



Inshore Fisheries and
Conservation Authority

Four Year Plan 2020 to 2024

Contents

Foreword

Vision

1. Introduction	5
2. The Legislation Framework	8
3. Outcomes, Indicators and Actions for the Four Year Plan	10
4. Resources and People	20
5. Compliance and Enforcement	29
6. Partnership	33
7. Communication	34
8. Performance Standards	35
9. Risk Management	37

Version Control

Version	Sign off
1	Authority members 22 nd Oct 2020

Foreword

The Sussex Inshore Fisheries and Conservation Authority's continues in its planning and delivery cycle with substantial success. Delivery of objectives for both fisheries and marine environmental protection have been achieved as intended.

In the previous four year plan management for all the Tranche One and Two Sussex Marine Conservation Zones (MCZs) were fully developed, and Byelaw measures introduced protection for the nationally important MCZ sites, Kingmere, Beachy Head West, Pagham Harbour and Utopia. Shellfish fisheries and their management in Sussex took a major step forward with introduction and implementation of the Shellfish Permit Byelaw during 2016. All commercial and recreational fishers were permitted before January 2017, with a new suite of sustainable fisheries management measures protecting important lobster, crab, whelk and cuttlefish fisheries.

The Authority remains on course and now looks forward into the next four year planning period, April 2020 to March 2024. We have a further set of clear objectives in respect to both development of Sussex Marine Protected Areas and introducing sustainable management for commercial and recreational fisheries.

The Covid-19 virus pandemic and it's associated lockdown regulations and government advice have inevitably impacted on IFCA ways of working. Nonetheless, IFCA outcomes continue to be delivered. This four year period will see pandemic impacts continue, with the IFCA continuing to review its risk assessments and ways of working. Lessons will be taken forward into the post pandemic world, such as the value of increased use of video conferencing.

The future legal and policy landscape for marine fisheries management remains uncertain following the UK decision to leave the European Union (EU) in June 2016. The Common Fisheries Policy and much European marine conservation legislation provide the corner stones for existing national management. Replacement of this legal and policy system is an exceptionally complex challenge for government and public bodies, with diverse stakeholder positions, requirements and high expectations. To date the draft Fisheries Bill and the draft Environment Bill have yet to be passed into law.

As the new future outside the EU unfolds, IFCAs continue to demonstrate that sound inshore regional management for coastal communities can be achieved within a domestic legal framework. The Authority will continue to support the government in achieving the Marine Policy Statement objectives whilst carefully recognising the priorities of the communities it serves and the associated core funding it receives.

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.”



1. Introduction

The Sussex Inshore Fisheries and Conservation Authority's (IFCA) plan for 2020 to 2024 contains an ambitious body of work covering a breadth of management activities in both fisheries and marine conservation. The defined focus and priorities take forward significant progress from the previous four years of work, from 2016 to 2020.

After creation of The Marine and Coastal Access Act 2009, and the Authority's establishment in 2010, a series of IFCA annual planning and reported cycles have followed. In March 2015 Defra completed and submitted its first four year report to Parliament on the activities of all IFCAs since their formation. The report identified positive achievements in respect to the Sussex IFCA. The reports recommendations were welcomed and reflected in the 2016-2020 planning cycle.

The development and introduction of a four year planning cycle provides a medium term strategic approach to the Authority's marine fisheries and environmental work programme. This time frame reflects a period in which the Authority is able to develop, introduce, implement and potentially start to identify the benefits of new fisheries and environmental management measures.

Statutory annual planning and reporting process are both then embedded in, and flow from the 4 year plan agreed by the Authority. The 2020 - 2024 planning cycle and associated plan will be supported each year with an 'annual plan'. For the Sussex IFCA this will reflect the continuation of its defined pathway toward sustainable fisheries and a healthy marine environment. The Authority's duties remain unchanged and Government policy toward marine management is strongly supportive of the Inshore Fisheries & Conservation Authorities (IFCAs), and their future role within coastal communities.

UK, European and international policy and legislation concerning fisheries and marine environmental management are striving toward defined targets for sustainability and these will be challenging to achieve over the next four years for all marine managers. Inshore, the IFCA has an important role in supporting these goals. The national implementation of major policy changes may well see major changes for some key fisheries on the Sussex coast. The Marine Strategy Framework Directive targets for fish and the marine environment may influence how marine management occurs and the way in which we evidence decisions at all levels. The IFCA

has an important role informing that process. The Water Framework Directive, and UK commitments to it, will also shape marine management to achieve its ecological quality standards.

This planning period will see us working ever closer with the community and partner organisations on the introduction of reformed fisheries management and designated site conservation management through new byelaw regulations and voluntary measures.

Development of relevant research and evidence to support appropriate management remain at the heart of the Sussex IFCA's activities. We continue to strengthen our research resource with the provision of new equipment and development training for staff.

The implementation of a modern shellfish management system for both pot and trap fisheries and the District's native oyster fishery will continue to be a significant element of the Authorities workload.

Marine Conservation Zone management priorities will ensure high levels of IFCA activity to establish protection for the tranche 3 sites designated in 2019. The level of public interest in these MPAs is expected to grow significantly as the management is finalised. The successful introduction of the Marine Protected Area byelaw in the previous planning cycle will ensure protection of the features of interest in the Sussex MCZs as well as its Habitats Directive sites (Natura 2000 sites), Sites of Special Scientific Interest (SSSIs) and Ramsar sites.

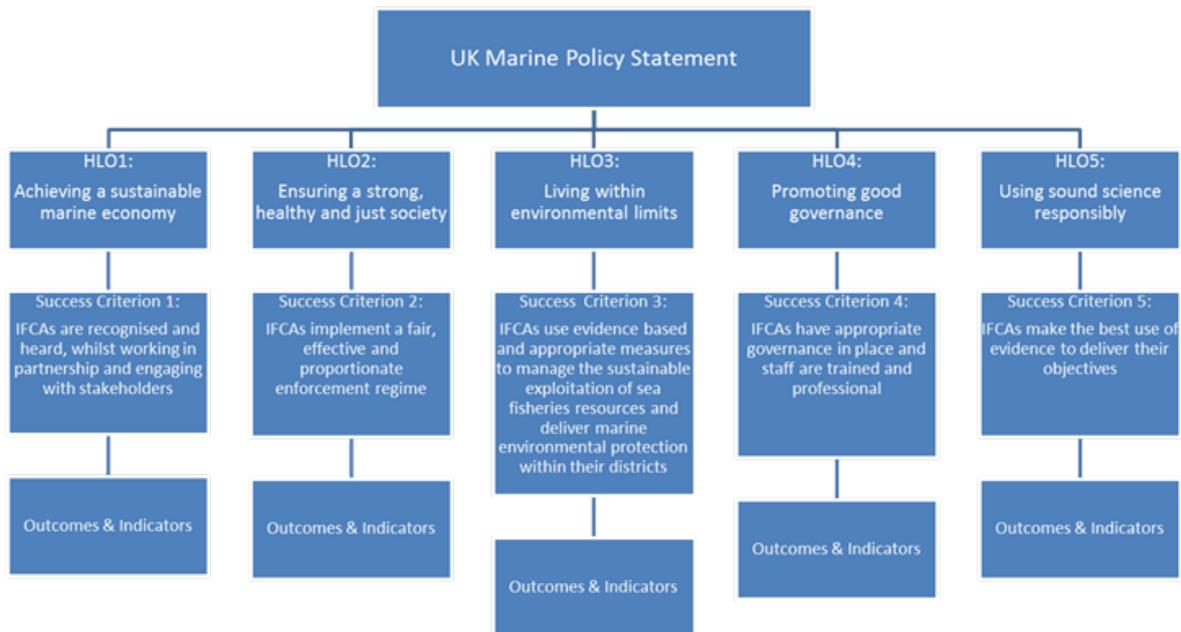
Following the byelaw review and management prioritisation process (see Appendix I) undertaken after the formation of the IFCA we will initiate work on hand gathering fisheries and minimum size regulations, as well as further elasmobranch protection.

The IFCA is prepared to meet objectives with competent motivated staff equipped with the appropriate skills, experience and evidence. The specific objectives within the plan are allocated to relevant Officers. Links to the relevant community networks supports the numerous work streams. The current process of retaining and recruiting members of the Authority creates some uncertainty for the organisation. New members to the Authority will continue to bring knowledge of key marine and fisheries issues.

