

Association of IFCAs Annual Plan 2015/16

Summary:

The Association has been instrumental in achieving some key outcomes in 2014/15, and is in a strong position to continue to support and assist the IFCAs in delivering UK marine policy as the lead inshore fisheries and conservation regulator. In addition, the Association is working closely with Defra to ensure the ongoing sustainable funding of the IFCAs; this follows the Ministerial announcement at the Association Members Forum meeting in January 2014, of the extension of the full new Burdens funding (£3million) for an additional year to April 2016. Funding beyond 2016 remains uncertain until after the general election in May 2015, and the resultant comprehensive spending review. Defra are also “commissioning” the IFCAs, MMO and EA in 2015 to review joint working practices in order to deliver efficiencies across the board.

Key outcomes for 2014/15:

The Association has been key to achieving:

- The extension to the New Burdens funding (£3m) until April 2016
- Ministerial engagement with the Association of IFCAs and attendance at the March 2015 Members Forum meeting
- The procurement and project management of the second year of Defra capital spend 2013/14 (£337k)
- Defra support for IFCA contribution to the set-up of the iVMS project (£60k)
- IFCA engagement in the four yearly Ministerial report to Parliament due spring 2015
- IFCA engagement in the MPA delivery culminating in the well managed network of MPAs by 2016 including EMS and MCZ
- Association quarterly reports to the MPA Project Board
- Early IFCA engagement in the revised Common Fisheries Policy (CFP)
- Early IFCA engagement in the Marine Strategy Framework Directive (MSFD)

- Continued IFCA engagement in the second Programme of Measures for the Water Framework Directive (WFD)
- Association engagement in the review of MMO/IFCA/EA joint working.

The Way forward:

In order to maintain the initiative and continue to progress the Members highest priorities, the following high level objectives will be pursued by the IFCAs and are reflected in the detail of the Association Annual Plan below:

- Sustainable funding of the IFCA model post 2016. The Association will continue to engage with Defra, the Minister and CLG to ensure that the long term sustainable funding of the IFCAs is a high priority. At present, it is not possible to achieve commitment to funding post 2016 due to the 2015 election and spending review that this will trigger. However, maintaining engagement with Government and Defra will be critical.
- Related to the above, the Association needs to continue to investigate alternative funding for the IFCAs (such as EMFF and other EU routes). The Association is liaising with Defra Marine Policy to ensure that as the new funding streams become available, IFCA requirements are built into policy decisions.
- The Association has completed project management of the Defra EMS capital equipment funding project for 2014/15 (£337k) and is preparing a report of the value to the IFCAs gained by utilising this equipment. A copy of the report will be available on the Association website: www.association-ifca.org.uk
- The 2015/16 Association Communications and Engagement strategy is available below (appendix 1)
- Continue to represent IFCAs across national projects and seek individual IFCA engagement.
 - MPA implementation – including EMS and MCZ – working towards the well managed network by 2016
 - The Revised CFP – and in particular the plans for regionalisation and the discard ban
 - MSFD – UK plans to implement the programme of measures for the 11 descriptors and in particular Maximum Sustainable Yield for all commercial species (including shellfish) by 2020 and
 - The second six year programme of measures (POM) for WFD due for implementation in 2015

2015/16 Budget:

The 2015/16 “stand still” budget was approved at the December Members and Directors meetings and is based on continuing the £12k member’s contribution, identified in the extended new burdens funding. In addition the Association currently receives £1.5k from associate members.

Introduction:

The Association of IFCA’s was formed in June 2011, with the Chief Executive taking up post in September 2011. The formation of an Association, while not a statutory requirement, is a High Level Objective set for the IFCA’s by Defra and reflected in “New Burdens” funding of £13k per IFCA identified but not ring fenced by Defra.

Since the inception of the Association, the budget has remained at £120,000 per annum with three stand still budgets set.

This represents £12k per IFCA membership fees, 8% less than identified in the Defra new burdens funding.

In 2014, Defra announced an extension of new burdens money unchanged until April 2016.

