



Inshore Fisheries and  
Conservation Authority

## **Communication & Engagement Plan and Overarching Strategy**

**2012 – 2014**

© Eastern IFCA 2012

L Ritchie (2012) Eastern Inshore Fisheries and Conservation Authority Communication and Engagement Plan 2012. 23 pp.

This document is available in electronic form from Eastern Inshore Fisheries and Conservation Authority:

[www.eastern-ifca.gov.uk](http://www.eastern-ifca.gov.uk)

Alternatively a hard copy can be viewed at:

Eastern Inshore Fisheries and Conservation Authority  
6 North Lynn Business Village  
Bergen Way  
King's Lynn  
Norfolk  
PE30 2JG

Published online on .....

Eastern IFCA is funded by Lincolnshire County Council, Norfolk County Council and Suffolk County Council.

## Foreword

The Eastern Sea Fisheries Joint Committee had a long history of delivering high quality research, environmental advice, fisheries and enforcement. This allowed the Joint Committee to achieve its overall goals. As an Inshore Fisheries and Conservation Authority we aim to continue this fine legacy and strive to continue to perform at this level.

To help us meet these expectations we are building on the Joint Committee's work with a strategic approach that encompasses a specific framework of a Vision, Success Criteria and High Level Objectives for IFCAs to work to and be measured against. Specific performance outputs will measure achievement in relation to the High Level Objectives. These objectives outline the need for annual plans and reports as well as requiring officers to take a proactive role in national initiatives and events.

One of the main obstacles to achieving our goals is managing the difficult transition from Joint Committee to IFCA effectively. This process requires transparent, honest dialogue with both internal and external stakeholders if we are to succeed. This document details the overarching Communication and Engagement Strategy as well as a more detailed plan to provides stakeholders with an overview of the key tasks that the Authority's staff will conduct during the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2012 and throughout the 2013/14 financial year. This work flows from the Eastern IFCA's Annual Plan and results from instructions and guidance issued to IFCAs by Defra.

**Councillor Ken Sale**

**Peter Barham**

**Chairman**

**Chair of Planning Communication Sub-committee**

## Contents

Foreword .....	3
1. Introduction.....	5
2. IFCA Vision, Success Criteria and High Level Objectives .....	6
2.1 IFCA vision .....	6
2.2 IFCA Success Criteria.....	7
2.3 IFCA High Level Objectives.....	7
3 Communication and Engagement .....	8
3.1 Our stakeholders.....	9
3.2 Key messages.....	10
3.3 Priorities and method.....	10
3.4 Partnership Working .....	11
4. Resources .....	12
5. Communication & Engagement Activities 2012 – March 2014.....	12
5.1 The Eastern IFCAs Priorities for 2012 – March 2014.....	12
5.2 Communication and Engagement Activities.....	14
5.3 Summary of Communication & Engagement Activities: October 2012 – March 2014 ..	23

## 1. Introduction

The Eastern Inshore Fisheries and Conservation Authority (Eastern IFCA) is one of ten regional authorities in England providing inshore fisheries and conservation management. Its district covers the three counties of Lincolnshire, Norfolk and Suffolk from Haile Sand Fort in Lincolnshire to Felixstowe in Suffolk and extends six nautical miles seawards.

Since the Eastern IFCA was initiated in 2011 there has been a growing realisation that, in order to smooth the transition from Sea Fisheries Committee, it is essential that its new remit is communicated successfully to many different groups including partners, opinion formers and stakeholders. The process of change is never easy for an organisation and the Eastern IFCA is proving to be no exception particularly as the Sea Fisheries Committee had a history of over a century. To facilitate the transition, it was decided that it would be beneficial to develop a community engagement function which will also contribute towards meeting the Vision, Success Criteria, and High Level Objectives (see section 2) which IFCA's must work to and be measured against. In addition to communicating our remit, we recognise the importance of listening to our stakeholders and ensuring their views are considered when we make decisions.

The increasing need for a focussed communications platform has seen the Authority recently recruit specialist support in this area. The position of Community Development Officer complements the Research & Environment, Enforcement and Administrative teams primarily to meet Success Criterion 4 – 'IFCA's work in partnership and are engaged with their stakeholders' – and Success Criterion 7 – 'IFCA's are recognised and heard'. The focus of this support is to provide the back bone and informal infrastructure to meet these new challenges. One of the first steps is to provide a communications strategy from which the Authority can plan its work.