Community engagement, participation and working with partners remain central to our way of working and providing an effective service with finite

resources. Working closely with the Marine Management Organisation is a focus area for the plan period.

Whilst focused on developing the management of coastal waters off Sussex, the Authority remains committed toward the Government’s Marine Policy Statement and the defined High Level Marine Objectives as detailed below.



2. The Legislation Framework

The Authority

The Sussex IFCA is created by The [Sussex Inshore Fisheries and Conservation Order 2010, No.2199](#).

A compliment of permanent staff carries out the day to day duties the Authority. A committee of statutory organisations and stakeholders governs the direction and significant decisions of the Authority.

The duties for Sussex IFCA set out within the [Marine and Coastal Access Act](#), sections 153 and 154 details the overall purpose as follows:

- 1) Sussex 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) Sussex IFCA must also seek to ensure that the conservation objectives of any MCZ in the district are furthered.

IFCA officers are appointed by the Marine Management Organisation (MMO) to have full Marine Enforcement Officer (MEO) powers, restricted to enforcing the legislation within a specified schedule and can exercise MEO enforcement powers within the jurisdiction specified in the counterparts to their warrant: [fisheries legislation](#).

As defined as a 'Competent and Relevant Authority' the Sussex IFCA is required to perform its duties in regard to:

The 'Habitats Directive' Council Directive 92/43/EEC of 21 May 1992 on the conservation of natural habitats and of wild fauna and flora

The 'Water Framework Directive' Council Directive 2000/60/EC of 23 October 2000 establishing a framework for community action in the field of water policy

The 'Marine Strategy Framework Directive' Council Directive 2008/56/EC of 17 June 2008 establishing a framework for community action in the field of marine environmental policy

Changes to the legislative framework due to EU exit and associated impacts will be dealt with as they arise throughout the plan period.

3. Outcomes, Indicators and Actions for the Four Year Plan

Key overarching elements of delivery over the coming four years include:

- Implementing new byelaws hand gathering, minimum sizes and elasmobranch protection
- Managing hand gathering fisheries within the IFCA's district
- Exploring the use of bags limits within recreational fisheries to improve the sustainability of specific species
- Building evidence and consulting with stakeholders to create effective management on Tranche 3 Marine Conservation Zones (MCZ) and European Marine sites
- Implementing new Marine Protected Area byelaw and Regulation for Tranche 3 MCZs and European Marine Sites
- Reviewing Tranche 1 MCZ management
- Reviewing the Shellfish Permit regulations
- Focussing on the ecosystem approach to sustainable fisheries
- Collecting evidence to drive decision making
- Enforcing existing byelaws on a risk basis
- Working in partnership
- Support with partners, toward a greater understanding of marine archaeology and historic wreck protection within the IFCA's District

The following tables detail the specific actions planned by Sussex IFCA in the context of the success criteria and indicators set out by Defra.

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

Definition: IFCA's will be visible, respected and trusted regulator within coastal communities and will maintain and deliver a strategy to communicate their vision and duties effectively. IFCA's 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. IFCA's may maintain a national body to co-ordinate the activities of authorities that are party to arrangements.

	indicator	Actions
<p>Outcomes</p> <ul style="list-style-type: none"> • The IFCA will maintain and implement an effective communication strategy. • 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. • The IFCA will contribute to co-ordinated activity at a national level • 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 at a national level. 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>Create a database of stakeholders in the commercial fisheries, recreational sea angling, NGO and public sectors.</p> <p>Maintain a database of permit holders.</p> <p>Maintain list up to date and review data quality annually before 31 March.</p>
	<p>SC1B: The IFCA will have completed a review of its communication strategy and implementation plan by 31 March each year.</p>	<p>Continuously develop mechanisms and opportunities for educating communities about sustainable management of the marine environment.</p> <p>Development and displaying communication material</p> <p>Ensure enquiry responses meet the code of conduct and Service Plan.</p> <p>Log enquires and responses.</p> <p>Maintain use of brand in uniform and communication materials.</p> <p>Engage with community stakeholders in media and meetings to inform and consult with interested parties.</p> <p>Ensure accessibility of communications materials.</p> <p>Review plan by 31 March.</p>
	<p>SC1C: The IFCA will have reviewed its website by the last working day of each month.</p>	<p>Review website by the end of each month and update as required.</p> <p>Ensure all information is up to date, with particular reference to regulations and changes in regulations.</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>Review website in the context of the communication strategy by the end of the 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>Review MoU and partnership agreements by 31 March.</p> <p>Implement agreements with actions and meetings.</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>	<p>Actively participate in external meeting group partnerships such as the Sussex Marine and Coastal Forum, Marine Protected Area Implementation Group, catchment partnerships and Biosphere meetings. This participation will influence decision makers with regard to prioritising sustainable fisheries and protection of the marine environment.</p> <p>Advise decision makers on blue growth agenda, marine recreation, sustainable tourism and aquaculture using our evidence.</p> <p>Engage with The MMO South Marine Plan meetings, review and implementation.</p> <p>Actively support Chief Officers Group and the association of IFCAs.</p> <p>Develop responses and respond to consultations on significant plans and licences.</p> <p>Implement Authority Service Plan in respect to</p>

		defined objectives and targets
--	--	--------------------------------

Success Criterion 2: 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.

	indicator	Actions
<p>Outcomes</p> <ul style="list-style-type: none"> • 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. • The IFCA will have developed consistency in regulations (byelaws) with other organisations • 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. • Warranted Inshore Fisheries and Conservation Officers (IFCOs) will be 	<p>SC2A: The IFCA will ensure its enforcement risk register and strategy are published and available on its website from 1 April each year.</p>	<p>Analyse enforcement information, producing and disseminating reports through committees and the annual report.</p> <p>Review and update the risk register as required</p> <p>Include enforcement risk based approach information in the annual plan.</p>
	<p>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.</p>	<p>Work with and report on involvement with Regional Fisheries Enforcement Group, Tactical Agency meetings (with MMO, EA and Police), NIMEG, links to National Enforcement Agencies (Gangmasters Licencing Authority and Food Crime Unit).</p> <p>Participate in Government Agency Intelligence Network (GAIN)</p> <p>Build agreed regulations (i.e. byelaws) that enable fair and effective</p>

<p>trained and accredited to nationally agreed standards. They will maintain professionalism and make appropriate interventions to deliver efficient, effective enforcement activity</p>		<p>management of fisheries activities. Use voluntary codes where appropriate.</p> <p>Promote education and awareness of regulations and voluntary agreements.</p> <p>Collaborate with partners and report on intelligence sharing agreements.</p>
	<p>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.</p>	<p>Maintain and develop improved standard formats.</p> <p>Report record of enforcement to NIMEG.</p> <p>Utilisation of MCSS to share compliance information with MMO and IFCA partners</p> <p>Collate and publish a record of enforcement on website.</p>
	<p>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.</p>	<p>Work with NIMEG to maintain a code of conduct and review.</p> <p>Publish the code on the website.</p>
	<p>SC2E: The Code of Conduct for IFCOs is reflected in work objectives and annual appraisals for all Warranted Officers.</p>	<p>Officer performance plans incorporate code of conduct objectives.</p> <p>Appraisals carried out accordingly.</p>
	<p>SC2F: Warranted Officers attain accreditation. All undertake Continuing Professional Development.</p>	<p>Officer performance plans incorporate agreed cross IFCA accreditation training objectives.</p> <p>Officer performance plans incorporate development targets.</p>

Success Criterion 3: IFCA's 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 IFCA's 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.

	indicator	Actions
<p>Outcomes</p> <ul style="list-style-type: none"> • 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 • 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 	<p>SC3A: The IFCA will record site-specific management considerations for Marine Protected Areas and report progress to the Authority.</p>	<p>Work with partners to promote sustainable management and further the objectives of MPAs and MCZs.</p> <p>Utilise community engagement strategies to involve stakeholders.</p> <p>Work with Natural England to understand and meet conservation objectives and site conditions.</p> <p>Gather evidence to support engagement and management decisions. To include fishing activity and impacts, habitat information, species information and climate change information.</p> <p>Develop fair and effective management measures. Implement regulation.</p> <p>Adhere to reporting mechanisms for MPAs and</p>

