

Future working options workshop

5th June 2017



About this pack

- The IFCA's and MMO have been in dialogue to review ways of working and have determined to come together on the 5th June to discuss future options
- The scope of the workshop and the proposed values and behaviours during discussions were agreed by the joint steering group on 25 May
- A series of options for collaboration have been proposed by the steering group and are provided herein. These materials are intended to stimulate discussion
- To further support the discussions it has been agreed to use the external facilitators whose details are at the end of this pack

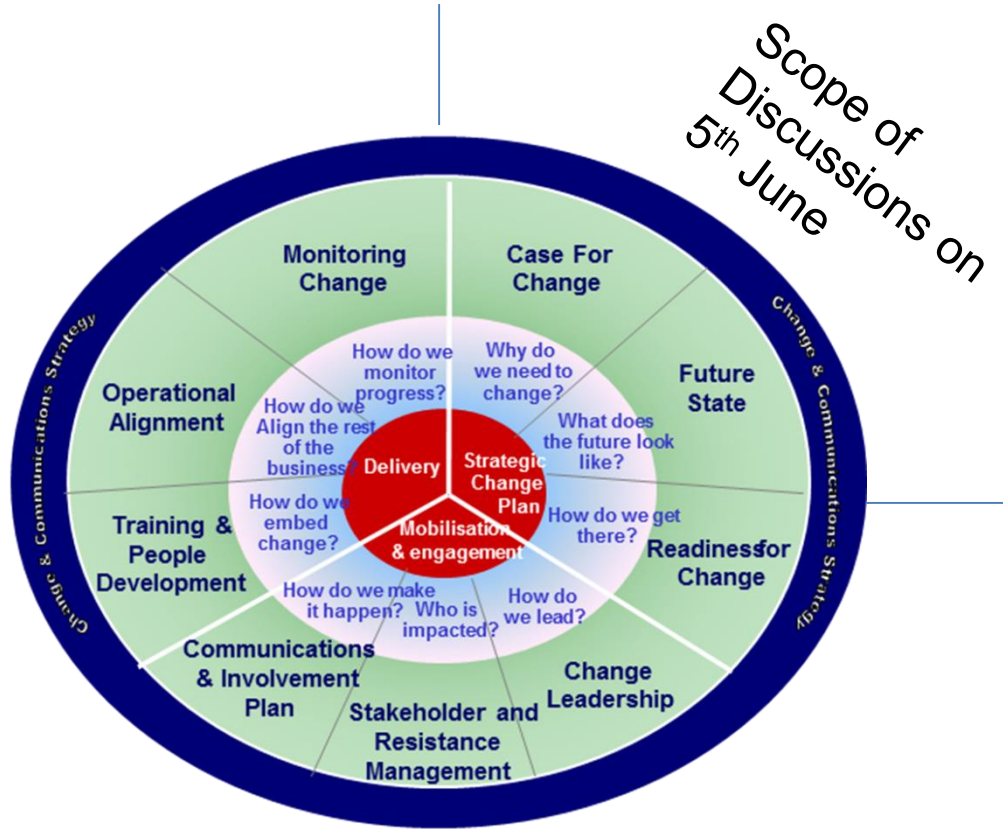
Why are we meeting on the 5th June?

To work in **partnership** to find the right approach to future delivery to achieve our collective purpose

Our Values when working together have been defined as:

- Open minds
- Openness & trust
- Empathy
- Equality
- Respect
- Collective accountability

The Framework of discussion



- Discussing change is challenging but a common reality
- The options are to “lead change” or be led through change”
- You have chosen to “Lead Change”
- To support this it is good practice to use a thorough and systematic approach to ensure transparency and alignment
- The framework opposite has been successfully used across multiple public sector organisations including MoD and the NHS
- Its purpose is to remind us where in the process we are – and not get carried away

Behaviours during our discussions

When we meet on the 5th June there will undoubtedly be strong views and discussion, which is no surprise given your collective passion to the Mission.