The purpose of this document is to provide a comprehensive guide to the communication and engagement work streams in the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2012 and for the 2013/14 financial year. The 6 month delay in beginning engagement activities is the result of a delay in recruiting a Community Development Officer. This document also details the Authority's longer term Communication & Engagement Strategy for 2012-2015.

## 2. IFCA Vision, Success Criteria and High Level Objectives

### 2.1 IFCA vision

*"Inshore Fisheries and Conservation Authorities will 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."*

This vision presents a considerable challenge for all IFCAs in requiring them to balance the needs and expectations of all those with a stake in the inshore marine environment. The creation of IFCAs has created an opportunity to focus on the sustainable exploitation of sea fisheries resources through collaborative, local decision making.

The main duties for IFCAs are set out within the Marine and Coastal Access Act 2009:

Each IFCA must manage the exploitation of sea fisheries resources in its district. In doing so it must;

- a) seek to ensure that the exploitation of sea fisheries resources is carried out in a sustainable way
- b) seek to balance the social and economic benefits of exploiting the sea fisheries resources of the district with the need to protect the marine environment from, or promote its recovery from, the effects of such exploitation
- c) take any other steps which in the authority's opinion are necessary or expedient for the purpose of making a contribution to the achievement of sustainable development
- d) seek to balance the different needs of persons engaged in the exploitation of sea fisheries resources in the district

IFCAs must also seek to ensure that the conservation objectives of any MCZ in their districts are furthered.

Eastern IFCA has an additional responsibility inherited from its predecessor organisation, Eastern Sea Fisheries Joint Committee: 'the Authority must seek to manage the Wash Fishery Order 1992 in a manner that supports the local fishing industry without having a detrimental

impact on the site's conservation features'. As a result of this responsibility, a great deal of the work of the Eastern IFCA and its predecessor has traditionally focused around the Wash and therefore, those affected by the Wash Fishery Order 1992 are most likely to be aware of the Eastern IFCA. One of the main challenges of the communications function will be to engage with a wider range of stakeholders at the same time as managing the expectations of those affected by the Wash Fishery Order 1992.

## 2.2 IFCA Success Criteria

To support the IFCAs in delivering their new duties Defra established clear guidelines in the form of seven Success Criteria. These are:

1	IFCAs have sound governance and staff are motivated and respected.
2	Evidence-based, appropriate and timely byelaws are used to manage the sustainable exploitation of sea fisheries resources within the district.
3	A fair, effective and proportionate enforcement regime is in place.
4	IFCAs work in partnership and are engaged with their stakeholders.
5	IFCAs make the best use of evidence to deliver their objectives.
6	IFCAs support and promote the sustainable management of the marine environment.
7	IFCAs are recognised and heard.

Whilst each of the success criteria must be embraced by all Eastern IFCA staff, the two highlighted have particular resonance in guiding the Authority's communications and engagement streams and therefore the work of the Community Development Officer.

## 2.3 IFCA High Level Objectives

More detailed targets have also been set for IFCAs in the form of a suite of High Level Objectives derived from each success criterion. Within these, several key themes guide the work of the communication and engagement function. These themes include:

- The agreement and updating of Memoranda of Agreement and Memoranda of Understanding
- The development and maintenance of a stakeholder database
- The development of signage and presentations for various stakeholder groups

- The routine collection of feedback from relevant stakeholder groups regarding the effectiveness of engagement
- The representation of the EIFCA on relevant management/steering groups
- The inclusion of a 'public engagement' section in Annual Reports
- The holding of proactive stakeholder meetings
- The regular updating of the website

The achievement of High Level Objectives can be demonstrated through the meeting of a number of specific performance indicators (PIs) which are detailed in our Annual Plans. These outline the need for a communication and engagement strategy as well as yearly plans and reports. This document sets out an overarching communication and engagement strategy from 2012 to 2015 and also details the main planned activities to be carried out between 2012 and March 2014 in line with the Authority's High Level Objectives, Success Criteria and ultimately its vision.