<p>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.</p> <ul style="list-style-type: none"> • The IFCA will develop Fisheries Management Plans for priority species where appropriate. Shared objectives will be developed with identified partners; actions identified and best practice reflected so that management makes a contribution to sustainable development. 		<p>MCZs, and report back to the Authority meetings.</p> <p>Support partnership initiatives to work towards a good marine environment and ecology for i.e. Water Framework Directive, Marine Strategy Framework Directive, Habitats and Birds Directives and MACCA.</p>
	<p>SC3B: The IFCA will publish data analysis and evidence supporting new management measures, on its website.</p>	<p>Maintain a records system that demonstrates the best available, quality assured evidence is used in engagement and decision making.</p> <p>Publish consultation materials and Impact Assessments on the website.</p>
	<p>SC3C: Management information (e.g. sampling and/or survey results) will be collected periodically after new management measures have been implemented, to demonstrate the extent of effectiveness of the intervention.</p>	<p>Maintain in house capability to collect, analyse and interpret evidence to inform management decisions and meet minimum standards set out in government guidance.</p> <p>Target evidence collection at extant management measures, and report on their effectiveness.</p>
	<p>SC3D: The IFCA will have developed a range of criteria-based management options that are explained to stakeholders through the IFCA website, and reviewed by 31 March each year.</p>	<p>Maintain updated information on the IFCA website.</p>
	<p>SC3E: New IFCA management measures selected for development and implementation are delivered within agreed timescales.</p>	<p>Set appropriate timescales for introducing management measures.</p> <p>Meet management measure timelines and targets.</p>

		Development of byelaws and non-regulatory management measures in accordance with the Authority's 'Review of Management Measures' and with public consultation to inform management priorities
	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.	Incorporate management objectives and actions in annual plans.
	SC3G: Progress made in relevant Fisheries Management Plan areas, including Maximum Sustainable Yield commitments, will be noted in the IFCA's Annual Report.	Annual report will contain information on district fisheries management plans including reference to MSY for key species, and ecosystem metrics. IFCA will inform significant developments and marine licences with regard to sustainable fisheries management and the protection of the marine environment.

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

Definition: IFCA's 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.

	indicator	Actions
<p>Outcomes</p> <ul style="list-style-type: none"> 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. 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. 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. IFCA Committee meetings will be held in public unless material is either confidential, or 	<p>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.</p>	<p>Priorities and objectives are discussed and agreed by staff and the Authority.</p> <p>Priorities for the plan will use evidence and be risk based.</p> <p>Priorities will include provision for the operational assets that underpin IFCA activities.</p> <p>Actions will be value for money.</p> <p>Create and publish a plan for each financial year. This will be a four year plan with an annual review cycle.</p> <p>A copy of the plan will be sent to the Secretary of State.</p>
	<p>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.</p>	<p>Create and Publish an annual report on the website by November.</p> <p>Report to include performance metrics.</p> <p>Report to include annual finance summary.</p> <p>Appropriate financial management controls and audits to be maintained.</p> <p>Administrative processes are in place to ensure control over expenses, procurement and time recording.</p>
	<p>SC4C: IFCA staff will have annual performance management plans in place. Annual appraisals for all staff will have been</p>	<p>Individuals have performance plans that link to the IFCA annual plans.</p> <p>Objectives are discussed and set for individuals.</p>

<p>exempt within the meaning of the Local Government Act 1972</p>	<p>completed by 31 May each year.</p>	<p>Managers objectives will include good internal communication to all staff.</p> <p>Personal development requirements for individuals are planned and completed.</p> <p>One to one meeting are held regularly and appraisals are carried out in the fourth quarter of the year.</p>
	<p>SC4D: An efficient secretariat of IFCA staff support IFCA Authority meetings which are held quarterly and are quorate. Meeting documentation will meet Standing Orders.</p>	<p>Authority meetings are supported with timely and appropriate agendas and paperwork.</p> <p>Minutes are recorded and issued.</p> <p>Standing orders and terms and conditions for members will be adhered to.</p>
	<p>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.</p>	<p>Authority decision making will be informed and reflect marine management mechanisms including the MACCA obligations, the South Marine Plan, Water Framework Directive, Marine Strategic Framework Directive, the Habitats Directive, enforcement risks and the blue growth agenda.</p> <p>Authority decision making will be informed and reflect other IFCAs, MMO, EA, NE, Cefas and local council priorities.</p> <p>Transparency will be ensured by publication of Committee meeting minutes and agendas.</p>

Success Criterion 5: IFCA's make the best use of evidence to deliver their objectives

Definition: IFCA's are statutory regulators for their Inshore Fisheries and Conservation District. Decision-making should be based on evidence. All IFCA's 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.

	indicator	Actions
<p>Outcomes</p> <ul style="list-style-type: none"> • A strategic conservation and research plan that contributes to greater understanding of the marine environment and delivery of cost-effective management of sea fisheries resources • Standard Operating Procedures describe how data is captured and shared with principal partners • A list of research databases held by the IFCA and the frequency of their review • Non-confidential meta-data collected through the IFCA research programme should be recorded in a database available to the marine research community 	<p>SC5A: The IFCA will demonstrate progress that has made towards identifying its evidence needs by publishing a research plan each year – referred to as a 'conservation and research plan' within Sussex IFCA to reflect it acts as a team work plan</p>	<p>Create and publish a strategic 4 year and annual conservation and research plan.</p> <p>IFCA evidence collection capability will be maintained.</p> <p>Ecosystem services evidence will be part of the evidence portfolio.</p> <p>Climate change trends and impacts will be part of the evidence portfolio.</p> <p>Fisheries activity, landing, economic values and impact will be part of the evidence portfolio.</p> <p>Species distribution, seasonality, life-cycle patterns, whole ecosystem and habitat information will be part of the evidence portfolio.</p>
	<p>SC5B: The IFCA will publish a conservation and research report annually that demonstrates how evidence has supported decision making.</p>	<p>Create and publish an annual conservation and research report.</p> <p>Communicate evidence collection findings through accessible education and awareness strategies.</p> <p>Use evidence to inform IFCA decision making and</p>

		influence others 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.	Support the IFCA Technical Advisory Group (TAG) and its work streams. Describe in the annual report the contribution towards building a national evidence needs programme.

4. Resources and People

Funding

The Sussex IFCA is funded by three constituent Councils: West Sussex County Council, East Sussex County Council and Brighton and Hove City Council. Additional funding from Defra supports the work required to manage marine protected areas. Additional income is sought from projects and collaborations. The below tables are indicative of annual budgets.

Income Source	Annual amount £k (based on 2020/21 budget)	percentage
West Sussex County Council	469	44
Brighton & Hove City Council	111	10
East Sussex County Council	423	39
Project Income and Other	28	3
Charter of Watchful	30	3
Permit Income	13	1
Total	1,074	100

Expenditure Budget Head	2020/21 Budget £k	2021/22 Budget £k	2022/23 estimated £k	2023/24 estimated £k
Direct Employee Costs	682	-	-	-
Indirect Employee Costs	32	-	-	-
Marine Ops	93	-	-	-

Vehicles	22	-	-	-
Compliance	11	-	-	-
Premises	64	-	-	-
Office	46	-	-	-
Other	52	-	-	-
Depreciation	72			
Total	1,074	-	-	-

Employees

The Authority employs a dedicated team of multi-disciplined individuals to undertake its work. Fisheries and conservation officers and managers have extensive skills, knowledge and experience in the marine fisheries or environmental sector. The team comprises compliance, conservation & research, finance and administration functions. This is overseen by a senior management team (SMT) the Chief and Deputy Chief Officers and in turn the SMT reports to Authority members.

The Authority is reviewing its employment policies in recognition of benefits to staff conditions, conditions of service and performance. All staff are based at 'Riverside', a centrally located coastal office base in Shoreham-by-Sea.

Membership of the Authority

The Authority is to consist of 21 members as follows:

- 7 elected representatives of the constituent funding councils
- 11 individuals, appointed by the Marine Management Organisation (MMO), acquainted with the needs and opinions of the local fishing community, and those with knowledge of, or expertise in, marine environmental matters
- 1 representative of the Marine Management Organisation (MMO)
- 1 representative of the Environment Agency (EA)
- 1 representative of Natural England (NE)

The Principal Committee meets quarterly in order to receive reports from the Authority's officers and enable the members to direct officers to conduct work and discharge its functions. To aid governance a number of Sub-Committees have been established to oversee specific delegated

elements of Authority work including finance, compliance and technical matters.

