



D&S IFCA Communications

Strategy and Delivery Plan 2018-19

August 2018

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Neil Townsend, Daniel Cresswell, Alison Heimann	August 2018	Refined from previous communication strategy to reflect the launch of a new website	1

Executive Summary

Effective communication is essential to further the objectives of the Authority. Communications spans every aspect of work that the IFCA performs, and we require it to be reactive and adaptable to achieve its objectives. The D&S IFCA engages with a wide range of stakeholders with differing interests, needs and desired outcomes.

Changes to previous communication planning has been required following the introduction of GDPR and the request by the Authority to demonstrate maximum transparency with information.

The Authority has recognised that there is a constant need to review the effectiveness of communications that are achievable with the resources available.

This Communications Strategy and Delivery Plan 2018-19 has been formulated to reflect where previous initiatives have been less successful and now incorporates new initiatives.

This Communications Strategy and Delivery Plan will assist D&S IFCA to:

1. Engage effectively with stakeholders – raise awareness, identify issues and seek shared solutions
 2. Ensure people understand the role of D&S IFCA
 3. Be transparent with information
 4. Demonstrate the success of our work
 5. Meet high-level objectives documented in the Annual Plan and the High-Level Objectives
- Part One of this report provides background information and demonstrates our key aims for communications
 - Part two applies more focus to the actual delivery of those aims
 - Part three demonstrates how we will measure success

Part 1

Background

The IFCA's were formed in 2011 and their duties are wide-ranging. The vision for IFCA's encapsulates the core role of the Authority and is shared by the 10 IFCA's in England. This vision translates the legal duties placed upon the IFCA contained in the Marine and Coastal Access Act, 2009.

The D&S IFCA is the largest of the ten separate IFCA Districts and has two separate coastlines. The area of the District is 4522km² and is defined in the Statutory Instrument (2010 No. 2212)¹. The D&S IFCA District includes the areas of Devon, Somerset, Gloucestershire County Councils; Bristol City and Plymouth City Councils; North Somerset and South Gloucestershire Councils and all adjacent waters out to six nautical miles or the median line with Wales.

The D&S IFCA is funded through its constituent local authorities by an annual levy. The levy is supported by Central Government to help enable the Authority to deliver its objectives. IFCA's work across boundaries, engaging with local and central government, government bodies, delivery bodies, industry and other NGOs, recreational users and individuals in the work that they do. Through this partnership approach to working, IFCA's will deliver socioeconomic outcomes balanced with the need to protect and promote a healthy marine environment.

On a local level, we need to engage, educate, inform and meet our duties as specified in the Marine and Coastal Access Act 2009. The D&S IFCA must manage the exploitation of sea fisheries resources in the District and ensure that the conservation of any MCZs in the District is furthered.

- The core work of D&S IFCA are Research, Byelaw work and Enforcement.

¹ The Devon and Severn Inshore Fisheries and Conservation Authority Order 2010

Aims & Objectives

- Raise brand awareness of D&S IFCA – what we are responsible for and what we do on a national and local level
- To enhance the reputation of the Authority
- Continue to recognise our key audiences and maintain a contacts data base
- Engage effectively with all stakeholders on a variety of platforms to ensure comprehensive accessibility
- Encourage input from Stakeholders, Communities and individuals for the development of fisheries management
- Facilitate a greater understanding of the marine environment and the role of D&S IFCA in its management
- Encourage confidence and support for the activities of D&S IFCA, working in partnership with others
- Identify issues affecting our stakeholders and find shared solutions to these issues
- Demonstrate the success of our work by promoting reasoned outcomes from consultation, compliance, enforcement and research work of the D&S IFCA
- To monitor and review the effectiveness of the Communication Strategy and Delivery Plan and adapt when required

Key Messages – consistent and clear across all platforms

Devon & Severn IFCA is committed to working in partnership with neighbouring IFCAs and other public authorities that are involved with research, monitoring, regulation, compliance and enforcement within our District.

