



Stakeholder Engagement, Facilitation & Mediation

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Finding Sanctuary: Process Group

REPORT

Meeting: 18th January 2010

Report: 22nd January 2010

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Attendees

Present

Andy Green Canoe England, British Canoe Union
Dick Appleton British Ports Association
Jim Masters Devon Maritime Forum
Tom Hooper Finding Sanctuary
Spike Searle Finding Sanctuary

Apologies

Richard White Wildlife & Countryside Link
Louise Lieberknecht Finding Sanctuary

Agenda

10.00 Review & Agree Agenda

Review Steering Group Meeting
Stakeholder Identification and Analysis

11.30 Break

Applications to join the SG

Process Planning

Develop the outline process plan started at the last meeting. Including:

- Programming Steering Group dates for 2010
- Consider RKP proposals to create a new category of “named consultative stakeholders”
- Consider the establishment of working groups to meet in between SG meetings.

13.00 Lunch

Steering Group Governance

Consider the Protocol and make recommendations to the SG on:

- Suggested changes to the Protocol by John Butterwith
- A proposed addition to the Protocol by RKP

Consider

- how SG members who miss meetings are updated
- how any new SG members are able to participate effectively

15.00 Break

Steering Group Meeting (11 February)

Scope the Agenda for the meeting

Next Steps

Reflection and evaluation

17.00 Close

1. Review Steering Group Meeting

A review of the Steering Group meeting held on 24th November 2009 was undertaken to help inform what changes would be beneficial, or what could be done better or differently next time.

The size of the Steering Group was apparent. It was felt that the meeting worked well, particularly with the formation of small groups. The establishment of the consultative group and working groups would assist with progress.

There were objections being raised which impeded progress. It had been commented that it felt like there were two meetings going on in the room, with some people behaving as 'victims' of the work and others who were keen to progress it.

The PG *developed* some ground rules for Steering Group meetings in order to avoid wasting time at SG meetings:-

- SG members cannot go over things that are unchangeable or that there is no control over e.g. the national process
- SG should not raise matters which have already been agreed e.g. the make-up and membership of the SG and the role of the SG.
- SG members cannot make on the day proposals for agenda items and expect them to be added to the agenda for that meeting. Any issues that they feel need to be on the SG agenda should be sent to the PG / facilitators / Project Manager in writing with a clear rationale. These can then be circulated so that all SG members can understand/reflect and they can be allocated appropriate agenda time.

The PG **AGREED** to recommend the following to assist in more effective future SG meetings:

- That the PG should make themselves more visible at SG meetings and openly own their proposals to the SG.
- SG members can not go over things that are unchangeable or that there is no control over e.g. the national process
- SG should not raise matters which have already been agreed i.e. the make-up and membership of the SG and the role of the SG.
- SG members can not make on the day proposals for agenda items and expect them to be added to the agenda for that meeting.

2. Stakeholder Identification and Analysis

- 2.1 RKP advised that there is a potential significant risk to the FS work and process if a key stakeholder is not involved in the process. Therefore the purpose of this bit of work was to:
- see if there are any critical gaps in the SG make up, not to say existing SG members should not be on the group
 - be clear about the rationale for saying yes or no to applications from organizations to be on the SG.

RKP suggested an approach, to the stakeholder analysis, which is shown below



The top level categories:-

- Motivation (to be involved)
- Function (or use of the sea) and
- Power and influence (over Defra decision on SW MCZ)

The sectors (within the top level categories):-

- Livelihood
- Regulatory
- Public Policy Makers
- Leisure (personal pleasure)
- Marine Conservation (ecological function)
- Owners

The types of power and influence:

- Formal authority
- Economic Influence
- National strategic role
- Ability to mobilize public opinion
- International EU influence

2.3 The following was identified by the PG:-

The approach was helpful to assist in identifying membership gaps, but that there were a number of organisations that could be placed under more than one category, e.g. Cables, renewable and aggregates fall are 'livelihoods', as well as 'national strategic interest'.