To ensure we have an open and progressive debate we must adopt some fundamental behaviours, which your facilitators will maintain.

- Facilitators decisions are final
- Focus always on our joint outcomes
- Engage in positive, open & constructive discussion
- Be in a positive forward looking frame of mind
- Be on time
- Do your prep work
- No phones or devices during the sessions
- Be present and contribute at all times
- Suspend judgements & predetermined mindsets
- Respect each other
- Leave conflicts at the door
- Confidentiality
- Lead by example
- Deal with elephants in the room
- No Fear

Agenda for the 5th June

Outcome	Validation and/or agreement on the case for change and appropriate next steps
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Time	Who	Topic	notes
9.30	All	Arrivals	
11.00	John Tuckett	Welcome & Introductions Outline of the Day	Break into 2 Groups Chairs/Board & CFO/CEO
11.30	Facilitator	Our common purpose How is it working today? The case for change	In groups we will discuss and develop the materials
13.00		Lunch	Facilitators will consolidate inputs
13.30	All	Reflection & summary Next Steps	Plenary Session
15.00		Close	

Please note times may vary but the start and end time will be fixed

Discussion materials

Our collective purpose

Marine and Coastal Access Act

- Manage, regulate or control the marine environment
- Achieve sustainable development
- Balance social and economic benefits

IFCA

“...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”

MMO

“We license, regulate and plan marine activities in the seas around England so that they're carried out in a sustainable way.”

Responsibilities

IFCA	MMO
<p>Management of inshore fisheries: ensure that the exploitation of sea fisheries resources is carried out in a sustainable way delivered through compliance with byelaws</p> <ul style="list-style-type: none"> • Monitor/surveillance of inshore fishing activity 0 to 6nm • Compliance and enforcement of byelaws 	<p>Management of near shore and offshore fisheries: ensure that the exploitation of sea fisheries resources is carried out in a sustainable way delivered through compliance with CFP</p> <ul style="list-style-type: none"> • Monitoring/Surveillance of fishing activity 0 to 200nm • Compliance and enforcement of EU regulations/CFP
<p>Protection of marine conservation zones Management of Marine Protected Areas (MPAs) 0 to 6nm</p> <ul style="list-style-type: none"> • Byelaws drafting • Monitoring and surveillance activity 	<p>Protection of marine conservation zones Management of Marine Protected Areas (MPAs) 6 to 12nm and 12 to 200nm</p> <ul style="list-style-type: none"> • Byelaws drafting and quality assurance • Monitoring and surveillance activity
<p>Take steps necessary which in the authority's opinion or expedient for the purpose of making a contribution to the achievement of sustainable development in accordance with Marine Plans</p>	<p>General Objective: making a contribution to the achievement of sustainable development</p>
	<p>Marine developments licensing</p>
	<p>Development of Marine Plans</p>

Assumptions

- Work in partnership to develop future working options
- Brexit happens:
 - Independent coastal state
 - Single UK legal framework for managing fisheries/environment
 - Increased surveillance/monitoring of fishing activity
- Financial pressures:
 - Austerity continues into 2020s/next SR
 - Unprotected departments looking for even more financial efficiencies and savings
 - Local authority funding pressures
- Basis for managing marine environment remains:
MSFD and marine plans as currently drawn up

Assumptions

- Primary legislation to support major organisation change in next 2 to 3 years highly unlikely
- MCAA provisions remain generally unchanged, including ability to transfer roles between organisations
- Government drive to move to regulated self-assurance with full cost recovery
- Commitment to marine conservation and protecting the marine environment remains
- Local accountability will remain an important feature
- Small window of opportunity before new government acts

Possible drivers for change

1. Financial: decreasing budgets/austerity will affect everyone with further efficiencies inevitable & new burdens funding not assured creating uncertainty over local authority funding
2. Current construct - duplicative activity
 - a) Considerable overlap and duplication of roles/responsibilities
 - b) Customer concerns: current system complex and confusing
3. Post Brexit:
 - a) control/enforcement of fisheries will increase
 - b) Single UK legal system
4. Expectation to operate better for less and improve customer experience
5. Timescales – limited time for decision making

