



Steering Group (& any sub groups) Protocol

DRAFT [20 Sept 2010]

Marine Conservation Zones (MCZs) will be established under the new Marine and Coastal Access Act to protect the diversity of marine wildlife in England. Finding Sanctuary has responsibility for planning south-west England's Marine Conservation Zones to recommend to Government and ultimately form part of the UK's Marine Protected Area Network. MCZs will be planned collaboratively using a representative group of stakeholders who will need to ensure that the MCZs meet the guidance that is set nationally.

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1 Roles and Responsibilities of the Steering Group & members

1.1 The role of the Steering Group

- a.** Develop either one set of recommendations, or a number of options, with appropriate commentary, for a network of Marine Conservation Zones, for submission to Government, in line with the statutory process set out by Government.
- b.** Assess each version/draft of the emerging options / recommendations against the Government's Ecological Design Principles to ensure that they are in line with those Principles
- c.** To ensure that stakeholders' views and perspectives are brought fully into and inform the Steering Group's deliberations, and to work with the project team to ensure that views and information are fed back to all relevant stakeholders
- d.** To request the project team to provide further information or clarification on any issue where this is agreed to be necessary.
- e.** The Steering Group has power and responsibility for putting forward recommendations on a network of MCZs, but the Project Board carries legal and financial implications. Therefore, any decisions which will require further funding or time, will need to be agreed by the Project Board and / or the National MCZ Board.

1.2 Role of the Chair

- a.** The role of Chair is to provide a public face for the Steering Group and to champion the project as a whole
- b.** The Chair is not required to actually chair the Steering Group meetings, unless the independent facilitators are not available

1.3 Role of SG members in relation to their wider constituency / sector

- a.** To represent and/or reflect, and be in touch with a named constituency of interest, to bring those views to the Steering Group table, and be part of a dialogue process between the Steering Group as a whole and the wider set of stakeholders
- b.** Members of the Steering Group vary in the extent to which they represent their sector or interest. The group includes people who:
 - i.** Are sent by their organisation or interest as a representative.
 - ii.** Represent several groups but cannot be regarded as speaking on their behalf.
 - iii.** Can express the concerns and interests of a sector or group and have links and contacts within that sector but are not nominated representatives.
- c.** Where a SG member is from a statutory organisation or an organisation with members the SG member has a responsibility (either formally or informally) to:
 - i.** Ensure that FS issues are fed back from the FS process to their organisation
 - ii.** Feed relevant information and views from their organisation into the FS process
 - iv.** Ensure they have the appropriate mandate from their organisation to take decisions.
- f.** If a SG member feels they need help to achieve / meet these responsibilities they can ask the FS project team for assistance.

1.4 Individual responsibilities of Steering Group members

- a.** Steering Group members are expected to attend all Steering Group meetings (& any sub groups they have volunteered for) unless they have a good reason not to. Apologies must always be provided to the Project Team in the case of non-attendance.
- b.** At Steering Group meetings (& any sub groups), members are all required to:
 - i.** Maintain a spirit of co-operation, mutual learning, and creative problem solving.
 - ii.** Be committed to working towards finding win/win outcomes
 - iii.** Treat their fellow Group members with respect, even where they disagree with their views.
 - iv.** Be prepared to undertake modest amounts of work, intermittently, in between Steering Group meetings. For example, by attending work sessions on a particular topic, by being on a work group, or the Process Group.
 - v.** Be supportive / contribute to a fair process to get an MCZ outcome

1.5 Responsibilities & behaviour outside the Steering Group

- a.** To help foster the positive reputation of the project.
- b.** Where there are concerns, bring these to the Steering Group and/or Project Manager in the first instance, and agree if and how these will be discussed with others.
- c.** To represent the views of the SG
- d.** If / when speaking on behalf of the Steering Group as a whole, to external bodies or to the media, the SG member has to ensure they have the agreement of the whole SG and / or the Project Manager
- e.** All participants agree to be bound by the Chatham House Rule – that is, what happens at Steering Group meetings can be spoken about externally, but no comments attributed to any named person.

1.6 Responsibilities to the Process and other Steering Group members

- a.** Abiding within this working agreement is considered an act of respect to other members of the group. Seriously breaching the agreement is considered to be a withdrawal of commitment and an act of disrespect. Should this occur, the PG will consider, with the facilitators and project manager, whether any action is needed.

2 Decision making

- a.** The process by which Steering Group members discuss and move towards decisions is a consensual one. This means that they will:
 - i.** Explore different scenarios and options
 - ii.** Understand each others interests and needs
 - iii.** Seek to uncover win win outcomes
- b.** A consensual process (as defined in 2a) may lead to a consensus decision. A consensus decision is one where everyone agrees. Where consensus cannot be reached (after due exploration and understanding) an explanatory note will be jointly developed to explain why this is the case and this commentary will form part of the record of the group's work. .
- c.** Voting is recognised as problematic because the Steering Group has not been constructed to be “representative” and because voting would imply some members options could be excluded. A collaborative process should not be about excluding options without understanding and agreeing why; which cannot be achieved by voting..
- d.** Where disagreements arise, the first recourse will be to ask open questions to build understanding, and, if deemed helpful, the decisions postponed until more information can be collected or expert advice sought.