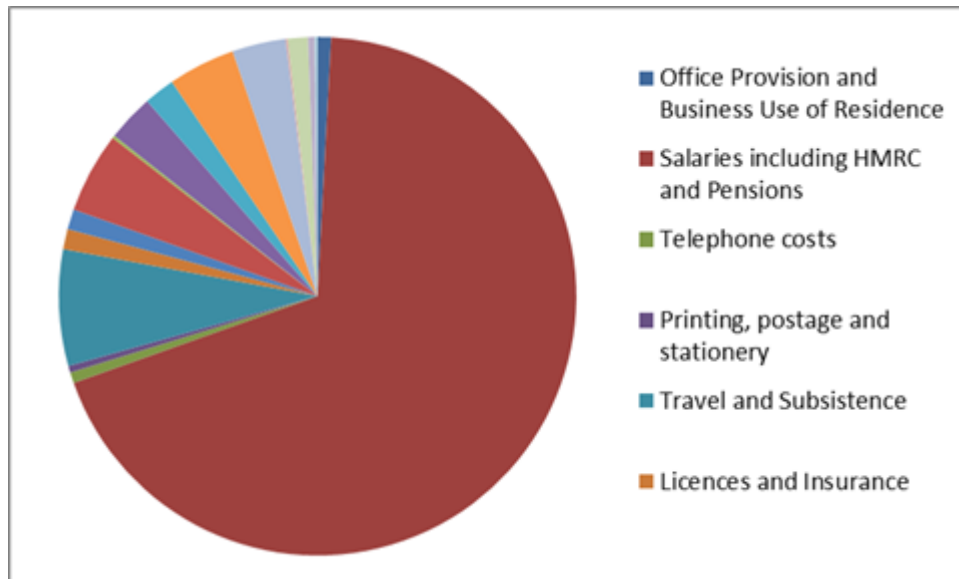
	2014/15	stand still	%of total
Office Provision and Business Use of Residence	1000	1000	0.8
Salaries including HMRC and Pensions	82000	85000	70.0
Telephone costs	800	800	0.7
Printing, postage and stationery	500	400	0.3
Travel and Subsistence	8650	8650	7.1
Licenses and Insurance	1500	5500	4.5
Computer expenses	1500	1500	1.2
Venue hire and Conference fees	6000	3000	2.5
Sundry expenses	200	200	0.2
Accountancy and Payroll	3500	4000	3.3
Training	2300	1000	0.8
Legal and Professional fees	5000	5000	4.1
Subscriptions	4000	3000	2.5
Entertainment	150	150	0.1
Website expenses	1500	1500	1.2
Annual Plan, Business Cards and Leaflet	500	500	0.4
Bank Charges	200	200	0.2
Total	119300	121400	100.0

Income

121500

4

Breakdown of budget headings:



Clearly with salaries and on costs representing 70% of the budget and the next biggest category being travel and subsistence at 7%, there is limited opportunity to reduce the budget without a radical re-think of the Association. Travel and Subsistence is essential to allow the Chief Executive to regularly travel to London and Newcastle as well as visit the IFCA's around England infrequently.

To date, the Association has been centrally involved in obtaining the following:

- 2012/13 - £307k from Defra underspend
- 2013/14 - £337k from Defra underspend
- 2013 – £60k from Defra for the iVMS project
- 2014 - £3m extension to the new burdens funding
- Total to date £3,704,000 during which time each IFCA has paid membership of £31k or a total of 310k across the IFCA's. (year one: part year, £7k, years two and three £12k).
- 2014 - £1,500 in additional subscription funding from Guernsey and Isle of Man (Associate Members of IFCA)

2015/16 Annual Plan

Success Criterion 1: IFCAs have sound governance and staff are motivated and respected.

Action	Intention	Performance indicator	By when
(1.1) Consolidate Association Governance:	Written Association Governance (Articles of the Association) agreed with Board	Articles of the Association are reviewed as appropriate. Revised articles published May 2013.	Review as appropriate
(1.2) Detailed Association budget agreed by Directors.	2015/16 budget agreed Autumn 2015. Quarterly progress reports using standard accounting format to be presented to Quarterly members forum and agreed at follow-on Directors meeting	Quarterly report shows budget on track. There was an agreed spend from Association reserves of £15k on legal advice in 2014/15.	Quarterly and end of year reports.
(1.3) Prepare 2016/17 budget	Prepare budget proposals for autumn 2015 /spring 2016. depending on the outcome of the CSR	Budget approved by Directors	Autumn 2015/spring 2016
(1.4) Carry out staff appraisal	Staff appraisal system introduced to measure standard of behaviour toward and interaction with stakeholders, general public	Staff appraisals will have been undertaken with Chair/vice chair and Association working group for the CEO and by the CEO for	Annual appraisal