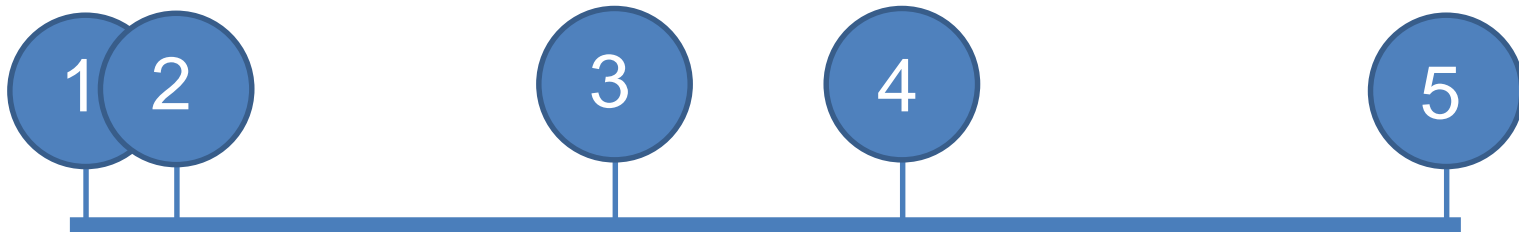
Possible features of a future state/delivery model

- Makes best use of assets, monies and people available: maximises effectiveness and efficiencies in delivery features and environmental objectives (including Blue Belt)
- Has clear roles/responsibilities: (reduced duplication) and clear lines of accountability from ministers to delivery agency
- Incorporate 'regional' management: recognising seas are varied with no 'one size fits all'
- Includes local accountability and engagement: enabling people to be involved in fisheries and environmental decisions affecting local communities

Features of a future state/delivery model

- Is easily understood and easy to engage with by customers
- Can operate at a national, regional and local level as required
- Is able to deliver current roles/responsibilities and adapt to a post Brexit world (self regulated, control & enforcement, UK system)
- Makes best use of new technologies, with no duplication and joined up systems
- Promote better economic delivery and growth

