



# AIFCA

## Annual Delivery Plan 2023 to 2024



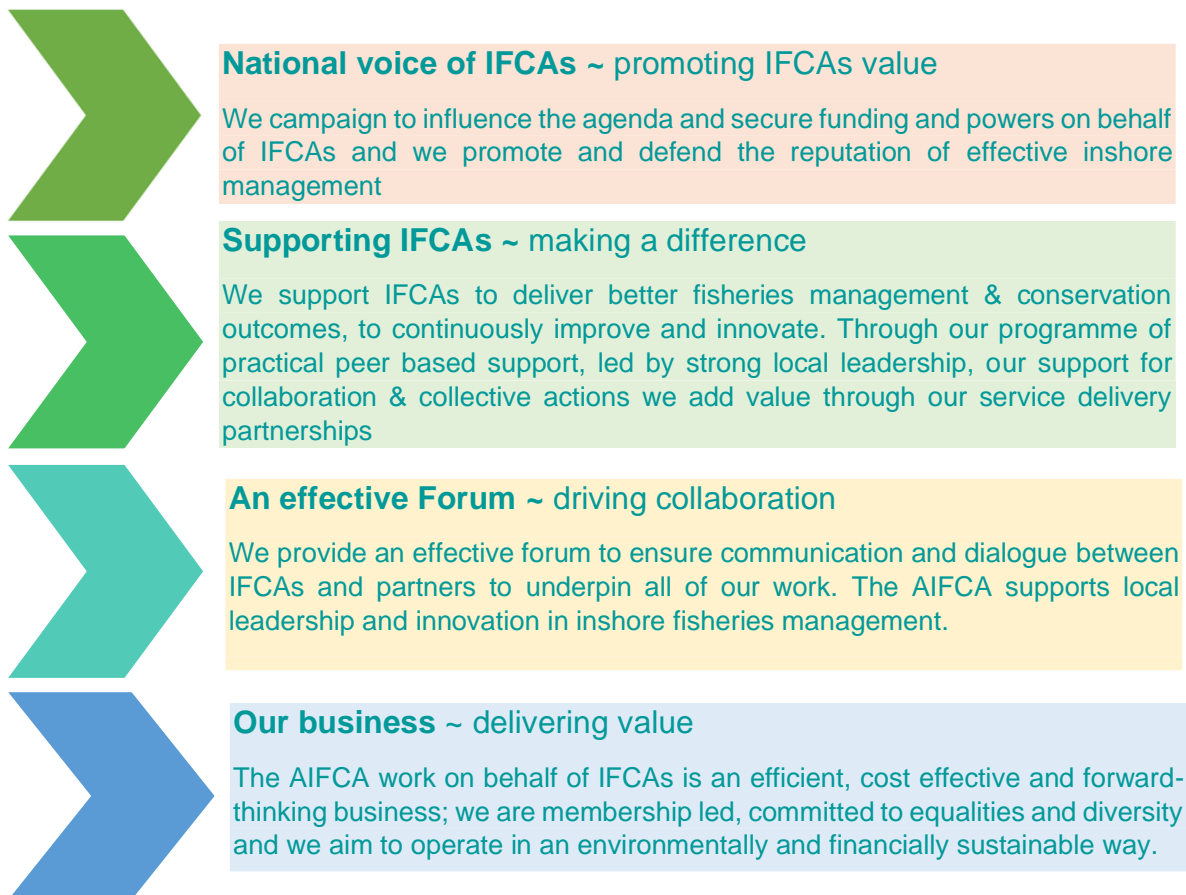
We are the national voice of IFCAs working with committees to support, promote and improve

# Introduction

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This Delivery Plan details the actions and activities of the AIFCA to deliver the outcomes set out in our Business Plan. This annual delivery plans set out specific actions against the priorities set out in the Business Plan.

Our Annual Delivery Plan is set out over our four overarching themes, which are:



This delivery plan is set out to provide an outline of planned activities, the scope of those activities will be developed further through project briefs where necessary, and members will be engaged in that process.

The format of the tables is designed to provide an overview of the activity, an 'indicator' i.e., what the outcome will look like and how, where appropriate, it will be measured / reported. The timescale is indicated, to inform the allocation of resources.