The List of Members is as follows:

Cllr Pieter Montyn West Sussex County Council

Cllr Paul High West Sussex County Council

Cllr Carol Purnell West Sussex County Council

Cllr Leo Littman Brighton & Hove City Council

Cllr Carolyn Lambert** East Sussex County Council

Cllr Trevor Webb East Sussex County Council

Dr Peter Jones MMO Appointee Senior Lecturer, University College London

Mr Graham Furness MMO Appointee Recreational – recreational sea angling

Mr James Partridge MMO Appointee Commercial Shellfish Wholesaler (Shoreham-by-Sea)

Mr Paul Johnson MMO Representative

Mr Robert Yorke MMO Appointee Marine Archaeologist

Mr Stephen Hanks MMO Appointee Recreational – recreational sea angling

Mr Stewart Harper **MMO Appointee Commercial fishing – Company Director

Ms Jo Brooksbank NE Representative

Mr Mark Bennett EA Representative

Prof. Paul Leonard MMO Appointee Environmental Consultant

*Chair ** Deputy Chair

Recruitment of MMO appointees is currently under way and is now staggered so membership may change through the coming four year planning period.

Employees & Organisational Structure

The Authority employs a specialist team of multi-disciplined professionals to undertake its work. Individually they have extensive skills, knowledge and experience in their respective roles. The organisation comprises: compliance, marine, research, environmental, finance and administration functions. All compliance staff are warranted to carry out IFCA duties and are cross warranted by the MMO to enforce other specific UK marine duties. Staff are overseen by a senior management team (SMT), the Chief and Deputy Chief Officers, which in turn reports to Authority members. All the staff are based at our 'Riverside' office, a centrally located coastal office in Shoreham-by-Sea.

Sussex IFCA Staff

Chief Fisheries and Conservation Officer: Mr. Tim Dapling B.Sc. M.Sc. MIFM

- Head of Service for Authority and lead within the Senior Management Team
- Management of the IFCA and Reporting Officer to Committee
- National policy liaison role and media contact
- Chief Officer in respect to financial management
- Strategic development of policies and plans.

Deputy Chief Fisheries and Conservation Officer: Dr Sean Ashworth B.Sc. PhD.

- Member of the Senior Management Team
- Development of policies, plans and research and implementation of review of management measures
- Oversees sector/operational managers for marine and compliance
- Strategic lead on fisheries compliance and research.

Marine Operations Manager and Master of Vessels: Mr. Charlie Hubbard

- Manage all aspects of the Authority's vessels' operations
- Marine operations budget management
- Master on the Authority's vessels
- Manage crew during marine operations.

Conservation & Research Manager: Mrs Erin Lawes B.Sc. M.Sc.

- Team lead into SMT on Conservation and Research activities
- Support the SMT/Authority with MPA responsibilities, including management development, associated evidence collection and community engagement
- Work with the Deputy Chief and Senior Research Officer to identify evidence needs and guide Conservation and Research Plans development
- Participate in evidence collection in support of MPAs and wider marine management functions
- Work with SMT on IFCA policy development.

Senior Fisheries and Conservation Officer: Dr Alberto Kavadellas B.Sc. PhD.

- Lead on operational compliance activities & risk based enforcement
- Operational support for vessel and research activities.
- Lead on compliance activities in the field.

Senior Fisheries and Conservation Research Officer: Dr Jen Lewis B.Sc. PhD.

- To support development of the Authority's Conservation and Research Plans and associated reports
- Design and inform the methodology of research projects undertaken by the Authority.

- Implement the practical aspects of the Authority's research projects as identified in the Conservation and Research Plans.
- Support the development of research partnerships with other organisations.

Fisheries and Conservation Officers: Ms Angharad Purcell B.Sc., Mr Matt Wiseman B.Sc., Mr Nick Rogers and Mr Josh Pannu.

- To conduct fisheries and conservation compliance activities in accordance with risk based enforcement process
- To carry out fisheries research activities in support of research
- As appropriate, to helm and crew Authority vessels
- To facilitate consultation and dialogue with relevant stakeholders.

Committee Manager and Personal Assistant: Ms Rachel Griffin B.A.

- Provide a full secretarial and administrative service to the Senior Management Team and administration support to Sector Managers
- Service the Principal Committee and other meetings by preparing, collating, and distributing agenda papers
- Support Members through the distribution of Authority guidance and direct liaison
- Responsible for establishing and maintaining office systems, records and processes
- Management of office space and its maintenance, H&S and the booking of rooms
- Maintain social media communications, acting as central support.

Finance Manager: Mr Stephen Jump

- Manage, monitor and maintain budgetary and financial information.
- Plan and monitor the financial position of the Authority as directed by the Senior Management Team.

- Responsible for implementation of Annual Audit and implementation of financial regulations.
- Supplier payments and payroll.

Marine Technician: Mr. Andrew McCallum

- Manage the Authority's workshop facilities.
- Maintain the Authority's patrol vessels and ancillary equipment.

Authority Vessels

To conduct the Authority's duties in regard to both marine compliance and fisheries research activities, the Sussex IFCA operates two independent craft built and equipped specifically for inshore requirements.

Fisheries Patrol Vessel Watchful

The Fisheries Patrol Vessel 'Watchful' is the primary patrol vessel of the IFCA and was designed and purpose built as a multi-use vessel for both compliance and research requirements. The 18 metre vessel is of an aluminium alloy construction and is powered by two low emission caterpillar 1400 horsepower engines propelling the vessel up to a speed of 24 knots.

The vessel is certificated under the workboat code of practice and is able to conduct operations up to 60 nautical miles from safe haven. On a day to day basis 'Watchful' operates with a crew of four but is able to carry a further ten passengers if required. The vessel has a four berth cabin, and is also suitably equipped galley and shower room, which enables the vessel to remain at sea for short passages.

Watchful's bridge has a modern navigation suite which includes a fully integrated chart plotter system, two radars and a vessel automatic identification system, as well as a range of other navigation and communication equipment to be expected on a modern vessel. The vessel is fitted with a wide angle multi beam sonar system (WASSP), which enables the IFCA to collect acquire data from the seafloor and its features. The system records the acoustic data from the seabed, and from this data it can produce both two and three dimensional maps detailing the bathymetry and the hardness of the sea bed To aid compliance

operations, a vessel monitoring system receives and displays tracking information on certain fishing vessels; currently those over 12 metres are fitted with transmitters.

Contained on the aft of the vessel is a 5.5 m rigid inflatable boat (RIB). The vessel is used to transport officers from 'Watchful' to fishing vessels to conduct inspection or inspect shallow and inaccessible areas close inshore. For convenience and safety the RIB launches from a stern ramp built into 'Watchful'. When conducting survey operations the vessel's stern ramp area is covered by a temporary deck providing a large deck area for deployment of equipment including cameras and seabed grabs.

Fisheries Patrol Vessel Merlin

'Merlin' is the latest vessel acquisition built and delivered during 2012 to 2013. Built with support from the Environment Agency, the vessel is owned and operated by the IFCA, providing a compliance platform for both organisations.

'Merlin' is an 8 metre, fast, semi Rigid Inflatable Boat (RIB). The vessel is fitted with a Volvo D4 turbocharged inboard diesel; this is in turn coupled to a ZF marine transmission and Hamilton water jet propulsion unit.

'Merlin' is used for routine patrol operations and fast interception work and is extremely effective in shallow water. The vessel has an estimated speed in excess of 30 knots and an operational range of 200 nautical miles. 'Merlin' is fitted with the latest Garmin electronic communication and navigation systems and provides sea-going capability in all near shore and estuarine areas.