Spectrum of opportunity



1: Current model

2: Current organisation – change of jurisdiction

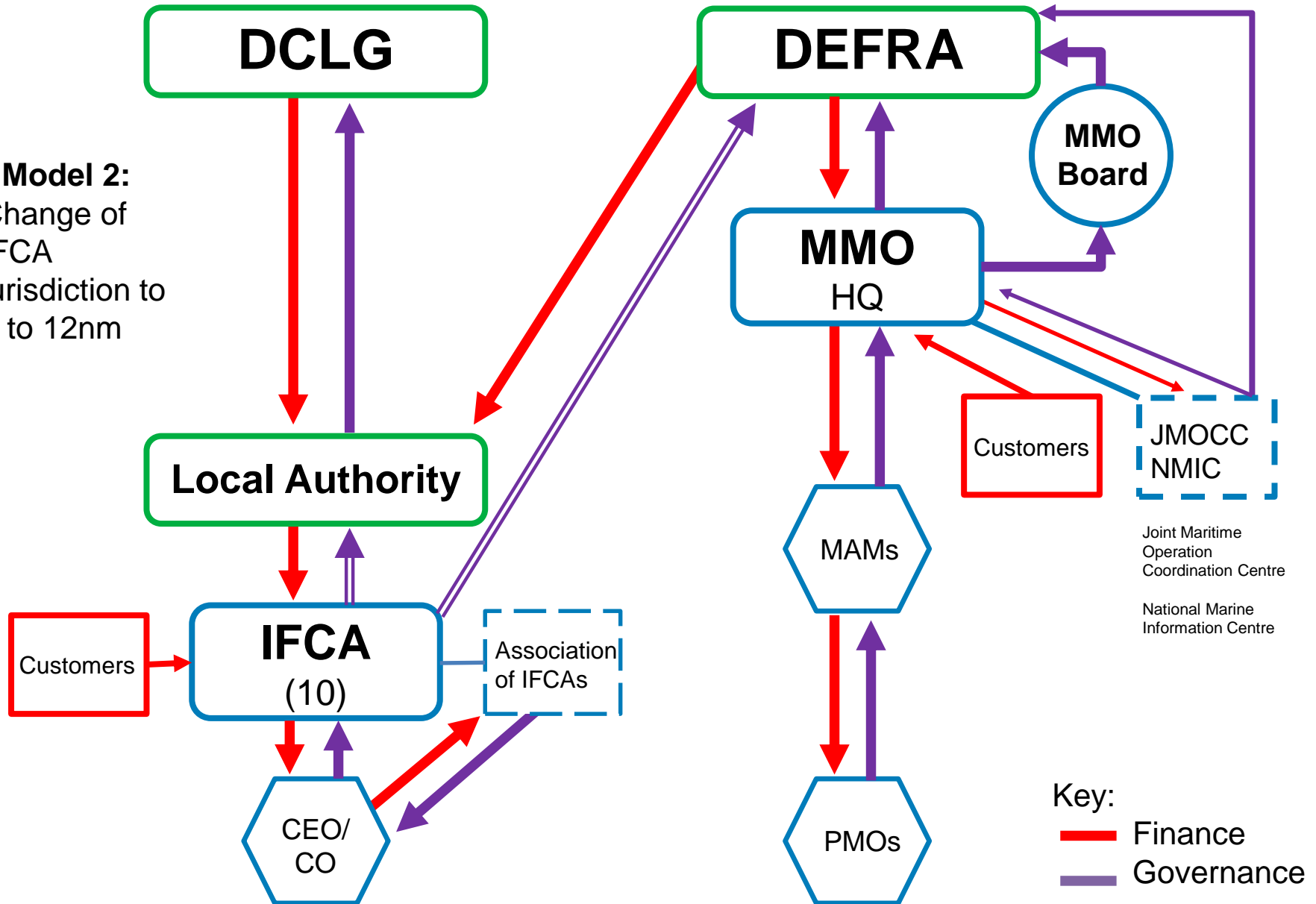