Local authorities, communities, businesses and individuals' input is vital to ensure the protection and enhancement of the inshore marine environment

The Authority works in partnership with communities and organisations to help co-fund and deliver projects and provide information and research data

Local management is implemented by D&S IFCA to meet the duties set out in the Marine and Coastal Access Act in association with public consultation within our District and in line with National Fisheries Policy

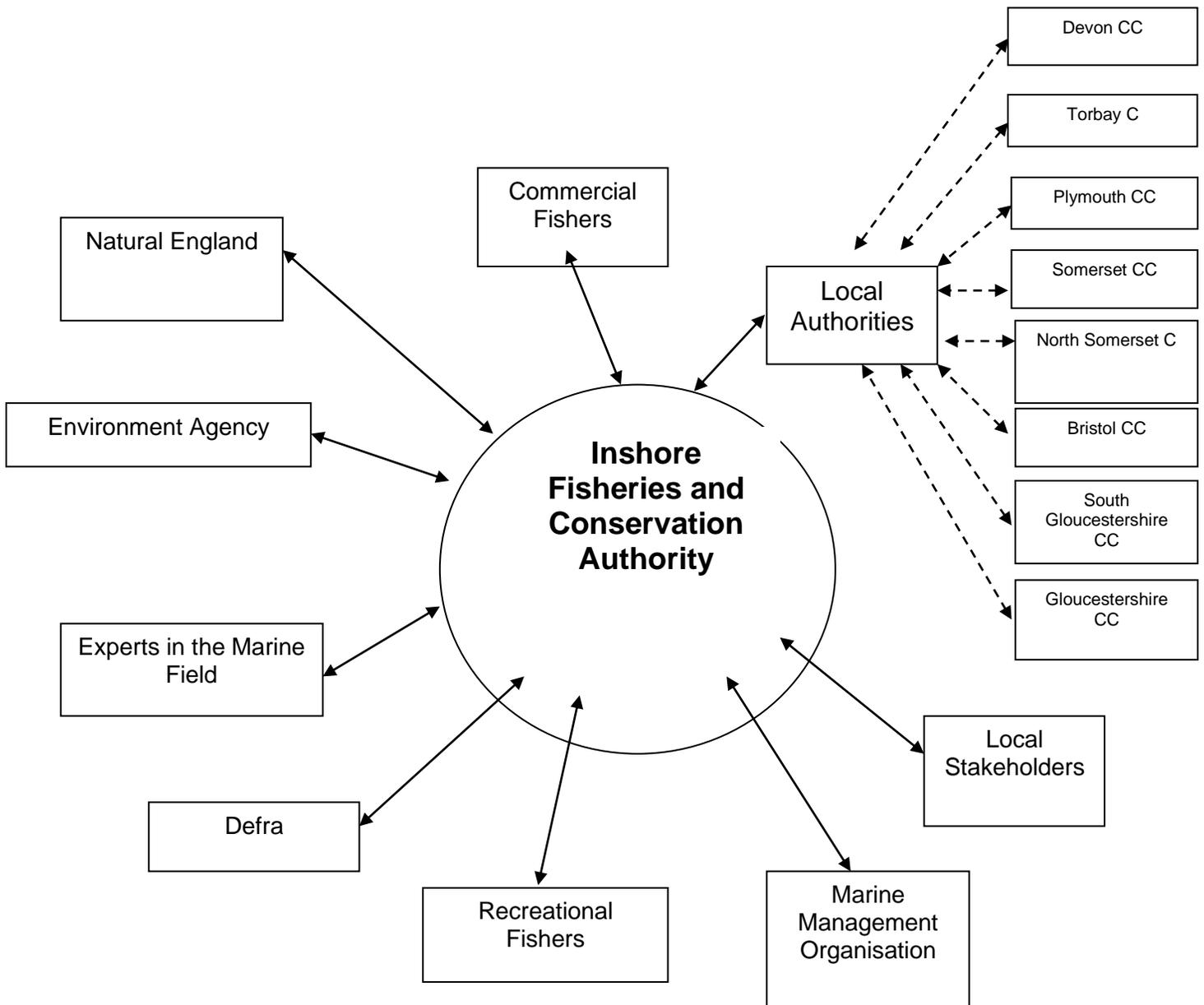
To raise awareness of our enforcement duties, encouraging compliance whilst informing the audience that the Authority is prepared to prosecute when required.