Activities highlighted in yellow indicate where additional Spending Review Funding will be used to deliver the activities.



# National Voice of IFCA's ~ promoting IFCA's value

We campaign to influence the agenda and secure funding and powers on behalf of IFCA's and we promote and defend the reputation of effective inshore management

## Funding for IFCA's

Fair and sustainable funding enables IFCA's to plan and deliver essential public services beyond the short term, to raise more funds locally and to promote greater collective working across local public services.

Activity	Indicator	By when	Resources
<b>Project Funding</b> Develop funding bids, aligned to IFCA needs, to support collective actions	Project funding bids submitted	Q3	CO / Policy Officer
<b>Spending Review</b> Coordinate the delivery SR21 submission & response through an IFCA's 'Monitoring and Assurance Programme'	IFCA indicators on a) Control and Enforcement b) MPA (Marine Protected Area) management c) Marine Spatial Prioritisation d) Fisheries Management Plans	Ongoing	CO / Policy Officer
<b>Natural Capital</b> IFCA's are funded to participate in the mNCEA	See "Project Detail – Marine Natural Capital and Ecosystem Assessment Programme" text box below	Ongoing	Technical Officer / Sussex IFCA
<b>FMP lead Externally Funded – See Project Detail (Cockle FMP)</b> Where the IFCA's agree to lead the development of a Fisheries Management Plan that they are appropriately funded to do so	IFCA led FMP is developed and the AIFCA supports collaborative action, engagement and communications	18 months from commission: anticipated April 2023	CO / Policy Officer
<b>New Burdens</b> Produce a policy paper on New Burdens and IFCA funding and advocate for a better understanding of the funding challenges for the IFCA's.	A policy paper is approved by the AIFCA	Q2	CO / Policy Officer
<b>Reform of the s.31 Grant allocation</b> Support and inform the reform of the s.31 Grant allocation to IFCA's to ensure that the IFCA's are adequately funded through the appropriate funding mechanism	IFCA's are engaged in reform of the s.31 Grant funding programme	Q3	CO / Members Forum

<b>Capital Funding</b> <i>To lead the coordination of the capital funding for IFCA to ensure that a relevant proportion of IFCA capital needs are allocated through national routes</i>	<i>The IFCA's receive capital funding for vessel replacement in accordance with agreed distribution of those funds over the 2021 SR period</i>	<i>Ongoing</i>	<i>CO / COG</i>
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### Local communities at the heart of decisions

IFCA's locally accountable decision making ensures that local communities are at the heart of fisheries and conservation decision making. The AIFCA supports members and promotes awareness of fisheries and their management, to develop and promote integration with the work of local government and others in regional planning.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Members Appointments</b> <i>Lead engagement, with Defra and MMO on IFCA membership recruitment &amp; appointments process</i>	<i>IFCA membership process continues to improve to meet the needs of the IFCA's duties</i>	<i>Quarter 4</i>	<i>Chair / V.Chair / CO</i>
<b>Members Induction</b> <i>Work with the MMO / Defra to support members induction and roles and responsibilities</i>	<i>General members are supported and the MMO &amp; IFCA's have a shared understanding of roles and responsibilities.</i>	<i>Quarter 3</i>	<i>Chair / V.Chair / CO</i>
<b>Work with Local Authorities</b> <i>Promote IFCA's through Coastal SIG (Special Interest Groups)</i>	<i>Qtrly engagement with SIG</i>	<i>Quarterly</i>	<i>CO / Chairs</i>
<b>Quadrennial Review</b> <i>AIFCA develops a comprehensive response to the IFCA's Quadrennial review call for evidence. The AIFCA responds in full and promotes its response to the review picking up the key findings and highlighting opportunities which emerge from that process.</i>	<i>AIFCA responds to the Quadrennial Review  AIFCA reports on actions identified from the Quadrennial Report.</i>	<i>Quarter 2</i>	<i>CO / Policy Officer / Members Forum / COG</i>

### Sustainable inshore fisheries management

IFCA's have a strong and effective voice in ensuring that a system of world leading inshore fisheries and conservation management enables coastal communities to prosper and our coastal waters are protected effectively.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<i>Ensure that the IFCA's role and contribution to FMPs recognises the work of the IFCA and the IFCA's are</i>	<i>IFCA's are engaged in the FMP process</i>	<i>Y/E</i>	<i>CO / Policy Officer</i>