3: Joint Venture 1

4: Joint Venture 2a/2b

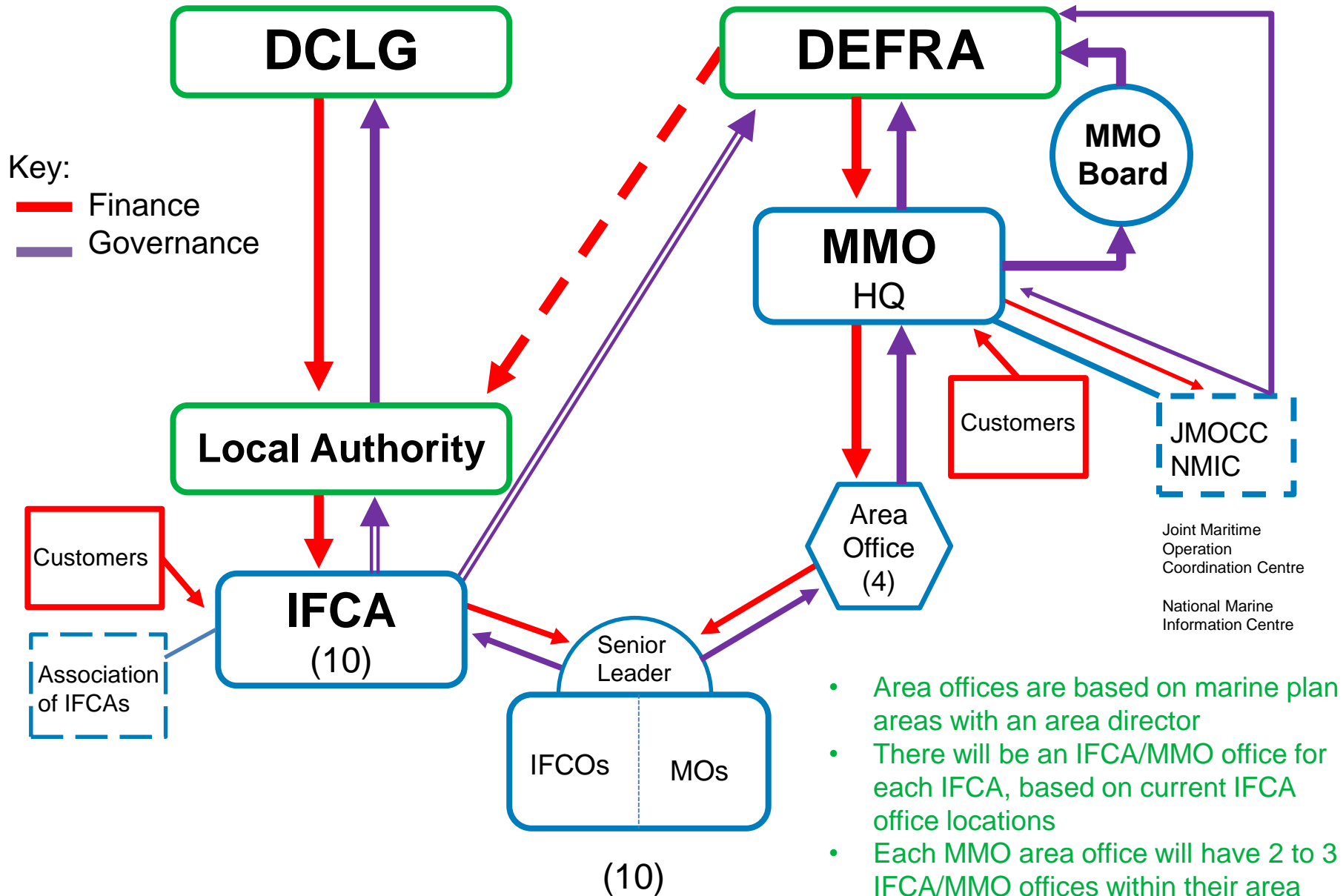
5: Integration