### 3 Communication and Engagement

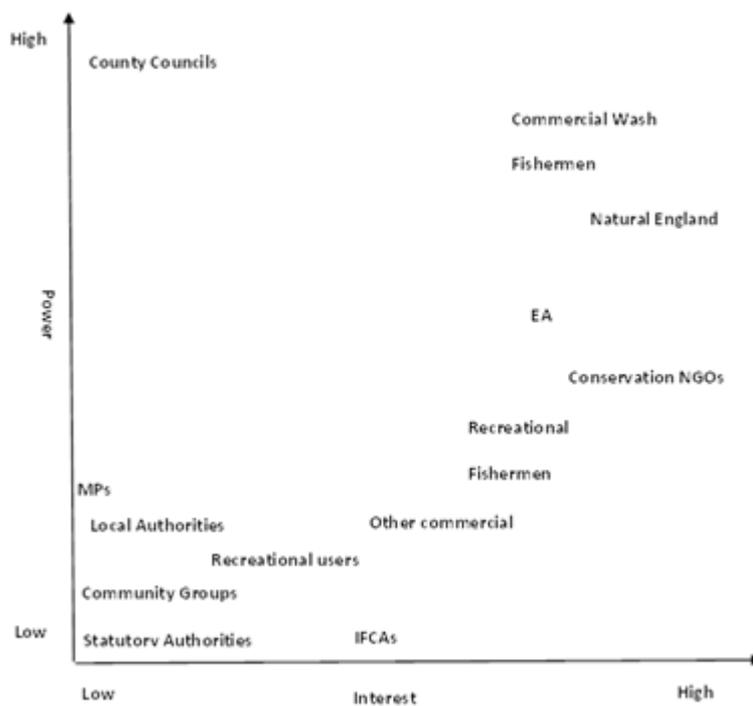
Our goal is to create a community that is well informed about the work of the Eastern IFCA and is thus able to utilise the services we offer.

Our challenge is to engage people in order to break down some of the barriers that exist and to connect people to the Eastern IFCA and to ultimately earn the recognition and respect of our stakeholders. Table 1 below highlights the shifts that need to be achieved in order to face the challenge of engaging with people.

Where We're At		Where We Want to Be
People aren't aware that we exist!		People have heard of us!
People don't think our work affects them		People understand the work we do
Our work is seldom recognised		We are recognised and heard
We are not fully engaged with all our stakeholders		We work in partnership with our stakeholders

### 3.1 Our stakeholders

A Planning & Communication sub-committee meeting was held to discuss the challenges ahead. The current status of stakeholders was discussed in terms of power and influence and the following diagram produced.



The diagram clearly demonstrates the lack of balance in stakeholder power and interest which must change if the Vision, Success Criteria and High Level Objectives are to be met. Having agreed on a need for change, 5 key stakeholder groups who are not currently engaged as fully as possible were identified. These are;

1. County councils
2. Parish and community groups
3. Commercial fishermen not governed by The Wash Fishery Order 1992
4. Recreational Sea Anglers and other recreational users of coastal resources
5. The press and other media

Given limiting factors such as time and resources it is felt that these groups should be the primary focus of the Communication & Engagement Plan 2012 – March 2014 although it is important that this is not to the detriment of groups who are currently engaged. We operate an open organisation and welcome views, information and ideas from all our stakeholders.

### 3.2 Key messages

For the Eastern IFCA to state that it has engaged with our wider stakeholder audience, it is imperative that stakeholders are made aware of our work and its impacts. There are 6 key messages which will help achieve this. These are;

We work in partnership with a number of organisations

There are a number of achievements of which we are proud

We lead, champion and manage a sustainable marine environment

The Eastern IFCA manages fishing activities from Haile Sand Fort in Lincolnshire to Felixstowe in Suffolk out to six nautical miles seawards

Our work encompasses the 3 counties of Norfolk, Suffolk and Lincolnshire

We only use evidence based decision making and have a strong research team

### 3.3 Priorities and method

The communication and engagement function is broad, working synergistically across the organisation. Furthermore, as the Eastern IFCA is relatively new and unknown, it is envisaged that, where possible, the Authority will utilise existing platforms to increase its profile.