<i>engaged with Defra and other ALBs in development of FMPs</i>			
<b>IFCA conference - Externally Funded – See Project Detail</b> <i>Working with Kent and Essex IFCA, host a IFCA national IFCA FMP response conference / workshop</i>	<i>Workshop delivery - FMP Front Runner Response Draft</i>	<i>Quarter 2</i>	<i>CO / Chair / Members</i>
<b>Coastal Fisheries and Conservation Review – Externally Funded – See Project Detail</b> <i>Coastal fisheries review, regulatory toolbox/database, management summary documents, regional sections of FMPs</i>	<i>IFCAs are engaged in the development of FMPs, inshore fisheries knowledge and experience are considered, IFCA priorities for regulatory harmonisation are communicated.</i>	<i>Y/E</i>	<i>CO / Policy Officer</i>
<b>National Forum Representation</b> <i>Represent IFCA on national fisheries fora</i>	<i># IFCA participation in relevant national policy</i>	<i>Y/E</i>	<i>CO / Policy Officer / Chair / VChair</i>
<b>MNCEA – Externally Funded - See Project Detail</b> <i>IFCAs are engaged and fully participate in the mNCEA programme</i>	<i>See “Project Detail – Marine Natural Capital and Ecosystem Assessment Programme” text box below</i>		<i>Technical Officer</i>
<b>Cockle FMP – Externally Funded – See Project Detail</b> <i>Working with a host IFCA the AIFCA supports, facilitates and coordinates the development of a Cockle FMP. The AIFCA facilitates and engages in the development of the Cockle Fisheries Management Plans, and where appropriate leads specific work packages.</i>	<i>Project milestones are met in accordance with an agreed project management plan (anticipated completion in Q3 2024)</i>	<i>Ongoing months</i>	<i>18 CO / Policy Officer / K&amp;E IFCA and others</i>

### **Building and Nurturing relationships**

The AIFCA maintains effective relationships with key stakeholders, to learn not only their perspective, to gather insights on issue and seek solutions, but also to aid effective decision making, to build trust, to drive efficiencies, to manage risks and to ensure accountability.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Engage with Stakeholders</b> <i>Hold regular meetings with key stakeholders</i>	<i>Reports to &amp; feedback from Fora</i>	<i>ongoing</i>	<i>CO / Chair / VChair / Policy Officer</i>
<b>Report Insights</b> <i>Report stakeholder insights to members</i>	<i>Reports to members forum</i>	<i>Quarterly</i>	<i>CO / Policy Officer</i>
<b>IFCA MoUs</b> <i>To refresh the IFCA Mou's with ALB partners</i>	<i>MoU updated and agreed</i>	<i>Y/E</i>	<i>CO / COG</i>

## Promotion and Awareness

IFCAs deliver! The AIFCA communicates widely to provide information about the work and services of IFCAs. We promote the organisations, handle enquiries about the IFCAs and advertise the organisations.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>News Releases</b> Produce regular IFCA stories for relevant press and media outlets	#News releases	ongoing	CO / Policy Officer
<b>Newsletter</b> Produce Quarterly newsletter <ul style="list-style-type: none"> <li>- To provide the opportunity to advertise for vacancies</li> <li>- To publicise byelaws</li> <li>- To celebrate success stories and share best practice widely.</li> </ul>	Quarterly newsletter produced	Quarterly	CO / Policy Officer
<b>Website</b> Refreshed AIFCA website is kept up to date and is the go-to place for national news on IFCAs.	Website updated regularly and monitored weekly.	Q2	External project costs
<b>Case Studies</b> Interactive case studies demonstrating role of IFCAs are developed and placed on the AIFCA website	A collection of national projects is available on the AIFCA website and are promoted on national media including specialist press.	Q3	CO / Policy Officer / COG

### Project Detail – Marine Natural Capital and Ecosystem Assessment Programme – Project Cost £60,000 - mNCEA Externally Funded

The marine Natural Capital and Ecosystem Assessment (mNCEA) programme will provide a robust evidence-base, suite of tools and a framework where ecological, societal, and economic information is brought together to improve our understanding of the complex trade-offs faced in the sustainable use of the marine environment. The AIFCA is working with the Defra team to ensure that the IFCA's are full participants in the marine component of Defra's flagship programme. The AIFCA receives funding for a Senior Technical Officer to undertake the engagement, and Sussex IFCA hosts the role.

