

## PROPOSAL TO Association of Inshore Fisheries and Conservation Authorities (AIFCA): October 25th 2018

### Review of the Association of IFCAs

3KQ are delighted to submit this proposal to AIFCA to assist in the planned review of the Association. We are encouraged by the stated nature of the review in the ToR and also in our initial contact call - embracing engagement and collaboration in finding the best way forward and we feel very well placed to assist you in this. We understand that the review is timely – AIFCA has been established for 7 years, during which period much change has taken place and the organisation inevitably faces challenges both immediately and looking to the future. Bringing the membership together to agree options and make decisions will be key to long-term success.

### About 3KQ

3KQ is a specialist consultancy focused on facilitating and convening collaboration and engagement around challenging issues, especially those in the environment and sustainability field. This has included a spectrum of experience including (by way of illustration):

- Marine protection/monitoring/conservation workshop facilitation (JNCC, Defra, Marine Conservation Society)
- Stakeholder engagement for identification of Marine Conservation Zones (Balanced Seas) (Defra)
- Collaborative working review with National Parks CEOs (all 15 National Parks)
- AONB management plan workshop facilitation
- Review of local liaison groups in nuclear licenced site management
- Review of governance within higher education collaborations
- Independent evaluations of public and stakeholder engagement programmes, for Cabinet Office, Defra, BEIS, Research Councils and Environment Agency
- Training for Councils and Environment Agency on how to collaborate better.

We are frequently commissioned to work for Government departments (BEIS, DEFRA), NDPBs (such as the Environment Agency or JNCC) and third sector organisations (WWF, National Parks UK). We also are well established as an independent evaluator and a provider of high quality training and capacity building around engagement, collaborative working, facilitation and conflict management.

This proposal is necessarily brief, however, please do contact us directly or visit our website for further information.

**How 3KQ operates.** Alongside our depth and breadth of engagement experience, independence is 3KQs 'stock in trade'. This means that we do not take a position on the issues we intervene in. Instead we focus on designing and delivering a process to enable the stakeholders involved to have 'a better conversation', leading to better understood and 'co-owned' outcomes. In the 14 years since we were established we have built a reputation for high quality 3<sup>rd</sup> party services including mediation, facilitation and engagement – we always aim to bring good spirit, clarity and new possibilities to complex and contentious conversations.

## Our Approach to making the review successful:

- **Design and plan with you** from objectives to form of final products. *Our process expertise and your content knowledge need to combine to best effect.*
- **Develop and agree a realistic, adaptable engagement plan** which will result in valuable outputs to the review whilst meeting stakeholders' needs. *We bring a bedrock of experience in the design and delivery engagement and dialogue processes using all manner of methods.*
- **Ensure all participants feel respected** in order to develop trust in the working process. *Our operating 'norm' is to consider the whole stakeholder community as we design, plan and facilitate processes which affect them: in your context, this means all the members of the 10 IFCA's, as far as possible.*
- **Field a very experienced lead facilitator (or team).** *Overall 3KQ has delivered 266 similar facilitation, engagement and evaluation projects. Richard Harris, 3KQ Director, is our nominated lead for this project, with over 20 years of collaborative working facilitation/mediation experience (summary CV attached). Rhuari Bennett, 3KQ Director, will lead on the interview, surveying and analysis components of the project as well as recording and reporting during workshops as required.*

## Review Process – Possible Components (first thoughts)

The review process must engage the membership, bring them along on the 'journey' and engage them in decisions at all key stages (e.g. issues/options, criteria for choices, final recommendations). This will be crucial to understanding and support for any changes to be made as a result of the review – without member engagement support for outputs will be undermined and the review may turn out to be a missed opportunity, running the risk of storing up problems for the future.

In order to achieve this ambition we suggest the review could consist of the components set out below (subject to discussion and planning with you). We are mindful of the budget limitations and would expect to work closely with you to plan and deliver the best possible and most cost-effective process to meet the objectives.

- **Working Group (WG)**

A small, voluntary, broadly representative group to (i) guide the process (working with us) and (ii) generate options and prepare other material on behalf of the wider membership in accordance with agreed ToR. This group could also be mandated to consider options, apply agreed criteria and make recommendations to the membership.