The sub-regional representation (i.e. the local groups do not show up using this approach)

It was commented that it was the greatest use of post-its ever seen!

It was noted that:

- Representation from the scientific field on the SG is currently the Marine Biological Association but that Science had a big input via the national SAP
- The new criteria showed up a lack of input / involvement from those with International EU influence
- Department for Energy and Climate Change (DECC) have the authority to decide where wind farms are sited but are not involved in the process.

2.2 Local Authorities '

There was a discussion about Councils as they were showing up as a possible gap in the SG membership. It was felt that they have difficulty in understanding marine issues, as they are firmly embedded in terrestrial activity. There is a lack of interaction between organisations and groups representing land and sea and as the FS project moves towards implementation, a greater understanding and interaction may be required.

Shore-line Management Plans (SMP) cover several local authorities and it is unlikely that local authorities have the resources to sit on this SG. Each SMP has a multi-agency steering group and one larger group representing all the SMP Steering Groups is being established. This group is likely to want to be kept up to date with the FS project.

It was **AGREED** that:

Councils/Local authorities fall under 'public policy makers' and should be encouraged to have their say through the local groups. N.B There is no change, this is just a reminder

2.3 Levels of delegated authority

The levels of delegated authority that members of the SG currently have is variable. This means that if a member has to refer a decision to a committee within their organisation for approval, this could cause delays. RKP have proposed some time (approximately 3 months) during 2011 to allow stakeholders to gain organizational sign off but ideally this needs to be happening throughout the process.

It was **AGREED** that:

- RKP will try and flag when SG members are likely to have to go back to their organisation/membership for approval.

3. SG Membership

Using the Stakeholder Analysis the group considered the **applications to join the SG**. The Project Team has received requests from; Marinet, the British Association of Shooting and Conservation (BASC) and the British Chamber of Shipping.

3.1 Marinet

N.B The Finding Sanctuary Process Consultants (RKP) advise is that there is a case for an environmental campaigning organisation as a stakeholder in this process as such a group shows up as missing from those who have power and influence at DEFRA level (and could therefore pose a risk to the FS work). Further, RKP advised that this gap should be pointed out to the NGOs at a national level, such as the Marine Conservation Society, Friends of the Earth, Greenpeace and that they be asked to decide which one of them / who should be on the SG (they may have decided to nominated Marinet).

The PG decided not to take RKP's advise and instead took the view that there was no gap in the current membership from an environmental / marine campaigning NGO.

It was **AGREED** that:

- Marinet's application to join the SG is therefore rejected.
- They should be told about the future formal DEFRA national MCZ consultation and encouraged to respond to that.
- If there are specific detailed conservation concerns which are location specific, these should be raised with the Project Team, who will pass these on to the appropriate Local MCZ Group.

3.2 British Chamber of Shipping

The PG considered the British Chamber of Shipping application and noted the following:-

- Commercial shipping falls under 'National Strategic Interest' and there is a strong regional dimension to it.
- That the commercial shipping interest is not currently represented on the SG.

It was **AGREED** to:

Offer a place on the SG or to be a "named consultative stakeholder" to:

- British Chamber of Shipping
- BASC

3.3 Proposals for loading the SG membership with those with commercial interests to protect

The PG considered proposals from Keith Bower on this.

It was **AGREED** that:

The SG membership should not be altered to follow this basis.

4. Process Planning

4.1 Named Consultative Stakeholders

The PG considered this proposal by RKP.

There are currently a few organisations/ individuals who have been invited onto the Steering Group, but who for different reasons, choose not to take up their place. The idea is to give these people a formalised status, given that they have been deemed to be within the core set of stakeholders who should be on the Steering Group. In this way, they can still be engaged - close to the Steering Group, but not on it.

It is possible that if this set of stakeholders is created, others on the Steering Group will choose to join it, thus providing a self-organising way of bringing down the overall numbers on the Steering Group, which will in turn assist the decision-making process (but this is not the main purpose for this proposal).