Activity	Indicator	By when	Resources
Identify and develop the role of IFCA's in Year 2 of the national marine Natural Capital Ecosystem Assessment (mNCEA) Programme	IFCA participation in Year 2 of the mNCEA programme is fully funded  IFCA participation is clearly identified in Y2 projects	2023 Q1	Technical Officer
Lead and coordinate IFCA engagement in Year 2 of the national marine Natural Capital Ecosystem Assessment (mNCEA) Programme	IFCA tasked projects on a) the importance of estuaries for shellfisheries (Place-Based Decision-Making project) b) indicators for monitoring commercial crab and lobster fisheries (Future Monitoring project) are completed on schedule	Q4	Technical Officer
Coordinate an IFCA mNCEA Steering Group to support engagement in the mNCEA Programme	Steering group is engaged in mNCEA activities and reports to each meeting of the IFCA TAG (Technical Advisory Group)	Ongoing	Technical Officer
Develop mNCEA Programme activities to support the needs and to deliver resources for IFCA's	The evidence needs and potential role of IFCA's is fully recognised in the development of future mNCEA monitoring	Ongoing	Technical Officer
Integrate IFCA's into Year 3 of the national marine Natural Capital Ecosystem Assessment (mNCEA) Programme	IFCA participation in Year 3 of the mNCEA programme is fully funded and IFCA participation is clearly identified in Y3 projects	Q4	Technical Officer
Develop the understanding of the mNCEA approach within IFCA's	Provide IFCA's with case studies of the benefits of using natural capital approaches  Produce mNCEA communication products (for key habitats and species) that IFCA's can use to engage	Q2  Q4	Technical Officer

	<i>stakeholders about natural capital approaches and the benefits and trade-offs of using natural capital approaches in the coastal environment</i>		
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## **Project Detail – Coastal Fisheries of England – SR21 Externally Funded**

### Background

The AIFCA is currently collating information on the range of inshore fishing management measures to inform the development of national Fisheries Management Plans. Through further refinement of this inshore fisheries regulatory database and by exploring potential areas for development and linkages with existing resources and material, new ways of communicating the complexity of challenges faced by the IFCAs and achievements made can be developed.

### Aims

To provide a snapshot of the coastal fisheries of England to communicate the importance of these fisheries, to describe their management and the work of the IFCAs therein. To produce the report in a form which analyses the key challenges faced by region and identifying common themes to facilitate strategic planning and policy development.

### Objectives

To produce an updated 'review of coastal fisheries in England' document, which will use a narrative format to describe current regional fishing patterns and how management in place is helping to achieve sustainable fisheries whilst balancing the needs of multiple and varied users of the inshore marine environment.

### Methods

Commercial fishery landings data will be collated and reviewed to inform discussions with Officers and to aid in identifying appropriate sector and Authority member representatives to interview during the project.

AIFCA officers will then visit each IFCA district to interview Chief/Senior Officers to discuss the state of the fisheries and key challenges faced whilst gathering information to inform the narrative review of coastal fisheries. Field based footage will also be collected to develop multimedia case studies to communicate key achievements and developing work areas. Further interviews with key stakeholders will be undertaken in-situ to capture the voices and views of coastal communities.

### Outputs

- Updated 'Review of Coastal Fisheries in England' document.
- Multimedia case study resources for use by AIFCA and member IFCAs as well as stock video and photographic resources for use by all IFCAs.
- Development plan for the inshore fisheries regulatory database.

## **Project Detail – The Cockle Fisheries Management Plan –Externally Funded**

### Background

The cockle FMP outlines the main English cockle fisheries and their management systems, their national strategic challenges and identifies key actions needed to further the objectives of the Fisheries Act 2020.

### Aims

To successfully deliver the Cockle Fisheries Management Plan, in accordance with the requirements of the Joint Fisheries Statement.