	and officers/staff of partner organisations.	the Administrative and Finance Officer on an on-going basis and reported quarterly	
(1.5) Development and production of an Association Annual Plan	To produce an Annual Plan	Publish Annual Plan (paper copy and on website) by end May 2015	Annual
(1.6) Development and production of an Association Annual Report including financial statement.	To produce an Annual Report of high quality using external support as appropriate	Publish Annual Report on website by end of June 2015	Annual
(1.7) Produce quarterly CEO reports	Report progress against work plan including more standard financial reporting to the Association Members	Produce papers 5 working days before Board meetings and provide action minutes within 5 working days of Board meeting	Quarterly

Success Criterion 2: Evidence based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the District

Action	Intention	Performance indicator	By when
(2.1) Report on National progress on byelaw review and in particular the Marine Protected Area (MPA) byelaws	Provide a national overview of IFCA progress against Success Criteria 2. Increase the awareness of the IFCA lead role in the delivery of the well managed network of MPAs by 2016	Publish annual report outlining the National achievements of the IFCA's regarding the UK Government's MPA initiative.	Ongoing

(2.2) Association project manage and complete Defra 2014/15 MPA capital purchase project (£337k) (2.3) Engage with Cefas throughout the process to ensure joined up working with partners	Provide funding for IFCAs following purchase of £337k of capital equipment. Provide audit trail for Defra/IFCAs Track and report back to Defra/IFCAs on effectiveness and value brought by project	Full audit trail completed Report to Defra/IFCA Directors Report of effectiveness to Defra/IFCAs produced	June 2015
(2.4) Seek any additional underspend for 2015/16 from Defra	Seek additional funding	Funding approved	Ongoing
(2.5) Input to IFCAs on policy issues impacting on byelaw revision working with membership and MMO and Defra guidance.	On-going policy scanning to inform IFCAs of national policy changes and horizon scanning	Up to date information provided to IFCAs – reported quarterly to Association Members and Board of Directors	Ongoing

Success Criterion 3: A fair, effective and proportionate enforcement regime is in place

Action	Intention	Performance indicator	By when
(3.1) Engage and improve effectiveness with National Enforcement Strategy Group	Inputs to National Enforcement Strategy Group any likely or actual changes to policy that might impact on enforcement matters.	IFCA national issues raised at enforcement meetings	Ongoing

Success Criterion 4: IFCA work in partnership and are engaged with their stakeholders

Action	Intention	Performance indicator	By when
(4.1) Work with partner organisations to review value of MoUs – engage with Defra regards revising IFCA High level objectives (HLOs)	Production of practical and workable national MOUs with partner agencies if agreed	MOUs will have been agreed and adopted and reviewed annually.	Annually or dependant on revised HLOs
(4.2) Engage with stakeholders and feedback to Defra where there are concerns over the current legislative and regulatory framework and the IFCA's ability to “ensure healthy seas, sustainable fisheries and a viable industry”.	To assist the IFCA's in their ability to deliver the vision	Stakeholder feedback	Ongoing
(4.3) Engage with NGOs and other interest groups to promote the IFCA role and seek common visions and ways of working together: Maintain meetings spreadsheet on website	Raise awareness of NGOs and other stakeholders regarding the new duties of the IFCA's and the role of the Association	Better relations with stakeholders. Reduced risk of third party challenge	Ongoing
(4.4) Actively engage with partner organisations and Defra	Ensure IFCA's are fully involved in inputting to policy decisions -	Maintain membership of relevant Boards and steering groups – provide regular updates to the IFCA's and the Association Board.	Ongoing

