



**Proposal for**

**The North West Inshore Fisheries  
and Conservation Authority  
(NW IFCA)**

**Organisational Review**

**July 2019**

**We are here to support you. To enable and inspire you to be the best you can be for your communities, citizens and places. Our focus to 2021 is to:**



#### **Evolve & Shape Places**

Work with our membership to support the evolution and reshaping of 'places' and services.



#### **Develop Leaders**

Support the development of inspirational and transformational public services leaders.



#### **Research & Innovate**

Source, support and enable innovation and new ways of working across our membership.



#### **Connect & Celebrate**

Connect our membership to share good practice and celebrate their successes.

## **About North West Employers**

In January 2019 we were 100 years old which is no mean feat! All 41 Local Authorities in the North West and several joint boards are members of North West Employers. In recent years we have increasingly delivered across public sector boundaries and our work has been led by our collaborative approach with other sectors on leadership, workforce and organisational development programmes.

Here is a video showing how we support our local government membership and also our work and impact across the North West and beyond:



A decorative graphic of yellow dots of varying sizes arranged in a circular pattern at the top left of the page.

## Our Understanding of Your Requirements

The North West Inshore Fisheries and Conservation Authority (NW IFCA) was formed in 2011 under Statutory Instrument 2200 (2010) following the Marine and Coastal Access Act 2009 (MaCAA). It merged the previous Cumbria Sea Fisheries Committee and North West Sea Fisheries Committee into one district.

All Inshore Fisheries and Conservation authorities are part of a national association of ten organisations that share the same vision which is:

*"to 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"*

Following a detailed conversation between Kash Haroon and Sharon Senior, Directors from North West Employers and Paul Williams (Chair of NW IFCA) , Brian Leigh and Trevor Jones, a draft Terms of Reference was discussed and agreed between the organisations to move forward.

### **Purpose**

The purpose of the project is to undertake a review of the current policies, procedures and governance arrangements. This will be the first such review since the creation of the authority in 2010 and it is designed to ensure that the organisation is equipped for current and future challenges in delivering the Authority's Vision. The review also presents an opportunity to take a temperature check of the organisational culture through engaging with staff who are key to delivering the vision.

We have broken down the scope in each of these areas for clarity:

### **Policies:**

The courses or principles of action adopted or proposed by the organisation.

### **Procedures:**

Procedures are designed to influence and determine all major decisions and actions, and all activities take place within the boundaries set by them. They are the specific methods employed to express policies in action in day to day operations of the organisation

### **Governance:**

Amongst other things, good governance is achieved through:

- strategy – involving planning and structures, such as strategic and operational planning, organisational structure and having defined and appropriate roles and responsibilities
- relations – communication and reputation, shown in internal and external communication and relationships, striving for a reputation for excellence, working effectively across organisational boundaries
- performance - effectiveness and efficiency, through performance monitoring and evaluation systems and process, both at an individual and organisational level, as well as performance reporting
- compliance and accountability – this involves meeting statutory and other obligations, through audit, delegation of authority, and having policies, processes and plans to manage finances, risk, human resources, as well as ethical, equal opportunity, occupational health and safety and record keeping obligations.

### **Leadership and Culture:**

Both elements work seamlessly together to inform and deliver the overall outcomes and achievements of the authority through:

- culture – relates to integrity, vision, structure and behaviour, executive oversight of strategic decisions, embodiment of leadership principles, conduct and values, employee engagement and commitment to service delivery
- organisational performance – this would be in relation to: behavioural role modelling, relationships with internal staff, visibility, integrity, transparency, autonomy and clarity of purpose
- external and national reputation – through relationships stakeholders such as commercial and recreational fishermen, partner organisations, NGO's, funding authorities and relevant government organisations, other IFCA's and the Association of IFCA's.

## **Our Approach and Methodology**

Our approach would be to co-create the specifics of this cultural baseline diagnostic work; however the following are the key elements for design and delivery:

### **Review of existing 'Hard' data**

Review and analysis of existing information and data collated and provided by the organisation, to include (where available) strategies, policies, constitution, business plan, values, staff feedback, organisational performance data, HR metrics such as absence, retention and recruitment data, stakeholder and user feedback.