The focus of the Authority's communication and engagement function from 2012- March 2014 will be:

- To measure initial awareness of the Eastern IFCA and the success of any communication efforts by commissioning a benchmarking survey
- To promote and attend quarterly proactive community engagement meetings throughout the district

- To attend country shows, fairs and other local events across the 3 counties to promote the Authority's work and develop stakeholder understanding of the role of the Eastern IFCA
- To engage with key professional stakeholders across 3 counties to raise awareness of the change of emphasis for the new IFCA's
- To write a public engagement section to be included in the Authority's Annual Plans
- To produce a Communication & Engagement Strategy for 2012 -2015 providing an overview of what we want to achieve
- To develop promotional materials, including presentations, appropriate to different stakeholder groups
- To develop and update a stakeholder database
- To raise the profile of the Authority by developing relationships with local media and influential individuals; and through the use of social media and e newsletters
- To develop a channel for stakeholder feedback, enquiries and comment
- To develop content and work to ensure that the Authority's website is updated regularly
- To ensure questions and enquiries can be answered accurately by keeping abreast of developments within the Authority
- To encourage partnership working

### **3.4 Partnership Working**

Partnership working is crucial to the effectiveness and efficiency of all IFCA's. Key partner organisations for the Authority include our funding authorities – Lincolnshire, Norfolk and Suffolk County Councils - the Marine Management Organisation, Natural England, the Centre for Environment, Fisheries and Aquaculture Science (Cefas), the Environment Agency, local biodiversity partnerships, and wildlife NGOs including the Royal Society for the Protection of Birds, the Wildlife Trusts and Seasearch. As part of our commitment to partnership working we have signed a number of Memoranda of Understandings and Service Level Agreements with these organisations.

In addition, the Authority benefits from collaborating with other relevant authorities on the management groups for the European Marine Sites within the district and is keen to seek out and develop future opportunities for partnership working with organisations whom we have not previously engaged with.

However, perhaps our key partners are the fishers who work in our district. We must continue to work closely with them to develop trusted working partnerships to help with

research, monitoring and enforcement.

## **4. Resources**

Inshore Fisheries and Conservation Authorities have been given a range of duties that were not included in the remit of their predecessor Sea Fisheries Committees. These include an emphasis on stakeholder engagement and partnership working. One of the first tasks for Eastern Inshore Fisheries and Conservation Authority upon establishment in April 2011 was to realign the staff structure to meet the needs of the new organisation. A Community Development Officer was hired for the first time in March 2012. This plan will be co-ordinated by the CDO however, to achieve success; it will require a shared vision and commitment across Eastern IFCA.

## **5. Communication & Engagement Activities 2012 – March 2014**

### **5.1 The Eastern IFCAs Priorities for 2012 – March 2014**

As well as aligning with the High Level Objectives set for IFCAs by Defra, the communication and engagement activities described in this section have been designed to complement the Authority's eight organisational priorities for the year (as set out in the Annual Plan available on the Authority Website <http://www.eastern-ifca.gov.uk> ). The Community Development Officer's work will not be limited to these key priority areas over the year but they will provide a focus for activities.

The Authority's key communication and engagement activities for 2012 – March 2014 are shown in Table 5.1 below. Further detail on each activity is provided in the subsequent tables. These tables include a brief description of each project, the expected outputs and resources required.

This document sets out the key communication and engagement activities that the Authority plans to undertake during 2012 – March 2014 to meet our overarching communication and engagement strategy. It is acknowledged that additional unplanned activities are likely to be identified during the period. As and when these arise, a risk assessment will be applied to prioritise between planned and unplanned activities and to identify when external resources might need to be commissioned. The Authority recognises that whilst following an agreed annual plan helps ensure it meets its organisational targets, a degree of flexibility is essential in order to maximise efficiencies in communication and engagement.

This section will be reviewed in the Annual Report 2012- 2013 and a new document created to detail the work plan for the 2014-2015 financial year.

**Table 5.1 Communication & Engagement Plan 2012-March 2014**

<b>Reference</b>	<b>Project</b>
CE2012A	E Newsletters
CE2012B	Stakeholder database
CE2012C	Social media
CE2012D	Community Engagement meetings
CE2012E	Create presentations for different stakeholder groups
CE2012F	Give presentations to key stakeholders
CE2012G	Attend country shows, carnivals and game fairs
CE2012H	Placement of information signs
CE2012I	Information leaflets for various stakeholder groups
CE2012J	Signing of MoUs and SLAs
CE2012K	Templates
CE2012L	Communication & Engagement Strategy 2012-15
CE2012M	Annual Communication & Engagement Report
CE2012N	Develop Eastern IFCA core messages
CE2012O	Develop channel for stakeholder feedback
CE2012P	Benchmarking survey
CE2012Q	Style guide
CE2012R	Eastern IFCA vision and values
CE2012S	Eastern IFCA annual planning workshops
CE2012T	Communication & Engagement Plan 2014-15
CE2012U	Website content

## 5.2 Communication and Engagement Activities

The following tables set out the primary activities that the Community Development Officer and Executive Officers will conduct during the 3<sup>rd</sup> and 4<sup>th</sup> quarters of 2012 and the 2013-14 financial year.

