



Inshore Fisheries and
Conservation Authority

Annual Plan

2021-2022

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Introduction

Background

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 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 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.

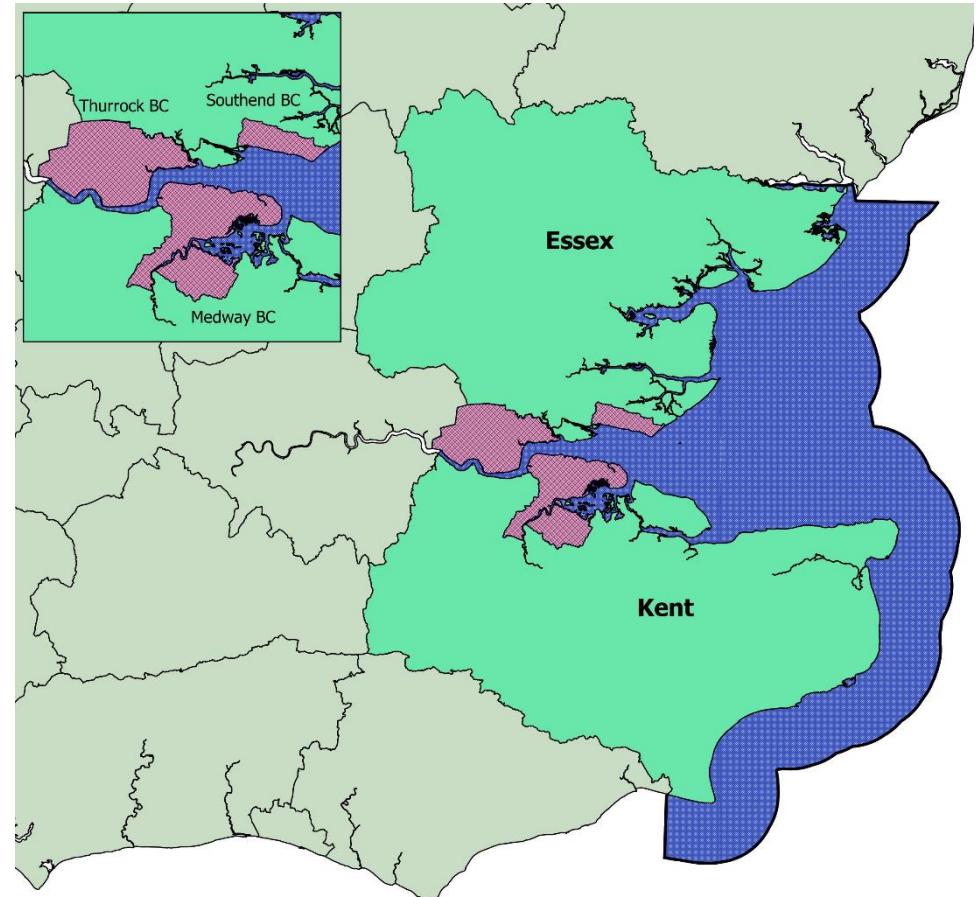
Seaward district boundaries

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 2021-2022

The Covid 19 pandemic has dominated 2020 but as we look positively to the future, our clearer understanding of the virus and how to adapt to it combined with the rollout of vaccines, gives us hope that life could start to return to something like normal over the 2021-2022 planning period. If there are still significant restrictions during the 2021-2022 planning period which impact KEIFCA's ability to deliver the actions in the annual plan we will highlight these changes at the closest quarterly authority meeting and if possible suggest alternative options or arrangements. The priorities highlighted below outline some of the key workstreams for KEIFCA over the financial year 2021-2022.

New UK – EU relationship

As the UK starts to forge its own path outside the EU, there is a much greater national focus on UK/English specific fisheries priorities and the development of new plans and processes that will be developed over the next few years to meet these. The Fisheries Act 2020 outlines how Fisheries Statements and Fisheries Management Plans will be developed over time as the UK moves away from the Common Fisheries Policy. KEIFCA will continue to work with DEFRA and through the AIFCA to make sure the needs of local fishermen from Kent and Essex are taken into consideration throughout the policy development process and into the subsequent implementation. Engagement and involvement at a local level is critical in making this new approach successful and creating long-term sustainable fisheries with management measures that fishermen can 'buy-into' and work with.

Working closely with the MMO, KEIFCA will work to ensure a smooth and orderly transition to the new fishing and access arrangements for the UK and EU fleets as outlined in the EU-UK trade and cooperation agreement. FPV Nerissa is a capable flexible regional/ national asset and working under chartering agreements with the MMO can help maintain and enforce new fisheries legislation. As we move forward, and the new international arrangements become normal we would like to explore developing a longer-term arrangement with the MMO which could be mutually beneficial and build on our current joint working.

IFCAs helping deliver national objectives: The new Environment Bill with the proposed establishment of an Office of Environmental Protection (OEP) and the production of statutory Environmental Improvement Plans (the first being the January 2018 25 Year Environment Plan) is likely to start to frame IFCA workstreams going forward and set national targets to "conserve and enhance" biodiversity. For IFCAs this is likely to build on the work we already help to deliver under the UK Marine Strategy, where we contribute directly to a number of the Good Environmental Status (GES) objectives: Commercially exploited fish and shellfish (D3), Sea-floor

integrity (D6) and Biological diversity (D1). We will continue to work with the Association of IFCAs to help input and comment on the Environment Bill, its new frameworks and new targets as they immerge.

Working with the local fishing industry

Capitalising on new UK opportunities: With the announcement of a new £100 Million fund, additional quota derived from the trade deal, and an incentive to develop new non-EU markets to avoid export costs and off-set the impact of future trade tariffs linked to EU fishing access; there are a now clear new opportunities for the local fishing industry to work towards.

KEIFCA will look to try and aid the local fishing industry to best maximise these opportunities and engage coastal MPs with the issues that face our local fleet. As details of how these new opportunities rollout, KEIFCA can help input ideas and resource to help the local industry develop plans and projects that can address some of the key challenges our local fishermen and communities now face.

Fish Local: As part of our Covid 19 response KEIFCA officers worked closely with the local fishing industry during the first lockdown to develop a campaign to promote the sale of local fish and help support the local fishing industry and fishmongers – Fish Local. Working with a range of local stakeholders and SAGB a DSSS grant was submitted in May to continue to support and build the Fish Local project and support the industry through difficult times. Unfortunately, the DSSS bid was unsuccessful and the project regrouped and re-focused on working with local infrastructure partners to take the project forward. Working closely with Thames Estuary Partnership a new plan was put to London Gateway and they have agreed to contribute into the new project. We are in the process of looking for other funding partners to get the project off the ground and are looking at trying to access the new Seafood and Fisheries Fund for match funding. As the project moves forward we will be looking to develop new themes with a focus on supporting local fishing industry business to develop new ways and skills in selling fish locally and engaging with the hospitality sector to sell and promote local fish as part of helping this sector recovering from Covid 19.