5. Compliance and Enforcement

The IFCA aims to achieve compliance with fisheries regulations that underpin the sustainable utilisation of our fisheries in the Sussex District by encouraging fishers to voluntarily comply with fisheries laws and operating an effective deterrent against non-compliance. We do this in partnership with other marine enforcement organisations including the Marine Management Organisation, The Environment Agency and the Police. An effective way to ensure voluntary compliance is to increase the knowledge and understanding of the regulations and the overarching sustainability and conservation goals of the IFCA. The Authority does this by providing:

- Education and advice through our website, brochures, land and sea based patrols, school and fishing club liaison, partnerships and projects advice.
- Involving stakeholders in development of management
- Involving stakeholders in compliance planning

Getting more stakeholders involved in the development of fisheries management regulation and delivery of services allows greater understanding, acceptance and compliance with the rules. It also ensures those rules are appropriate to that fishery. Through our local management and funding structures, the Authority helps to put local authorities, local communities, local businesses and individual citizens in the driving seat, allowing them to play a bigger part in the protection and enhancement of their inshore marine environment. An effective way to provide incentives for compliance, for those who may intentionally flout the regulation, is to operate a clear and visible deterrent. The Authority does this by:

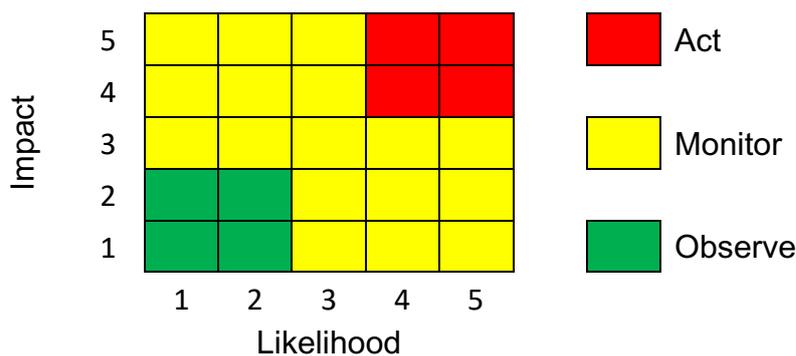
- Developing clear fisheries management regulations
- Effective monitoring and surveillance through land and sea based patrols and targeted operations
- Penalising offenders with warnings, fines (Financial Administrative Penalties) and prosecution

Compliance Risk Approach

The Compliance Risk Register provides our focus for enforcement activities and is a keystone document forming part of the Compliance and

Enforcement Plan. The Register identifies priorities for enforcement responses and operational plans that make the best use of resources and provide the best possible protection for sea fisheries sustainability and the marine environment. This approach reflects the different fishing activities risks that occur throughout the year. Priorities can be set for enforcement activity during each quarter of the year commencing.

The overall risk level for each fishery is calculated as a product of the impact and likelihood levels (risk = impact x likelihood). From this product, which is called the Risk Value, each issue can be assigned a Risk Ranking, depending upon where a risk value falls within one of a number of predetermined categories. Colour coding denotes the overall risk level for each fishery and fishing method and gives guidance on whether the risk is low, medium or high as in the following figure. This makes it a simple procedure to highlight within the risk matrix how regulatory enforcement will be prioritised.



For example, for a risk where there is a major threat to the marine environment or stock and the likelihood is a common occurrence, a risk ranking of 20 is scored (impact 5 x likelihood 4) categorised as high risk and action would be necessary. Or, for a risk where there is no immediate threat to the marine environment or stock but it could occur, a risk ranking of 3 is scored (impact 1 x likelihood 3) categorised as medium risk and therefore light touch approaches such as education, self-regulation or even taking no action and just monitor the situation could be considered.

The specific types of compliance issues the IFCA tackles include the following:

Removal of Undersized fish and shellfish

Removal of undersized fish can have a deleterious effect on the fish stocks by removing animals before they have had a chance to reproduce. A consequence of the removal of undersized fish may be growth overfishing. One type of growth overfishing occurs when animals are harvested at an average size that is smaller than the size that would produce the maximum yield per recruit. This can reduce the yield in fisheries and is associated with economic impacts.

Fishing within a Prohibited Area

Protected Areas may be used to manage ecosystem overfishing. Marine Protected Areas are "Any area of the intertidal or sub tidal terrain, together with its overlying water and associated flora, fauna, historical and cultural features, which has been reserved by law or other effective means to protect part or all of the enclosed environment." (IUCN). Examples of marine protected areas include Marine Conservation Zones, Special Protection Areas, and Special Areas of Protection (amongst others). Protected areas may also be used or be associated with fisheries stock management benefits e.g. where they protect resources from exploitation at particularly vulnerable periods in their life history, or where they protect essential fish habitats from degradation or recovery.

Fishing within a Prohibited Period

Restricting the time that fishing can occur is used to reduce fishing effort and therefore mortality. Management by this mean can also be applied as an aid to compliance. Limiting the amount of time when a fishery is exploited influences the economic potential of a fishery and in so doing alters the types of fisheries which may be undertaken.

Fishing within a Prohibited Season

Management measures which create prohibited season (temporal restrictions) are used to protect resources from overexploitation at times when a species is particularly vulnerable to overexploitation or degradation. Examples of such times include when fish congregate to spawn.

Fishing with a Prohibited Method/Technique

By restricting certain fishing methods and techniques it is possible to reduce fishing effort to avoid growth, recruitment or ecosystem overfishing. This may be achieved by restricting larger, more efficient

and/or damaging methods or by restricting certain gear configurations i.e. net mesh sizes so as to control the type of size of fish caught.

Fishing with Prohibited Gear Configuration/Quantity

By restricting certain fishing methods and techniques it is possible to reduce fishing effort to avoid growth, recruitment or ecosystem overfishing. For example, this may be achieved by restricting the length of fishing net which may be used.

Removal from the fishery

Restrictions on the removal of fish from the fishery may be as a consequence of a harvest control rule i.e. so as to avoid recruitment overfishing. Examples include the establishment of Total Allowable Catches (and their associated quotas), or to close fisheries in the advent of disadvantageous economic or resource conditions. They may also be used to ensure complete prohibition where species are unable to support economic harvest; this may be due to the animals' life history or prior overfishing.

6. Partnership

The Sussex IFCA has a culture of cooperation and partnership to achieve good outcomes, value for money and a high standard of service. Through the Association of IFCAs the Authority seeks to maintain agreed national and local memoranda of understanding (MoU's) with key organisations including the Marine Management Organisation, the Environment Agency and Natural England. These MoUs are supported by a series of national and local partnership groups that meet regularly throughout the year.

The Authority has a range of service level agreements with local authorities and higher education institutes that offer mutual benefits in respect to each organisation's work. Close cooperation with local organisations such as the Sussex Police, East Sussex Fire & Rescue Services and Brighton University offer unique benefits for the IFCA and the community, and support situations that require a multiple agency approach.

Nationally, the Sussex IFCA supports the Association of Inshore Fisheries & Conservation Authorities to develop national communications and provide a collective voice for all IFCAs. Where possible, the Association's Chief Executive represents the needs of IFCAs as a single voice in respect to the development and interpretation of government policy concerning marine fisheries and conservation.

Through professional structures including the IFCA Technical Advisory Group, Chief Officers Group and the National Inshore Marine Enforcement Group, the Authority promote and develop best practice, shares knowledge, data and expertise to contribute toward sustainable marine management, both within its District and the wider marine environment.

In Sussex the IFCA is a member of various community structures that bring greater coherence to marine management including the Local Nature Partnership, Catchment Partnerships, Sussex Marine and Coastal Forum, The Brighton & Lewes Downs Biosphere, Solent European Marine Sites group and Hastings Fisheries Local Action Group.

7. Communication

At the national level our goal is to participate fully in marine communications initiatives to protect the inshore marine environment and show how IFCA's support and enable activity. At a local level our aim is to create a stakeholder community that is well informed about the marine environment and the work of the Sussex IFCA. Our aim is for stakeholders that are confident that we represent value for money in delivering our core values of healthy seas, sustainable fisheries and a viable industry.

Our Challenge is to engage people in order to break down any barriers that may still exist and to connect people to Sussex IFCA and ultimately to inform people about the marine environment, its fisheries and conservation. Sussex IFCA has developed a number of key messages to reflect our vision and approach to this challenge.

We work in partnership with many organisations	We balance the protection of the marine environment and the use of it to support businesses and livelihoods	We manage and regulate sustainable fisheries as part of a wider eco-system
We deliver sustainable fishing and conservation management out to 6 nautical miles	We lead, champion and manage a sustainable marine environment	We operate at a local level to deliver solutions that fit local traditions and culture
We are funded by West Sussex, East Sussex and Brighton & Hove councils	We use evidenced based decision making and have a strong research team	We make best use of taxpayers' money to deliver our objectives

These messages are the framework for communications by media release, presentations, website and social media. We also take the opportunity to communicate our messages through our day to day face to face contact with our stakeholders.

