually happens in an informal 'one-to-one' manner and involves KEIFCA officers fostering links, engendering trust and maintaining a presence in the district. KEIFCA members are also a vital conduit between the Authority and the local communities around our coast as well as with national networks and organisations. The KEIFCA website is a key component of our communication strategy and helps provide information about who we are, what we do, the current legislation as well as the development of new management measures. Overarching all these components, it is the promotion and running of the quarterly Authority meetings with easily accessible and promoted papers (e-bulletin), that helps communities engage with, and contribute to, effective decision making.

Nationally, the Association of IFCAs (AIFCA) and operational officer groups (COG, TAG and NIMEG) help IFCAs coordinate and promote key messages. At a regional level, KEIFCA officers sit on local groups such as the Essex Native Oyster Restoration Initiative (ENORI) and the North East Kent Marine Protected Area (NEKMPA) and support regional partnership projects like the Thames Estuary Partnership. Attendance and presenting at conferences and workshops, as well as working with bodies like the Shellfish Association of Great Britain (SAGB), also provide useful forums for KEIFCA to promote key messages.

In general, there are three main strands to our communication work and associated messaging;

- a) General promotion of who we are and what we do
- b) Promoting engagement in development of management measures that affect the exploited marine species or protected habitats in our district (e.g. byelaws, regulating orders, input into national legislation or policy, marine planning or licencing)
- c) Education of stakeholders to achieve high compliance with legislation.

These different strands tend to engage different types of stakeholders, so where our general promotion engages more with the general public or interested marine user, the development of management measures or enforcement education needs to reach the people that are working and fishing in the district. In addition the effective methods of primary communication vary between these groups with general information being best communicated through websites, social media, print media, harbour days and short videos; detailed management engagement focusing on tailored local meetings and specific communications (emails, letters, consultation documents); and enforcement legislation targeted specifically at users by face-to-face contact, notice boards, stickers and handouts and tide tables, as well

as being supported by our website. With these different stakeholder needs there is inevitable tension and resourcing conflicts between focusing on the production of general information about how we work and what we do, against the production of very specific and detailed information concerning legislation or byelaw technical measures.

Although KEIFCA has a relatively small annual communications budget and limited staff resource with officers also involved in our core enforcement and conservation work, our overview of activities below identifies and prioritises the key topics, actions and communication techniques we intend to focus on over the coming year. As with most other KEIFCA workstreams in the Annual Plan, the future EU-UK relationship could have a significant impact on this delivery and if required all of the resources could be used in communicating key messages to stakeholders.

Overview of key communication activities 2020/2021

Topic/ Issue	Key target group	Key Action/message	Website	Brief Officers	Brief members	KEIFCA meeting	National meetings	Local meetings	Community event	Poster/ Notice board	Sticker	Tide table	Media launch	Twitter	e-bulletin	Newspaper	Consultation/ Handout	
SUMARiS project	Fishing industry and regulators	<ul style="list-style-type: none"> Raise awareness of the project, promote the results of the research and input into the development of new management measures 	✓	✓	✓	✓		✓							✓			
Vessel length and engine power byelaw review	Fishing industry	<ul style="list-style-type: none"> Promote engagement in the byelaw making process 	✓	✓	✓	✓		✓							✓	✓	✓	✓
MPA byelaw development	All local stakeholders near the MPA	<ul style="list-style-type: none"> Engage local communities in developing management options 	✓	✓	✓	✓		✓							✓	✓	✓	✓
Whelk byelaw review	Fishing industry	<ul style="list-style-type: none"> Engage industry in collaborative development of whelk management 	✓	✓	✓	✓		✓							✓	✓	✓	✓
MPA enforcement	Fishing industry and wider public	<ul style="list-style-type: none"> Raise awareness of the closed areas management measures in MPAs 	✓	✓							✓	✓						
Bass management measures	Recreational anglers and the fishing industry	<ul style="list-style-type: none"> Raise awareness in the agreed 2020 bass regulations. 	✓	✓							✓	✓			✓			

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

Definition: 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 IFC 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.

Outcomes:

1. The IFCA will publish its enforcement risk register and strategy, clearly setting out its approach to achieving regulatory compliance and potential sanctions that may be applied for infringements and/or offences.
2. The IFCA will have developed consistency in regulations (byelaws) with other organisations
3. The IFCA will manage operational activity (e.g. through a Tasking & Co-ordination Group) and capture, record, evaluate and disseminate intelligence that is compatible with partner organisations. It is engaged in joint working with partner organisations.
4. Warranted Inshore Fisheries and Conservation Officers (IFCOs) will be trained and accredited to nationally agreed standards. They will maintain professionalism and make appropriate interventions to deliver efficient, effective enforcement activity

Indicators:

- SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year
- SC2B: The IFCA will demonstrate in its Annual Report how it has worked with other regulators to achieve consistent quality, application and enforcement of management measures
- SC2C: The IFCA will compile records of enforcement activity in a standard format; provide them to the National Inshore Marine Enforcement Group (NIMEG) and publish them on its website.
- SC2D: The IFCA will adopt the national Code of Conduct for IFCOs, which will be reviewed annually and published on its website by 1 April.
- SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all Warranted Officers.
- SC2F: Warranted Officers attain accreditation. All undertake Continuing Professional Development (CPD)