<b>E Newsletters</b>		Ref		CE2012A			
<b>Output</b>		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
E newsletter sent to stakeholders on a quarterly basis		•	•	•	•	•	•
<b>Project Description</b>	<p>In the month following the quarterly Statutory Authority Meetings an e newsletter will be developed and sent out to stakeholders. The newsletter is intended to keep stakeholders informed of our work and will include the following;</p> <ul style="list-style-type: none"> <li>• Updates on Statutory Authority Meetings and a link to the papers online</li> <li>• Information about community engagement meetings</li> <li>• Staff profiles</li> <li>• Research &amp; Environment team updates</li> <li>• Enforcement team updates</li> <li>• Clickable links to relevant documents</li> <li>• Any other news</li> </ul>						
<b>Resources Required</b>	As the newsletter is online it is free to produce. It will take around 20 staff hours to collect the information, design the newsletter and mail it to stakeholders each quarter.						

<b>Stakeholder Database</b>		Ref		CE2012B			
<b>Output</b>		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
An easily accessible database of stakeholders developed and regularly maintained		•		•		•	
<b>Project Description</b>	<p>High Level Objective 4.2a stipulates the need for a database of stakeholders which is to be updated every six months. The delay in recruiting a Community Development Officer has resulted in a delay in starting the database. The database will be functioning by October 2012 and will be reviewed and updated at 6 monthly intervals.</p> <p>An up-to-date database will allow the Eastern IFCA to communicate and engage with its stakeholders in a more meaningful way.</p>						
<b>Resources Required</b>	It will take around 40 staff hours to collate a comprehensive stakeholder database and around 10 hours every other quarter to maintain and update it.						

Social Media			Ref	CE2012C			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
1. Regular Twitter updates 2. A regularly updated Facebook profile 3. You Tube videos	•	•	•	•	•	•	
<b>Project Description</b>	Social media is free to use and can be updated regularly. Twitter, Facebook and You Tube will be used in combination to keep followers informed of; <ul style="list-style-type: none"> <li>• Career opportunities</li> <li>• Fisheries news</li> <li>• Attendance at events</li> <li>• Community engagement meetings</li> <li>• Staff appointments</li> <li>• The work of the Research &amp; Environment team</li> <li>• Any other news</li> </ul>						
<b>Resources Required</b>	Social media is expected to consume around 3 man hours a week.						

Community Engagement Meetings			Ref	CE2012D			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
Quarterly community engagement meetings held in each of the 4 areas of the district.	•	•	•	•	•	•	
<b>Project Description</b>	Community engagement meetings, held in the month following the Statutory Authority Meetings, are the ideal opportunity for the Eastern IFCA to be recognised and heard by a wider range of stakeholders than have been traditionally reached. The meetings are held in each of the 4 areas which are; <ul style="list-style-type: none"> <li>• Haile Sand Fort to Sutton Bridge</li> <li>• Sutton Bridge to Cley</li> <li>• Weybourne to Great Yarmouth</li> <li>• Great Yarmouth to the Stour River</li> </ul> Partner organisations such as the Marine Management Organisation, Natural England and local NGOs are invited to speak at these meetings.						
<b>Resources Required</b>	It will take around 20 staff hours a quarter to organise venues, design promotional materials, contact stakeholders and liaise with representatives from MMO, NE and local NGOs each quarter. Attendance at these events also requires 20 hours from the Community Development Officer and Chief Executive Officer and 5 hours from each of the area officers (i.e. 60 man hours in total for attendance).						