Marine Protected Areas

MPA management: Although the Covid 19 pandemic made developing Tranche 3 MCZ (Goodwin Sands MCZ, Dover to Deal MCZ and Swanscombe MCZ) management more challenging we have been working hard behind the scenes with NE and the MMO to review the feature data for these sites, assess the fishing activity impacts and have started the initial steps of local community engagement. Although it will be challenging, as arranging in person stakeholder meetings is difficult with Covid 19 restrictions, we will be prioritising this work in an effort to 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. At a national level

we will continue to work through the AIFCA and feed into the national Highly Protected Marine Area workstream, providing local information and detail when required.

MPA enforcement: 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). 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.

Future fisheries management

As the process for the creation of UK/English fisheries management policy starts to take shape towards the end of 2021 this provides a good opportunity for KEIFCA to engage in this process and review how KEIFCA byelaws and management plans could work within this new system. KEIFCA still retains legacy byelaws from the old Sea Fisheries Committees and reviewing these byelaws in light of new national or regional fisheries management plans would be a productive way to modernise and rationalise KEIFCA legislation as well as meet national objectives. Following this process could then help inform the prioritisation of future KEIFCA workstreams.

The Fisheries Act describes a framework where stock based fisheries management plans can be gear type and area specific, this potentially provides a national structure for our regional KEIFCA species specific stock plans/ management process to work within and provides a much clearer way to link into, and show progress against, the national fisheries objectives described in the Act. We already have a clear annual management process for shellfish stocks like cockles, whelks and native oysters and will look to review how we store and present management data to best support any new fisheries management plan objectives or format.

Whelk fishery

During 2020 work began on reviewing and making a new Whelk Fishery Flexible Permit byelaw. Throughout 2021 work will continue, as the byelaw makes its way through the statutory byelaw making process. KEIFCA will continue to gather and review data on the fishery and work with national groups to better understand how whelk stocks can be releasably assessed. In October 2022, 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 intention will be for the PhD to have a very practical focus, gathering data to answer some of the questions that have been raised through discussions with the fishing industry.

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 is being planned on two fronts: expanding the KEIFCA survey and repeating the 2014 whole site survey; and working with local oystermen to explore areas that have historically supported oyster populations. The Covid pandemic had an impact on this work in 2020 but we hope to progress this work over the 2021-2022 annual plan period.

Host IFCA for national training post

The Association of IFCAs identified during 2018-19 a national need amongst IFCAs 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.

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

1(2, 3) The first number indicates the primary success criteria and the subsequent numbers, within the brackets, indicate the secondary success criteria also addressed by the action.

- indicates the intended date of completion for the action.

Success Criterion 1: Communications and Engagement - *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:	Indicators:
<ol style="list-style-type: none"> 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. 	<p>SC1A: The IFCA will maintain a database of stakeholder contacts that will have been reviewed and updated by 31 March each year.</p> <p>SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</p> <p>SC1C: The IFCA will have reviewed its website by the last working day of each month.</p> <p>SC1D: The IFCA will have reviewed its website and ensured it meets the objectives of its communication strategy, by 31 March each year.</p> <p>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.</p> <p>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.</p>

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
3	ONGOING ACTION: 1A) Association of IFCA s – working to coordinate national IFCA's 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's and partner organisations.	<ul style="list-style-type: none"> • Attend 2 meetings per annum and 1 conference. • Contribute to the running of TAG in officer time • Feed into the annual report to COG 	LSCO
3 4	ONGOING ACTION: 1D) External Meetings - Partnership coordination; attend meetings with national partners (MMO, NE, CEFAS, EA, other IFCA's). Meetings primarily focusing on national policy.	<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
3	1L) New UK-EU relationship - Working through Association of IFCA's with Defra and partners	<ul style="list-style-type: none"> • Attendance at meetings relating to UK-EU relationship through Association • Contribution of local knowledge and experience to national planning • Use of Authority meetings and comms network to update stakeholders on developments 	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.

Overview of key communication activities 2021/2022

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
UK-EU relationship	Fishing industry	<ul style="list-style-type: none"> Promote the change in legislation and engagement in new national policy development 	✓	✓	✓	✓		✓							✓	✓	✓
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 2021 bass regulations. 	✓	✓							✓	✓			✓		

Success Criterion 2: Compliance and Enforcement - IFCA's 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
	NEW ACTION: 2X) EU Exit enforcement	<ul style="list-style-type: none"> • Adopt national strategy from MMO on EU Exit enforcement approach • Attend partnership meetings and maintain good communication channels with MMO/DEFRA/Ops to ensure information and approach is up to date • Cross warrant IFCOs with MEO powers as required by MMO for EU Exit specific taskings • Conduct MMO chartered sea patrols as required to complete national taskings and supply relevant intel. • Aim to develop a long term arrangement with MMO for patrol vessel charter work. 	LCO ACIFCO
1 2	ONGOING ACTION: 2A) National updates and strategy	<ul style="list-style-type: none"> • Reviewing risk registers, data, information and enforcement processes • National COVID protocols are adhered to which enable officers to conduct enforcement work safely under the latest government guidelines. • 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. • Improve identification of intel gaps for TCG taskings • Include port-based catch data and active scientific dispensations in TCG meetings • Use GIS to display enforcement data on charts to report activity (TCG charts), enhance planning process and officer awareness. • 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 • Working with partners to deliver COVID specific regional and national intelligence projects including Sitreps and COVID Response Groups. • 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. • Maintain a modernised recording system for inspections (Enforcement Record System on Sharepoint). • Officers are trained in the use of and regularly utilise sharepoint for remote working in the field (news page, ERS and vessel ID guides). • Officers continue to use the national standardised case file management system (case file running sheets and latest MG forms). 	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, applying reasonable public interest consideration in the context of COVID-19 guidelines. • Update compliance and enforcement strategy through NIMEG to include current best practice, including national protocols during COVID 19 restrictions. • 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 • Explore best available equipment options (including Body Worn Video Cameras) to obtain or update where required • 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, boarding of vessels and inspections including out of hours working with the aim of achieving full compliance with all local, national and EU regulations. • Adhering to latest national COVID protocols to ensure safe working for officers and stakeholders. • 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 • Update body-worn video devices for use across organisation for all inspections 	EPVS KPVS EPVFM KPVFM ERCM 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 • Explore best available equipment options (including Body Worn Video Cameras) obtain/update where required 	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. • Adhereing to latest national COVID protocols to ensure safe working for officers and stakeholders. • 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 • Update body-worn video devices for use across organisation for all inspections • Day-to-day maintenance of vehicles used for shore patrols and enforcement 	IFCOs KPVFM EPVFM ERCM
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. • Develop new CRIB book for officer training and to maintain standardised enforcement regimes in the field • Develop key fishery operational training packages to train new staff and optimise experienced staff skillsets • Train staff in data extraction and improve data processing required for TCG charts • Officers complete training to aquire Environment Agency cross-warrants • Explore development of an Individual officer skills audit framework modelled on best practise from neighboring IFCAs with similar systems. Link into national lead training officer post and national accreditation programme 	ACIFCO KPVF 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. • Start to develop a systematic review and assessment of MPA enforcement activity to communicate effort to stakeholders • Identify MPAs that require increased patrol effort • Completion of national databases (MCSS) to record enforcement activity levels. 	ERCM LCO
2 3	2L) Private grounds	<ul style="list-style-type: none"> • Establish clear boundaries for all private grounds in the district and gather details on fishing rights and leases that apply. • Work with partners including Crouch Harbour Authority to publish GIS charts of relevant private grounds and permitted activities within them • Advise on how regulations apply in private grounds to officers and stakeholders 	LCO ACIFCO EPVS