8. Performance Standards

We are committed to the development and publication of performance standards. To promote increasing standards and a high level of customer satisfaction the Authority has adopted a 'Service Plan'. The Service Plan enables stakeholders, customers and the wider public to easily understand the level of service they should expect.

The Customer Charter

Our Promise

- We will be polite and respectful in all of our dealings with you.
- We will respond to you via the communication channel that you specify whenever we can (in person, the telephone, by email or letter).
- We will serve you in a timely manner.
- We will own your enquiry by taking responsibility for resolving it.
- We will listen to your point of view.
- We will provide you with accurate information that you can rely on.

Our service plan describes practical ways of working to maintain our service level, these commitments include:

Employees

We define staff standards in terms of terms of behaviour, dress and suitable equipment to conduct work.

The extent of our operations on sea and land

The Authority will maintain a strong sea-going capability and ashore we will ensure we maintain a regular presence in those communities in which commercial and recreational fishing vessels are based.

Communications options

Provision of email, telephone, fax and face to face communications will always be available from the service

Visitor facilities, business hours and out of hours services

Accessible visitor facilities with local public transport access and parking are provided. Normal business hours are 09:00 -17:00 in place, and we

will endeavour to answer incoming call outside these times. An out of hours messaging service is maintained with emergency numbers.

Complaints

Through our Service Plan, Sussex Inshore Fisheries & Conservation Authority aim to deliver a high quality and efficient service. If things go wrong, we want to put them right as fairly and as quickly as possible and learn how we need to improve our services. We record complaints, comments and compliments so that we can manage them efficiently and effectively and monitor them. The Authority has a structured complaints process in place.

Feedback

We aim to constantly improve what we do, and examples of things we do well are important to us. If people want to pay us a compliment or make a comment or suggestion about our services or our staff they can email, write or telephone us.

Access to Information

We are committed to promoting and actively developing a culture of openness, transparency and accountability. This refers to the general right of access that the public have to the information held by us and other public authorities. Rights of access to environmental information exist under the Environmental Information Regulations 2004. Requests for other types of information are dealt with under the Freedom of Information Act 2000.

Under the Data Protection Act 2018, individuals may also request a copy of any personal data that we hold about them. These requests should be sent in writing to the Data Protection Officer at our office address.

9. Risk Management

The assessment of risk is a subjective one, based on the experience of the individuals assessing the risk, the following risk register only records the main threats to the organisation, and it is by no means exhaustive. At Sussex IFCA the risks are assessed internally by Senior Officers in reference to guidance as appropriate.

Risks to the Authority's activities are dynamic and therefore any plans and strategies can be subject to change. Risk identification and mitigation is a key activity for all Authority personnel and our officers recognise the value of risk management given the nature of the marine environment as a work place. The document is informed by the Authority's planning process and associated procedures which are constantly under review.

Description (owner)	Risk High 4 - 3 - 2 - 1 Low				Mitigation	Residual Risk
	Impact	Likelihood	Financial	Reputation		
<p>Failure to meet Sussex IFCA Duties & high level objectives</p> <p>Covid-19 risk included within this overarching risk category</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Change to organisation structure and work plan.</p>	<p>1</p> <p>Sussex IFCA officers have defined an ambitious but achievable planning process to meet Vision and HLOs.</p> <p>Communications with Defra is maintained through single point contact or IFCA groups or the AIFCA.</p>	<p>4</p> <p>New burdens money funded via Defra and the local authorities aims to cover the increased costs from the new IFCA duties. If Sussex fails to meet new objectives funding could be reduced.</p> <p>Local Government funding element not associated with new burdens is subject to performance and alternative spending demands.</p>	<p>4</p> <p>Potential loss of faith in Sussex IFCA's governance and organisational structure by Defra and other key organisations.</p>	<p>Reflect new Sussex IFCA objectives clearly in annual plans and reports.</p> <p>Establish organisational structure staffed with individuals who have the capacity to deliver planning process</p> <p>Communicate the new requirements and duties of Sussex 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. Staff take ownership of the solution.</p> <p>Introduce management systems to set up agreed tasks for each member of staff. Actions, plans for individual staff.</p>	<p>3</p> <p>Possibility that although progress will have been made Sussex IFCA could fail to fully meet all its new objectives.</p> <p>That defined objectives are impacted upon by external factors beyond management control. Unforeseen demands in respect to MPA management deadlines.</p>

<p>Injury to staff due to unsafe working practices</p> <p>(All staff)</p>	<p>4</p> <p>Death or injury of staff.</p>	<p>2</p> <p>Well trained staff.</p> <p>Provision of high standard safety equipment.</p> <p>Well maintained vessels.</p> <p>Well maintained vehicles.</p>	<p>4</p> <p>Injury claims, tribunals.</p> <p>HSE / MCA investigations.</p>	<p>3</p> <p>Poor morale of staff leading to problems with retention.</p>	<p>Mandatory safety training register maintained.</p> <p>Adequate training budget to cover all training requirements.</p> <p>Well trained staff.</p> <p>Risk assessments available and regularly reviewed for each task.</p> <p>High quality PPE issued to all staff.</p> <p>Safety drills conducted on vessels.</p> <p>Boarding Standing Order developed.</p> <p>Lone Working Policy developed.</p> <p>Conflict Resolution Policy developed and training provided.</p> <p>Occupational Healthcare.</p>	<p>3</p> <p>Regularly working in hazardous environments.</p> <p>Difficult to mitigate for unforeseen circumstances.</p>
---	--	---	---	---	---	--

<p>Failure to maintain effective financial management and control.</p> <p>(Senior Management Team and Finance Manager)</p>	<p>4</p> <p>Fraudulent activity leading to misuse and / or misappropriation of funds.</p> <p>Unforeseen expenditure, major mechanical failure or loss of large vessel assets.</p>	<p>2</p> <p>Limited staff access to financial information and authority to spend money.</p> <p>Adequate resources for vessels retained.</p>	<p>4</p> <p>Lack of financial resources to carry out statutory obligations.</p>	<p>4</p> <p>The Authority is funded through local taxpayer money, expectation to provide a best value for money service.</p>	<p>Sussex IFCA Financial Regulations.</p> <p>Internal audit and annual examination of accounts by independent auditor.</p> <p>Restricted authority to make bank transactions, with dual authorisation.</p> <p>Restricted use for purchase cards.</p> <p>Annual Plan and Report.</p> <p>Production of detailed accounts.</p> <p>Maintenance of reserve funds.</p> <p>High quality marine asset, property and liability insurance.</p> <p>Risk-averse approach to investment of surplus funds.</p>	<p>1</p> <p>Limited scope for large scale fraud or corruption.</p> <p>Small scale misuse of consumable items is still possible.</p> <p>Accidental vessel damage, human error in operations.</p>
--	--	--	--	---	--	--

<p>Failure to secure data</p> <p>(Senior Management Team)</p>	<p>4</p> <p>None compliance with Data Protection Act.</p> <p>Freedom of Information and Environmental Information Regulations.</p> <p>Prosecution case files compromised.</p> <p>Loss of data in the event of fire or theft.</p>	<p>2</p> <p>Limited staff access to both electronic and paper files.</p> <p>Office secure alarm.</p>	<p>4</p> <p>Sussex IFCA open to both civil and criminal action regarding inability to secure personal information.</p>	<p>4</p> <p>Stakeholders no longer believe that confidential information they have supplied is secure.</p> <p>Personnel issues arise over inability to secure.</p>	<p>All computers are password protected.</p> <p>MCSS accessed by unique identifier.</p> <p>Secure wireless internet.</p> <p>Access to electronic files is restricted based on an individual's role.</p> <p>Up to date virus software installed on all computers.</p> <p>Important documents secured under lock key/safes.</p> <p>Dedicated secure server room</p> <p>Offsite data storage secure.</p>	<p>2</p> <p>Limited ability for personnel to access files.</p>
<p>Failure of vessel assets</p> <p>(Senior Management Team and Marine Operations Manager)</p>	<p>3</p> <p>Limits enforcement and research capabilities</p>	<p>2</p> <p>Committee has two main vessel assets to cover breakdowns.</p> <p>Access arrangements to other organisations vessels</p>	<p>3</p> <p>Hiring of other vessels expensive.</p> <p>Significant mechanical failures are time consuming and expensive to rectify.</p>	<p>2</p> <p>Expectation that the Authority has an effective sea going presence</p> <p>Significant funding provided to commission vessels.</p> <p>High expectation that the vessels provide value for money.</p>	<p>Highly maintained vessels.</p> <p>Extensive annual refits of vessels.</p> <p>Annual Workboat Code survey.</p> <p>Highly trained staff.</p>	<p>2</p> <p>Unforeseen events may still cause disruption to activities.</p> <p>Main patrol vessel is operating beyond initial 10 year lease period.</p> <p>Multiple simultaneous failure of available vessels</p> <p>Human error in vessel operations action of 3rd party.</p>