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
1 2	ONGOING ACTION: 2A) National updates and strategy	<ul style="list-style-type: none"> • Reviewing risk registers, data, information and enforcement processes • KEIFCA annual risk register is included with the Annual Plan • Attendance and involvement in the National Inshore Marine Enforcement Group to continue to improve and develop KEIFCA processes and enforcement practices. 	LCO ACIFCO
2 3	ONGOING ACTION: 2B) Information and Planning	<ul style="list-style-type: none"> • Creation and implementation of strategic and operational plans for key enforcement issues and risks as listed in the schedule for enforcement below. • Organisation and hosting of bi-weekly KEIFCA tasking and coordination (TCG) meetings. • Increase the use of enforcement data and analysis for tactical planning. • Use GIS to display data on charts to report activity (Enforcement Dashboard), enhance planning process and officer awareness. • Train staff in data extraction and processing required for Dashboard completion • Completion of annual enforcement plans and reports 	LCO ACIFCO ERCM
3 4	ONGOING ACTION: 2C) Enforcement systems	<ul style="list-style-type: none"> • Gathering and analysis of intelligence, evidence and other data and subsequent database completion including KEIFCA systems and national systems such as MCSS • Ensure intelligence collection, process and requirements are understood by all officers • Prioritise the dissemination of received information relating to officer safety or national issues • Gathering of intelligence relevant to partner organisations to enhance effectiveness and receipt of information from those same partners. • Develop a modernised recording system for inspections • Increase use of sharepoint by enforcement officers for remote working in the field • Implement a standardised case file management system 	LCO EIFCO All IFCOs
3 4	ONGOING ACTION: 2D) Case Files and Prosecutions	<ul style="list-style-type: none"> • Building prosecution case files to fair and proportionate outcomes in line with KEIFCA prosecution policy. • Update compliance and enforcement strategy through NIMEG to include current best practice • Enhance front line enforcement skills, within IFCOs through formal and workplace training, particularly on gathering of evidence and building of case files. 	LCO All IFCOs
3	ONGOING ACTION: 2E) Sea-going enforcement asset management	<ul style="list-style-type: none"> • Provision and maintenance of KEIFCA vessels for the purposes of enforcement activities to include major refit of Tamesis • Provision and maintenance of vessel-based equipment used for sea-based surveillance, compliance and enforcement • Planning and reporting to the Authority of operation, maintenance and refit of vessels 	KPVS EPVS KPVFM EPVFM ERCM

3 4	ONGOING ACTION: 2F) Enforcement activities – sea-based	<ul style="list-style-type: none"> • Undertaking of compliance and enforcement activities, boardings of vessels and inspections including out of hours working with the aim of achieving full compliance with all local, national and EU regulations. • Collection of information related to KEIFCA responsibilities and responsibilities of partner organisations • Prioritisation of detection and prevention of offences relating to key priorities and operations as specified in the schedule of enforcement below. • Intelligence led enforcement resulting from TCG process and response to information received • Roll out of body-worn video across organisation for all inspections 	EPVS KPVS EPVFM KPVFM ERC All IFCOs
3	ONGOING ACTION: 2G) Shore based enforcement asset management	<ul style="list-style-type: none"> • Provision and maintenance of vehicles for shore-based compliance and enforcement • Maintain shore-based equipment capable of carrying out surveillance and enforcement as required by KEIFCA risk-based enforcement strategy. • Planning and reporting to the Authority of operation, maintenance and refit of key equipment 	EPVFM KPVFM LCO
3 4	ONGOING ACTION: 2H) Enforcement activities – shore-based	<ul style="list-style-type: none"> • Undertake compliance and enforcement activities, landings of vessels, inspections of vehicles and premises including out of hours working with the aim of achieving full compliance with all local, national and EU regulations. • Collection of information related to KEIFCA responsibilities and responsibilities of partner organisations • Detection and prevention of offences relating to key priorities and operations as set out in the schedule of enforcement below. • Intelligence led enforcement resulting from TCG process and response to information received • Roll out of body-worn video across organisation for all inspections • Day-to-day maintenance of vehicles used for shore patrols and enforcement 	IFCOs KPVFM EPVFM ERC
4	ONGOING ACTION: 2I) Enforcement training	<ul style="list-style-type: none"> • Continue to support development and implementation of the accredited program • To progress new officers through the program as part of their starting training • Officers to attend IFCA Competent Officer training course on a regular rotating basis • Ensure updates to legislation and procedure are shared and processes updated accordingly • Officers continue to develop their understanding of the fishing industry, its pressures and concerns and how these impact upon fishing activities and enforcement risks. 	ACIFCO KPVS EPVS
4	2J) AIFCA National Training Project	<ul style="list-style-type: none"> • Work through AIFCA to develop and create National Lead Training Officer post • Provide HR and management support for AIFCA National Lead Training Officer post 	ACIFCO
3 4	2K) Marine Protected Area enforcement	<ul style="list-style-type: none"> • Incorporation of MPA byelaws into risk register • Development of operational planning for MPAs in line with schedule of enforcement below. • Completion of national databases (MCSS) to record enforcement activity levels. 	ERC LCO
3 4	2L) Landing obligation and catch recording	<ul style="list-style-type: none"> • Engagement with compliance and enforcement policy development both locally through MMO and nationally through NIMEG. • Work with industry to communicate legislative requirements • Reporting of relevant information regarding compliance levels 	LCO All IFCO's

Annual Enforcement Plan/Risk Register - Schedule of planned compliance activity for 2020-2021

In undertaking its regulatory responsibilities, KEIFCA starts from the position that the vast majority of the community, organisations and industries using the marine area are compliant with the regulations and controls that affects them. KEIFCA works to try to ensure that all parties understand both what rules apply to their 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 the 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, smoothound, 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 2020-2021 will be being undertaken, with green highlighted months being periods in which specific operations/proactive approaches will be carried out on that issue and blue highlighted months being when that fishery will be enforced on a more reactive/routine basis. This approach and the specific times this happen are the result of a risk prioritised assessment of necessary 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. With a potential EU Exit day approaching, efforts for increasing joint working will receive renewed attention.

Ensuring that we get the right balance of compliance and enforcement alongside our other areas of work is a continual challenge, and one which requires a good level of base planning to achieve success. As a result, there is a structured approach to compliance activities which is best shown in Figure 1 below. This structure is designed to take into account the annual risks and proactive responses to those risks identified in this document and combine them with reactive responses to emerging risks throughout the year.