Annual Enforcement Plan/Risk Register - Schedule of planned compliance activity for 2021-2022

In undertaking its regulatory responsibilities, KEIFCA starts from the position that the vast majority of the community of people, organisations and industries using the marine area are compliant with the 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 have a wide variety of fishing activities that take place within the District, resulting from its inclusion of a broad range of habitats in the North Sea, Thames Estuary and Eastern Channel. As a result, different commercial species move through our waters throughout the year. At its inception, KEIFCA specified 18 key species which are the main focus of its work. These include finfish species of both recreational and commercial interest as well as various shellfish. As shellfish do not migrate to and from the district as much as finfish, KEIFCA actively manage key inshore shellfish stocks including crab, lobster, cockles, whelks, oysters and scallops. Furthermore, the main commercial finfish species we manage include sole, bass, thornback ray, smoothhound and to a lesser extent cod. These are added to other less commercially important species including tope and grey mullet. These species are at the heart of our enforcement action and receive intelligence led, targeted compliance checks throughout the year.

EU Exit

Since the outcome of the referendum KEIFCA have worked closely with central government to prepare for the UK's departure from the European Union. The commercial fishing sector has been a key area of dispute during negotiations between the UK and EU, where the UK has sought to establish itself as an independent coastal state with full sovereignty of its domestic waters. The close proximity of the Kent and Essex coast to that of mainland Europe means that the changing political relationship is more apparent here than anywhere else in the country. With the UK having fully departed with a trade agreement in place from January 1st 2021, KEIFCA have been tasked to conduct enforcement patrols of UK territorial waters to monitor activity from both the UK and EU fishing fleets, taking into account the new licencing system for access to UK waters. We have established clear communication systems with MMO operations to ensure intelligence is reported swiftly for actioning. KEIFCA will remain in close communication with MMO and DEFRA to help identify strategic priorities and deploy sea-going assets where required to manage the changing situation. In terms of the new trading relationship with the EU from an industry perspective, KEIFCA will feed into systems which support our local fishermen who sell to the EU, chiefly by providing advice and guidance where possible.

COVID-19

With the on-going COVID-19 pandemic compliance and enforcement work continues to operate differently than under normal circumstances. The role of an IFCOs requires time in the field, conducting patrols and inspections which inevitably involve direct interaction with stakeholders and members of the public. As this work is practical, the risks of COVID-19 transmission has disproportionately affected enforcement activities compared with other desk-based workstreams. At an early stage the government identified our work as necessary for the continuation of essential public services, specifically the enforcement of fisheries management measures critical for food production, sustainability, and human health. Throughout these challenging times KEIFCA will continue to support the fishing

industry where possible and work closely with partners at DEFRA and the MMO to provide intelligence on the impacts of COVID for national decision making. Officer safety is paramount, and therefore individual staff vulnerability has been assessed and desk-based enforcement tasks assigned for those officers who are higher risk until. As with any other workplace, KEIFCA are eagerly anticipating the eventual rollout of vaccinations for staff so we can resume business as usual as soon as possible. As we progress through the year KEIFCA will continually review working practises and risk assessments to reflect government advice on COVID-19, and will continue to respond to all high risk compliance issues as required.

Planning and operation

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.

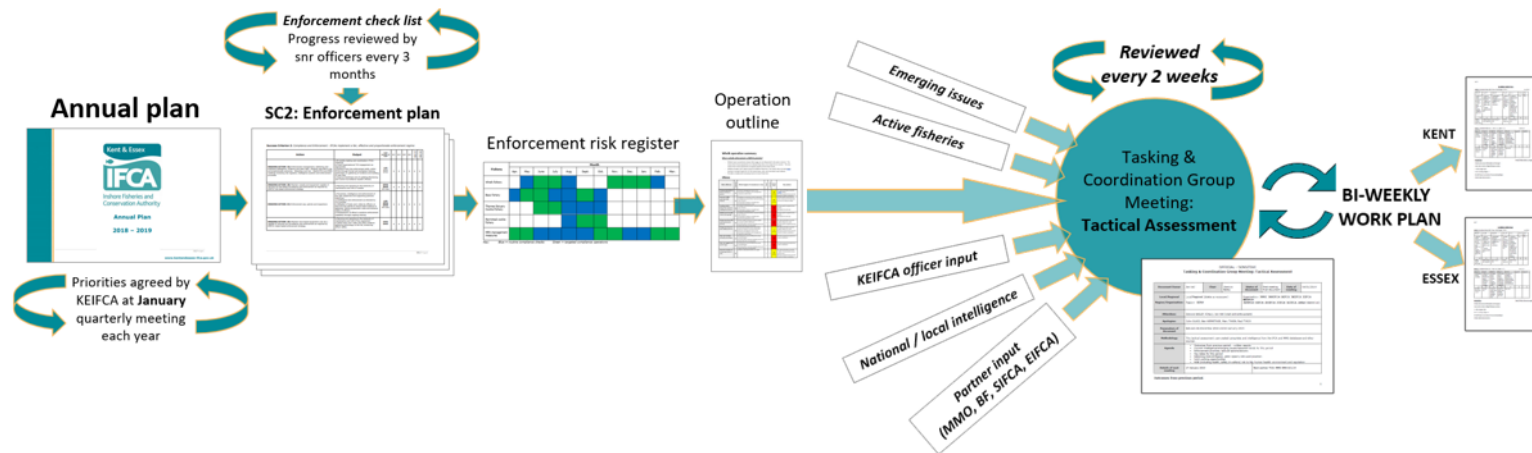


Figure 1. Diagram showing the structure of enforcement planning and operation

Enforcement Risk Register

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 2021-2022 will be being undertaken. This table has been altered to reflect reduced capacity under COVID-19 restrictions. 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, surveys and officer health. 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.