- e. The Steering Group's decisions and advice for the South West MPA network are implemented by the project team. Any decisions that affect the project process, timing or costs are co-ordinated with the Project Board.

3 Representation on the Steering Group

3.1 Basis of steering group make up

- a. The Steering Group comprises individuals, each of whom are there to bring the voice of a named sector. In some cases, they also speak for an organisation as well.
- b. The sectors and stakeholders covered by the collective Steering Group membership are set out in annex 1.
- c. There is no set limit of the size of the Steering Group
- d. Given the already very large size of the Steering Group, new members will only be admitted if the Steering Group agree that there is a genuine gap in the representation of voices / sectors in the existing make up of the Steering Group.
- e. The following process will be followed in the selection of new Steering Group members:
 - i. The Process Group will consider the latest round of applications and they will make recommendations to the Steering Group by email, well in advance of the next Steering Group meeting;
 - ii. Steering Group members will express any strong concerns by email in advance of the SG meeting
 - iii. If no concerns are expressed ie there is agreement on the Process Group's recommendations, the new members will be invited to the next meeting of the Steering Group.
 - iv. If concerns are expressed then the Facilitator and Project Manager will try and resolve them with the Steering Group member(s) who are objecting;
 - v. If there has not been a resolution via the Facilitator and Project Manager then time will be allocated at the next SG meeting to discuss the concerns / objections.

3.2 Substitutes for SG members

- a. Any Steering Group member can nominate one named substitute. They must inform the project team of that person's name by the closing date.
- b. Substitutes will be added to the mailing list.
- c. Substitutes must be well briefed prior to attending meetings by the main SG member and / or with help from the project team.
- d. No other substitute, other than the one named to the project team, may attend SG meetings as a participant.
- f. If an individual leaves their organisation (and therefore the SG) it is up to the organisation who they represented to nominate a replacement.

3.3 Missing two or more meetings

- a. SG members are expected to attend all SG meetings and any sub groups that they have volunteered to participate in. When members miss meetings there can be serious implications for the group's work; e.g. a member returning after missing one or more meetings could knowingly or unknowingly undermine the group's previous work / decisions. To attempt to minimise this risk:
 - i. If a member's substitute attends two meetings consecutively then the SG member will be approached by the Project Manager / Lead Facilitator and a Process Group member to explore whether the substitute should become the SG member; or how the SG member can prioritise the meetings

- ii. If neither the SG **member** or their **substitute** attends two consecutive meetings they will be invited to become one of the “named consultative stakeholders”

3.4 Guests

- a. Guests can attend the meetings of the Steering Group if they are invited by the Steering Group as a whole, the Chair, or the Project Manager.

4 Practical Arrangements

4.1 Meetings time and frequency

- a. In the first year the Steering Group will meet more frequently to get established and to develop clarity about the project and the role of the group.
- b. Thereafter it is likely that the group will meet two to four times a year.
- c. Dates will be agreed as far in advance as possible to facilitate full attendance.
- d. Meetings will be held in Exeter
- e. Meetings will start at times that enable members to use low cost fares and to reduce the number of people who have to stay overnight.
- f. Where individuals' expenses are not met by their organisation or sector they can approach the Finding Sanctuary Project Manager for assistance.
- g. Occasional overnight costs can be met, by arrangement

4.2 Agenda setting

- a. The Process Group will help RKP develop Steering Group agendas, supported by the project team.
- b. Any member of the Steering Group can propose agenda items for the Process Group to consider.
- c. The SG agenda and any supporting papers will be sent by email a minimum of 7 working days in advance of the meeting to enable members to talk to key people and prepare for the meeting.
- d. The agenda will be presented at the start of each Steering Group meeting for review and approval.

4.3 Minutes

- a. Notes of each meeting will be provided through the independent facilitators, with all agreements and actions noted on flipchart paper during the meeting
- b. Points will not be attributable except for action points.
- c. The minutes will be made public in order to foster openness and transparency.
- d. The content of the minutes should provide sufficient detail to ensure that people can see that their perspectives are being represented, and influencing decisions.
- e. Members of the Steering Group will be given advance notice of the decisions that will need to be made at a particular meeting to allow time for them to discuss the proposals with their 'constituents' prior to the meeting.
- f. Clear actions will be summarised at the end of the meeting, and in the minutes, and it will be noted what actions have been achieved from previous meeting
- g. The minutes will be sent to all participants within 3 weeks of a Steering Group meeting
- h. The steering group members can make suggestions for changes within 10 days of receipt of the minutes.

- i. Should there be disagreement about the contents of the minutes, the independent facilitators will draft alternate wording in discussion with the Process Group and the Project Manager.
- j. Except in exceptional circumstances the minutes will be loaded on the website no later than 6 weeks after the meeting.
- k. The steering group can agree that parts of the minutes are confidential and should not be included on the version that is published
- l. A private section of the website will be developed for the Steering Group to see supporting documents, technical reports, draft papers and agendas.