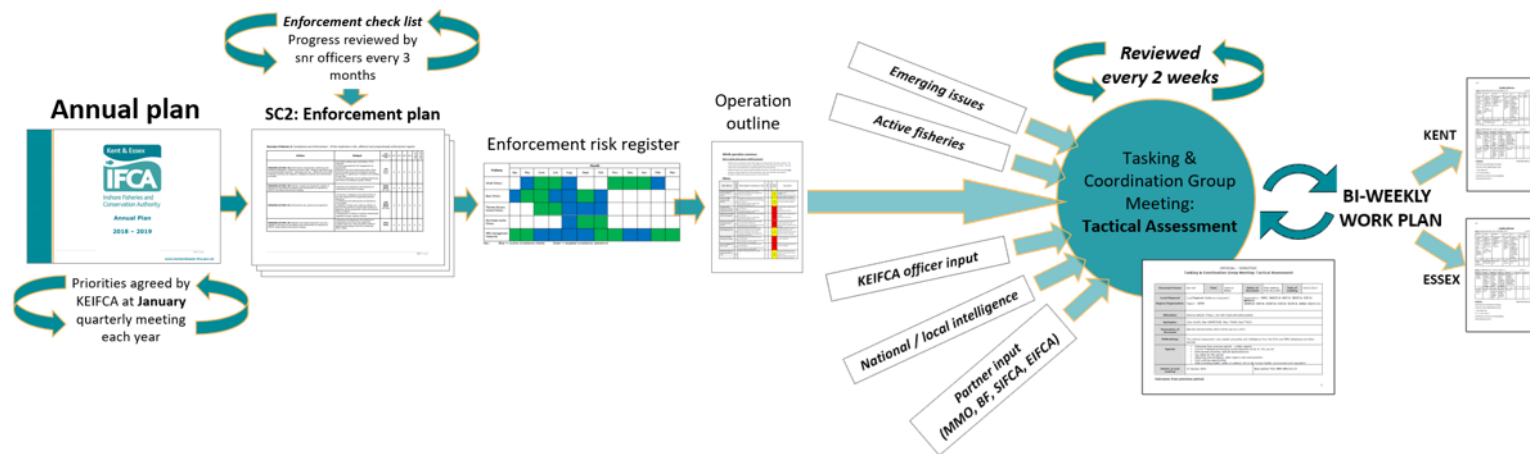


Figure 1. Diagram showing the structure of enforcement planning and operation

The compliance workstreams below highlight the priority enforcement risks for the coming year. These workstreams will be addressed through strategic and 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 monitoring VMS and conducting out of hours vessel boarding's and landings on both fisheries, utilising body worn video to gather best evidence of any offences. An increased sea-going enforcement presence from the new RIB with feature in the 2020 fishery.

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 and utilising body worn video to gather best evidence of offences.

KEIFCA is aware that the bass regulations are a major concern throughout 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 education for 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. Regular angling inspections will also take place, focused by relevant intelligence.

Whelk compliance

KEIFCA will be maintaining an effective enforcement presence on land and at sea focusing on sustainability of fishery in the medium/long term by carrying out inspections of gear, vessels and catches. Officers will be looking to increase the number of targeted gear and catch inspections with dedicated operational orders throughout the 2020-2021 period. Furthermore, there will be an emphasis on ensuring catch returns are submitted to improve the reliability of data used for fishery management. Officers will continue to work with industry to develop effective management for the long term sustainability of the fishery.

MPA and closed area compliance

Officers will proactively gather intelligence on activity within designated as MPAs, focusing on those with management measures implemented already. We will be increasing the use of the new purpose built RIB within Essex rivers and the Medway to target priority risks, with renewed focus on out of hours work and the use of body worn camera systems record the best possible evidence of offences. The LCO will continue to explore Inshore Vessel Monitoring Systems (IVMS) and their applicability to closed area enforcement through national discussions and NIMEG.

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 Cockle 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 = targeted compliance operations*

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*

Definition: 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.

<p>Outcomes:</p> <ol style="list-style-type: none"> 1. The IFCA will identify issues likely to affect sustainable management of the marine environment in the IFC District; undertake risk assessment and gap analysis; review appropriateness of existing measures; evaluate management options and develop and implement proportionate marine management solutions. 2. The IFCA will support implementation of a well-managed network of marine protected areas by: developing a range of criteria based management options; implementing management measures to ensure that inshore fisheries activities comply with the Marine and Coastal Access Act 2009 and the revised approach to managing commercial fisheries in European Marine Sites; and that local management contributes to delivery of targets for the Marine Strategy Framework Directive, Water Framework Directive and Marine Plans. 3. The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified, and best practice reflected so that management makes a contribution to sustainable development. 	<p>Indicators:</p> <p>SC3A: The IFCA will record site specific management considerations for Marine Protected Areas and report progress to the Authority</p> <p>SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website.</p> <p>SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of the effectiveness of the intervention.</p> <p>SC3D: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website and reviewed by 31 March each year.</p> <p>SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.</p> <p>SC3F: The IFCA will include shared agreed objectives and actions from Fisheries Management Plans in its own Annual Plan, which will be published by 31 March each year.</p> <p>SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA’s Annual Report.</p>
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Success Criteria Outcome being met	Workstream	Outputs	Responsible member of staff
1	ONGOING ACTION: 3A) Cockle and Whelk 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/permits and update letters • Holding cockle management meetings • Production of whelk permits and update letters 	AA OM ACIFCO
1	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
1	3C) UK-EU Relationship - Contribution and engagement to future international fisheries management arrangements which will be key in constantly reviewing our suite of byelaws	<ul style="list-style-type: none"> • Contribution to meetings and discussions relating to the future fisheries management relationship with other countries and future fisheries legislation • Carry out review of byelaws currently in force by KEIFCA – considering current political changes and impact on legislative landscape 	ACIFCO CIFCO
2	3D) MPA management	<ul style="list-style-type: none"> • To continue carrying out assessments of the impacts of fishing on existing MPA sites and develop management if required. • To carry out T3 MCZ assessments as required following designation in late 2019. • To develop management measures related to T3 MCZ sites as required 	CIFCO ACIFCO LSCO
1 2 3	3E) Native Oyster Management in BCRC MCZ	<ul style="list-style-type: none"> • Introduction and implementation of Blackwater, Crouch, Roach and Colne Estuaries MCZ Native Oyster byelaw. • Setting up of data collection systems including annual survey to inform trigger points for potential opening of a fishery. • Following of specified process to discuss fishery opening with stakeholders including industry, Natural England, NGO's and other stakeholders. • Setting up a 'Commercial Fishing Assessment' process for areas of the MCZ not currently surveyed by KEIFCA formal survey process 	ACIFCO CIFCO LSCO IFCO/SC
1	3F) Vessel Length Byelaw – development and introduction	<ul style="list-style-type: none"> • Carrying out formal byelaw process including making of byelaw, consultation and quality assurance • Introduction of byelaw including admin systems, education, communications and compliance activities. 	ACIFCO CIFCO LEO
2	3G) MPA byelaws – addition of T3 MCZ sites to current legislation	<ul style="list-style-type: none"> • Development and implementation of new Bottom Towed Gear byelaw to replace current measures to take into account new MCZ requirements; notably regarding Goodwin Sands, Dover-Deal and Thames Estuary MCZ sites • Carrying out formal byelaw process including making of byelaw, consultation and quality assurance • Introduction of byelaw including admin systems, education, communications and compliance activities. 	CIFCO ACIFCO
2	3H) Whelk Fishery byelaw	<ul style="list-style-type: none"> • Development and implementation of revised Whelk Permit Byelaw to enable more flexible management for a long term sustainable fishery. • Carrying out formal byelaw process including making of byelaw, consultation and quality assurance • Introduction of byelaw including admin systems, education, communications and compliance activities. 	ACIFCO CIFCO