(4.5) Review stakeholder and communication strategy/plan – current plan set out in this Annual Plan	Delivery of a proactive Communications and Engagement Strategy.	2015/16 Communication and Engagement Strategy targets met	2015/16
(4.6) Respond to Consultations as appropriate.	Agree with Directors of the Association relevant consultations and respond.	Consultations responded to by the due date and placed on Association website.	Ongoing
(4.6) Produce National Association Policy statements on a range of issues. E.g. Marine Protected Area management. Bass management	Agree high level national statements regarding key policy areas.	Publish on Association website and use in Communications strategy	Ongoing
(4.7) Work with Partner organisations on joint projects.	Using skills and expertise of individual IFCA's to facilitate partnership arrangement	Association to engage with Partners to deliver joint projects – e.g. Project Inshore.	Ongoing

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

Action	Intention	Performance indicator	By when
(5.1) Work with Chief Officers Group (COG) and Technical Advisors Group (TAG) to assist IFCA's with	Continue to use Association funding to provide National training and to support COG and TAG (see budget)	Use the Association as a vehicle for communications of any national funding opportunities.	Ongoing

their research programme. Involve COG and TAG in implementation of policy revisions.			
(5.2) Work with partner organisations through working groups. E.g. MPA project board and MSFD steering group	Ensure IFCA interests are fully represented at national level and that relevant information is passed on to the IFCA's.	Updates are included in CEO quarterly reports to the Association. Important information is immediately sent out to Directors.	Quarterly

Success criterion 6: IFCA's support and promote the sustainable management of the marine Environment.

Action	Intention	Performance indicator	By when
(6.1) Ensure Association and IFCA input to the CSR and funding process for IFCA's beyond April 2016	Engage with Defra to ensure sustainable funding of the IFCA's beyond one year extension of new burdens funding announced by the Minister at the Association Members Forum in January 2014	Full engagement with Defra and appropriate bodies throughout 2015/16 with the aim of securing the future of the IFCA model	Ongoing high priority for the Association
(6.2) Incorporate sustainable management of the marine environment in the Association Communication and Engagement Strategy	To raise awareness of the IFCA role in promoting sustainable management of the marine environment	Enhanced awareness of the IFCA's and their role.	Ongoing

Success criterion 7: IFCA's are recognised and heard

Action	Intention	Performance indicator	By when
(7.1) Effectively engage with national government and partner organisations.	The Association is created, consolidated and well run, to represent the interests of members on a collective and national basis.	The Association engages with the Members and Directors to ensure continued good governance and direction of the Association of IFCA's.	Ongoing
(7.2) Arrange/attend regular liaison meetings and ad hoc joint or collaborative activities.	Efficient and effective partnership working is embedded into the all IFCA's (and partner organisations).	Regular liaison meetings will be set up and held throughout the year as appropriate.	Ongoing
(7.3) Association website updated on a regular basis.	Website re-launched April 2013. Content has been radically updated. Website is kept up to date with relevant information and all forms are available for stakeholders to access. Members' only areas kept updated with meeting papers etc.	Records kept showing AIFCA website is reviewed and updated quarterly.	Ongoing
(7.4) Website queries section included in website to provide stakeholder engagement	Website queries section included in website	Xx queries received in 2015/15 and answered with 10 working days	Ongoing – number of queries and their breakdown recorded and reported to Directors quarterly.

Conclusion:

With the Association approaching the end of its fourth year, considerable progress has been made.

The changing priorities of the UK Government, often driven from Europe and coupled with pressure from a variety of stakeholders have led to changing goalposts for the IFCA's and the Association.

The change in emphasis towards certain IFCA priorities has led to the Association channelling more resources towards the implementation of MPAs network and the ongoing sustainable funding of the IFCA's. In addition, Defra have indicated that during 2015 they intend to "commission" a review of joint working between MMO, IFCA's and the Environment Agency with a view to drive increased efficiency.

The Association has had success in being instrumental in the extension of the New Burdens money until April 2016 and beyond the general election and the next comprehensive spending review. In addition, the Association has secured and project managed £620k from Defra for capital spend in 2013 and 2014 and £60k towards the Inshore Vessel Monitoring (iVMS) system set up.

The Association seeks to continue to support the IFCA's into the future by representing them at a National level and ensuring the IFCA's are both seen and heard as well as playing a full part in the delivery of marine management.