Create Presentations for Different Stakeholder Groups		Ref	CE2012E				
Output		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
'Off the shelf' presentations which can be used by all staff members.					•		
<b>Project Description</b>	<p>The Eastern IFCA would like to engage with a wider range of stakeholders. 5 key groups who are not yet as engaged as we would hope have been identified as;</p> <ol style="list-style-type: none"> <li>1. County councils</li> <li>2. Parish and community groups inc. schools</li> <li>3. Commercial fishermen not governed by The Wash Fishery Order 1992</li> <li>4. Recreational Sea Anglers and other recreational users of coastal resources</li> <li>5. The press and other media</li> </ol> <p>To enable the CDO and other staff members to reach these audiences and present a unified message, a range of presentations, tailored to each stakeholder group, will be developed. It will then be possible for all Eastern IFCA staff to choose the appropriate presentation and deliver it. It is thought that around 10 different presentations will be required to accommodate e.g. different school groups etc.</p>						
<b>Resources Required</b>	Developing 10 tailored presentations will take around 150 man hours. The presentations requiring most time will be those for school groups as it will be necessary to investigate the curriculum and liaise with teaching professionals.						

Present to Different Stakeholder Groups		Ref	CE2012F				
Output		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
Key stakeholder groups will be engaged through visits from the Community Development Officer or other staff.						•	•
<b>Project Description</b>	<p>The Eastern IFCA would like to engage with a wider range of stakeholders. 5 key groups who are not yet as engaged as we would hope have been identified as;</p> <ol style="list-style-type: none"> <li>1. County councils</li> <li>2. Parish and community groups inc. schools</li> <li>3. Commercial fishermen not governed by The Wash Fishery Order 1992</li> <li>4. Recreational Sea Anglers and other recreational users of coastal resources</li> <li>5. The press and other media</li> </ol> <p>The CDO will contact these key groups across the 3 counties with the offer of visiting them to present the work of the Eastern IFCA. The CDO or other staff members will then choose the appropriate presentation (detailed in CE2012E) to deliver. This work will begin in quarter 3 of 2012 and will be an on-going task of the CDO.</p>						
<b>Resources Required</b>	Around 5 hours to visit stakeholder and deliver presentation each time. Time will also be required to contact and liaise with stakeholder groups.						

Attend Country Shows, Carnivals and Game Fairs			Ref	CE2012G			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
The Eastern IFCA will be recognised and heard by the local community through our attendance at various regional events.			•	•			
<b>Project Description</b>	<p>Country shows, game fairs and carnivals take place throughout the 3 counties during the summer months. Many of these events have marine, fishing or coastal themes/areas and are suitable occasions to engage with local tax payers and users of the coast.</p> <p>Space can be hired at these events for a fee and can be used to inform stakeholders of our work and services.</p>						
<b>Resources Required</b>	Hire costs vary according to event but are generally around £150. Man hours required will also vary according to duration of the event and our involvement.						

Site Information Signs			Ref	CE2012H			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
Eastern IFCA information signs located along the coast.			•				
<b>Project Description</b>	<p>Signs have been made and are ready to be placed around the coast to give information such as minimum landing sizes to coastal users. Negotiations have begun but a great deal of consultation to resolve issues such as planning permission is required. This project will, therefore, be on-going but it is hoped that the signs will be in place for the start of the summer season 2013.</p> <p>It is hoped that further signs relating to other Eastern IFCA projects will be placed around the coast throughout the period.</p>						
<b>Resources Required</b>	The signs cost £11,200 for design and manufacture. Liaison time is around 15 hours per quarter.						

Information for Different Stakeholder Groups			Ref	CE2012I			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
Leaflets or information packs tailored to different stakeholder groups			•				
<b>Project Description</b>	<p>At present, the Eastern IFCA has a 'one size fits all' information leaflet given to all stakeholders. Although giving an overview of the authority and thus a step in the right direction, it is necessary to produce information pack and leaflets appropriate to the 5 key stakeholder groups;</p> <ol style="list-style-type: none"> <li>1. County councils</li> <li>2. Parish and community groups inc. schools</li> <li>3. Commercial fishermen not governed by The Wash Fishery Order 1992</li> <li>4. Recreational Sea Anglers and other recreational users of coastal resources</li> <li>5. The press and other media</li> </ol> <p>These can be handed out on request, when giving presentations or at other occasions. Different information will be included in each according to the age and requirements of the intended audience.</p> <p>These will be an important communication tool for projects CE2012F and CE2012G.</p>						
<b>Resources Required</b>	The original leaflet cost £150 for design and £233 for 1,000 printed copies. It is anticipated that the cost of producing tailored leaflets will be similar. Content will be similar to presentations detailed in CE2012E and will consume around 60 hours.						