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

Definition: 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. IFCA Committee meetings will be held in public unless material is either confidential, or exempt within the meaning of the Local Government Act 1972.

Outcomes:

1. The IFCA will demonstrate its long-term strategic approach to sustainable marine management by having appropriate plan making, review, update and amendment procedures in place. The IFCA will record its performance against corporate outcomes and indicators as soon as practically possible following the end of the financial year.
2. Staff performance management systems will be in place that link to the IFCA success criteria. There will be an induction procedure for new joiners. Staff training and development needs will be identified. Performance will be managed and, where necessary, improvement procedures will be followed.
3. The IFCA Committee will be supported by an organised, efficient and effective secretariat. New members will receive an induction pack and briefing from the Authority. There will be a rolling twelve-month schedule of quarterly Authority meetings. Notices of meetings and documentation will be made available in line with Standing Orders.

Indicators:

- SC4A: The IFCA will publish a plan on its website by 31 March, setting out the main objectives and priorities for the next financial year. A copy will be sent to the Secretary of State.
- SC4B: After the end of each financial year, the IFCA will publish a report on its website describing its activities, performance and a summary of audited financial information in that year, by 30 November. A copy will be sent to the Secretary of State.
- SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been completed by 31 May each year.
- SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.
- SC4E: The IFCA will have demonstrated, in its Annual Report, how marine, land and water management mechanisms in the Inshore Fisheries & Conservation District have worked responsively and effectively together.

Success Criteria Outcome being met	Workstream	Outputs	Responsible member of staff
2	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
3	ONGOING ACTION: 4B) IFCA Meetings - Run and provide support for quarterly IFCA meetings and technical panel meetings.	<ul style="list-style-type: none"> • Quarterly meetings. • Quarterly meeting minutes. • Letters/actions from meeting. • Handbook for members 	OM AA
2	ONGOING ACTION: 4C) Staff training - 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
2	ONGOING ACTION: 4D) General administration - 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
2 3	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
2	ONGOING ACTION: 4F) National Training Management - Work with all IFCAs, MMO, EA, NE and CEFAS to deliver national training opportunities.	<ul style="list-style-type: none"> • Work with IFCA training group to coordinate national training (attending meetings and comment on national plans). • Staff attend IFCA and MMO training 	ACIFCO CIFCO
1	4G) Operational Planning - Create and publish 2019-2020 annual plan and 2018-2019 annual report	<ul style="list-style-type: none"> • Develop annual budget • Document and present to Authority (display on website). 	CIFCO ACIFCO OM
2	4H) Accredited Training – Continue roll out accredited training	<ul style="list-style-type: none"> • Two officers to complete units 1-4 of accredited training for enforcement officers • NLTO post to facilitate officer completion for further review of project 	ACIFCO
2	4I) KEIFCA officer training	<ul style="list-style-type: none"> • Identify training requirements for individual officers • Recruitment and training of new Lead Scientific and Conservation Officer • 1 x officer to complete full RYA Yachtmaster (Power) qualification. • Officers to attend and support all courses run by NLTO post. 	ACIFCO OM
2	4J) Health and Safety Systems	<ul style="list-style-type: none"> • Annual reporting of H&S issues to Authority • Regular meeting of H&S committee 	OM ACIFCO