Appendix 1

Association of Inshore Fisheries and Conservation Authorities

Communication and Engagement Strategy

2015-16



Introduction

The UK marine vision for “clean, healthy, safe, productive and biologically diverse ocean and seas” is part of a wider marine narrative. It has now been recognised that all those with a stake in the UK marine environment should have the opportunity to input into the associated decision-making. This requires a co-ordinated approach to enable effective communication and engagement between all marine stakeholders. The role of the Association of IFCAs (The Association) is to promote and assist the ten regional IFCAs in helping to deliver this vision.

The purpose of this Association Communication and Engagement Strategy is to show how the Association achieves integrated, effective two-way communication in support of the IFCAs, through its engagement with its stakeholders at all levels, and details how we plan to achieve this. The strategy has been developed to show how we will achieve co-ordinated communications, reflecting the needs of both internal and external audiences, in line with the IFCA and AIFCA visions below:

The National 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.”

And the Association Vision:

“The aim of the Association is to assist and promote the regional IFCAs to ensure that the authorities develop a leading and effective national role in fisheries and conservation management in line with the IFCA vision.”

This Strategy will outline how the Association will support the IFCAs to achieve the following of the seven Association Success Criteria along with their associated High Level Objectives. It will also help to shape the next Association Annual Plan.

Success Criterion 7: IFCAs are recognised and heard

Success Criterion 6: IFCAs support and promote the sustainable management of the marine environment

Success Criterion 4: IFCAs work in partnership and are engaged with their stakeholders

Success criteria 4 and 6 are connected to IFCA work plans, for example to each IFCA's statutory Annual Plan and Annual Report. The Association through its Communication and Engagement Strategy will facilitate good relationships with stakeholders, encouraging reciprocal successful communication and engagement from these stakeholders and partners. Focused communication will reflect work programmes, and be used to solve problems and share successes with wider audiences. Transparent two-way communication when meeting these criteria is fundamental to the success of Criteria 7. Fulfilment of Criteria 7 is the ultimate aim of the Association Communication and Engagement Strategy.

The current situation

Following the recent changes in the way the marine environment is to be managed, and the move towards integrated marine planning, a unique opportunity has arisen for the Association, to help the ten regional IFCAs in facilitating these changes. However the Association needs to remain mindful to the pace of change. With multiple stakeholders having a range of issues, of varying magnitude, the Association needs to communicate to and engage with stakeholders to resolve these issues in an appropriate format.

The Associations current strengths lie in its engagement with its high power/high interest stakeholders. Over the first three years since the Association was set up, it has enhanced the position of the ten regional IFCAs, and has communicated with stakeholders in a reactive way via membership of groups, interviews and articles in industry publications. The Association aims to seek out trends and themes as they emerge, and communicate and engage in a pro-active way.

The hook

There has never been a more exciting and challenging time in marine protection and management.

Recent advances in understanding leading to the concept of managing the environment for the benefit of multiple users is gathering momentum – the move is away from single issues towards ecosystem services.

Key messages:

- IFCAs bottom up regulators fully engaging with multiple stakeholders, and exploring joint working opportunities in order to achieve High Level Objectives
- Challenge of top down legislation (e.g. from Europe)
- Increasingly legalistic stakeholder issues arising from all directions
- IFCAs best placed to lead in inshore fisheries and conservation management. They represent a new type of regulator working with stakeholders and in partnership with other delivery bodies.
- IFCA local knowledge – pragmatic multi-use solutions seeking balance between social, economic and environmental considerations.

All stakeholders have common goal – healthy seas multiple uses

Target Audience

The target audience of this Communication and Engagement Strategy is extensive; each stakeholder has differing levels of interest in, and influence over the Association vision and aims. To be effective, both the context and mechanisms for communication need to reflect the individuality of the audience/stakeholder, and also consider the aim of each communication. To maximise impact and promote positive outcomes, communication can be categorised dependant on who the target audience is.