MoUs and SLAs updated and partnership working encouraged			Ref	CE2012J			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
Signed and updated Memoranda of Understanding and Service Level Agreement			•		•	•	
<b>Project Description</b>	As part of the Eastern IFCA's commitment to partnership working, a number of MoUs and SLAs were signed which need to be reviewed and resigned annually. The Authority will also seek out further partnership working opportunities and already established events in which we can collaborate.						
<b>Resources Required</b>	This activity will require some dedicated time when MoUs and SLAs are due to be updated. It will also require regular time spent seeking out opportunities for partnership working.						

<b>Templates</b>		Ref	CE2012K				
<b>Output</b>		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
Templates are available for all external forms of communication.		•					
<b>Project Description</b>	Templates for presentations, letters, compliment slips and other external communications will help to create a 'brand' for the Eastern IFCA. Such imagery will allow people to associate with us and recall our core messages. These templates will be available for all staff to use.						
<b>Resources Required</b>	Around 30 hours will be needed to complete this project.						

<b>Communication &amp; Engagement Strategy/plan 2012-15</b>		Ref	CE2012L				
<b>Output</b>		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
A Communication & Engagement Strategy for 2012-15.		•					
<b>Project Description</b>	The Communication & Engagement Strategy/plan will give a longer term picture of the communication function of the Eastern IFCA. It will be used to guide the work streams detailed in the communication & engagement plans.  The main focus of the strategy is the management of the difficult transition from Sea Fisheries Committee to IFCA and how to communicate this.						
<b>Resources Required</b>	The strategy will take around 40 hours to write and will require additional time for amendments and agreement with Planning & Communication sub-committee members.						

<b>Communication &amp; Engagement Report</b>		Ref	CE2012M				
<b>Output</b>		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
Communication & Engagement reports detailing progress made in that financial year.			•				•
<b>Project Description</b>	A Communication & Engagement report works in tandem with the Communication & Engagement Plan. It details progress made against the plan and critiques the work of the previous financial year. It is intended that a 6 month report will be completed in Q4 of 2012 and then a full year's report in Q4 2013.						
<b>Resources Required</b>	The report will take around 40 hours.						

Core Messages		Ref	CE2012N				
Output		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
A suite of core messages are agreed which give a snapshot of our work.			•				
<b>Project Description</b>	At this time, the majority of our stakeholders are probably unaware of us and commercial fishermen who are most aware of us continue to think of us as a Sea Fisheries Committee. A suite of 5 or so core messages encapsulating our work will help us to communicate our remit to a wider stakeholder audience. These core messages must be agreed upon by staff and authority members. They can be used on leaflets, presentations and the website.						
<b>Resources Required</b>	Liaison and agreement of the core messages will take around 20 hours. It will take additional time to incorporate these into design.						

Seek Stakeholder Feedback		Ref	CE2012O				
Output		Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)
Feedback is routinely sought from stakeholders and there are clear channels for stakeholders to comment and make complaints.				•	•	•	•
<b>Project Description</b>	<p>The transition from Sea Fisheries Committee to IFCA is proving far from straightforward with both staff and stakeholders finding the change difficult. To ease this, all our stakeholders, including staff, should be given the opportunity to comment. It is necessary to design a process to do this which is open and transparent.</p> <p>In addition to this, stakeholders should be approached and feedback should be actively sought by the Community Development Officer.</p> <p>It is anticipated that the feedback process will be in place by Q1 of 2013. The CDO will then contact stakeholders, including staff, for feedback in each quarter.</p>						
<b>Resources Required</b>	Designing the initial process will take 20 hours. 20 hours will then be devoted to seeking feedback each quarter.						

Benchmarking Survey			Ref	CE2012P			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
A clear picture of where the Eastern IFCA lies in the minds of various stakeholder groups.	•						
<b>Project Description</b>	<p>As very little engagement activity has taken place in the past, there is little evidence to indicate what stakeholders know/think about us. Anecdotal evidence suggests that the majority of stakeholders are unaware of us or continue to think of us as the Joint Fisheries Committee. There is an opportunity to conduct a benchmarking survey to establish our present position in this regard. The survey will then be used repeated in early 2015 and used to measure the success or otherwise of any engagement activities.</p> <p>As we do not have the internal capacity or expertise, negotiations are currently taking place with a number of marketing agencies based across the 3 counties. It is hoped that this survey will begin as soon as possible.</p>						
<b>Resources Required</b>	The survey will cost in the region of £10,000. Negotiations on survey design and reporting will take around 40 hours.						