2	4L) Health and Safety Audit	<ul style="list-style-type: none"> • Work with KCC Health and Safety Business Operations Manager to review the existing Health & Safety policy, in particular: <ul style="list-style-type: none"> - Streamline & clarify arrangements for the management of health and safety - clarify the roles and responsibilities for the Assistant CIFC Officer and Office Manager to show clear reporting and accountability lines - clarify how H&S targets are set and monitored - clarify how the IFCA conducts its own oversight of employee health and surveillance, what that includes and at what intervals. • Work with KCC Health and Safety Business Operations Manager to review the existing Risk Assessments in place, to include: <ul style="list-style-type: none"> - Define the matrix used within the risk assessment to explain what additional controls measures (if any) need to put in place - Consider training requirements for new staff to allow them to safely carry out dynamic risk assessments. 	OM ACIFCO
2	4M) Promoting positive mental health in the workplace	<ul style="list-style-type: none"> • ACAS led training for all staff to embed the role of the employer and employee in committing to a shared goal of positive wellbeing and a productive workplace. 	OM
	4N) National Lead Training Officer admin and support	<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 Competent Officer course • Development of all training through National Training Working Group • KEIFCA to facilitate and host AIFCA National Lead Training post • Employ and manage position on behalf of AIFCA • Development of EMFF funding business case • Financial management of process and reporting expenditure, quarterly reporting and reviewing. Purchase of equipment and resources. • Support NLTO in development and delivery of residential short courses • Support NLTO in securing external partner training provision 	ACIFCO CIFCO OM

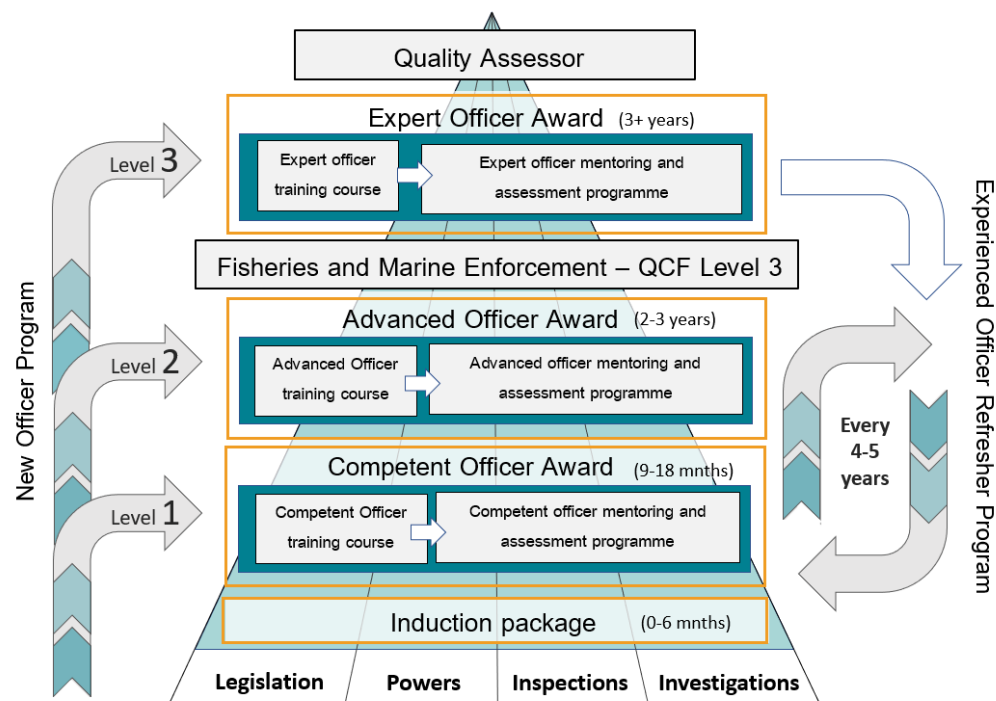
National Training Plan – National Lead Training Officer is administered and run by Kent and Essex IFCA

Background

Section 166 of the Marine and Coastal Access Act sets out the powers which IFC Officers have and thus the powers which they must receive training in to be able to understand and apply when carrying out their duties. These powers include the common enforcement powers 245 – 261 and fisheries enforcement powers: 264, 268, 269 and 284.

The 3-year IFCA training plan

An induction package together with a ‘Competent Officer’ and an ‘Advanced Officer’ awards are being developed to systematically build the structure and knowledge base between the system we have now and the accredited system of the future. The program consists of three tiers where Level 1 will include induction training and course based on the current IFCA Enforcement Course that will be modified to suit new officers and act as a refresher course, whilst the Level 2 Advanced Officer award will contain a course with modules that relate to more experienced officers. Both courses will be part of an award and learners will have to provide additional evidence post course, submit some modules towards the Marine and Enforcement QCF Level 3 Qualification and have 30 min mentoring sessions with the NLTO to review progress against competencies required to gain the awards. A level 3 Expert Officer Award will be optional for those officers that want to develop to become expert witness, quality assessors and case file managers. Evidence gathered for the Level 1 & 2 awards will go towards the national qualification. The following diagram demonstrates the three levels and timings for the program.



Course development plan 2020-2021

Building on the knowledge gained by the National Lead Training Officer over the last year and taking into consideration the feedback from senior officers on the advanced officer course, a number of specific training areas that were identified time and again as key areas for officer development and training (court skills, electronic interview training and fisheries legislation). It was felt that developing a specific intensive 3-day long course for each of these topics would

be the best way of giving officers time and support to practice and become confident in these skills. These courses, alongside the Competent and Advanced Officer residential course, will be the focus for the training function over the coming year.

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

Definition: 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.

Outcomes:	Indicators:
<ol style="list-style-type: none"> 1. A strategic research plan that contributes to greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources. 2. Standard Operating Procedures describe how data is captured and shared with principal partners. 3. A list of research databases held by the IFCA and the frequency of their review. 4. Non-confidential meta-data collected through the IFCA research programme should be recorded in a database available to the marine research community. 	<p>SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.</p> <p>SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.</p> <p>SC5C: The IFCA’s contribution to TAG and progress that has been made towards a national evidence needs programme will be recorded in the IFCA’s Annual Report.</p>