The list below of the Association stakeholders includes both internal and external stakeholders, and is comprehensive but by no means exhaustive. (It is not ranked in order of importance)

Governmental and Delivery Partners

The 10 regional IFCAs, The Prime Minister, The Parliamentary Under-secretary for Environment and Fisheries, MPs and Peers, The Crown Estate, DEFRA, Natural England, Environment Agency, Local Authorities, Marine Management Organization, CEFAS, DCLG, Maritime and Coastguard Agency, Local Government Association, coastal Local Authorities,

Fisheries and related Organisations

Shellfish Association of Great Britain, Producer organizations, National Federation of Fisherman's Organisations (NFFO), NUTFA, Seafish, MPA fishing coalition (MPAC), ports and harbour authorities,

Environmental NGOs and Recreational Stakeholders

Marine Conservation Society, Marine Stewardship Council, JNCC, Client Earth, WWF, Wildlife Trusts, RSPB, RYA, Angling Trust, Recreational users (Angling, boating, divers, bird watchers), Environmental Groups (NGOs).

Media

Publications – journalist, Ends, Fishing News, CIWEM, Fishing Focus (Defra), Sea Angler/Total Sea Fishing/Angling Times/ Anglers Mail, Regional papers/TV/radio, National papers/TV/Radio (Environment correspondence on National Titles and TV)

European stakeholders

Member states, Regional Advisory Council, European Partners, European Commission

Tools and methods of communication

Please note, on the following diagram:

‘Power’ refers to ability to directly influence the Association e.g. politically, financially and/or strategically.

‘Interest’ refers to interest in issues and objectives of the Association and the IFCA's

Following stakeholder analysis the following four stakeholder profiles were established:

A. Those with high power but low Interest

Stakeholders in this category can be influential/influenced, and the Association needs to concentrate on actively engaging and communicating with these stakeholders to increase their interest in the seven success criteria and their associated High Level Objectives and aims of the Association.

B. Those with high power and high interest

The Association needs to maintain good communication and engagement with this group, avoiding complacency

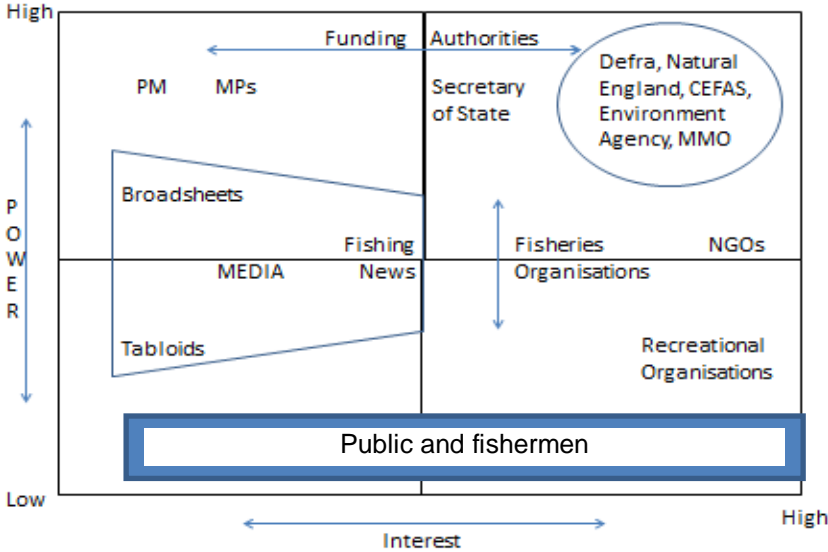
C. Those with low power and low interest

The Association needs maintain a consistent but lower level of communication and engagement, to keep this group informed and hopefully stimulate interest without offering unwanted/excessive communication.