- **Online member survey**

A rapid survey, completed online, open to all IFCA members to respond to. Questions would cover the full range of topics listed in the ToR, in order to map out and establish the current feeling towards AIFCA and how members experience the Association's services, costs, value, and opportunities to develop. There is the possibility to conduct the online survey twice:

1. At the start. This would serve as a baseline survey, seeking to evidence the current situation amongst members.
2. Near the end. This could serve to put options to the wider membership and assess their levels of support for different changes.

On completion we would analyse the results and compile a report for the WG and wider membership. Please note that the effective delivery of an online survey will

require AIFCAs administrative support to send the survey link to the members directly, with an encouraging request to complete it (we can draft this for you).

- **Independent Interviews**

An initial stage of work to gather the views of the membership on matters such as satisfaction with the association, current and future needs, issues the review may seek to resolve, priorities for attention, criteria for choices, options for consideration etc. We would agree a question set with the WG, undertake semi-structured interviews with say 15-16 stakeholders drawn from the association membership, plus DEFRA. On completion we would analyse the results and compile a report for the WG and wider membership (this report would be combined with the report from the online survey).

- **Iterative Process**

An open and transparent process of both decision development and engagement will be required. We would see a number of WG meetings at key points to agree, for example:

1. ToR, stakeholder engagement plan, interview and member survey process
2. Results from interviews and baseline survey – issues, criteria for choices, options for change (or similar, depending on what emerges)
3. Draft Recommendations
4. Implementation/Change plan

Each agreed stage would include engagement – reaching out to the wider membership, giving opportunities to understand, comment and contribute ideas. We will need to plan this in liaison with you (rather than guess at this point) as it needs to be appropriate within your current norms of practice.

- **Stakeholder Workshop**

If the final budget allows, a workshop could be advantageous – effectively to involve a wider set of members in the decision development process – optimum timing may be stage 2/3 above. We haven't allowed for this in our cost estimate at this point, we need to see how this might complement (or not) the other suggested activities – as part of the overall design process.

## Cost Estimate

We would apply our preferential consultant day rate of £550 (plus VAT and expenses) for this project.

### **Initial Planning/Design**

Including a planning meeting (*assumed London, 0.5 day*) – then developing a draft engagement plan with iterations and liaison until agreed 2d

### **Members Baseline Survey\***

Design, delivery and reporting 3d  
(*note this requires AIFCAs delivery support*)

### **Independent interviews, analysis and reporting**

Plan, carry out interviews, analyse results, report 4d  
(assumed <16 interviews)

### **WG meetings x 4**

Preparation, facilitation and reporting of meetings 7d

*(assumed small group <7; location-London, 2 x 0.5 day, 2 x 1 day, each having a summary report focussed on decision/actions)*

<b>Advice and Liaison</b>	2d
<b>Total time estimate: 18 days @£550 =</b>	<b>£9,900</b>
<b>Expenses estimate:</b>	<b>£900</b>

<b>Total Estimate</b>	<b>£10,800 plus VAT</b>
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**N.B.**

- *We only charge for actual time spent on the project to the nearest 0.5 day.*
- *Accommodation will be required for the night before workshops and 1 day meetings.*
- *VAT and all expenses to be added at cost*
- *\* We have only budgeted for one member survey at baseline stage at this point.*
- *We would suggest a contingency in the budget to cover additional WG meetings if required.*
- *We would recommend reserving a limited budget for legal advice on company structures, in case this becomes relevant within the review.*

We trust this is of interest – please call if anything needs clarifying.



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## Biography: Richard Harris

Richard is a 3KQ Director and lead designer, facilitator, trainer and collaboration consultant. With roots in forestry and shoots in the sustainability world, Richard has worked on some of the most challenging and contentious topics. Always fostering the potential for mutual understanding and common ground, he loves nothing more than helping those easily ignored find a place at the table.

Richard's work is driven by the belief that managing conflict, enabling collaboration and building common understanding between stakeholders is fundamental for progress toward sustainable decisions on difficult issues.