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
1	ONGOING ACTION: 5A) Evidence and Science Management	<ul style="list-style-type: none"> • Production of KEIFCA research plan (within annual plan) • Production of KEIFCA research report (within annual report) 	LSCO
1	ONGOING ACTION: 5B) Sea-going scientific survey capability	<ul style="list-style-type: none"> • Provision and maintenance of KEIFCA vessels and equipment for the purposes of scientific surveys and data collection • Planning and reporting to the Authority of operation, maintenance and refit of vessels 	KPVS EPVS KPVFM EPVFM
1	ONGOING ACTION: 5C) Shore based scientific survey capability	<ul style="list-style-type: none"> • Provision and maintenance of vehicles for shore based scientific surveys and data collection • Planning and reporting to the Authority of operation, maintenance and refit of key equipment 	EPVFM KIFCO
2 3 4	ONGOING ACTION: 5D) Data use, management and storage	<ul style="list-style-type: none"> • Use of appropriate data to inform the MPA management and byelaw review processes • Working where possible to MEDIN standards • Provision of GIS capability for MPA assessment, byelaw review and fisheries activity within the KEIFCA district 	KSCIFCO LSCO
1 2 4	ONGOING ACTION: 5E) Cockle fishery science and environmental management	<ul style="list-style-type: none"> • Survey planning and delivery • Provision of cockle samples for MESL • Analysis of cockle survey data • Delivery of recommendations relating to stock management • Production of Habitat Regulations Assessment, including consultation with NE and subsequent advice • Production of cockle papers for statutory meetings • Organisation and delivery of pre-fishery stakeholder meeting • Production and distribution of cockle reports 	ACIFCO
1 2 4	ONGOING ACTION: 5F) Native Oyster fishery science and environmental management	<ul style="list-style-type: none"> • Survey planning and delivery • Analysis of native oyster survey data • Delivery of recommendations relating to stock management • Production of Habitat Regulations Assessment, including consultation with NE and subsequent advice • Production of native oyster papers for statutory meetings • Organisation and delivery of pre-fishery stakeholder meeting • Production and distribution of native oyster reports 	LSCO

1	5G) Oyster Harvesting Assessment project	<ul style="list-style-type: none"> • Collaboration with local industry to cover: <ul style="list-style-type: none"> - Training of oystermen in survey techniques - Conducting prospecting surveys to identify additional native oyster stocks in BCRC MCZ - Fishing surveys with oystermen to track trends in catch rate alongside KEIFCA survey • Collaboration with University of Essex on dredge efficiency study • Continued membership of ENORI <ul style="list-style-type: none"> - Participation in design and delivery of cultch laying experiments in Blackwater 	LSCO
1	5H) Whelk riddle research	<ul style="list-style-type: none"> • Continue development of whelk riddle • Continuation of riddling trials across the District • Liaison with industry regarding riddle design, operation and sorting processes 	LSCO KSCIFCO
	5I) Whelk PhD project	<ul style="list-style-type: none"> • Production of final report for the EMFF population study • Supervision of PhD student at the University of Essex on whelk research, of which outputs for 2020 will be: <ul style="list-style-type: none"> - Continuation of the annual dataset developed under the EMFF project. Whelk sampling will take place throughout the breeding season and will include sampling areas in the southern part of the district. - Statistical analysis of the EMFF dataset to answer questions relating to the common whelk's life history - Onboard observations aboard whelk fishing vessels 	KSCIFCO
1	5J) Marine Protected Area assessment and management	<ul style="list-style-type: none"> • Tranche 3 MCZs: assess and propose management measures, consultation and byelaw changes • Tranche 2 MCZs: formal approval from NE for assessments • Tranche 1 MCZs: formal approval from NE for assessments 	LSCO KSCIFCO
1	5K) Juvenile fish/Nursery area research projects	<ul style="list-style-type: none"> • Continued collaboration with EA on Medway juvenile fish surveys • Collaboration with Essex University and Essex Wildlife Trust on juvenile fish use of Essex estuaries 	LSCO KSCIFCO
1	5L) Fin fish collaboration projects	<ul style="list-style-type: none"> • Participation in Sumaris project with French, Belgian and Dutch partner organisations • Participation in Cefas led Sea Bass Fisheries Conservation UK project 	CIFCO LSCO

Annual Research Plan - Evaluation and schedule of planned research for 2020-2021

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 three 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.

Projects approved by KEIFCA are listed in this annual research 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 2019-20 and the assessment of projects against the project evaluation criteria. Activities coloured blue are ongoing actions and those coloured yellow are projects planned for 2019-2020, taken from the table above. The estimated number of days considers 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)	Month											
		Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
5E: Cockle stock assessment from land	15 (60)	■					■						
5E: Cockle stock assessment from sea	20 (80)	■	■										■
5F: Native oyster stock assessment	15 (60)											■	■
5K: River Medway juvenile fish surveys	6 (24)		■				■						
5I: Whelk PhD research	156 (156)	■	■	■	■	■	■	■	■	■	■	■	■
5H: Whelk riddle development	20 (20)	■	■			■	■		■	■	■		
5G: Oyster Harvesting Assessment project	6 (18)				■	■						■	■

ONGOING PROJECTS 2020/21 PROJECTS

The 2020/21 schedule contains a mixture of ongoing actions along with newly planned projects. These can broadly be broken down into shellfish, finfish and marine protected areas.

Shellfish

- *Cockles*

Surveys for the TECFO fishery will be conducted as in previous years. Sea based stock surveys will be conducted in the spring from FPV Tamesis (out of Brightlingsea) and FPV Nerissa (out of Ramsgate), along with quad bike surveys of the Maplin Sands. A further quad bike survey of the Maplin Sands will be conducted in the autumn in order to assess spatfall and provide a baseline for winter survival calculations. The TECFO fishery will again run from June through to September/October.

GIS data analysis of the VMS systems used by cockle vessels will continue to develop. Over the past two years, officers have refined and improved the use of data to calculate and describe the impact of the cockle fishery upon the MPA designations over which the fishery takes place. In discussion with Natural England this is continuing, which is helping to make the annual HRA documents more precise and definitive in their conclusions.

A decision on the outside permit fishery will be taken following a sea based survey of sandbanks in the public fishery. FPV Tamesis will survey sandbanks off the Essex coast, while FPV Nerissa will survey the Kent coast. If stocks levels are high enough to allow the opening of the outside permit fishery, harvesting will be permitted during October 2020.