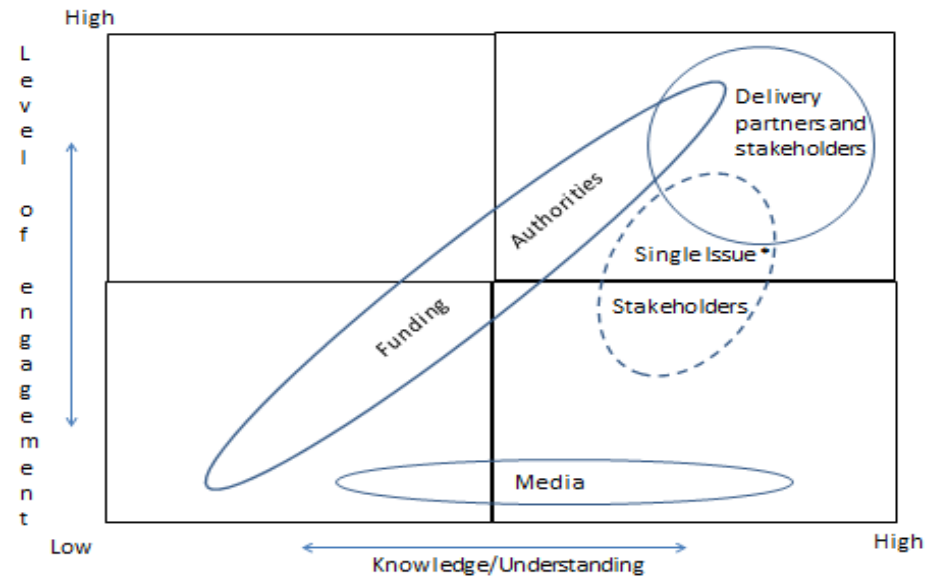
D. Those with low power but high interest

The Association needs to keep this group informed and engage frequently. This group of stakeholders may have current issues, and the Association could offer a communication channel for this group to become more engaged/involved in marine issues.

Examples of these profiles are illustrated below:



Following on from the above chart, current levels of engagement, knowledge and understanding of these stakeholders were ascertained as shown below:



The broken line illustrates that single issue stakeholders may have high levels of knowledge/understanding on *their* issue; however they may not have high levels of knowledge/understanding on all issues.

From this analysis it can be recognised that main areas of focus for the Association Communication and Engagement Strategy are:

- **Delivery partners and stakeholders** – with increasing pressure towards joint working (including conclusions from the MMO triennial and the IFCA four yearly report) especially when evidence gathering and undertaking enforcement, transparent, timely and effective two-way communication is vital
- **The media** - to increase their interest, knowledge and engagement; for example current issues such as MCZ, EMS management, local and national issues/stories, highlighting the role of the Association and the regional IFCA's in these issues.

- **Single issue stakeholders** - to raise awareness of broader issues, and include them in bottom up communication, for example sharing evidence gathering to support strategies. Attending public events (with regional IFCAs) to raise awareness of the role of Association and the IFCAs to single issue stakeholders to broaden their knowledge.
- **Funding Authorities** - to raise and then maintain their interest and engagement thereby strengthening and maintaining support for example with local good news stories/successes, attending public events (with regional IFCAs) to raise public awareness of our work, and of how taxpayers' money is used to support and promote the sustainable management of the marine environment.

Communication tools

External Communications Mix

Press: Press release, Radio, Opinion editorial, features, local and/or national, promotion of the work of the IFCAs (e.g. good news stories and case studies)

Online: Website, Annual plan, e-newsletters, social media, case-studies

TV: News and features, Long-format programmes and online television options. Accurate coverage is important

Print: Brochures, Posters, Letters, Leaflets – to be handed out by individual IFCAs to highlight the role of the Association, Scientific reports.

Public Relations: Telephone calls, Endorsements, conferences, events.

Internal Communications Mix

Regular update to the IFCAs: on project board and working group progress

Regular updates from the IFCAs: Information sharing, amongst the IFCAs should also include the Association

Conference calls:

Face-to-face meetings: Board meetings, Working Group meetings, COG meetings, stakeholder meetings

Website case studies and good news stories regularly obtained from the IFCAs

Annual plan

Memorandums of Understanding between the association and Stakeholders

Communication and Engagement Activities 2014-15

Internal engagement and communication

Website –

- regularly publish up-to-date good news stories (e.g. those supplied by the regional IFCA's, and examples of partnership working with other organisations)
- publish IFCA's current newsletters
- provide information on current issues in an accessible format for all stakeholders e.g. Association e-newsletter
- publish case-studies
- provide a clear communication channel for feedback

Stakeholder Database –

- Develop and update existing stakeholder database

Media engagement –

- Regular circulation of good news stories, and current issues in press releases
- Maintain database of current media contacts

Community engagement –

- Attend events with regional IFCA's and environmental stakeholders
- Promote the work of Association via leaflet distribution and website