Status of the new grouping

Anyone within this named grouping would have a role that is similar to the Local Groups - that is they would:

- Provide information to the Steering Group in relation to their specialised knowledge
- Comment on, when asked to do so, work emerging from the Steering Group, e.g. early, draft recommendations, issues arising etc
- The stakeholders in this group would be giving up their *direct* role in the decision-making process, in that they will not be at Steering Group meetings, but they will retain a high level of influence i.e. the Steering Group will be expected to take their comments seriously, recognising that they come from a 'core stakeholder'.

How would the process work for these people?

- The stakeholders would *not* be able to simply lobby or present their thoughts to the Steering Group in their own time and way. Their responses would be triggered by a request from the Steering Group for their views on something specific.
- The assumption is that this set of stakeholders would not meet as a group, but give their views via email.

Who would be on this group?

At present, the following organisations/ individuals have indicated that they cannot or do not want to sit on the Steering Group. If this new stakeholder grouping is approved by the Steering Group, they would be invited to become 'named consultative stakeholders' to the Steering Group.

- British Water-ski
- UK Cable Protection Committee

The PG **AGREED** to recommend to the SG to:

- create a new category of stakeholder in the Finding Sanctuary Process called "Named Consultative Stakeholders"
- offer British Water-ski and the UK Cable Protection Committee this status / role in the process

4.2 Timeline Planning

This session developed the outline process plan started at the last meeting. Key points were:-

- The Marine Map decision support software will not now be available
- National Process dictates that the SG deliver a 'first iteration' to the SAP by end of June
- The SG will need to integrate the work of any Working Groups
- The issue over 'what is an iteration' was raised
- "IA" will now be used as the abbreviation for the Economic Impact Assessment, as EIA usually means Environmental Impact Assessment
- When the National Stakeholder Group will start is as yet unknown
- If a Working Group needs, they could seek input from the Local Groups, however they should be mindful of their time/resources.

Calendar dates

Feb 2010	SG meeting
mid March 2010	Working Groups meet
April/May	Project Team will need to write up 'Iteration 1', together with the Economic Impact Assessment for the SG in May.
May / June 2010	SG will have to sign off 'Iteration 1' so that it can be sent to the SAP (by end of June 2010 deadline) + agree what is to go to the Local Groups for comment
June 2010	Working Groups meet for start of 'Iteration 2'.
by 31 July 2010	SAP to review 'Iteration 1' and give feedback to the SG
July/August 2010	Process Group meets
Sep 2010	SG meet to discuss SAP feedback, overview of WG work, sign off 'Iteration 2' so that it can be sent to SAP (by 1 November 2010 deadline)
15 November 2010	receive feedback from SAP on 2 nd iteration
January 2011	Process Group meets
by 15 March 2011	3 rd iteration to be sent to SAP

The work was done on the wall with post it and paper and has been typed. It is shown in a separate file, with this report.

4.3 Working Groups

The concept of undertaking the detailed Finding Sanctuary work via smaller working groups was agreed in principle at the November 2009 SG meeting.

RKP suggested that Working Groups (WG) would meet in between programmed SG meetings and that they should be established using the following criteria:

A working group would

- be made up of SG members
- be facilitated (as agreed by the SG at 24 Nov meeting)
- be Cross-sectoral - with a minimum requirement of people from two sectors (as agreed by the SG at 24 Nov meeting).
- Have an ideal maximum of 10 people
- Meet about once every 4 to 6 weeks to ensure continuity and momentum were maintained and to allow any work that was needed to be done in between meetings.