- *Oysters*

An oyster survey of the BCRC MCZ will be conducted in spring of 2020. This survey will focus on areas which have been surveyed between 2016-2019, along with additional sites identified during the MCZ wide survey of late 2019. This spring survey will provide data to feed in to the annual stock assessment of native oysters in the BCRC MCZ. The survey will be conducted using FPV Tamesis.

KEIFCA will work closely with the local oystermen in order to maintain stakeholder engagement with the restoration of native oysters in the BCRC MCZ. KEIFCA will train oystermen in the surveying protocol used onboard FPV Tamesis during stock surveys. Industry boats will be used to conduct small prospecting surveys, focussing on areas where native oysters have not been found during KEIFCA surveys, but where local and historical knowledge suggests that native oysters are likely to be present. Additionally, industry will fish alongside FPV Tamesis during stock surveys to provide a comparison of fishing and surveying efficiencies, along with a dataset looking at trends in catch efficiency.

2020 will see the continuation of the cultch laying experiment within the restoration box in the BCRC MCZ, run via ENORI. As an active member of ENORI, KEIFCA will continue to contribute via expert knowledge and vessel and survey back up during this work.

KEIFCA and Essex University will collaborate on a Natural England funded project to assess oyster dredge efficiency in the River Blackwater. Dredge efficiency is the most significant factor affecting calculations of oyster stocks within the MCZ. Research to better understand the variations in dredge efficiency will provide a greater level of confidence in estimates of native oyster stocks.

Whelks

Sampling for the EMFF funded whelk population study ceased in 2019, with the last round of monthly samples being delivered in December. Processing of these samples, provided through Whitstable on the Kent coast and Brightlingsea on the Essex coast, will be finished and a final report, detailing the findings of this 2 year study, issued by July 2020. The findings of this study will feed directly in to a new PhD project in association with the University of Essex. This PhD project will look to explore 5 separate areas of interest:

Life history characteristics – Data obtained from 2018-19 will be added to in order to determine size and age at maturation of the whelks within the KEIFCA district along with reproductive cycle data and key biological and environmental variables which may affect their life history. This data is currently only being collected for whelks off the north Kent coast, and the Essex coast. Concerns have been raised by the industry that more specifically targeted management is required to address differences in whelk stocks in other parts of the district. This work will identify any specific differences and look to address possible management measures.

Spatial distribution of stocks – Using a 7 year dataset of catch return documentation and gear sightings at sea, finer scale spatial distribution of whelks within the district can be identified. Using GIS to map areas of whelks stocks and fishing intensity over time, it may be possible to investigate significant changes in stock, or effort, and predict future changes across the district.

Management and sustainability analysis – Exploring the current management and legislation to identify aspects which facilitate unsustainable exploitation. The Marine Stewardship Council (MSC) sustainability criteria will be used as a lens through which to assess the sustainability of the whelk fishery within the district.

On board fishing process – Looking to gain an understanding of the catch and discard ratio of vessels in the district, determining the size/maturity distribution of discards. An analysis of whether a change in fishing method could affect catch rates and to determine the most effective on board sorting method to ensure compliance with legislation. Riddle effectiveness has been a hot topic among the whelk fleet in 2019, and this work will directly contribute to more sustainable management of whelk stocks in the district.

Introduction of novel technology – This topic will explore the use of novel technologies in the collection of data on discards to develop a predictive stock model and total allowable catch limits within the KEIFCA district.

The whelk riddle that KEIFCA purchased in 2018 will be the focus of a testing and commissioning project in 2019. By proving the riddle to be an accurate and consistent method of grading whelks KEIFCA will have a quick and efficient enforcement tool for the whelk fishery. Additionally, a project to explore the potential for upgrading the riddle to allow for data to be collected from retained or discarded whelks is being considered. Whelk management within the district could be improved if KEIFCA were able to better understand the population dynamics of those whelks which were discarded from a riddle. Video data collection from a discard chute may be an option for obtaining this information.

Finfish

- *Juvenile Fish Surveys*

The longstanding fish surveys in the River Medway will continue in collaboration with the Environment Agency. These continue to provide information for a long-term data set. This work would not be possible for KEIFCA to conduct alone, and the longstanding relationship between the two organisations continues to be a beneficial one. The surveys constitute a bi-annual snapshot of juvenile fish use of the Medway Estuary MCZ, which contains the River Medway Nursery Area, an area where all fishing is prohibited, allowing an undisturbed area of over 12 km² of intertidal habitat which is vitally important to a variety of fish species.

KEIFCA continues to support the juvenile fish surveys set up via the Essex Wildlife Trust and the University of Essex in the rivers and creeks of the Essex coast.

- *SUMARiS Skates and Rays Project*

The SUMARiS project will come to a close in June 2020. KEIFCA is actively involved in the dissemination of results from this project, and through 2020 will be educating fishermen all over the district on the importance of accurate identification of each of the different skate and ray species likely to be present in the district and beyond.

Marine Protected Areas

With three tranches of MCZ designation conducted since 2013, KEIFCA now has 9 Marine Conservation Zones within the district. A focus for 2020 is to continue working on MPA assessments including the consultation process which is required for the T3 MCZs. Specifically, KEIFCA will liaise with the MMO regarding the Goodwin Sands MCZ, which straddles the 6nm line, before consulting with the fishing industry and other stakeholders on potential management necessary to protect the designated features of the site. A similar assessment and consultation process will be required for the Swanscombe MCZ, and for the Dover to Deal MCZ. The Dover to Deal MCZ was originally designated during the tranche 2 process, but had additional features added during tranche 3 which require an additional assessment of current management.

