FFA

FORUM FISHERIES COMMITTEE
118TH MEETING

11 - 15 May 2021

Agenda item	**6**
Paper No:	**FFC118-WP.03**
Title:	**FFA Strategic Plan 2020-2025 Implementation Update**

Summary

FFCMIN16 endorsed a new FFA Strategic Plan 2020-2025 in June 2019. A process has since been underway to implement the new Plan which came into effect on 1 July 2020. Implementation of the new Plan requires a combination of internal changes within the Secretariat and close engagement with Members – both collectively and individually. This paper provides an update of the work the Secretariat has progressed since the last update to the Audit Committee in October 2020.

Recommendation

The Committee is invited to:

1. Note the progress of FFA Strategic Plan Implementation since the last meeting; and
2. Discuss the key issues under consideration as part of this process.

Introduction

1. FFCMIN16 adopted the new FFA Strategic Plan 2020-2025 in June 2019 to come into effect on 1 July 2020.

2. New Zealand has generously provided funding to support the implementation of the Strategic Plan including to ensure that Members are fully informed and involved in the process.

3. As advised at FFC116 last October, the Secretariat has been embarking on a planning process for implementation of the Strategic Plan. In recognition of the ongoing and cyclical nature of such planning processes, the Secretariat conceptualised this work around the stages set out below in Figure 1. Also as advised, While these are depicted in stages, they are not discrete and work is undertaken concurrently. The stages are set out as follows:

- **Planning and Strategic Alignment** - this entails the planning to operationalise the Strategic Plan. It involves the development of a corresponding 5 year Business Plan and the strategic alignment or preparation for implementation;
- **Implementation** - this is the delivery of the work; and
- **Analysis and Evaluation of Progress** - this entails tracking of the results and reporting.

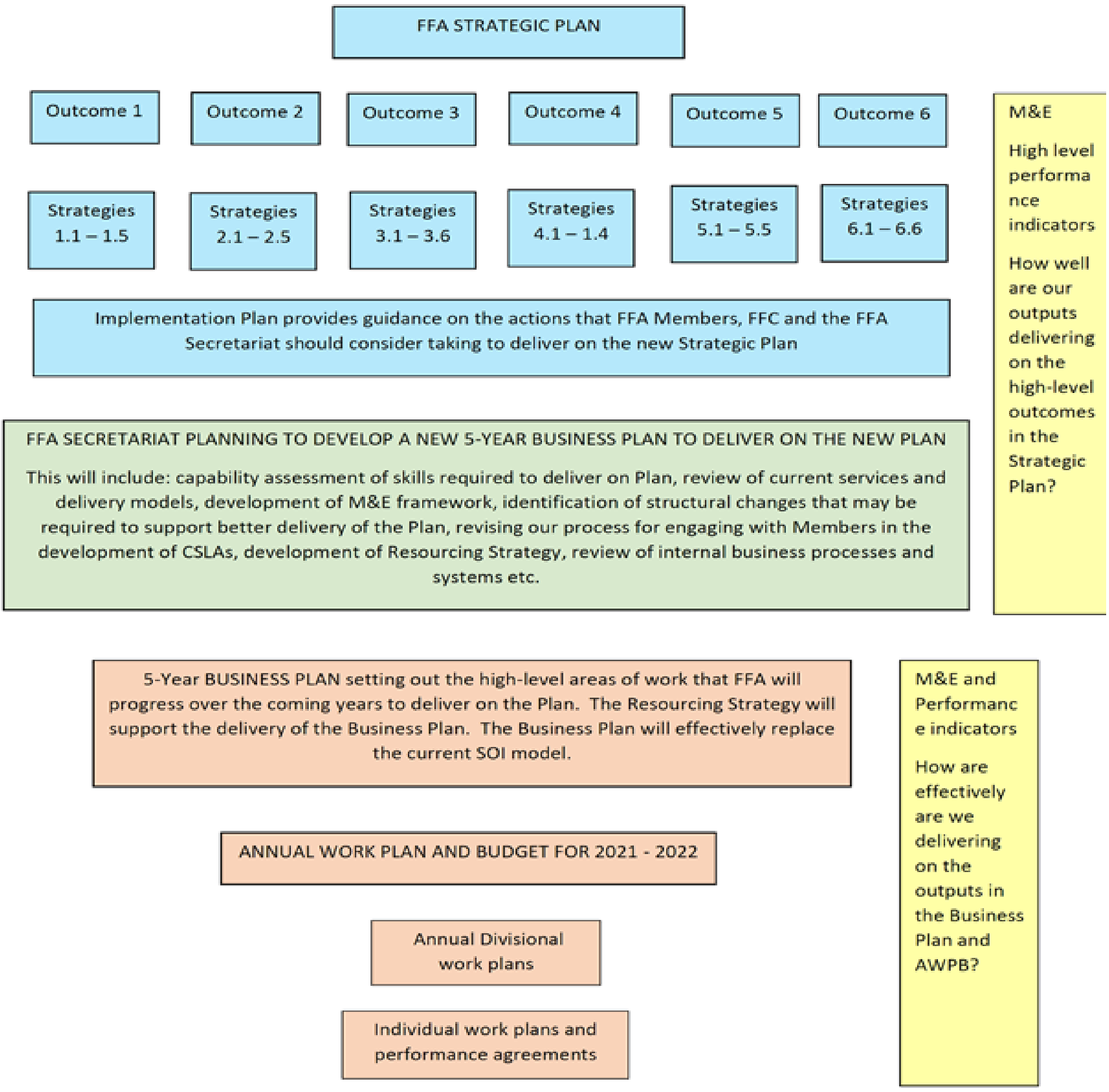
4. The same figure will be used at ARC20 and FFC118 to provide a snapshot of the work to date and the next steps.