Model 1/2*: Current position

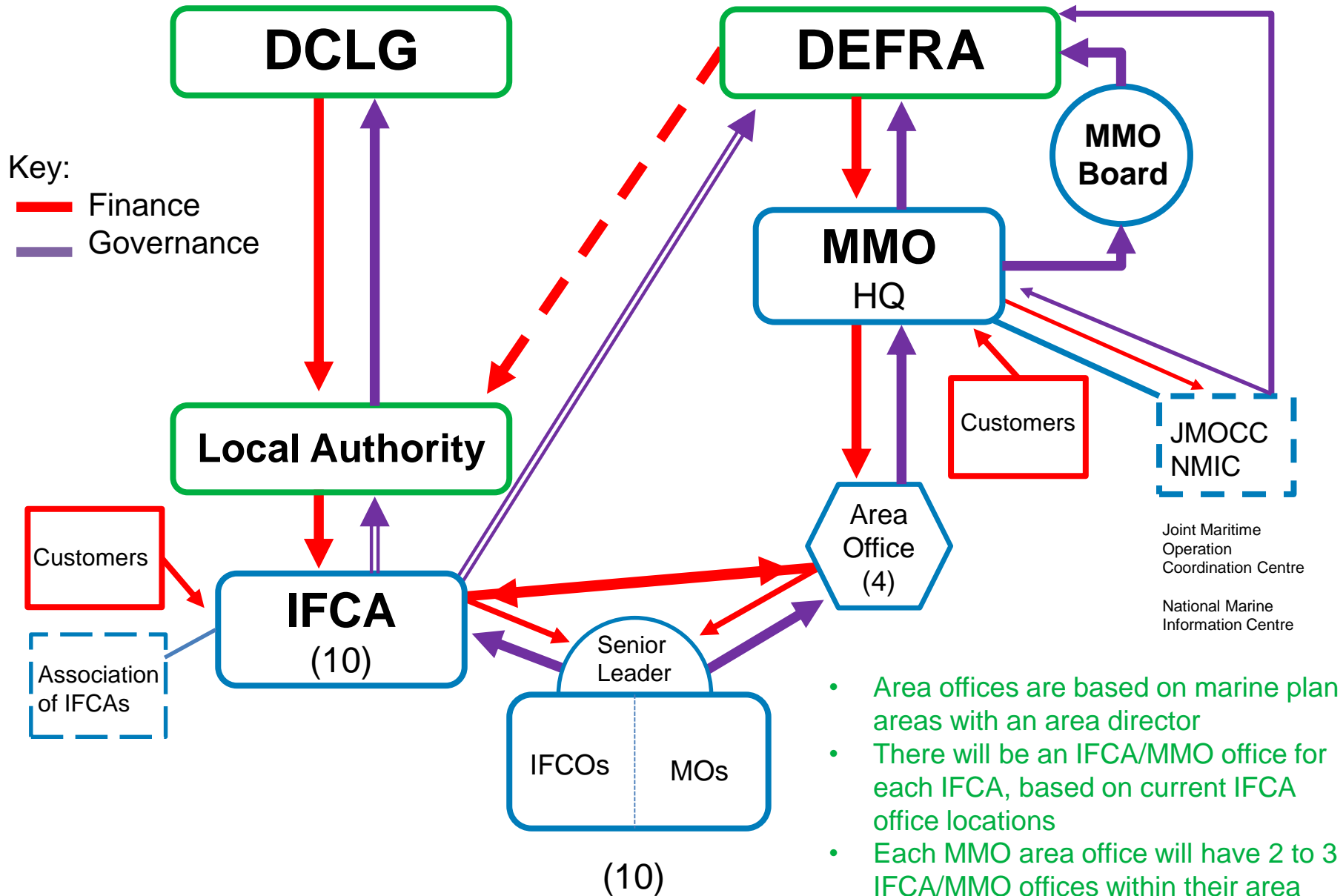
* Model 2:
Change of
IFCA
jurisdiction to
0 to 12nm



