

Date: **4 June 2019**

Title: **AIFCA Review – update on Task Group and proposed way forwards**

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**Recommendations: that AIFCA Forum members**

1. Agree the revised AIFCA mission statement ,as set out in section 3,
2. Agree the prioritisation of the 3KQ recommendations as set out in section 4,
3. Agree a phased action plan for the review, as set out in section 5 and;
4. Agree that additional resourcing will be found from AIFCA reserves for external advice, if required.

**1. Purpose of the report**

1. This report summarises the actions taken by Task Group following the publication of the 3KQ report and the conclusions reached by the group's members.
2. It proposes an amended mission statement for the AIFCA and a draft diagram to illustrate the main work areas delivered by the organisation.
3. It sets out a phased action plan approach to the next stage of the review and invites discussion by Forum members to guide and if content, endorse this approach.

**2. Background**

1. In December 2018, the AIFCA appointed the consultants 3KQ to conduct an independent review of the organisation. Their draft report and its conclusions and recommendations were presented to Forum members at a workshop on 4 March 2019. This was followed by a discussion at the last Forum meeting on the 5 March 2019, where members resolved to delegate taking this review forwards to the Task Group which consists of Tony Tomlinson (Chair), Les Weller (Vice Chair), Matt Mander, Julian Gregory and Sam Davis. The Task Group was asked to provide its recommendations to the next Forum meeting on 4 June 2019. Agreement was also reached to pay for one more day of 3KQ's time to attend a meeting of the Task Group, to facilitate the discussion.
2. In order to plan this facilitated meeting of the Task Group and in light of the geographical separation of the members across the country, a teleconference was convened on 12 March 2019. This meeting was used to test the feasibility of working together remotely, which proved to be

effective, although it was recognised that detailed work needed to happen face to face. Members also discussed the draft review report from 3KQ and agreed an explanatory text to accompany it when it was circulated to all AIFCA Forum Members. A broad structure for the next Task Group meeting was also discussed and there was a useful debate about the recommendations, as well as suggestions and ideas about a pathway for the review to follow.

3. The 3KQ report *Independent Review of the Association of Inshore Fisheries and Conservation Authorities – March 2019* was circulated to all Forum members. Comments were invited back via the Chairman in order to gain a wider perspective on the conclusions and recommendations of the report. These comments were collated by the Vice Chairman and fed into the discussions at the next meeting.
4. The Task Group then met in London on 5 April, joined by Rhuari Bennet from 3KQ, to discuss the review report in detail. The first part of the meeting was used to prioritise the thirteen recommendations made in the report for further action and the outputs of this process are discussed below in section 3.
5. The second part of this meeting was used to develop a process for the next stage of the review and to agree an approach for the group to develop options for consideration by the main AIFCA Forum. The proposed process is shown below in the flow diagram in section 4. There was also a very detailed and constructive conversation about how the AIFCA could approach its annual planning and reporting cycle.
6. This meeting was followed by a teleconference on 23 April 2019 which focused on the wheel diagram from the 3KQ report (Fig 3, p8 of the 3 KQ report) and how this could be modified to improve its function and clarity. A revised version of this is in section 2 of this agenda report.
7. Agreement was reached on the proposed mission statement which had been set out on page 7 of the 3KQ report and the revised text is shown in section 2 of this agenda report. Members also refined proposals for an annual planning and reporting process which would be appropriate to the aims and scale of the AIFCA, which could be discussed and potentially agreed during the next phase of the review.
8. Throughout these meetings, members have taken the opportunity to share thoughts and ideas about the purpose and culture of the AIFCA and how it could build on its strengths of collaboration, representation and communication.

### **3. Updated AIFCA mission statement and 'wheel diagram'**

1. Following discussion in the Task Group, the mission statement proposed by 3KQ has been amended in bold text, to read:

*"The Association exists to actively represent IFCAs in national conversations, drive information through the network and support*

collaboration amongst **its** members to regulate and conserve inshore fisheries **and the marine environment** to their best”.

- Task Group members thought that the wheel diagram was a useful way to express the work of the AIFCA but felt that it could be expanded to show how its functions linked to its external delivery. Some revisions have been proposed in order for it to better represent the proportions of the three different functional areas, with an expansion of the ‘actively represent’ sector, and a commensurate reduction in the ‘support collaboration’ sector. More work is required to complete the diagram, once the final shape and scope of the AIFCA has been agreed. The diagram in its current form is shown below for information.