<p>High turnover of staff</p> <p>(Senior Management Team)</p>	<p>3</p> <p>Reduced efficiency and effectiveness.</p> <p>Decrease in morale and increased workload for experienced staff.</p>	<p>2</p> <p>The present position over IFCA funding has given staff a better long term view of their role in Sussex IFCA over the next 2 years.</p> <p>Organisational restructuring from 2011-2013 provides resilience.</p>	<p>3</p> <p>Financial investment required to recruit, train and provide PPE to new replacement staff.</p>	<p>2</p> <p>Authority no longer considered a good employer, staff look for alternative employment.</p> <p>Better opportunities in organisations with similar function</p>	<p>High level of training provided to staff.</p> <p>Induction programme for new recruits.</p> <p>Managers supporting and motivating staff.</p> <p>Staff appraisals.</p> <p>Competitive salaries (benchmarking).</p> <p>Provide safe and professional working environment.</p> <p>Flexible working arrangements.</p> <p>Modern employment terms and conditions that maintain effective service delivery</p> <p>HR support available to assist in prompt recruitment process.</p> <p>Delegation of Authority to recruit below senior grades passed to SMT</p>	<p>2</p> <p>Natural movements of staff due to alternative external opportunities.</p> <p>Internal progression very limited.</p> <p>Salaries perceived as uncompetitive with larger organisations.</p> <p>Cost of living in SE England.</p>
---	--	---	--	--	---	---

<p>Failure to effectively monitor and enforce legislation</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Unregulated fishery.</p> <p>Increased non-compliance with legislation.</p> <p>Reduced Fish Stocks.</p> <p>Impact on Environment.</p> <p>Damage to Marine Protected Areas</p>	<p>2</p> <p>Monitoring of fishing activity is high but complete coverage is not achievable.</p>	<p>4</p> <p>Unregulated and overexploited fisheries become unprofitable.</p> <p>Illegal landings reduce demand and price.</p>	<p>4</p> <p>Committee'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 Fishery Officers regularly monitoring landings and fishing activity throughout the District.</p> <p>Intelligence led / risk based enforcement planning.</p> <p>Cooperation with other agencies</p> <p>Patrol Assets.</p> <p>MCSS and intelligence tools.</p> <p>Sound legal advice.</p> <p>Introduction of FAPs.</p>	<p>2</p> <p>Full District coverage is not possible to achieve.</p> <p>Small minority of fishermen will continue to breach legislation due to short term gain.</p> <p>Lack of financial deterrent.</p> <p>Some legislation difficult to enforce effectively.</p>
---	---	--	--	--	---	--

<p>Enforcement activities conducted in an unprofessional and uncoordinated manner</p> <p>(Senior Management Team and Senior Fisheries and Conservation Officer)</p>	<p>4</p> <p>Inconsistent approach to fisheries enforcement.</p> <p>Enforcement problems and non-compliance with legislation.</p> <p>Poor morale amongst other FOs.</p> <p>Potential adverse impacts on fish stocks and environment</p>	<p>2</p> <p>Misinformation may be given by FOs or information may be misinterpreted by fishermen.</p>	<p>3</p> <p>Wrong interpretation of legislation may lead to loss of earnings of fishermen or gain from breaches in legislation going unnoticed.</p> <p>Resources required to re advise and rectify the situation</p>	<p>4</p> <p>Reflects negatively upon the Authority leading to potential loss of respect and willingness support management system</p>	<p>Regular staff meetings combined with enforcement training.</p> <p>Staff appraisals.</p> <p>All FOs receive comprehensive in house and external PACE training.</p> <p>Clear procedures and accompanying administrative paperwork.</p> <p>Officers typically not working alone and able to contact other officers for support/advice.</p> <p>Issue of warrants undertaken when the FO is capable of carrying out the enforcement role.</p> <p>Code of Conduct for inspections at sea and ashore developed.</p> <p>Developed Risk Based Approach to Enforcement.</p> <p>Provision of appropriate training in PACE etc.</p>	<p>2</p> <p>Developed Compliance management structure with cascade from SMT. High collective experience in practical enforcement activities.</p> <p>Considerable resources are directed towards FO enforcement training but frequent changes to legislation and human error may lead to mistakes being made.</p>
---	---	--	---	--	--	---

<p>Degradation of environmentally sensitive / designated areas due to fishing activity.</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Loss of important habitat and species.</p> <p>Conservation Objectives for areas within EMS's MCZ's not fully met.</p>	<p>2</p> <p>Authority's fisheries management takes into consideration environmental issue.</p> <p>Research Plan in part aims to address evidence issues</p>	<p>4</p> <p>Fisheries directly responsible closed.</p> <p>Increased pressure by conservation bodies to stop other fishing activity.</p> <p>Potential management costs including: emergency byelaws, legal challenges</p>	<p>4</p> <p>Committee not meeting statutory duties under EU & UK conservation legislation.</p> <p>Poor relationship with Defra and SNCBs.</p>	<p>Agreed policies and byelaws.</p> <p>Proposed fishing activity requires Appropriate Assessment.</p> <p>Effective compliance.</p> <p>Appropriate use of codes of conduct.</p> <p>Use, as a last resort, of emergency byelaw powers.</p>	<p>2</p> <p>Fishing can have a negative impact on features of conservation interest.</p> <p>Rapid increases in damaging fishing activities.</p>
<p>Fish stocks collapse.</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Collapse of fishing industry and loss of recreational resource.</p>	<p>2</p> <p>Stocks are subject to natural variation.</p> <p>Stocks migrate outside District and local management regime</p> <p>Crustacean stocks not subject to effort control.</p>	<p>4</p> <p>Local economy reliant on direct and indirect employment associated with commercial and recreational fisheries.</p>	<p>3</p> <p>Loss in confidence of the Authority's ability to manage fisheries.</p>	<p>Development of fisheries management plans.</p> <p>Ability to allocate sufficient resources to monitoring of landings and effective enforcement.</p> <p>Consultation with industry on possible review of management measures.</p> <p>Supporting where practicable wider measures to manage fish stocks outside the District</p>	<p>2</p> <p>Stocks will naturally fluctuate.</p> <p>Fisheries impacts may occur outside the control of the Authority, including climate change and over exploitation of stocks outside the district.</p>

<p>Failure to maintain survey / sampling programme</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Absence or lack of accurate data leading to poor management of fisheries.</p> <p>Decline in status of fish populations.</p> <p>Decline in bird numbers.</p> <p>Degradation of marine habitats and wider environment.</p>	<p>2</p> <p>Dedicated Research Officer.</p> <p>Well trained and qualified staff.</p> <p>Patrol assets equipped with survey tools.</p> <p>Development of relationships with research institutions.</p>	<p>4</p> <p>Closure of fishery due to over exploitation of stock or loss of shellfish water classification.</p> <p>Shellfish fisheries not opened to fishing as insufficient information available to gain consent through Appropriate Assessment procedure.</p>	<p>4</p> <p>High expectation that fisheries are well managed by Authority using best evidence.</p> <p>High expectation that research work will be completed as planned.</p>	<p>Full participation in IFCA Technical Advisory Group to share best practice and evidence.</p> <p>Research assets (e.g. WASSP).</p> <p>Fisheries management plan established.</p> <p>Work plans developed for research staff and vessel.</p> <p>Research staff well qualified and experienced with local fisheries.</p> <p>Good communication with fishermen and other relevant organisations.</p> <p>Contingency plans developed.</p> <p>Engagement in strategic research orientated projects including: Angling 2012 and Adur & Ouse WFD pilot. Sussex Undersea.</p>	<p>2</p> <p>Planned surveys lost due to poor weather or vessel breakdown.</p> <p>Research programme continue to expand year on year.</p> <p>Additional unanticipated requirements for surveys.</p>
--	---	--	---	--	---	---