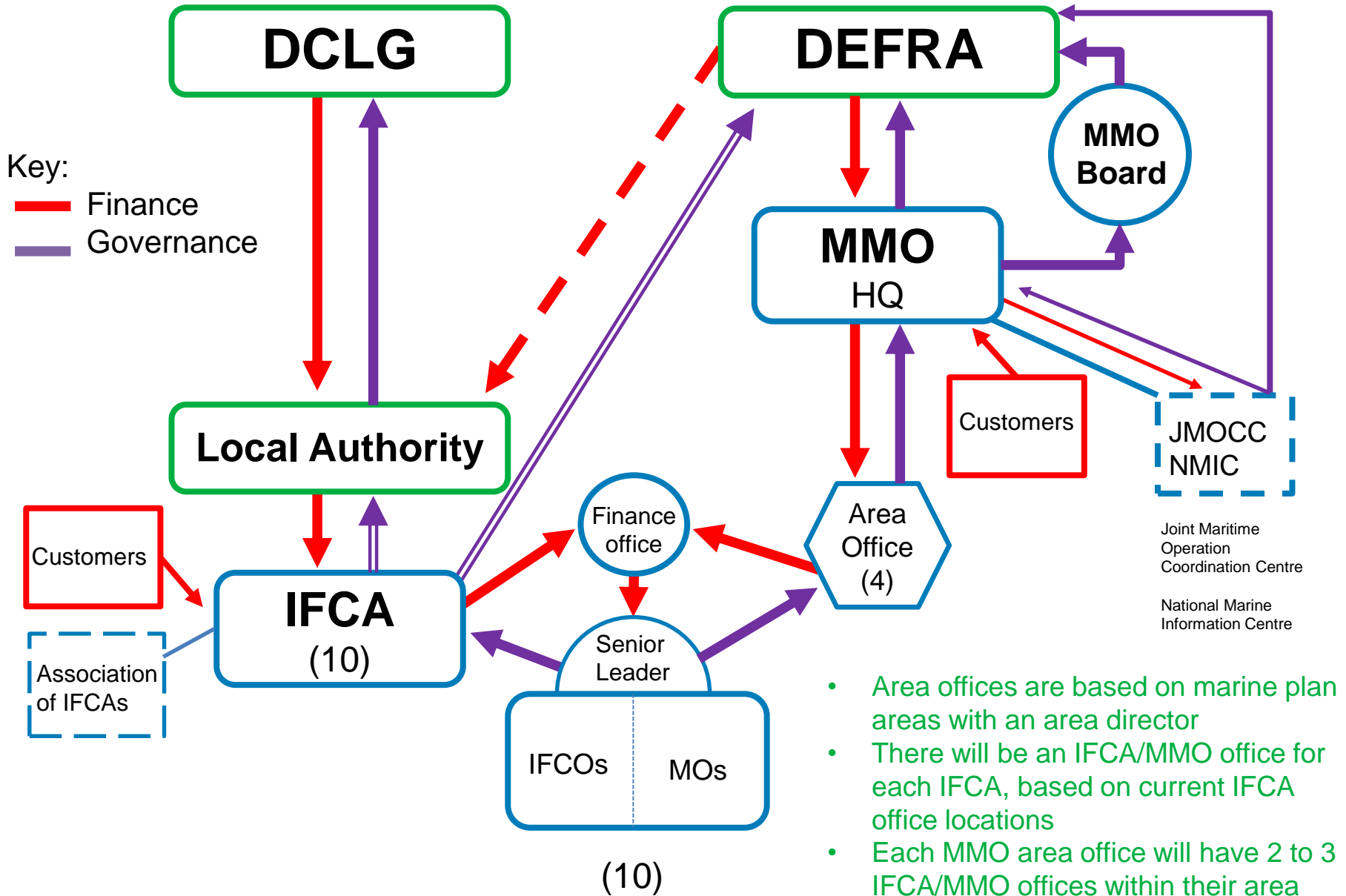
Model 3: Joint Venture 1



Model 4: Joint Venture 2a

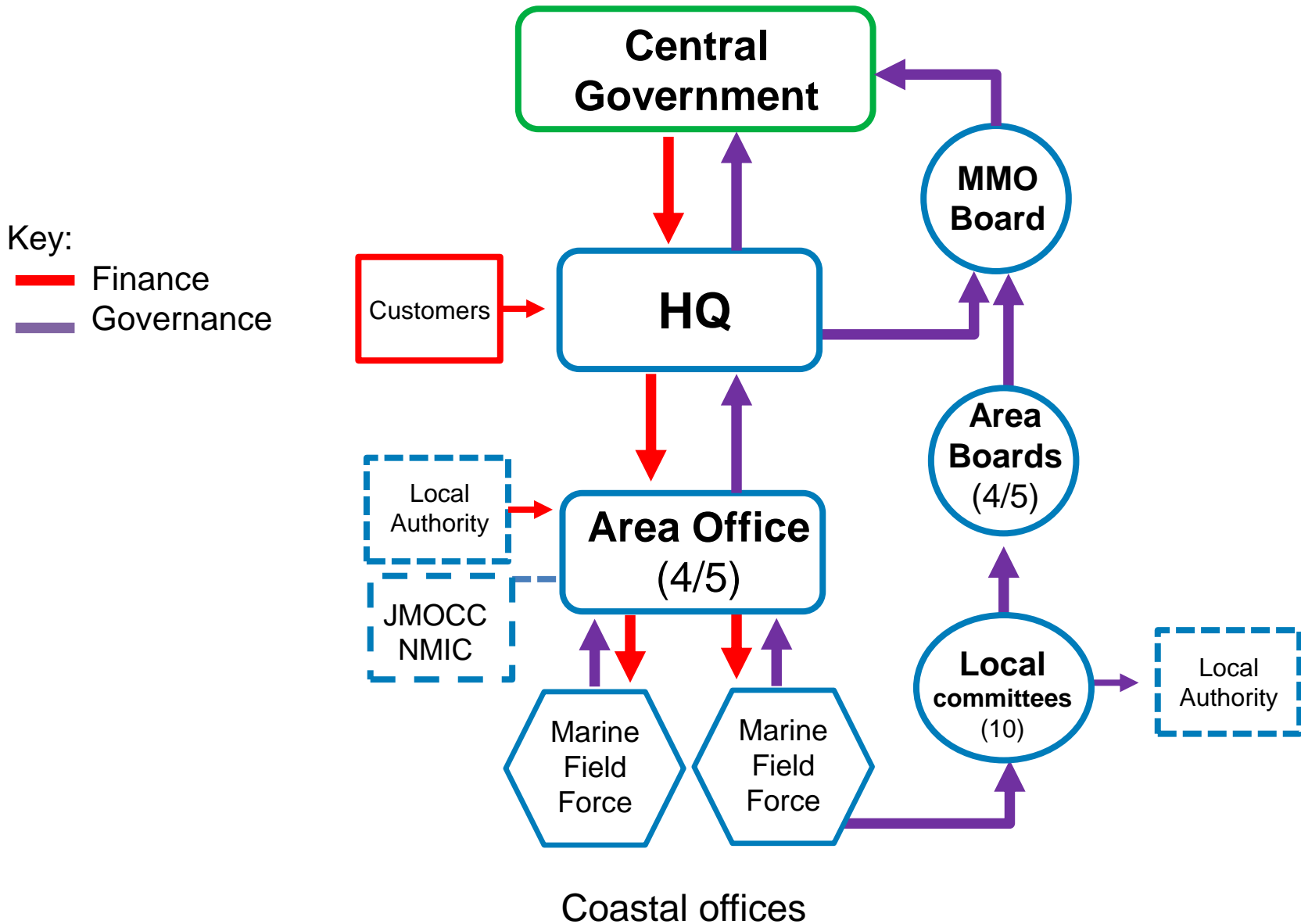


Model 4: Joint Venture 2b



- Area offices are based on marine plan areas with an area director
- There will be an IFCA/MMO office for each IFCA, based on current IFCA office locations
- Each MMO area office will have 2 to 3 IFCA/MMO offices within their area

Model 5: Single organisation



Our Facilitators

About your facilitators



Andrew Marsh

- 20+ years business change & leadership experience
- Launched and grown 7 unique businesses
- Sectors include: MoD, NHS, RPA, MAFF, Engineering, Retail, Manufacturing, IT, Outsourcing, Payments, Loyalty & Customer services
- Led major Integrations following M&A - £40m - £1.2bn in value
- Now
 - Turnaround & Transformation Advisor
 - Chair at Age UK Northumberland
 - Vistage Chair in North East – advising over 20 CEO's
 - Executive coach
 - Numerous NED roles



Matthew Griffiths

- 35+ years experience in leading businesses
- Formally CEO of Global Industry Trade Body
- Sectors include: MoD, NHS, RPA, MAFF, Engineering, Retail, Manufacturing, IT, Outsourcing, Payments, Loyalty & Customer services
- Mediation & Facilitation experience
- Now
 - Vistage Chair in London
 - Chair at Wimbledon Theatre Trust
 - Governance & Board advisory
 - Executive coaching