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



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

The compliance workstreams discussed below highlight the priority enforcement risks for the coming year. These risks will be addressed through strategic and operational planning with targeted outcomes, and all operations will be carried out in line with COVID-19 protocols.

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

The annual operation order for TECFO will be implemented in June 2021, and for the permit cockle fishery in September 2021. 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 in accordance with current COVID-19 measures. At the start of the TECFO fishery officers will be conducting 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. A sea-going enforcement presence from fast RIB FPV Vigilant will continue in the 2021 fishery due to the usefulness of the vessel in last year's operations.

Bass compliance

Officers will be targeting instances of non-compliance with bass regulations as high priority, focusing on high-risk areas of the district at peak seasonal times and using current intel to direct patrol planning through the TCG system. We will also be working with local MMO teams to conduct targeted operations to take enforcement action on repeat offenders. Officers will focus on the use of body worn video and other recording devices to gather best evidence of offences from a safe distance and if required will conduct inspections in line with COVID protocols.

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 to check gear and vessels are compliant with permit requirements, and that catches are compliant with the now permanent whelk minimum size byelaw. Officers will also be looking to intensively target catch inspections with a dedicated operational order the 2021-2022 period. There will also be an emphasis on encouraging catch returns to be submitted accurately 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, which includes continued work on developing riddle technology.

Angling education and compliance

Depending on the extent of COVID-19 lockdown measures which restrict recreational activities including angling, officers continue to use intelligence to monitor 'hot spots' for illegal activity and will also continue to engage anglers with educational material. With the new Minimum Size Byelaw being made permanent, retaining undersize fish will emerge as a key risks for angling compliance checks this year,

in addition to the usual focus on bass restrictions which will continue in 2021. As such, information on regulations will be posted on social media and KEIFCA website as a prevention and education strategy.

Shellfish gathering

Last summer saw an upsurge in incidents of recreational and commercial shellfish gathering across the UK, likely in conjunction with COVID lockdown measures and fine weather. We anticipate that such activity will resume in summer 2021, and as a result KEIFCA will continue to work closely with partner organisations including police and local authority Environmental Health officers to ensure that these activities are carried out legally from both a fisheries management and public health perspective. The focus of joint work will be to launch an education and prevention campaign, putting up signage and advertising regulations via social media to ensure that individuals wishing to take part in shellfish gathering activities do so legally and safely. Regular joint patrols and inspections will also take place to check compliance.

MPA and closed area compliance

Officers will proactively gather intelligence on activity within designated MPAs, focusing on those with management measures implemented already. Our purpose built RIB FPV Vigilant will provide the mainstay of compliance patrol effort within Essex rivers and the Medway, with renewed focus on out of hours work and the use of body worn camera systems to record the best possible evidence of offences. The LCO and MPA compliance officer/RIX Coxswain will also begin work on a systematic review of MPA enforcement to better report and target patrol activity. The LCO will continue to explore Inshore Vessel Monitoring Systems (IVMS) and their applicability to closed area enforcement through national discussions and NIMEG.

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.

Outcomes:

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.

Indicators:

- SC3A: The IFCA will record site specific management considerations for Marine Protected Areas and report progress to the Authority
- SC3B: The IFCA will publish data analysis and evidence supporting new management measures on its website.
- 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.
- 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.
- SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.
- 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.
- SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.

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
1 2 3	3D) 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
2	3E) T3 MPA assessment and management – addition of T3 MCZ sites to current legislation	<ul style="list-style-type: none"> • Carry out T3 MCZ assessments and were required develop management measures • Work with local stakeholders to develop management options for Goodwin Sands, Dover-Deal and Thames Estuary MCZ sites. • Where appropriate carry out formal byelaw process including making of byelaw, consultation and quality assurance 	CIFCO ACIFCO
2	3F) Whelk Fishery byelaw 2020	<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
1 3	3G) Future fisheries management	<ul style="list-style-type: none"> • Engage in national fisheries policy development as outlined in the Fisheries Act 2020. • Review how KEIFCA byelaws and management plans could work within new national structure • Review how we store and present management data to best support any new fisheries management plan objectives or format • Start the initial process of gathering information needed for future work on Thames Estuary Cockle Fishery Order review 	CIFCO ACIFCO LSCO

1	3H) Capitalising on new UK opportunities	<ul style="list-style-type: none"> • Work in partnership with local fishermen and IFCA members to identify opportunities and plans/ projects that could help fishing communities’ better access national resources • Utilise and engage coastal MPs in our district with these plans/projects 	
1	3I) Fish Local	<ul style="list-style-type: none"> • Work closely with Thames Estuary Partnership, London Gateway and the local fishing industry develop the Fish Local project and build a stronger local market for fish. • Use funding streams available (e.g. Seafood and Fisheries Fund, Seafarers Fund) to help support and grow the project. 	

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 3	ONGOING ACTION: 4A) 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
1	ONGOING ACTION: 4B) Annual planning and reporting	<ul style="list-style-type: none"> • Create and publish 2021-2022 annual plan and 2020-2021 annual report • Document and present to Authority (display on website). 	CIFCO ACIFCO OM
2	ONGOING ACTION: 4C) 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: 4D) 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: 4E) 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: 4F) 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	ONGOING ACTION: 4G) 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	4H) 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 CIFIC 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 be put in place - Consider training requirements for new staff to allow them to safely carry out dynamic risk assessments. 	OM ACIFCO
2	4I) 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
1	4J) Database training	<ul style="list-style-type: none"> • Staff receive basic training to understand and use new KEIFCA evidence database • Staff using database more frequently and as part of their every-day duties will receive additional training and support from the LSCO. 	LSCO
2	4K) KEIFCA officer training	<ul style="list-style-type: none"> • Identify training requirements for individual officers • 1 x officer to complete full RYA Yachtmaster (Power) qualification. • Officers to attend and support all courses run by NLTO post. 	ACIFCO OM
2	4L) 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 • Staff attend IFCA and MMO training 	ACIFCO
1 2	4M) National Lead Training Officer admin and support	<ul style="list-style-type: none"> • KEIFCA to facilitate and host AIFCA National Lead Training post • Employ and manage position on behalf of AIFCA • Oversee of EMFF funding • Financial management of process and reporting expenditure, quarterly reporting and reviewing. Purchase of equipment and resources. 	ACIFCO CIFCO OM

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:

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.