In his first career Richard worked in Arboriculture and Forestry as a contractor, consultant and local government officer. By the early 1990's his responsibilities in local government had extended into environmental management and a growing interest in sustainability. This led directly to a fascination in managing the conflict inherent in the concept of sustainable development and enabling communities of place (and interest) to effect the decisions which affect them. In 1997, after 11 years as a local government officer (New Forest, Cambridge, Bedford) Richard established his own practice as an independent facilitator and process consultant and in 2004 co-founded 3KQ Ltd, with business partner and Co-Director Rhuari Bennett.

Over the last 20 years Richard has led teams delivering a range of projects from high profile dialogues on 'high tension' topics (high complexity, uncertainty and contention) to smaller community projects. These projects, amongst many others, have cemented Richard's (and 3KQ's) reputation as an honest, independent third party and skilled facilitator, able to effectively and impartially manage conversations about difficult subjects. All have required careful design, often integrating many approaches to engage key stakeholders, the wider public and communities of place and interest.

In addition to facilitation, mediation and process design/consultancy experience, Richard is an experienced trainer, coach and mentor. He has a deep commitment to extending the capacity of the people and organisations he works with, to enable them to undertake intelligent and effective engagement with minimal external support.

### **Some recent project examples (2017/2018)**

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#### **Network Rail – Ministerial Review into Trackside Vegetation Management**

Richard was asked by the independent Review chair, John Varley, to design, facilitate and report on a stakeholder workshop guiding the development of review recommendations to the Minister on this 'hot' controversial topic.

**UK National Park Chief Executives**

Over a three month period Richard worked with the group of 15 NPk CXs to help them review and re-organise the way they work together and collaborate on projects.

**Govt Consultation National Workshops (Nuclear waste - Geological Disposal Facility)**

Richard delivered a series of 5 stakeholder workshops to enable mixed groups of stakeholders to discuss the potential implications of 2 new and significant policy developments in the long-term management of the UK's nuclear waste.

**JNCC (Joint Nature Conservancy Council)**

JNCC (the UK Govt's adviser on nature conservation) asked us to design and facilitate a process to bring together key stakeholders to collaboratively address the urgent challenge of bringing cohesion and consistency to UK wide monitoring of important marine habitats and species. After 8 multi-stakeholder workshops, over 2 years, the process was completed in 2018 with a final 2-day workshop, which produced agreed recommendations to Govt.

**Govt Agency/Unions mediation**

Richard was asked to mediate between this major public agency and the three unions who represent the workforce in the sector, in order to re-establish relationships after a period of turbulence. Our involvement is on going but already has established common purpose and principles along with a number of new collaborative initiatives.

**WWF(UK) Organisational Development**

Richard was asked to design and facilitate a 5 day workshop, involving WWF management teams from 6 countries, helping them collaboratively review and plan interventions in organisation development to improve conservation impacts.

*\*\*Please ask about further examples or visit our website\*\**

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## Biography: Rhuari Bennett

Rhuari Bennett is an independent facilitator and evaluator specialising in environmental decision-making. His work spans a range that includes: managing high profile environmental conflicts through stakeholder engagement; evaluating stakeholder engagement programmes; and undertaking independent reviews of governance and performance.

Rhuari's interest in environmental decision-making stems from his professional training in Agricultural Economics (MSc), in particular the realisation that the quality of decisions often depends as much on socio-political factors as 'technical' factors. This led to him developing an interest in how people get engaged in the decisions that affect them. He spent 3 years working in international development in UK and Africa, focusing on how local communities improve their lives by influencing environmental decisions through active participation.

Rhuari is a Director of the consultancy 3KQ and has spent the last 14 years focussed on public and stakeholder engagement and its evaluation in the UK.

### Evaluation – project examples

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Rhuari heads up 3KQ's evaluation function, and as such has led or overseen over 22 evaluations of dialogue and their methods, including topics on: National Park management, animal research, medicine techniques, bovine TB, nature improvement, ecosystems assessment, agricultural technologies, wellbeing for the Cabinet Office, future of food, health research, marine renewables for the Scottish Government, future cities for Innovate-UK and most recently quantum technologies for EPSRC. Rhuari's evaluation work gives him a unique perspective on the range of dialogue tools and methods and how they are implemented in different scenarios.