### Methods

To work with an IFCA lead partner to deliver the Cockle FMP

#### Workstream 1 – Outline of cockle fisheries

This workstream will set out the current management of Cockles in the UK

#### Workstream 2 – Role of FMP, identify challenges and opportunities

This workstream will identify best practice, significant national issues and challenges facing the fisheries as well as opportunities for long-term sustainable growth. Run a series of iterative engagement exercises to describe functional role of national plan in the context of specialised regional fisheries.

#### Workstream 3 – Data collection and research priorities

This workstream will look will help identify best practice and prioritise national research objectives as well as outline the actions needed to meet specific Fisheries Act objectives (e.g. ecosystem objective and climate change objectives).

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## Supporting IFCAs ~ making a difference

We support IFCAs to deliver better fisheries management & conservation outcomes, to continuously improve and innovate. Through our programme of practical peer-based support, led by strong local leadership, our support for collaboration & collective actions we add value through our service delivery partnerships

### Reform of fisheries management

IFCAs will secure the many opportunities which emerge because of the UK's exit from the CFP. The IFCAs will support the implementation of the Fisheries Act 2020 so that the benefits are realised for coastal communities in England.

Activity	Indicator	By when	Resources
<b>FMPs</b> Work to promote and engage Defra and other ALBs in development of FMPs	<i>IFCAs are fully engaged in the FMP process and the work of the IFCAs is reflected in the project.</i> <i>Work to integrate IFCA management processes/highlight opportunities for regulatory harmonisation and reasons for divergence in the development of FMPs.</i>	Ongoing	CO / Policy Officer / Subject Area Leads
<b>FMP Delivery</b> Engage in the development of JFS / FMPs to ensure delivery is aligned to policy	<i>JFS / FMPs reflect the work of the IFCAs and IFCAs inform the development of FMPs</i>	Ongoing	CO / Policy Officer / Subject Area Leads
Support delivery of the Cockle FMP, leading on branding and communications	<i>FMP programme delivery achieves milestones (anticipated completion in Q3 2024)</i>	End 24	CO / Policy Officer / Subject Area Leads

### Training

IFCA staff are trained and professional. The AIFCA provides training leadership, direction and supports the National Lead Training Officer to coordinate and respond to the needs of the IFCAs and their partners.

Activity	Indicator	By when	Resources
<b>Develop Training - SR21 Externally Funded</b> Support identification and costs of delivery routes for enforcement training	<i>Competent Officer and Advanced Officer courses delivered</i>	Q3	CO / Policy Officer / COG / NIMEG / TAG
<b>Accredited Training</b>	<i>Scientific officer training/professional development course/certificate established</i>	Ongoing	CO / Policy Officer

Work with partner organisation(s) to develop accredited Marine Fisheries Management training			
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### Leading collective action

The AIFCA support IFCA's to mount collective actions where we believe they have a compelling case, commissioning expert legal advice and sources of funding where appropriate.

The AIFCA will prepare New Burdens submissions on behalf of the IFCA's where new legislation or regulations result in additional duties or costs to councils.

Activity	Indicator	By when	Resources
<b>Monitoring and Assurance</b> Lead the IFCA's 'Monitoring and Assurance Programme'	<i>IFCA indicators on</i> a) Control and Enforcement b) MPA (Marine Protected Area) management c) Marine Spatial Prioritisation d) Fisheries Management Plans <i>Are communicated effectively to Defra and used more widely to demonstrate the role of IFCA's.</i>	Ongoing	Senior Policy Officer
<b>Respond to issues effectively.</b> Co-ordinate collective responses to emergent issues raised by members	<i>Co-ordinated responses produced.</i>	ongoing	CO / Policy Officer

### Benchmarking and Performance

The AIFCA coordinates the monitoring of nationally agreed standards and metrics to demonstrate the effective delivery of the IFCA's and which communicate the collective activity of the IFCA's against, amongst other things, national marine fisheries, and conservation targets.