Audience

The marine sector includes commercial, recreational and public interests. Within each sector, there can be significant diversity in objectives, and the role of the IFCA within that is to seek shared solutions. Therefore, opportunities for interested communities and stakeholders to participate fully need to be maximised to enable constructive feedback and input. The stakeholder's feedback and input will allow the communities and stakeholders to shape future IFCA plans by working together, ensuring their effectiveness.

Stakeholders

Primary stakeholders are detailed below. These range from government bodies to local non-government organisations, large commercial users, smaller interest groups and individuals.



Partner Organisations

Working closely with others underpins the success our work as it facilitates opportunities for genuine discussion and shared objectives for the management of the inshore marine environment.

D&S IFCA has statutory consultees. D&S IFCA works closely with the Marine Management Organisation, Environment Agency and Natural England.

Other examples of partnership include:

- All IFCAs (including the National Association of IFCA, Cornwall, Eastern, Isles of Scilly, Kent & Essex, North Eastern, North Western, Northumberland, Southern, Sussex IFCAs)
- Universities/Research Departments
- Cefas
- Harbour Authorities
- Project Partners

Wider Community

Working closely with others, groups, organisations, individuals and businesses, gathering information and share knowledge and views (where appropriate), helps to inform our work to reach informed decisions.

- Local and National representatives
- Local and National Press
- Fishing, Angling & Diving organisations and other interested parties
- Individuals (Commercial and Recreational)
- Industry and tourism-related industries
- Special interest groups

Communication Channels

Effective use of digital, printed and communication in person enables us to effectively reach and engage with our audience. We need to use these channels to highlight progress, gather knowledge and involve others for the successful management of the inshore marine environment. Some of the tried and tested elements of our standard communications framework (demonstrated below) have become less successful than other elements, prompting a revised delivery approach for 2018-19 set out in part 2 of this report.

Standard Communication Framework

Digital

Website
E-newsletter
Press Release
Social Media
Emails
Text Alerting

Printed

Media Coverage
Leaflets/posters
Letters
Reports

In Person

Presentations
Roadshows/Events
Meetings & Forums
Telephone
Press Visits
Boardings/Shore Patrols
Telephone
Office reception

Communication tool	Comments
Website	Access to D&S IFCA information and news - the first point of contact for many and therefore the prime key communication tool.
Enewsletter	Keeps members and interested parties up to date with D&S IFCA news with Quarterly E-newsletter sent to the subscription list, Consultee List and IFCA members. Ensures reaching a large audience to publicise work.
Social Media	Strengthens brand identity and raises awareness of D&S IFCA's work with regular posts publicising ongoing work. All social media is regularly monitored.
Emails/Letters	Quick and informed response to a range of issues and assists direct notification for consultation work.
Press Releases/Press Visits/Media Coverage	Showcase D&S IFCA work and promote 'relevant news' stories of D&S IFCA to a regional and national audience. This includes responding to media enquiries and instigating appropriate opportunities for the media to gain insights into the work of D&S IFCA.
Presentations/Roadshows/Events/Meetings	Receive feedback and raise profile to different audiences in person encouraging active engagement in consultations and partnership working.
Telephone/Boardings/Patrols	Opportunity to address or resolve immediate issues and to engage and receive feedback from stakeholders including commercial and recreational fishers. The out of hours duty telephone provides a channel for suspicious activity to be reported,

Part 2 - Delivery

D&S IFCA needs its communications to be effective and efficient in terms of cost and time spent organising and managing the communications. Our key delivery targets for 2018-19 are as follows:

- To be effective and efficient in terms of cost and officer time spent managing the communications
- Identify key audiences and maintain a contacts data base
- Target key messages to specific audiences when appropriate
- To be self-sufficient as much as possible with our communications
- To be transparent with our information
- To use the website as the primary communication tool to display information

A new website has been designed and launched to enable the following:

- To be effective and efficient in terms of cost and officer time spent managing the communications
- To inform stakeholders & members about our work
- To enhance the reputation of the Authority
- To link communications to the Annual Plan and documented tasks
- To link communications to previously documented work
- To link communications to documented outcomes of new work
- To provide regular news updates of work at different stages (before/during/after)
- To have control over the longevity of our news items and any links used
- To improve presentation
- To fully integrate with face book & twitter
- To encourage stakeholder engagement and subscription to e-newsletters & consultations