**UK National Parks – independent review.** Rhuari was commissioned by the 15 CEOs of the UK's National Parks to independently review their collaboration around sponsorship deals, including the high profile commercial deal with Columbia. A sensitive review entailing document review, individual confidential interviews with all 15 CEOs, and a formal presentation to conclude.

**Independent review of IFSTAL.** We reviewed this collaboration between 5 universities on food security. We provided an independent view on their progress, captured lessons learned, and also recommendations for the future of the £2.5m programme.

**Evaluation of Defra national ecosystems assessment.** A significant dialogue on how the ecosystems assessment is carried out and presented across the UK.

**Evaluation of Cabinet Office data science ethics project.** A dialogue to understand the ethics and boundaries in the public's mind about the large-scale harvesting and use of data

**Evaluation of three public dialogues on wellbeing, for Cabinet Office**

Rhuari led this high profile evaluation for the Cabinet Office experimenting with open policy making via involving the public earlier in the decision-making process. The three dialogues covered loneliness, part-time working, and community rights.

**Evaluation of citizen dialogue on offshore renewables, Marine Scotland**

Rhuari evaluated this complex citizen dialogue on the social impacts of offshore renewable developments in Scotland. The work involved 6 events around the coast of Scotland plus the analysis of results and writing up of recommendations by the dialogue deliverers. The issuing of the evaluation report required diplomacy and sensitivity as it had been a challenging project.

**Evaluation of 3 public dialogues in Nature Improvement Areas, for Sciencewise and Natural England.**

3KQ are evaluating for the next 18 months three pilot public dialogues being run by Nature Improvement Areas. The management of these dialogues is very devolved, leading to a real diversity of how the dialogues are being framed, designed and delivered. We are being proactive in formative evaluation to assist the projects start up with focus and appropriate governance arrangements, before evaluating their delivery next year.

Stakeholder engagement, collaboration – project examples

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**UK National Parks workshops.** Rhuari helped facilitate and record a series of workshops with all of the 15 CEOs of UK National Parks, to develop their regular collaboration nationwide. We used a framework to clarify what the Parks needed to collaborate about and how, and separately what they should do alone. A successful series of workshops that developed the collaboration and instigated significant changes in their working mode.

**JNCC Marine Monitoring workshops.** 3KQ ran these workshops to review JNCC's planned monitoring programme over the coming years. The workshops developed and review options for different elements of monitoring and

**Public dialogue for DECC on working with communities, 2016.** Rhuari led the design and facilitation of this Sciencewise co-funded dialogue. Engaging 60 participants at two locations in England, across 4 workshops in total, the dialogue explored how to identify communities, how to disburse community investment, and how to test whether public support existed or not. Independent evaluation report acknowledged 3KQ's experience and competence in delivering the project effectively. *"Really impressed how 3KQ grasped what we needed and developed plans and materials so quickly – gave a lot of confidence in the process"* (p40, DECC policy staff regarding GDF public dialogue).

**AONB Management Plan Launch, for Silverdale and Arnside AONB**

Rhuari facilitated a workshop to launch the review of this AONB's Management Plan. The workshop included staff, volunteers, and key partners, and gathered key inputs to ensure the Management Plan review started on the right track. Questions covered the special qualities of the AONB, the priorities for action, and advice for the AONB team.



**Shoreham Adur Tidal Walls, for the Environment Agency.** A programme of internal and external stakeholder engagement to inform the design of a controversial flood alleviation scheme. Involved strategic planning, confidential interviews with stakeholders, and facilitated meetings with householders, houseboat residents and wider stakeholders.

**River Thames Scheme, for the Environment Agency.** A range of strategic planning advice regarding the engagement around this major scheme. 3KQ facilitated four workshops for the RTS including the Sponsoring Group (high level collaborative workshop with representatives from the funding partners), Consents and Authorisations (exploring and agreeing how to work with the large number of local planning authorities) and Major Incident Planning.

**Humber: Welwick to Skeffling, for the Environment Agency.** Strategic advice to the EA team on how to approach the stakeholder engagement around this controversial scheme, mainly aiming to provide compensatory habitat to offset the effects of previous schemes and

*\*\*Please ask about further examples or visit our website\*\**