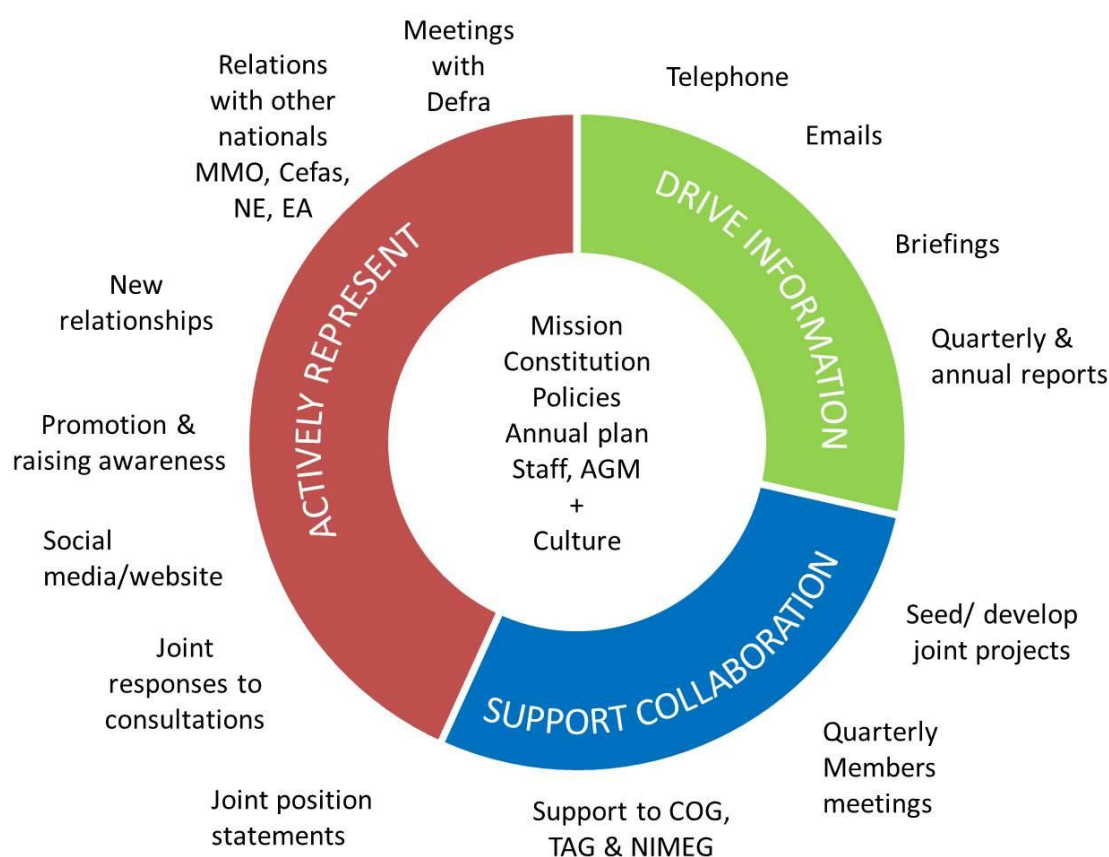


Fig.1. Revised wheel diagram representing AIFCA’s purpose and delivery mechanisms

#### 4. Prioritisation of recommendations from the 3KQ report and rationale for order

- The thirteen recommendations from the report (reproduced in italics) were prioritised using both the feedback from the wider Forum membership, as well as through the discussion held in the above meetings. The following groupings are suggested as a logical and achievable way forwards and for some recommendations, there is additional narrative to clarify the Task Group’s approach. A phased approach is proposed, shown in the flow diagram in section 4, fig. 2.

2. **High priority areas for action:** these form the core of the organisational change required and if agreed, they will need to be prioritised for action.

**Recommendation 3:** *Refocus and clarify the Association's mission to clearly and consistently describe why the organisation exists, as well as providing a reference point for decisions about how resources are used.* Task Group members identified this as the focal recommendation for the next phase of this process.

**Recommendation 4:** *Review the role and job descriptions of both staff to ensure that they are properly aligned to members' needs.* This task could follow in due course once other recommendations clarified and completed.

**Recommendation 5:** *Get the annual planning process onto a creative, positive footing. Build the plan collaboratively, agree it formally, write it clearly and review it regularly. Include a clear scope for each activity and a resource allocation of AIFCA staff time. This process must be led proactively by the CEO as a core requirement of the role.* A planning and reporting cycle will be proposed in the next phase of the review for discussion by Forum members.