Working Groups could :

- Do detailed work that the 40 strong SG could not do efficiently
- Integrate the work of the Local Groups into draft regional MCZ proposals
- Steer / input to the Economic Impact Assessment
- Develop proposals for the SG to consider / sign off / decide upon

Basis of forming working Groups

Consideration was given to how the working groups will be divided, the following options were considered:-

- On-shore/off-shore (12 miles)
- Species
- Geographic (broad brush - north/south divide)
- Commercial/non-commercial
- By organising principles e.g. connectivity

It was **AGREED** that the PG should recommend to the SG:

- the establishment of 2 Working Groups (WG)
 - An inshore WG
 - An of-shore WG
- The Inshore Working Group be defined as between the high water mark and 12 miles.
- The Offshore Working Groups be defined as outside the 12 mile limit up to the FS boundary
- Only SG Members be eligible to be WG members
- Working Groups must be facilitated (agreed at 24 Nov SG meeting)
- WGs must be cross-sectoral with a minimum requirement of people from two sectors
- WG should have a maximum of ten people
- WGs work to the SG i.e. (their remit and role is framed by the SG & they are not some separate entity)
- Local Groups representatives on the SG should not be on the WG as it would dilute their availability for Local Group work

Working Group Membership

Consideration was given to how a decision on membership should be taken.

It was **AGREED** that the PG should recommend to the SG:

- people be asked to put themselves forward at the SG meeting to be on a WG
- There if there were more than 10 volunteers for a working group this would be sorted out after the SG meeting by
- Using the above criteria
- If there was more than one volunteer from any sector the Project Manager would discuss this with the volunteers to see if they could agree which one should be on the WG
- If this didn't result in agreement RKP would be asked to act as an arbitrator to make a final, impartial decision, in consultation with the Process Group