<p>Fisheries in the District impacted by the activities of developers / industry.</p> <p>Insufficient time to fully consider environmental impact assessments for inshore developments.</p> <p>(Senior Management Team)</p>	<p>2</p> <p>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>Loss of recreational resources.</p>	<p>2</p> <p>Lack of fishing activity data.</p> <p>Lack of baseline data.</p> <p>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.</p> <p>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 Sussex IFCA's control.</p>	<p>Consultations responded to by officers with local expertise and overseen by managers.</p> <p>Liaison with consenting agencies.</p> <p>Developer meetings attended by Sussex IFCA representatives.</p> <p>Maintain Geographic Information Systems on habitats and activities.</p> <p>Development proposals scrutinised by Defra and Natural England.</p> <p>Consents required for developments.</p> <p>Use of developed IFCA planning and licencing policy.</p>	<p>2</p> <p>Increased wind farm development, dredging.</p> <p>Reliance on modelling to determine impact of developments.</p> <p>Inadequate methodologies to assess impact</p> <p>Lack of baseline data.</p>
--	---	--	---	--	---	--

<p>Failure to fully engage with stakeholders.</p> <p>(Senior Management Team)</p>	<p>4</p> <p>Conflict between differing stakeholders.</p> <p>Non-compliance with fisheries and environmental legislation.</p> <p>Inability to develop management with wide support</p>	<p>3</p> <p>Difficult to identify and consult with all relevant stakeholders.</p> <p>Level of resources required to consult</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 Committee's management processes.</p> <p>Misunderstanding of the Committee's role.</p>	<p>Development of an engagement strategy.</p> <p>Regular contact with fishermen.</p> <p>MoUs with key partners.</p> <p>Respond to relevant Government / developer consultations / proposals.</p> <p>Improve website and provide interactive services.</p> <p>Regular / structured liaison with other enforcement bodies.</p> <p>Annual & research reports published.</p> <p>Publication of Annual Plans & Reports.</p> <p>Opportunities for stakeholder feedback questionnaire and analysis.</p> <p>Communities integrated into the Fisheries and Conservation Management Plan process.</p>	<p>2</p> <p>Further improvement to contact with NGOs and other stakeholders needs to be achieved.</p>
---	--	--	---	--	---	--

APPENDIX I, Management Measures review

In 2013 the Authority established the approach to reviewing its existing management measures. As part of the process the Authority conducted a comprehensive public consultation exercise. The community engagement process invited comments and feedback on a number of proposed objectives and priorities. Subsequent to the public consultation process the Authority considered all the responses and adopted the Review of Management Measures Strategy. This strategy identifies future Priorities and Objectives. Five core priorities and objectives were identified as follows:

1. Implement measures to manage the MPA network in Sussex
2. Apply appropriate minimum sizes to fish and shellfish
3. Manage effort on key stocks (inc. gear identification) and establish objectives to manage shellfish
4. Effectively manage fishing close inshore
5. Reduce unwanted bycatch

To translate the priorities and objectives into suitable work packages and prioritise activities against available resources the Authority identified common themes to progress a strategy for the Review of management measures. It was agreed that the process for reviewing management measures under common themes should be conducted in parallel with and inform the byelaw review process. It would broadly consist of; identify themes and potential management options, review with legacy byelaws, identify gaps and develop management options. Importantly during the progress and prioritisation of individual themes, additional influences were considered i.e. community expectations, scientific evidence, economic value and the need for a developmental assessment. The common themes agreed were:

1. EMS Management and MCZ development
2. Shellfish
3. Netting (static and mobile)
4. Trawling
5. Bit digging/hand gathering

The agreed strategy then identified and described a sequence of stages that could flow from the identification of each theme. The prioritisation process applied a matrix approach to score each common theme management measures against a range of eight agreed 'considerations' based on evidence and member knowledge and input. For the purpose of the combining the byelaw review needs and defining appropriate packages of work the themes were split out into fishery/metier and byelaw related component elements within the matrix. A copy of the matrix and the agreed scoring outcomes is provided below. The table also includes a progress description and RAG indicator to illustrate progression toward implementing the strategic review of management.

Themes	Resource/method	Status (RAG)	Prioritisation								Total Score based on 1-5 (low to high) priority
			1. Statutory requirement (time limitation)	2. Progress of development for management	3. Public perception	4. Economic value of fishery	5. Social/cultural significance	6. Conservation objectives/protection	7. Evidence (scientific/already agreed outcomes)	8. Sustainability/viability of fishery	
Trawling/towed gear	Oyster	Complete (Oyster Permit Byelaw)	3	5	4	3	5	4	4	5	33
Shellfish (existing byelaw)	Whelk	Complete (Shellfish Permit Byelaw)	3	4	4	5	5	2	4	5	32
Shellfish (existing byelaw)	Oyster	Complete (Oyster Permit Byelaw)	3	5	4	2	5	4	4	5	32
MCZ (Tranche 1 & 2 sites)	All methods	Complete (Tranche 1 & 2 sites, MPA Byelaw)	5	4	4	1	3	5	4	3	30
MCZ (Tranche 3 sites)	Trawling	Partial (Tranche 3 Selsey Bill & Hounds, proposed NT Byelaw)	5	4	4	1	3	5	4	3	30
Trawler nearshore exclusion (existing byelaw)	All towed gears	Finalising (Tranche 1 & 2 MCZ sites, MPA Byelaw, proposed NT Byelaw)	3	3	5	3	3	5	3	3	28
Shellfish (existing byelaw)	Lobster	Complete (Shellfish Permit Byelaw)	3	3	3	4	4	2	4	4	27
Trawling/towed gear	Pair	Finalising (Tranche 3 Selsey Bill & Hounds, proposed NT Byelaw)	3	2	5	3	3	4	3	4	27
MPA	Zostera (eelgrass)	Complete	5	5	1	1	3	5	4	3	27
Developmental fishery		Partial (Policy adopted)	3	4	4	3	3	4	3	3	27
Fishing Instrument		Partial (new byelaw amendments)	3	4	3	3	3	4	4	3	27
Trawling/towed gear	Beam	Partial (Tranche 1 & 2 MCZ sites, MPA Byelaw, proposed NT Byelaw)	3	2	4	3	3	4	3	3	25
Trawling/towed gear	Scallop	Partial (Tranche 1 MCZ site, MPA Byelaw)	3	4	2	3	4	4	3	2	25
Shellfish (existing byelaw)	Scallop	Complete no change (Full review & new byelaw 2005)	3	4	2	3	3	4	3	2	24
Netting (existing byelaw)	Static	Finalising (Netting Permit Byelaw, awaiting confirmation)	3	2	3	4	4	2	3	3	24
Netting (existing byelaw)	Mobile (Drift)	Finalising (Netting Permit Byelaw, awaiting confirmation)	3	2	4	3	4	2	3	3	24
Trawling/towed gear	Otter	Partial (Tranche 1 & 2 MCZ sites, MPA Byelaw, proposed NT Byelaw)	3	2	4	3	4	3	3	2	24
Bait digging/hand gathering		Partial (MCZ T1's only)	5	2	4	2	2	5	2	2	24
Vessel length (existing byelaw)	All vessels	No action	3	1	3	3	3	4	4	3	24
Shellfish (existing byelaw)	Crab	Complete (Shellfish Permit Byelaw)	3	3	2	3	3	2	3	3	22
Application to fish for scientific purposes		partial (provision in new byelaws)	3	3	1	3	3	3	3	3	22
Shellfish (existing byelaw)	Winkle	Complete (revoked)	1	1	1	1	1	1	1	1	8

<http://www.sussex-ifca.gov.uk/>

email: admin@sussex-ifca.gov.uk

phone: 01273 454407

Fax: 01273 454408

Twitter: http://twitter.com/sussex_ifca

Follow us on Facebook search: Sussex ifca

Sussex Inshore Fisheries and Conservation Authority

12A Riverside Business Centre

Brighton Road

Shoreham-by-Sea

West Sussex

BN43 6RE