Figure 1 – Key Stages of the Planning and Implementation process

5. A key decision was made at FFC116 last October to develop a five-year Business Plan to guide the implementation of the Strategic Plan by the Secretariat. The Business Plan replaces the Statement of Intent used previously by the Secretariat and will bring a stronger focus on outcome based planning. The Business Plan sits below the Strategic Plan and above the Divisional Plans that inform the Annual Work Program and Budget.

6. The diagram in Figure 2 shows the various elements of the SP implementation process from the green box and below. This was presented in the FFC116. There's a slight change in the implementation process where we will now have a multi-year Divisional Plan instead of an annual Divisional Plan. This multi-year Divisional Plan will be developed after the 5 year Business Plan. The multi-year Divisional Plan will be reviewed before the finalisation of AWPB and Revised AWPB every year.

Figure 2 - Strategic Plan Implementation Diagram



Progress of Implementation

Developing the M&E framework

7. A Monitoring, Evaluation, Reporting, Learning & Adaptation (MERLA) Consultant, Stacey Tenant, was recommended by New Zealand after FFC116. She had done some work on FFA's Results Services Logic in 2014. The consultant was available from January 2021 to review the MERLA Framework and, as part of the review, build staff capacity in planning and monitoring & evaluation and also assist in the development of the 5 Year Business Plan. This work is funded directly by New Zealand and Stacey has been engaged by NZ to support FFA until June 2021.

8. Four half-day workshops were held between 3rd February and 8th March and facilitated by the consultant. The executives, directors, and some advisors participated in all the workshops. These workshops were held virtually and were interactive with small group discussions and activities that continued in between the workshops.

9. From the workshops, draft indicators for the strategic outcomes were developed together with short term outcomes (1-2 years) and medium term outcomes (3-4 years) that will support the delivery of the 6 Strategic Plan high level outcomes. Subsequently, high level outputs were developed and mapped to the outcomes. These are the key components of the Results Framework that will link the 2020-25 Strategic Plan to the new Five Year Business Plan.

10. The Consultant discussed draft indicators, outcome statements and high level outputs with each Division with the aim to build staff understanding and seek their feedback before being incorporated into the draft 5 Year Business Plan.

Recruitment of Programme Manager position

11. The Manager position responsible for Planning, Transformation and MERLA programme is in the process of being advertised. The role is responsible for the successful implementation of the organisational plans and change initiatives approved as part of the Strategic Plan implementation; monitoring & evaluation, periodic reporting and embedding planning, MERLA and change processes within the organisation. The position will report directly to the Executive and will be responsible for change management processes to bring about the necessary transformation across the organisation, including any changes to organisational structure.

12. The role will include coordinating the development and review of the 5 Year Business Plan, Divisional Plans, and resource planning. The Manager will also oversee and coordinate the work of consultants that may be engaged to work on various initiatives identified in the Strategic Plan implementation such as a MERLA consultant and Business Systems consultant. The role is initially for 2 years and the future of the role will be reviewed in the second year.

Next Steps

13. Each Division will be developing their multi-year **Divisional Plans** that are aligned to the 5 Year Business Plan over the coming weeks. The timeframe for Divisional Plans will be the same as for the Business Plan. Each Divisional Plan will be costed and will be consolidated as the multi-year financial forecast for the Business Plan mapped to high level outputs and outcomes. Divisional Plans will inform individual staff work plans and will be reviewed before the finalisation of AWPB and Revised AWPB. It is expected that the MERLA Consultant who is also assisting with planning will support us in this work while we progress with the recruitment of the Manager.

14. **Organisational structure** will be reviewed and may require redesigning to ensure that the Secretariat has a structure that is aligned to the High Level Outputs and supports the delivery of the strategic outcomes.

15. A **capability framework** focussed on the future HR competencies required for each band will be developed and this will inform the review of the job descriptions and performance measures that should be mapped to Divisional measures and the strategic outcome indicators. All positions will be valued and the cost reflected in the Divisional financial forecasts. Some of this work will be done internally and some will be supported by an external consultant.

16. A key driver in achieving efficiencies in the Secretariat is having **integrated business systems** in finance, procurement, travel, HR and payroll that are fit for purpose. The current payroll and HR system cannot be properly integrated with Secretariat's finance system called FinanceOne resulting in a lot of manual processes. The finance system has been working well and it has also been regularly updated. FinanceOne vendor, TechnologyOne out of Australia who knows our requirements well, has been consulted and are working with an internal team on systems integration including a Cloud-Based option. It is expected that the FinanceOne Upgrade will happen in July and other upgrades and changes will follow subject to the approval of next year's budget.

17. There will also be work on the **Resourcing Strategy and Funding Guidelines** in the new financial year. Some external assistance may be required for this work, which is linked to the people strategy, organisational design, multi-year financial forecast supporting the Business Plan and investment in business information systems.

18. A review of the process of how the Secretariat can further enhance its engagement with Members through the development of **Country Service Level Agreements** will be undertaken in the next financial year.

19. Additional resources will be required to support the planning, transformation and **MERLA** work. A locally engaged Planning Assistant role has been created to provide support to the Manager responsible for planning, transformation and MERLA. This role will be advertised following approval of next year's budget. A MERLA Specialist position reporting to the Manager is to be recruited in the following financial year, FY 2022-23, while the MERLA consultant continues to support the Manager in Strategic Plan implementation work in the meantime.

20. Review of **corporate policies** has been progressively undertaken internally. Initially the changes were to update existing policies and processes, however, realising the changed conditions this focus has now shifted to adjusting policies to respond to COVID19 and we expect some of the changes will be part of the "new normal" post COVID. The involvement of an external expert will be required to review all policies and processes from a **gender and inclusion** lens and this is expected to start in the new Financial Year.