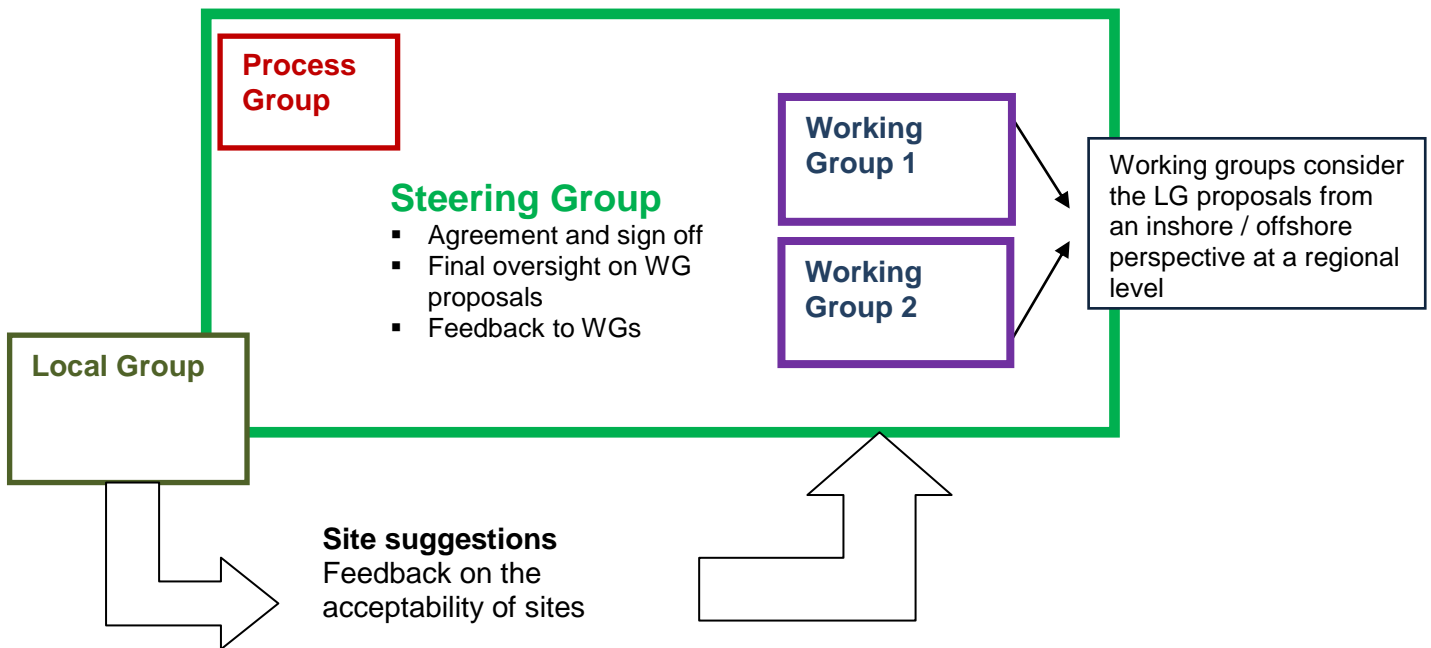
4.4 Local Groups

It was felt that SG members have a lack of understanding of the role of the Local Groups and who is on them.

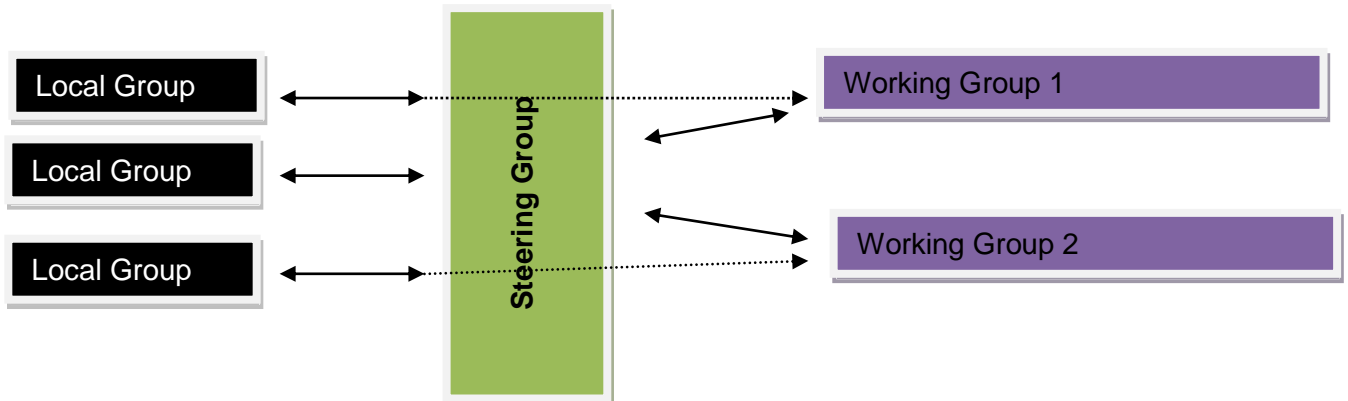
It was **AGREED** that:

- The Project Team prepare a short brief for SG members on the role and organisation of Local Groups and the protocol for dealing with enquiries.
- Provide a summary of the FS interim guidance to the LGs to help increase their understanding.
- Produce a flow diagram to show the relationships between the groups
- That there should be a list of the Local Group membership and points of contact on the FS website.

4.5 Relationship between the FS groupings



an alternative representation:



5. Steering Group Protocol

The SG Protocol up to and including point 3.1 had been agreed by the SG at the 24 November SG meeting.

The PG considered:

- Suggested changes to the Protocol by John Butterwith
- a proposed new paragraph 3.3 regarding 'Missing two or more meetings' by RKP
- all the edits requested by the SG

It was **AGREED** that the PG should recommend to the SG:

- To accept paragraph 3.2 regarding substitutes for SG members
- Accepting the new paragraph 3.3 regarding 'Missing two or more meetings' but that in 3.3 (ii) the words 'member' and 'substitute' should be in bold
- Changing paragraph 4.2 to a 'minimum of 7 working days in advance of the meeting'
- That the Protocol be amended so that it is clear that it applies to any WGs and the Process Group
- The addition of a couple of sentences to go at beginning of the Protocol to clarify the purpose of the SG in the MCZ process
- Accepting the document in its new version without further time spent discussing it

Researcher Request

Peter Jones has expressed an interest in being at Steering Group meeting so that he can undertake research that he has been tasked by MESMA to do; research into process for marine planning and management. He believes that FS will be an excellent example on which to base a case study.