Indicators:

- SC5A: The IFCA will demonstrate progress that has been made towards identifying its evidence needs by publishing a research plan each year.
- SC5B: The IFCA will publish a research report annually that demonstrates how evidence has supported decision making.
- 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.

Success Criteria Outcome being met	Workstreams	Outputs	Responsible member of staff
1	ONGOING ACTION: 5A) Annual Research Plan	<ul style="list-style-type: none"> • Prepare the annual research plan: Assess annual research priorities, plan time and resource. 	LSCO CIFCO
1	ONGOING ACTION: 5B) Annual Research Report	<ul style="list-style-type: none"> • Prepare the Annual Research Report: Report on achievement of objectives set in Annual Research Plan and demonstrating use of evidence for decision making 	LSCO
1	ONGOING ACTION: 5C) Participate in TAG meetings	<ul style="list-style-type: none"> • Actively contribute to IFCA TAG meetings • Provide TAG with Kent and Essex updates • Report back regarding outcomes and workstreams resulting from TAG meetings 	LSCO
1	ONGOING ACTION: 5D) 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: 5E) 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
1,2	ONGOING ACTION: 5F) Support development of MPA management measures	<ul style="list-style-type: none"> • Prepare evidence to inform management measures for Goodwin Sands, Dover to Deal, Swanscombe 	LSCO KSCIFCO CIFCO
1	ONGOING ACTION: 5G) Dispensations from KEIFCA byelaws	<ul style="list-style-type: none"> • Assessment of and provision of dispensation for activities from byelaws, in consultation with Lead Compliance Officer 	KSCIFCO LSCO LCO ACIFCO
1	ONGOING ACTION: 5H) Consultation and engagement with major developments	<ul style="list-style-type: none"> • Providing evidence as and when needed. • Providing written feedback to developers, Government and the Planning Inspectorate 	KSCIFCO LSCO ACIFCO

1,2,3	ONGOING ACTION: 5I) Cockle fishery stock assessment and fishery recommendations	<ul style="list-style-type: none"> • Annual cockle survey planning. • Annual cockle surveys. • Analysis of cockle survey data. • Delivery of recommendations relating to stock management. • Organisation and delivery of pre-fishery stakeholder meeting (License holders): • Production and distribution of cockle papers. • Provision of cockle samples for MESL. • Production of Habitat Regulations Assessment, including consultation with NE and subsequent advice. 	ACIFCO LSCO KSCIFCO EPVFM
1,2,3	ONGOING ACTION: 5J) Native oyster stock assessment and fishery recommendations	<ul style="list-style-type: none"> • Prepare the native oyster survey plan. • Prepare a native oyster survey database • Statistical analysis, map preparation and report writing. • Delivery of recommendations relating to stock management to Authority 	LSCO EPVS ACIFCO
1	ONGOING ACTION: 5K) Whelk EMFF population study	<ul style="list-style-type: none"> • Prepare data and statistical analysis. • Analyse and make recommendations for candidate indicators of stock health. • Prepare report for whelk EMFF study • Prepare an article for a peer reviewed scientific journal 	KSCIFCO LSCO CIFCO
1,2	ONGOING ACTION: 5L) Native Oyster ENORI projects	<ul style="list-style-type: none"> • Continued membership of ENORI: Provide data, info and GIS support 	LSCO ACIFCO
1,3	ONGOING ACTION: 5M) Long-term small fish surveys	<ul style="list-style-type: none"> • Collaborate in EA small fish surveys • Provide survey capability and crew. • Obtain the data from EA and prepare into a database and GIS. • Analyse data and review programme 	LSCO KSCIFCO EPVS EPVFM
1,3	ONGOING ACTION: 5N) Juvenile fish use of Essex estuaries	<ul style="list-style-type: none"> • Collaboration with Essex University and Essex Wildlife Trust on juvenile fish use of Essex estuaries. • Provide logistical support and share data 	LSCO KSCIFCO
2, 3, 4	ONGOING ACTION: 5O) Data analysis and services	<ul style="list-style-type: none"> • Provision of GIS, data and analysis to inform evidence requirements, e.g. maps, vessel sightings, fish stocks 	LSCO KSCIFCO
1	5P) Prepare MCZ Fisheries assessments for Dover-Deal, Dover-Folkstone and Swale MCZs	<ul style="list-style-type: none"> • Describe site objectives, designated features and characterise fisheries. • Carry out Appropriate Assessment of impact from fisheries and develop management recommendations. • Engage with Natural England throughout and seek their advice. 	KSCIFCO LSCO
1	5Q) MPA education and awareness	<ul style="list-style-type: none"> • Prepare spatial data and quantify the amount of habitat and species in each MCZ in the district. • Produce and disseminate educational and awareness raising materials on characterising habitat and species of MCZs in district 	LSCO KSCIFCO KPVs

1	5R) Develop species management plans for fish caught in district under Fisheries Act 2020	<ul style="list-style-type: none"> • Review Fisheries Act and Statements and distil KEIFCA relevant information and establish scope of requirements, national, regional, and priority species etc. • Assess data held and data requirement to inform species management plans. Prepare a database holding species management plan data. • Develop stock models or indicators of stocks (continue into next year). • Prepare new and update existing KEIFCA species management plans 	CIFCO LSCO ACIFCO KSCIFCO
1	5S) Co-supervision of PhD student - Whelk PhD project at the University of Essex	<ul style="list-style-type: none"> • Review candidates, and interviews of selected candidates. • Review of PhD Research proposal on population dynamics of whelks. • Provide placement opportunity (COVID19 permitting). • Facilitating student survey and provide logistical support. • Provide contact and mediate conversation with fishermen 	LSCO CIFCO ACIFCO
1,2,3	5T) Native Oyster - Fishing industry collaboration project	<ul style="list-style-type: none"> • Engage with oyster fishermen discussing development of project. • Plan, discuss and deliver a collaborative survey with oyster fishermen. • Analyse the data obtained and prepare results. • Arrange and hold stakeholder meeting to present the results and key findings 	EPVS EPVFM EIFCO LSCO
1	5U) Native Oyster dredge efficiency study with Essex University	<ul style="list-style-type: none"> • Provide project support and collaborate with Tom Cameron in dredge efficiency study 	LSCO ACIFCO
1	5V) Crab and Lobster Fisheries Improvement Project	<ul style="list-style-type: none"> • Membership of the Southern North Sea Crab and lobster fisheries improvement project • Liaise with crab and lobster fishermen to communicate the project. • Identify a fishery representative. • Get local crab and lobster retailers onboard and further develop the project 	LSCO ACIFCO
1,2,3,4	5W) Clam population assessment	<ul style="list-style-type: none"> • Establish the assemblage structure of the clams on the Dengie, Rands Sands and Buxey: • Survey planning. • Carrying out surveys. • Species Id, Measurements, data recording, • Take and store photographs for photogrammetric analysis. • Data analysis and report writing. • Engage with fishermen to communicate results and discuss sampling methods 	LSCO EPVFM EPVS EIFCO
2, 3, 4	5X) Develop relational databases for key shellfish species monitoring and landings data: oysters, clams, whelks and cockles	<ul style="list-style-type: none"> • Map out relational database design. • Clean and standardise existing data. • Develop digital data entry forms to input data into databases. • Develop spatial database linked to survey and landings databases. • Migrate and standardise format of key spatial data sets, such KEIFCA and MPA boundaries, habitat vessel sightings and fishery data 	LSCO KSCIFCO LCO EPVS
2, 3, 4	5Y) Data analysis automation	<ul style="list-style-type: none"> • Develop data analysis routines and reports to automate and increase efficiency of data analysis 	LSCO KSCIFCO LSCO