Activity	Indicator	By when	Resources
<b>Performance Indicators</b> Lead and support the implementation of performance indicators	<i>An agreed set of metrics and submitted to Defra</i>	Ongoing	CO / COG (Chief Officers Group) / Policy Officer
<b>Social Science Programme – SR21 Externally Funded</b> Deliver a project to support the development of a framework to demonstrate performance.	<i>Appropriate "Social Science" frameworks are used to demonstrate the value of IFCA delivery.</i>	Y/E	CO/COG/TAG/NIMEG / Policy Officer

## Develop Joint Projects

The AIFCA will identify, deliver, and participate in relevant joint projects to increase capacity, access to new knowledge and expertise and access greater resources

Activity	Indicator	By when	Resources
<b>Joint Projects</b> <i>Develop project(s) to support innovative policy development</i>	<i>Joint projects agreed and underway</i>	<i>Y/E</i>	<i>CO / Policy Officer</i>



## An Effective Forum ~ driving collaboration

We provide an effective forum to ensure communication and dialogue between IFCA's and partners to underpin all our work. The AIFCA supports local leadership and innovation in inshore fisheries management.

### Regular Engagement

The AIFCA provide a forum for the development of national strategy, the sharing and promulgation of ideas as well as providing a space to identify opportunities and solve collective issues. AIFCA meetings and conferences are well attended and supported by IFCA members.

Activity	Indicator	By when	Resources
<i>Attend IFCA meetings</i>	<i>IFCA meetings attended per year</i>	<i>Quarter 4</i>	<i>CO</i>
<i>Members forum held quarterly</i>	<i>Members feedback survey Minutes published on AIFCA website</i>	<i>Quarterly</i>	<i>CO / Members of Forum</i>
<i>Director's meeting held quarterly</i>	<i>Minutes produced in accordance with standing orders</i>	<i>Quarterly</i>	<i>CO / Directors</i>

### Joint positions statements

The AIFCA provides a forum which identifies where it is necessary to develop collective positions. The work of the members, through joint position statements, is to set the direction on national policy and issues of collective benefit to all IFCA's, as well as the management of and sustainable inshore fisheries and conservation”

Activity	Indicator	By when	Resources
<b><i>Joint Positions Statements</i></b> <i>Position statements on key IFCA work areas; Compliance Co-management Bait Collection &amp; others as identified</i>	<i># Statements agreed</i>	<i>Y/E</i>	<i>CO / Policy Officer</i>

## Briefings

The AIFCA provides regular briefings to members to enable a collective understanding of issues and opportunities.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Policy Updates</b> <i>Produce regular updates and briefings on Defra national initiatives</i>	<i># of policy briefings</i>	<i>As per project</i>	<i>CO / Policy Officer</i>
<b>AIFCA Briefings – Externally Funded</b> <i>Provide briefing meetings to inform members of key policy development areas, allowing specialist expertise from membership to be considered in policy development</i>	<i># of policy briefing engagement meetings</i>	<i>On-going</i>	<i>CO / Policy Officer</i>

### Project Detail - AIFCA Briefings – Project Cost - SR21 Externally Funded

The purpose of this project is to provide the IFCA members and officers the opportunity to a) learn from recognised experts in marine and fisheries policy relevant to their role as a member of the IFCA and b) share their knowledge skills and experience to support and enrich their role as a member and to share best practice.

Broadly the policy areas in which the IFCA are seeking to share are around; 1) marine spatial prioritisation (including marine planning and licensing), 2) Fisheries Management Plans and the Fisheries Act and 3) Marine Protected Area management. These policy areas have been identified as priorities by Defra in the Spending Review 2021.

### Delivery of project

*We will contract an independent facilitator to facilitate “Virtual Briefings”, via a suitable and accessible online platform. We require the successful contractor to provide c.10 virtual briefings for IFCA’s. To achieve this, we identify the contract should provide:*

- 1. 1) a calendar of briefing events, an efficient and effective method to advertise the events and sign up for the event using an online booking system,*
- 2. 2) the IT facilities to host the briefing events, including the facilities to manage Q&A sessions,*
- 3. 3) liaison with the speakers and the chairman of the briefings to facilitate the smooth delivery of the events,*
- 4. 4) payments (where relevant) to the Chairman and the Speakers according to a fixed fee structure,*
- 5. 5) a facilitated a platform for participants to discuss aspects of briefings and or ask questions,*
- 6. 6) to produce a post event summary of the briefing to includes the key messages from the event and any discussion.*