RKP has made him aware that there is no Observer status on the SG. He is known by a number of people on the SG.

It was **AGREED** to

- get greater clarity from Peter Jones re his research job/mandate
- convey his answer to the PG by email PG
- get the PG to decide by email if to accept his request and to recommend it to the SG

Possible Conflict of Interest

Tom Hooper raised his relationship with Dave Thomasson who represents the British Spearfishing Association on the SG. Tom is related to him (he is Tom's wife's cousin) and he wanted this to be known / acknowledged.

It was **AGREED** to

- note the relationship between Tom Hooper and Dave Thomasson
- that there was no need for a formal 'Declaration of Interest' to the SG

6. Steering Group Meeting (11 February)

The draft outline agenda for the next SG meeting was considered. The main “blocks” will include:-

- Drawing lines / areas on maps to identify possible MCZs for conservation purposes
 - Discussing the reasoning behind these identified sites
- Drawing lines / areas on maps that should not be included in MCZs
 - Discussing the reasoning behind these
 - seeing/what has been learnt from the maps
- Process plan - a session covering the Timeline & Key Dates
- Signing off the SG Protocol
- Agreeing SG members / applications etc
- Agreeing the proposed new named consultative stakeholder proposal
- Reviewing Marxan results on
 - what is already protected by SACs and
 - the areas to avoid because of significant economic activity

The PG noted how different the February SG meeting should feel as people get down to the work in hand - drawing on maps etc.

8. Next Steps

The next PG meeting dates are **April 19th and July 9th 2010**

The PG **AGREED** that

- the role of a PG member reporting back to the SG would be taken in rotation
- Jim Masters agreed to report back to the SG on this meeting
- Andy Green agreed to write up and report to the SG on the next PG meeting.

7. Reflection and evaluation

The Process Group members were asked to give some feedback on the meeting.

They felt it had been a productive day and were pleased with progress, pleased with the way the Working Groups were shaping up. The group also felt that Rob and Lynn were easy to work with.

9. Actions

What	Who	By when
Write proposed ground rules for SG meeting and email them in advance of the next SG & present them at the SG meeting on 11 Feb for approval.	RKP	3 Feb
Remind relevant councils of their role within the process i.e. input via the Local Groups.	Tom Hooper	25 Jan
Respond to Marinet saying no to their application to join the SG with rationale.	Tom Hooper	20/01/10
Update the Protocol and send to SG	RKP	3 Feb
Contact the British Chamber of Shipping to invite them to be either a member of the SG or consultative stakeholder group - depending on outcome of the SG.	Tom Hooper	27/01/10
Contact the BASE to invite them to be either a member of the SG or consultative stakeholder group - depending on outcome of the SG.	Tom Hooper	27/01/10
Contact the JNCC re having campaigning organisations on the national group.	Tom Hooper	29 Jan
Prepare a short brief for SG members on the role and organisation of Local Groups and the protocol for dealing with enquiries.	Project Team	29/01/10
Write a couple of sentences to go at beginning of the Protocol to clarify the purpose of the SG in the MCZ process	Tom	3/2/10
send out agenda to the SG.	RKP	3 Feb
Local Groups to be given a summary of the FS interim guidance.	Louise	11/2/10
Set Steering Group dates to the end of the year	Tom & Rob	29/01/10
Circulate Process Group dates to absent members (with PG notes)	RKP	
Ask for greater clarity from Peter Jones re his research job/mandate - convey his answer to PG who will then decide by email, whether to make recommendation to SG	Tom	ASAP
Pull together all PG recommendations for the SG into one summary report	Jim	3/2/10
Circulate Jim's summary PG recommendations report to the SG	RKP	3 Feb
Book Gipsy Hill Garden Suite for PG meeting April 19th	RKP	19/01/10
Report of PG meeting 18 January	RKP	22/01/10