This will provide an orientation into the organisation and enable triangulation of quantitative and qualitative data gathered.

### **Organisational Diagnostic (through an online survey, focus groups and 1:1 interviews)**

An interactive set of activities to enable people at all levels to contribute to the work, to be agreed but likely to include:

- An online survey for all staff, stakeholders and partners to collect both quantitative and qualitative data across the themes identified in the terms of reference
- Focus groups (typically 2-3 hour events, each with up to 12 people) with a suggested mix of 'functional' or team sessions and 'vertical slice' sessions, using appreciative inquiry and a bespoke approach to each to draw out the 'story' and experiences of what's working well, whilst also creating space for commentary on what could be usefully different
- Semi-structured interviews (c45 minutes per interview) with a range of stakeholders, staff and partners to elicit views around the culture and systemic factors that influence and contribute to the culture.

### **Analysis, Advisory and Reporting**

Review and analysis of all of the data to be pulled into a draft report which provides a generic summary for the whole organisation and segmentation of data for different areas to enable identification of the 'shining lights' and 'hotspots' (the latter will be dependent on sufficient data being elicited within the process to provide meaningful commentary whilst also preserving anonymity). Alongside this, based on policies and governance documentation, advice and guidance on how to strengthen in both areas to enable the authority to both perform and execute statutory duties.

## Project Output

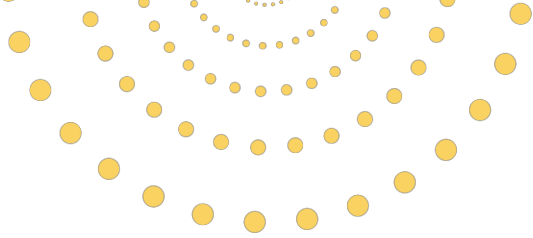
We will summarise the findings from the review in a draft report that will set out the strengths and recommendations for areas that you may wish to focus on in terms of continuous improvement.

The report will be presented back to key stakeholders through a high level presentation designed to summarise the key points gained from the review process and recommendations for further action.

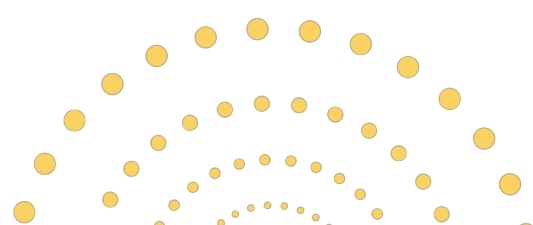
The intent here is for a collaborative approach, as such this step provides the opportunity for discussion, support, challenge and refining of content prior to the report being finalised.

## Anticipated Timescales

Element	Timelines	Aug	Sept	Oct	Nov	Dec
Agreement by NW IFCA to proceed	By 10/8					
Agreement of diagnostic measures, comms and diagnostics	By 31/8					
Data collection through survey, focus groups and 1:1s	By 15/11					
Analysis, Advisory and Reporting	15/11 to 30/11					
Final report ready	5/12					



Once confirmation has been received with the North West Employers team, we can begin requesting the hard data and begin designing the necessary tools to conduct the review.



# Programme Costs

A breakdown of the activities has been included below. These activities can be modified to be responsive to findings created through the programme of work.

Costs include travel expenses but do not include

- Venues and refreshments
- VAT

Activity	Lead/Team Members	Days
Co-design of online, focus group and 1:1 diagnostics	Kash Haroon and associates to be confirmed	2
Policy hard data review, advise and recommendations	Andrew Manson and Keith Power	2
Governance hard data review, advice and recommendations	Gillian Bishop and Sharon Senior	2
Data collection through 1:1s, online survey and focus groups	Kash Haroon/various associates to be confirmed	7
Data interpretation, quality assurance, administration and programme management	Sharon Senior	2
Report writing and presentation	Kash Haroon	2
	<b>Total</b>	<b>17</b>

This activity has been costed at a rate that is competitive for a review of this scale and impact. **This quote is £15,000 excluding VAT.** This quote is based on the above activity, if there are any changes or additional requirements by NW IFCA, this will be subject to a further discussion.

## Project Contact

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