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 I Thomas	Kent CC
Cllr T Hills	Kent CC
Cllr S Walsh	Essex CC
Cllr P Channer	Essex CC
Cllr A Goggin	Essex CC
Cllr A Bowles	Kent CC
Cllr J Allen	Thurrock BC
Cllr H Tejan	Medway BC
Ms R Korda	NE Representative
Mr A Cansdale	EA Representative
Mr P Tyack	MMO Representative
Mr S Abbotson	MMO Appointee
*Mr P J Nichols	MMO Appointee
Mr A Rattley	MMO Appointee
Dr L Fonseca	MMO Appointee
Ms B Chapman	MMO Appointee
Mr P Wexham	MMO Appointee
Mr E Hannam	MMO Appointee
<i>Vacant post</i>	MMO Appointee
<i>Vacant post</i>	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 Fig.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

Lead Compliance Officer/IFCO (Essex)

- Lead planning, coordination, delivery and reporting of key compliance and enforcement activities.
- KEIFCA case file and prosecution lead
- KEIFCA lead in national compliance groups (NIMEG) and projects (Intel)
- Support officers in developing enforcement skills
- Support compliance operations on land and at sea

Lead Scientific and Conservation Officer/IFCO (Kent)

- Lead planning, coordination, delivery and reporting of key environment, data and research activities.
- Develop and report on KEIFCA fisheries and MPA management measures
- Develop working relationships with partner organisations/ academic bodies
- GIS lead (storing/presenting scientific evidence)
- KEIFCA lead in national research groups and projects (TAG)
- Tasking of Scientific and Conservation Officers
- Support officers in developing evidence & research skills
- Support compliance operations on land and at sea

Scientific and Conservation Officer/ IFCO (Kent)

- Carry out Habitat Reg's Assessments
- Carry out byelaw impact assessments and support byelaw process
- Carry out consultation replies
- Support research and GIS projects
- Support compliance operations on land & sea

Patrol Vessel Skipper/IFCO (Kent)

- Leads for operation and maintenance of the vessels
- Line manage IFCO's
- Tasking of First Mates and IFCO's at sea and ashore
- Responsible for managing vessel budgets
- Technical input into annual plans and reports
- Carry out enforcement and survey tasks
- Liaise with LCO and LSCO for compliance and survey planning

Patrol Vessel Skipper/IFCO (Essex)

Patrol Vessel First Mate/ IFCO (Kent)

- Assist Skipper and act as stand-in skipper
- Support operation and maintenance of patrol vessels
- Carry out enforcement and survey tasks
- Undertake strategic projects*

Patrol Vessel First Mate/ IFCO (Essex)

RIB Coxswain & MPA Compliance Officer/IFCO (Essex)

- Carry out RIB coxswain duties
- Carry out duties as lead MPA compliance officer
- Support operation and maintenance of patrol vessels
- Carry out enforcement and survey tasks
- Support intel workstream

IFCO (Kent)

- Carry out enforcement and survey tasks
- Support operation and maintenance of the patrol vessels
- Undertake strategic projects*

IFCO (Kent)

IFCO (Essex)

Office Manager (Kent)

- Manage budget process (ordering system, oracle management etc.)
- Byelaw administration
- Admin support for annual plans reports and quarterly meetings
- Lead HR member of staff
- Management of general enquiries

Admin Assistant p/t (Kent)

- Lead licensing and permitting coordination
- Lead whelk fishery management process
- Provide administrative and clerical support (byelaws etc.)
- Maintain files and record systems
- Assist in admin support for annual plans reports and quarterly meetings
- Administer the financial arrangements of the Authority

*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).

The *Marine Management Organisation* have two officers co-located in the Ramsgate Office and has done since 2018. This has allowed the MMO to have a presence in Kent, which previously was not the case and has opened up more opportunities for joint working between the two organisations.

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, 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.

'FPV Vigilant' is a 2020 7.8m Ribcraft RIB which operates completely independently of the larger vessels. Purchased new with EMFF partial funding in January 2020, it is used as a fast response enforcement vessel. Operating with twin outboard engines, it is an improvement in capability and with regards to officer safety compared to the vessel it replaces. 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.

Appendix 1 - 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 2019/20.

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 KEIFCA's governance and organisational structure by Defra and other key organisations	<p>Reflect new Kent & Essex IFCA objectives clearly in annual plans and reports</p> <p>Communicate the new requirements and duties of KEIFCA to all Authority members and staff</p> <p>Integrate new objectives and tasks into staff structure and job descriptions. Make sure new IFCA priorities are discussed at staff meetings and staff appraisals</p> <p>Introduce management systems to set up agreed tasks for each member of staff per quarter. Set up systems to monitor staff time spent on each success criteria.</p>	2 Possibility that although progress will have been made KEIFCA could fail to fully meet all its new objectives.
IFCA decision challenged and overturned in court on the basis that the IFCA has not considered all of the relevant evidence or that one or more Members had a conflict of interest when taking part in making a decision (CIFCO & Clerk)	4 KEIFCA might have to review decision making procedures. KEIFCA might need to review previous decisions.	1 The Clerk will advise on conflict of interest matters (and the Code of Conduct adopted by the IFCA requires all members to complete a register of interests) KEIFCA staff ensure that the reports to and minutes of IFCA meetings properly record the reasons for decisions.	4 KEIFCA could face financial loss if such a case was lost	4 Potential loss of faith in KEIFCA's governance and organisational structure by Defra and other key organisations	<p>All of reports to the IFCA will contain all of the evidence and information needed for the IFCA to make an informed decision</p> <p>The Financial Advisor and Clerk attend all IFCA meetings;</p> <p>Every decision must have a proper audit trail and be in writing, even if it is made and ratified afterwards by the IFCA;</p> <p>Consultation with affected individuals/industries will be carried out and the results of the consultations reported to the IFCA when they make decisions;</p> <p>KEIFCA have adopted procedures in our Standing Orders whereby members of the public and industries not represented on the IFCA can address meetings</p>	1 Limited potential for such a challenge due to extensive best practice mitigation measures.

<p>Injury to staff due to unsafe working practices (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>

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

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