5 Substitutes and “experts” at Working Group meetings

5.1 Sending a replacement person to stand in for absent Working Group member

- a. Working group members will make every effort to attend working group meetings.
- b. If they cannot attend a meeting, they can send someone in their place, but must comply with the following criteria:
 - i. The replacement person must come from the same sector as the Working Group member that they are standing in for
 - ii. The replacement should be a Steering Group member. A replacement who is not a Steering Group member *can only attend if the Working Group member has established that no Steering Group member from their sector is available*
 - iii. The replacement must be well briefed by the Working Group member, so they are able to add value to the meeting of the Working Group and not hold it back
 - iv. The Working Group member must inform the Project Team of the name and contact details of the replacement person

5.2 Inviting ‘expert witnesses’

If the Working Group, *as a whole*, believes that the presence of one or more people, who bring particular knowledge, is needed at one of its meetings, then the Group can invite any such ‘expert witness,’ (whether a Steering Group member or not), to attend a meeting. This does not mean that the person then becomes a Group member.

5.3 Process for WG substitutes and “expert witnesses”

A WG member should raise the need for a substitute or an “expert witness” along with their proposed, named person. Ideally this should be at a WG meeting so that the WG can consider it based on this protocol.

The request can also be raised in between WG meetings by email to the FS Project Team. The request will then be circulated to the WG. If there are no objections the person will be invited to the next WG meeting, however if there are any objections then the request will be brought to the next WG meeting for discussion and resolution.

Annex 1 Finding Sanctuary Steering Group Membership, February 2011

# PER SECTOR	SECTOR	SUBSECTOR	ORGANISATION	MEMBER	WORKING GROUP	SUBSTITUTE	SG #
1.	Commercial Fishing	Inshore	New Under Ten Fishermen's Association	Dave Cuthbert	Inshore		1.
2.		Inshore	South Coast Fishermen's Council	Richard Stride	Inshore	David Sales	2.
3.		Inshore/ Offshore	North Devon Fishermen's Association	John Butterwith	Offshore		3.
4.		Offshore	South West Fish Producers Organisation (SWFPO)	Jim Portus		Nick Prust	4.
5.		Inshore/Offshore	Cornish Fish Producers Organisation (CFPO)	Paul Trebilcock			5.
6.		National	National Federation of Fishermen's Organisation (NFFO) SW Committee	Dale Rodmell	Offshore		6.
7.		Commercial Handliners	South West Handline Fishermen's Association	David Marshall			7.
1.	Leisure & Tourism	Canoe & Kayak Paddle Sport	Canoe England & British Canoe Union	Andy Davey			8.
2.		Leisure Boating	Royal Yachting Association (RYA)	Peter Bartlett	Inshore	Neil Northmore	9.
3.		Scuba Diving	Professional Association of Diving Instructors (PADI)	Dale Spree			10.
4.		Scuba Diving	British Sub Aqua Club (BSAC)	Jane Maddocks			11.
5.		Spearfishing	British Spearfishing Association	Dave Thomasson			12.
6.		Recreational Sea Angling	Bass Anglers Sports Fishing Society (BASS) & The Angling Trust Conservation Group	Peter Macconnell			13.
7.		Recreational Sea Angling	Brixham Sea Angling Club	Mike Bailey	Inshore		14.
8.		Recreational Sea Angling	Cornish Federation of Sea Anglers (CFSA)	Paul Taylor			15.
9.		Tourism	South West Tourism	Malcolm Bell		Annette Cole	16.
10.		Charter Boat Skippers	Offshore Adventure Dive Charter & Professional Boatmen's Association	Rick Parker	Inshore & Offshore		17.
1.	Commercial & Industry	Aggregates	British Marine Aggregate Producers Association (BMAPA)	Mark Russell			18.
2.		Offshore Renewables	Renewable UK	Paul Reynolds		Oliver Wragg	19.
3.		Offshore Renewables	Regen South West	John Gowdy		Cheryl Hiles	20.
4.		Regional Development and Economy	South West Regional Development Agency	Colin Cornish	Inshore & Offshore	Jonet Waldock	21.
5.		Shipping & Ports	British Ports Association	Sandie Wilson			22.
6.		Shipping & Ports	British Chamber of Shipping	Adrian Lester			23.

1.	Conservation	Conservation NGOs	Royal Society for the Protection of Birds (RSPB)	Paul St Pierre	Offshore	Mark Robins	24.
2.		Conservation NGOs	The Wildlife Trust	Richard White	Inshore	Lissa Goodwin	25.
3.		Conservation NGOs	Marine Conservation Society (MCS)	Dominic Flint			26.
4.		Statutory Conservation (offshore)	Joint Nature Conservation Committee (JNCC)	Beth Stoker	Offshore		27.
5.		Statutory Conservation (inshore)	Natural England (NE)	Roger Covey	Inshore		28.
1.	Owners	Land Owners	The Crown Estate	Andrew Finlay	Offshore	David Tudor	29.
2.		Land Owners	The Duchy of Cornwall	Christopher Mathews			30.