**Recommendation 6:** *Clarify the Association's role in identifying, developing supporting and/or delivering new joint projects.* This task could follow in due course once other recommendations clarified and completed.

**Recommendation 7:** *Ensure a new proactive and positive approach to member liaison is embraced and that this is included as a core function in new descriptions aligning the role with serving member needs.*

3. **Medium priority areas for action:** these areas either flow from implementing the recommendations above, or are administrative changes that can be implemented simply and either in advance of the major recommendations or concurrently to them.

**Recommendation 8:** *Adopt metrics, including member satisfaction, to inform performance monitoring of staff roles.* This was expanded during Task Group discussions to focus on the value of a simple 360° assessment of our collective AIFCA performance by our key external partners.

**Recommendation 11:** *Compile internal policies into one policy manual document. Publish this on public area of website to provide openness and transparency.* During Task Group discussions, it was highlighted that a distinction needed to be made between internally and externally facing policies and that this task could be incorporated into annual planning process.

**Recommendation 12:** *Streamline and accelerate process for sharing and agreeing minutes.* This can be actioned now.

**Recommendation 13:** *Members should support the Chair/Vice Chair in their work with Defra.* The Task Group felt that this applied to all work areas and linked also into providing support to AIFCA staff members.

4. **Low priorities for action:** these may still be important tasks for the future but less urgent.

**Recommendation 9:** *Renew the website etc., keep it up to date and move as much of the members' area content into the public domain as possible.* This may require additional resourcing at the point of commissioning/delivery.

**Recommendation 1:** *Be realistic and wary of trying to achieve the significant change that members want to see by amending the Articles of Association.* There may be amendments which need to be made at the end of this review process

**Recommendation 2:** *Let the internal policies and procedures run for at least 6 months without discussion, then ask CEO, Chair and Vice Chair to review their delivery.* This task could be incorporated into annual planning process.

**Recommendation 10:** *assess the implications of changing the name of the AIFCA.* This had very little support and was the lowest priority of all.

## 5. Phased action plan

1. A phased action plan approach to delivering the review is proposed, reflecting the prioritisation of the recommendations above. Suggested short term reporting dates have been included and this timeframe could be extended further to December 2019, taking into account the discussion around this approach and any suggested amendments.

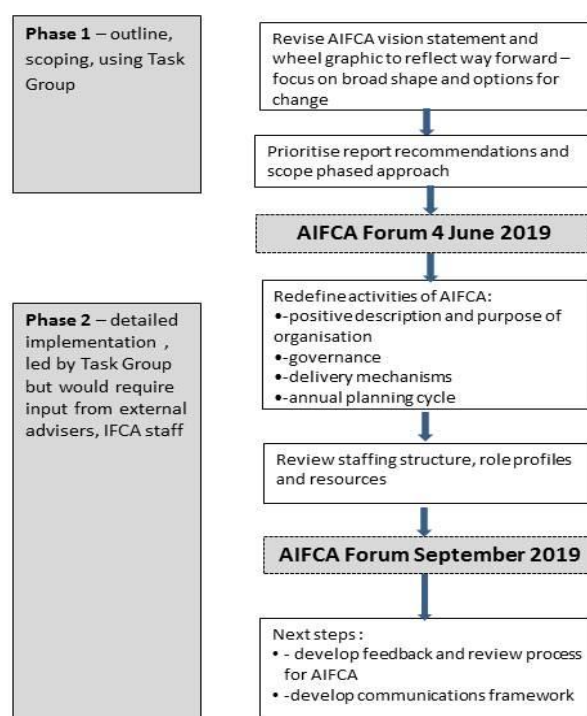


Fig 2 Flow diagram of a proposed phased process to take review forwards

2. From the flow diagram, it is clear that should this approach be agreed by Forum members, this creates a work plan for the Task Group over the next quarter which will be challenging but achievable. If external input is found to be required, this will need to be sourced from within the AIFCA reserves.

## **5. Proposed Way Forward**

1. Following discussion and endorsement of the approach proposed, Task Group members will continue to use a mixture of teleconferences and face to face meetings to drive forwards the next phase of the review.
2. A further report will be presented to the AIFCA Forum at its quarterly meeting in September 2019.

## **6. Implications**

1. Additional expenditure may be incurred if external advice or other work is required which cannot be completed by Task Group members.

## **Supporting Information**

### **Appendices: None**

**Background Papers:** Independent review of the Association of Inshore Fisheries and Conservation Authorities - Rhuari Bennett and Richard Harris, March 2019 (previously sent to members in March 2019).