Style Guide			Ref	CE2012Q			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
A consistent approach to external communications.			•				
<b>Project Description</b>	Communicating clearly and constructively is central to the Eastern IFCA. Standards will be developed to enable staff to write consistently and professionally and to apply plain English principles based on current modern usage. The style guide will also give guidance on fonts and the use of corporate colours etc.						
<b>Resources Required</b>	The development of a Style Guide will take around 40 hours.						

Eastern IFCA vision and values			Ref	CE2012R			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
A document detailing the Eastern IFCA's core visions and values.		•					
<b>Project Description</b>	Executive officers, following consultation with staff, will produce a document setting out the Eastern IFCA's vision and core values. This tool will serve as a unifying vision for all staff smoothing the transition from Sea Fisheries Committee to IFCA. It can also be adapted for external use to give stakeholders a clear and consistent message about the IFCA.						
<b>Resources Required</b>	This project will require consultation with all Eastern IFCA staff as well as a number of hours of executive officer time.						

Eastern IFCA annual planning workshops			Ref	CE2012S			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
Workshops will be held to consult with stakeholders on 2013-2014 plans	•	•					
<b>Project Description</b>	As part of the Eastern IFCAs continuing commitment to engage and consult with stakeholders, a number of workshops will be held to allow stakeholders to comment on our previous plans and to be involved in the process of creating 2013-2014 plans. Stakeholders will be given the opportunity to comment on proposed work streams and projects in both the Authority's Annual Plan and the Research & Environment Plans for 2013-14.						
<b>Resources Required</b>	This project will be led by the executive officers.						

Communication & Engagement Plan 2013-14			Ref	CE2012T			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
A Communication & Engagement Plan for 2013-14						•	
<b>Project Description</b>	A Communication & Engagement Plan will be written for the financial year 2014-2015. The plan will serve as a detailed description of activities to be carried out in this period.						
<b>Resources Required</b>	The plan will be written by the CDO and will take approximately 40 hours.						

Website content			Ref	CE2012U			
Output	Q3 (2012)	Q4 (2012)	Q1 (2013)	Q2 (2013)	Q3 (2013)	Q4 (2014)	
The 'environment' section of the website will be developed in 2012 and the entire website reviewed and updated quarterly.	•	•	•	•	•	•	
<b>Project Description</b>	The Environment section of the website has not been developed. The Research & Environment team will work on the content during Q3 and Q4 of 2012/13. The website will also be checked and updated quarterly by the CDO to ensure that all information is relevant and up-to-date.						
<b>Resources Required</b>	The Data Officer and GIS Officer will work on the 'Environment' section of the website to be functional by the end of Q4 2012/13. The CDO will be responsible for other content and ensuring that it is kept up to date.						

### 5.3 Summary of Communication & Engagement Activities: October 2012 – March 2014

**Table 5.3 Communication & Engagement activities**

Ref	Project	2012					2013					2014							
		O	N	D	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M
CE2012A	E Newsletters																		
CE2012B	Stakeholder database																		
CE2012C	Social media																		
CE2012D	Community Engagement meetings																		
CE2012E	Create presentations for stakeholder groups																		
CE2012F	Give presentations to key stakeholders																		
CE2012G	Attend country shows, carnivals and game fairs																		
CE2012H	Place information signs across district																		
CE2012I	Information leaflets for stakeholder groups																		
CE2012J	Signing of MoUs and SLAs																		
CE2012K	Templates																		
CE2012L	Communication & Engagement Strategy 2012-15																		
CE2012M	Annual Communication & Engagement Report																		
CE2012N	Develop Eastern IFCA core messages																		
CE2012O	Develop channel for stakeholder feedback																		
CE2012P	Benchmarking survey																		
CE2012Q	Style guide																		
CE2012R	Eastern IFCA vision and values																		
CE2012S	Eastern IFCA annual planning workshops																		
CE2012T	Communication & Engagement Plan 2013-14																		
CE2012U	Website content																		