1	5Z) Survey Sabellaria reefs in Goodwin Sands MCZ	<ul style="list-style-type: none">• Plan and carry out survey of Sabellaria reefs in Goodwin Sands MCZ• Process and analyse survey data• Prepare a project report	LSCO KPVS KPVFM
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Annual Research Plan - Evaluation and schedule of planned research for 2021-2022

The KEIFCA Research portfolio can be grouped in three overarching themes: 1) Marine Protected Areas, 2) Sustainable Fisheries and 3) Access to Evidence. The projects approved by KEIFCA for 2021 are listed in this Annual Research Plan and will go ahead subject to resource, enforcement, COVID-19 restrictions and weather considerations.

In 2021 the Annual Research Plan aims to support four primary KEIFCA workstreams:

1. Develop and implement robust management measures for MCZs in KEIFCA's district.
2. Provide management to support sustainable fisheries for key shellfish stocks.
3. Streamline the infrastructure and process to provide more efficient access to evidence to support sustainable fisheries and MCZ management.

In order to address these organisational aims the following specific Research objectives were set for 2021:

1. Complete outstanding MCZ site assessments for the district, namely Medway, Dover-Deal, Dover-Folkstone, Swale, and Goodwin Sands.
2. Assimilate, analyse, and present the evidence requirements for the development of byelaws for the T3 MCZs in the district, namely Swanscombe and Goodwin Sands and Dover-Deal T2 MCZ.
3. Provide evidence to support sustainable fisheries for key shellfish stocks, through stock assessment surveys for cockles and native oysters to set quotas for cockles and assess the status of oyster population.
4. Assess existing species management plans, acquire data and align these with new legislation coming from the Fisheries Act 2020.
5. Develop spatial databases and analytical pipelines to store data securely and provide rapid access to the evidence and present it in an informative way.

The following table illustrates the schedule for time bound and the start of significant research activities in 2021-2022. Activities coloured dark blue are ongoing actions, light blue are ongoing actions that are desk based, and those coloured yellow are new projects planned for 2021-2022. 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, caveated by the operational limitations of the vessels and the available number of sea days. However, any additional projects undertaken will carefully planned to minimise disruption to ongoing survey or enforcement activities.

WORKSTREAMS WITH TIMEBOUND ACTIVITIES	No. Days (No. Officer Days)												
		Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
5I: Annual cockle stock assessment surveys from sea	15 (60)	█	█										
5I: Cockle stock assessment surveys from land	15 (60)	█	█				█						
5M: Small fish surveys	5(15)		█	█			█						
5J: Native oyster stock assessment surveys	10(30)												█
5F: MCZ management measures	30(60)	█	█	█	█	█	█						█
5Q: Species Management plans	70(105)						█	█	█	█	█	█	
5A: Annual Research Planning	4(5)									█	█		
5B: Annual Research Report	4(5)					█	█						
5X: Database development	20(24)			█	█	█			█	█	█		█
5Y: Data analysis automation	15(20)			█	█	█			█	█	█		█
5Z: Database and GIS training	2(10)							█				█	
5W: Clam survey - Area 7	2(6)	█											
5P: MCZ fisheries assessments	13(26)	█											
5T: Oyster fishermen joint survey project	6 (18)							█	█	█			█
5U: Native Oyster dredge efficiency study with Essex University	5(5)	█											█
5S: Whelk PhD - field work	5(15)						█	█					
5Z: Sabellaria reef survey in Goodwin Sands	8(24)							█					█
5V: Crab and lobster Fisheries Improvement Project	8(10)		█		█		█		█		█		█
5Q: MPA education and awareness	5(15)							█	█				

ONGOING WORKSTREAMS **DESK-BASED** **ONGOING WORKSTREAMS** **NEW PROJECTS**

The following table presents the delivery schedule for key KEIFCA reports for 2021.

Research report publication schedule for 2021-2022

Publication theme	Anticipated date	Authors
Whelk annual landings report	January 2021	KW, LSCO
EMFF Whelk population study report	May 2021	KSIFCO, LSCO
Clam population in TECFO Area 7 report	May 2021	LSCO
Annual cockle survey report	May 2021	ACIFCO, LSCO
Annual native oyster survey report	November 2021	LSCO
Annual Research Report	August/September 2021	LSCO
Goodwin Sands Sabellaria project report	To be confirmed	LSCO, KSIFCO, CIFCO

Research activities carried out under theme 1 addresses the first overarching aim and first two specific Research objectives. Research activities carried out under the second theme address the second overarching aim and the third and fourth specific objectives, while the activities under theme 3 support the third overarching aim and the fifth specific objective.

In 2021, 27 workstreams were defined for the Annual Research Plan. The workstreams are categorised into two types of activities. The first, ongoing workstreams, are those which have already been existence and the second, projects, are new workstreams. Ongoing workstreams tends to include the high priority annual survey work which may carry on indefinitely while new projects tend to be once off projects that fit within a specific time frame. Surveys of ongoing workstreams take place at specific times of the year to inform stock assessments and management decisions. The majority of surveys are scheduled to take place between spring and autumn due to weather limitations of conducting fieldwork during winter. 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.

Impacts of COVID-19 on research focus for 2021-2022

The COVID-19 pandemic significantly impacted on KEIFCA’s research plans for 2020-2021, with some annual surveys having to be cancelled (native oyster, Medway etc.). As we move into 2021/22 it is difficult to know and plan for the continuing effects COVID-19 will have on our research plans but we have worked hard to adapted existing Standard Operating Procedures to meet COVID-19 guidelines and will endeavour to deliver the plan if at all possible.