What the new website will deliver

The new website has been constructed with particular focus on maximum transparency with our information with particular focus on the Freedom of Information Act 2000. A balanced has been achieved between presenting new news items and other information whilst also offering all stakeholders the facility to explore a new feature which is a resource library. The resource library displays a huge range of information and is in effect an interactive Publications Scheme. Key Categories (in a simplified form) are as follows:

File	Content
A	Annual Plans, Annual Research Plans, Enforcement & Compliance Strategy
B	All minutes and officer papers for future meetings
C	Financial information for the Authority
D	Working Practices – Standard Operating Procedures
E	Legislation – Byelaws and Permit Conditions
F	Byelaw Development Reports (consultations) /Impact Assessments
G	Archived news items/press release & guides for stakeholders
H	Environment & Research

The Home Page

The Home Page has been designed to deliver the following:

- A simple layout with easy to see links to multiple display pages
- An easy to see tab for on-line permit applications
- A more visually appealing display with increased use of photographs
- A more news orientated display with the introduction of news stories with simple headlines
- A sideways scroll so a reasonable number of story “headlines” can be displayed

Our News Items

Aims:

- To be focussed on the work (before, during or after)
- To be relevant to our work/content of our Annual Plan
- To be created by individual staff on a regular basis using a template for consistency in the presentation
- To use relatively basic language that is suitable for a less informed audience
- To contain accurate and up to date information
- To contain hyperlinks to content in the resource library or other relevant items that have more detail
- To be relatively short as the greater detail is provided in the links applied
- To encourage stakeholder engagement and subscription to E-newsletters or consultations
- To be suitable for duplication on Facebook

Other Media

Facebook:

- To mirror the news items posted on the website
- To capture the comments/posts of those reading the news items
- To promote visitation of the website where there is more detail for people to explore

Twitter:

- To highlight topical news items that may get re-tweeted
- To be of use to generate interest, especially at the start of some new work
- To promote visitation of the website where there is more detail

E-newsletter:

- To compile a selection of news items already posted on our website
- To be well presented, visually appealing and encourage visitation to the website
- To be produced and circulated every three months
- To be more engaging than written quarterly reports

Part 3 – Intended Outcomes & Measuring Success

Accountability

- A system that displays our decision-making process used to date
- A system that will display our future decision-making processes
- A system that demonstrates our past achievements
- A system that displays our progress as measured against our Annual Plan and High-Level Objectives

Transparency

- All documentation – (Reports/ Research Reports/ Assessments (summaries)/ Evidence Bases) - that are used for decision making are available for members and stakeholders
- A system that reduces time spent processing FOI and EIR requests

Reporting

- Google Analytics for the website (monitoring of web traffic)
- Site Users
- Page Views
- Audience breakdown
- The volume of traffic for promoted items (consultations, new permit regulations)

- Press coverage/press releases
- Publications and news stories/topics covered (Google alerts)
- Number of press visits and media coverage of visits

- Breakdown of social media connections (Follower, engagement and reach statistics)
- The demographic breakdown of the audience (location, gender and age)
- Top interest stories
- Klout measurement for social media (+ in comparison to other IFCA's)

- Presentations/Roadshows/Information Events – where practical to do so, monitoring of:
 - Attendance number at events (overall and to IFCA stand)
 - Record of common topics/concerns/feedback or questions

Consultations

- Measure number and quality/variety of subjects commented on
- Track web traffic to Consultation surveys
- Track social media reach for consultation posts

Key performance indicators

Verbal Feedback:

- From members
- From stakeholders
- From staff
- From other organisations

Subscription:

- Increased levels of subscription to e newsletter
- Increased levels of subscription to consultations
- Increased numbers of people on our Master Contacts List

Other:

- Increase in web traffic (post-migration, establish a baseline to monitor +/- traffic)
- Increased web traffic to Permit Consultation pages during review periods
- Increased participation in consultation feedback
- Increased sign up to receive consultation material for non-permit holders
- High Klout ranking (social media)
- A steady increase in social media followers, engagement, and reach
- Reduction of hard copy communication to digital

End.