Theme 1: Marine Protected Areas

To address the first research objective, KEIFCA will aim to complete MCZ site assessments for the remainder of sites which do not currently have assessments in place. These include Medway, Dover-Deal, Dover-Folkstone, Swale, and Goodwin Sands MCZs and will be carried out in close consultation with Natural England. MCZ assessments and site management plans are ongoing medium-priority activities. KEIFCA has been investing resource into completing this substantial piece of work, which is scheduled to be completed by the start of April 2021, but completion is dependent on Natural England's feedback and approval. In the light of COVID-19, delays are expected. The KSIFCO is tasked with the write-up and the LSCO for managing the workstream and managing the relationship with Natural England.

In 2021 KEIFCA's primary focus will be on working with partners to develop appropriate management solutions for T3 sites that are likely to require some form of additional management e.g. the Goodwin Sands and Swanscombe and Dover-Deal MCZs. This is a high-priority piece of work. Specifically, KEIFCA will liaise with the MMO regarding the Goodwin Sands MCZ, which straddles the 6 nm inshore-offshore management boundary, before consulting with the fishing industry, Goodwin Sands Conservation Trust and other stakeholders on potential management necessary to protect the designated features of the site. The main body of this work is the development of spatial management options for Goodwin Sands MCZ. A similar assessment and consultation process will be required for the Swanscombe MCZ, and for the Dover to Deal MCZ. The update to T3 MCZ site management is planned to start in January 2021 and continue through until the end of April 2021. This management of this workstream is led by the CIFCO, while evidence gathering and data analysis is led by the LSCO with support from the KSIFCO.

Depending on NE funding we would like to work with NE to carry out an exploratory survey of the *Sabellaria* occurring in Goodwin Sands using FPV Nerissa. *Sabellaria* is a biogenic reef forming species and a designated feature of the Goodwin sands MCZ. The objectives of the project are to carry out a survey of the areas with known *Sabellaria* from the 2014 survey carried out by CEFAS and assess the extent to which these records represent biogenic reefs. The nature of these reefs may in turn be used to inform the spatial planning for T3 management described above. A survey of *Sabellaria* reefs in Goodwin Sands is to be scheduled for March, with follow up work in October (following the cockle fishery season) 2021 using Nerissa. This workstream is of medium priority, and will require 5 – 8 days at sea, manned by the LSCO and KSIFCO or KPVM for data collection. A significant part of this work will be 10 days desk based data processing to transcribe video or acoustic data into a quantified reef index.

A longer-term endeavour we would like to start this year, if time allows, would be to start a project in which it characterises and describes the benthic habitats and species that typify each of the MCZ within the district. This is a lower-priority component of MPA related work, which will go ahead subject to resource constraints. This project aims to deliver information that describes the MCZs in a way that will stimulate public understanding of the value and importance of conservation of these sites. The initial work will entail GIS based operations to isolate habitat information for each MPA and then describe the habitats and species in layman's terms accompanied by photographs of the habitats and species. The information will be communicated via online and social media. An online survey will be launched to assess the effectiveness of this campaign to enhance MPA-literacy. Habitat characterisation will take place later in the year after September once the bulk of annual surveys and major fisheries start winding down. This workstream will require the LSCO to lead on analysis and assistance from the KSIFCO and KPVS for development into educational materials.

Regular ongoing workstreams within this theme include dispensations from KEIFCA byelaws, and are typically for carrying out surveys for research or development of infrastructure, such as cable laying. The high proportion of byelaws spatially overlap with MCZs, given that they are often required for managing the MCZ, and therefore is listed under theme 1. Dispensations from KEIFCA's byelaws and feedback for major infrastructure development take place throughout the year and are currently led by the KSIFCO with oversight from ACIFCO and LSCO.

KEIFCA will also provide input into major infrastructure development as a consultee where appropriate within the district. In 2021 notable developments projects to feed into include Bradwell B and Gridlink where KEIFCA will provide comment on development plans which aims to conserve sustainable fisheries in the district.

Theme 2: Sustainable Fisheries

Sustainable fisheries work is presented under three components; namely fisheries management plans, shellfish and finfish.

Fisheries management plans

The development of Fisheries Management Plans is a major and high-priority workstream starting in 2021. Under the Fisheries Act 2020, the creation of fisheries management plans are required to help the UK better manage its fisheries. Much of the process still needs to be determined by national fisheries policy makers before fisheries management plans can commence. However, KEIFCA will prioritise resource for the preparation of fisheries management plans and will proactively work towards identifying key species and acquiring data to inform fisheries management plans in a proactive manner. Fisheries management plans will commence at the start of September because much of the process and requirements from fisheries management plans still needs to be determined by national fisheries policy makers. The workstream will be led by the CIFCO with support from the LSCO, ACIFCO and KSIFCO.

Shellfish

The research plan will focus on three commercially valuable or species of conservation concern, namely cockles, oysters and whelks, but this year also includes a small survey for clams found during the permit cockle fishery in October 2020. All of the research activities entail data capture, analysis, and reporting to the Authority and consequently has overlap with theme 3, Access to Evidence. A schedule of the reports for 2021 is provided at the end of the section.

- *Cockles*

Annual cockle surveys are a high-priority ongoing activity, with a high resource requirement and dominates the research agenda for much of the early summer months. Cockle stock assessments are conducted at the same time every year to provide consistency in the data sets and are related to the timing of the cockle harvesting season to inform management decisions. Stock assessments of cockles are critical to inform the catch quotes that ensures sustainable and responsible management of the two fisheries, TECFO and Permit fishery which target this key shellfish stock between June and October. Cockle surveys take place at sea and on nearshore subtidal habitats along the north

Kent and Essex coastline during spring and autumn to collect data before setting annual quotas for the respective fisheries. These surveys collect information on the spatial distribution, abundance and biomass for cockle spat and the different year classes of adults. From this data stock size, health and abundance, mortality and recruitment trends can be estimated and is used to set annual catch quotas. Sea going surveys take place from FPV Tamesis and land-based surveys are carried out using customised quad bikes used to access the nearshore subtidal habitats.

Spatial analysis of the footprint of the fishery facilitated by VMS data will be refined to calculate the impact of the cockle fishery upon the MPA designations over which the fishery takes place. This refinement of the overlap of the fishery's footprint with designated features provides more precise information to inform HRA assessments undertaken for the fishery.

- *Oysters*

Annual assessments of native oyster stocks are carried out inside the Blackwater, Crouch, Rouch and Colne MCZ to inform the status of the fishery in the MCZ, which has been closed since 2013 over concerns for the depleted stock. Sea-based surveys are carried out during spring and record the spatial distribution, abundance, size and biomass of native and Pacific oysters. Every five years the survey is to cover all sites in the survey grid, while annual surveys in years in between take place at sites where presence of native oysters was recorded during the previous quintennial survey. It is planned to survey the survey-grid in 2021, subject to COVID-19 restrictions. A time series analysis of the biomass provides essential information about the recovery of the stock, which is used alongside a minimum threshold to inform the status of the fishery.

KEIFCA will maintain stakeholder engagement by working closely with local fishermen but following amended working procedures in line with COVID19 guidance. KEIFCA plans to work with local oystermen is to establish the presence of native oysters in areas where local and historical knowledge suggests that native oysters are likely to be present, but were not found during KEIFCA surveys. Currently the plan is for a local oystermen to board FPV Tamesis to participate in prospecting surveys which will provide another time snap of presence of native oysters in these areas and allow comparison of fishermen led surveys with KEIFCA surveys. These surveys are planned for early spring and are likely to be impacted and postponed as a result of recent COVID-10 lockdown restrictions.

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.

KEIFCA will continue contribute to ENORI's restoration work as an active stakeholder.

- *Whelks*

KEIFCA has led EMFF funded research, studying the size structure and demographics of the whelk population in Kent and Essex which is concluding in 2021. The overarching aim of the study was to determine the size at maturity to better inform management of the stock. Over 10000 samples were collected between 2018 and 2019, and the data analysis started in 2020. Specifically, evidence was required to facilitate a review of the minimum size byelaw which was based on previous work carried out Dr Phil Hollyman. The first objective for the EMFF whelk study for 2021 is to complete the analysis and publish the size at maturity results in a scientific report. A second objective for

this research is to identify potential stock indicators which can be used to inform the stock status and develop KEIFCA's long-term whelk monitoring strategy.

In new research on the whelk population in Kent and Essex, KEIFCA will collaborate and support a PhD student in research led by Thomas Cameron (Essex University) as part of the ARIES DTP research programme. The main aim of the PhD research is to characterise the growth rate, variation in maturation, catch rates, stock size and the habitat use of the common whelk within the southern North Sea. In 2021 a student will be selected, and the research will be planned. A first season of field work may be carried out to collect data subject to COVID-19 restrictions.

Research collaborations with academic institutions, such as University of Essex and Bangor University, and research organisations, such as Cefas and other IFCAs, will be strengthened to build upon existing research efforts and collaborate to improve our understanding of the whelk stocks in the district. Participation with the Whelk Working Group (WWG) and Whelk Industries Group (WIG) will be pursued to keep abreast of research, fisheries and conservation on whelks nationally.

- *Clams*

During the Outside Permit cockle fishing trip of 2020 in area 7 (cockle harvesting areas), fishermen reported high levels of clams on the area despite very low catches of cockles. Given that the species is highly lucrative KEIFCA collected samples of clam and cockle in response. The objective for 2021 for clam research is to analyse the clam data and report back to the Authority on the status of population. Boat based surveys will be undertaken in area 7 using the same sampling procedure as used for cockle surveys using FPV Tamesis. Clams will be put in bags and brought ashore for subsequent analysis. KEIFCA will report on the abundance, size and weight for respective species of clam recorded.

Finfish

- *Juvenile Fish Surveys*

KEIFCA's participation in longstanding small fish surveys in the River Medway, which are carried out in collaboration with the Environment Agency (EA) to fulfil the Water Framework Directive monitoring requirements, is planned to go ahead in May and again in October 2021. As with all fieldwork, this is subject to COVID-19 restrictions, and vulnerable as it requires interagency collaboration.

The juvenile fish surveys constitute a bi-annual snapshot of juvenile fish use of the Medway Estuary MCZ, which contains the River Medway Nursery Area. The area where all fishing is prohibited allows for 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.

The suitability of the specific methods used by this survey as evidence gathering programme for KEIFCA will be reviewed in discussion with the EA, Essex Wildlife Trust and University of Essex. Depending on the outcome of this review, which may include data analysis, data collection procedures which could improve the data will be considered for future evidence gathering.

Theme 3: Access to Information and Development of Evidence

Work undertaken within the research theme, Access to evidence, is primarily concerned with enhancing KEIFCA's ability to make informed decisions based on scientific evidence through streamlining resource and process around data storage and analysis. The project will aim to centralise data and analysis to the server to streamline data driven processes.

KEIFCA has several datasets for various types of data such as, cockles, oyster and whelks, housed in different digital formats, but primarily as Excel datasheet and Microsoft Access databases. Spatial data has been stored in a variety of file formats that are compliant with ESRI ArcView and QGIS software.

The need to improve GIS (Geographic Information System) data handling and data analysis procedures were identified as critical area for KEIFCA to improve on and fits into the third research theme. Updating of the data storage system will involve migrating existing data to modern relational database that has GIS capability is a key area where the organisation stands to improve its access to evidence and the work is less likely to be impacted by COVID-19 restrictions than fieldwork.

Most of the work will be spent on cleaning and standardising data prior to being imported into the new databases. The design of the relationships between different data sets will be another significant component of the work along with designing and linked data entry forms. Analytical scripts will be developed in R and SQL to import spatial data into PostGIS and will be a major component of the work. This is an essential step to improving KEIFCA's research capability, evidence development and will provide easier access to information. The work will be undertaken as an ongoing task but prioritising and attempting to have databases ready prior to annual survey data being collected for the respective shellfish species.

The development of a relational database with spatial (GIS) capability is a high priority ongoing activity, which continues from work carried started in August 2020. The work will take place throughout the year, starting in January 2021. The development of Reproducible Analytical Pipelines (RAPs) development will be undertaken as and when they are needed to analyse data, throughout the year. This activity is not time specific, other than ensuring that analyses and results are delivered on time to facilitate reports and management. For example, annual assessments of cockle survey data will be coded into R in preparation to inform management decisions prior to the start of the seasonal cockle fishery.

The preparation of the Annual Research Plan, Annual Research Report and sea and land survey capability are classified under Access to Evidence. The Annual Research Plan is drafted and completed in January 2021, and the Annual Research Report in August-September 2021. Provision of seagoing capability is ensured throughout the year, with a focus starting in December of the previous year until March when surveys start.

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 on budget, staffing levels, stock management measures, etc.).

List of Members (**Chairman, *Vice-Chairman)	
**Cllr J L Lamb	Southend BC
Cllr L Hurst	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 J Rowley	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).

Vehicles

KEIFCA owns two Toyota Hilux pickup trucks and two VW Caddy vans, with one truck and one van 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.

'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 2021/22. Risks from Covid 19 have been separated out but are seen as part of how we will now do our work in 2021/22.

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>

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

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

Appendix 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		