## Support to IFCA members and national groups

The AIFCA provides advice and information to members and to IFCA national groups, maintaining regular engagement and sign-posting information to support resilience, collaboration and driving a coordinated approach which respects local diversity.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Members Forum</b> <i>Quarterly members update</i>	<i>Monthly updates produced</i>	<i>Quarterly</i>	<i>CO</i>
<b>Working Groups</b> <i>Attend COG / NIMEG (National Inshore Fisheries Enforcement Group) / TAG</i>	<i>Engagement in groups</i>	<i>Y/E</i>	<i>CO/COG/NIMEG/TAG/Policy Officer</i>
<b>Defra Engagement</b> <i>Defra AIFCA quarterly meetings</i>	<i>Agenda and minutes produced which reflect IFCA priorities</i>	<i>Quarterly</i>	<i>CO Chair</i>
<b>Law Group</b> <i>Create an AIFCA "Law Group" to develop an IFCA Community of Practice to facilitate legal advice on topics relevant to the IFCA community</i>	<i>Number of meetings held Feedback from meetings</i>	<i>Quarterly</i>	<i>CO / NLTO / COG / TAG / NIMEG</i>
<b>Stakeholder Groups</b> <i>AIFCA to hold meetings with key stakeholder groups to ensure effective communication</i>	<i>Number of meetings held</i>	<i>Quarterly</i>	<i>CO / Project Officer</i>
<b>National Incidents Policy</b> <i>Provide National Major Incidents Policy</i>	<i>Policy agreed by members</i>	<i>Y/E</i>	<i>CO</i>
<b>Members Support – Project Cost - Externally Funded</b> <i>The AIFCA supports a travel grant scheme for one member from each IFCA to attend a national conference on coastal and fisheries management to provide a greater awareness of national issues for new or existing members.</i>	<i>Attendance at national conference Conference report and reflections from participants</i>	<i>Q4</i>	<i>CO / Policy Officer</i>





## Our business ~ delivering value

The AIFCA work on behalf of IFCAs is an efficient, cost effective and forward-thinking business; we are membership led, committed to equalities and diversity and we aim to operate in an environmentally and financially sustainable way.

### Internal policies and procedures

The AIFCAs structure & internal policies establish the framework through which we deliver our business and serve the IFCAs. Working well they support our delivery and exist in the background, as a source of reference and direction, serving to ensure that the AIFCA is open, transparent, accountable. Through regular review our policies and procedures enable us to make effective decisions on behalf of its members.

Activity	Indicator	By when	Resources
<b>AIFCA Governance</b> <i>The AIFCA has appropriate policies in place, and they are reviewed</i>	<i>Policies are reviewed</i>		<i>CO / Management Group.</i>
<b>Risk Management</b> <i>Risk Management group monitors agreed risks</i>	<i>A risk management system is agreed</i>	<i>Quarter 2</i>	<i>CO / Chair</i>

### Annual planning process

Whilst this business plan sets out the general scope of the AIFCA's work the annual delivery plans set out specific actions against the priorities herein identified. The annual planning process enables members to shape the activities of the organisation and monitor progress against the business plan. The planning process includes regular feedback as well as quarterly & annual reporting frameworks.

Activity	Indicator	By when	Resources
<b>Annual Plan</b> <i>Annual Delivery Plan produced</i>	<i>Annual Plan agreed</i>	<i>Q1</i>	<i>CO/Policy Officer</i>
<b>Annual Report</b> <i>Annual Delivery report produced</i>	<i>Annual report produced</i>	<i>Q2 2022</i>	<i>CO/Policy Officer</i>

## Financial control and planning

The AIFCA is funded by the IFCA's which in turn are funded by the public. The highest standards of financial control are necessary to ensure that the AIFCA maintains and monitors financial control through effective business planning and effective oversight. The AIFCA, acting as a coordinator and convenor of projects, develops additional resources to support its members.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Budget Control</b> <i>Quarterly Budget Control statements produced</i>	<i>Statements</i>		<i>Co-Opted member for finance / CO</i>
<b>Annual Accounts</b> <i>Annual Accounts</i>	<i>Annual Accounts are approved.</i>		<i>Co-Opted member for finance / CO</i>

## Performance monitoring

The performance of the AIFCA will continuously improve when it does excellent work that aligns to the business objectives. The AIFCA will do excellent work through establishing agreed and a shared direction. The AIFCA and members know what is expected and receive helpful feedback and critical resources through an effective feedback system.

<b>Activity</b>	<b>Indicator</b>	<b>By when</b>	<b>Resources</b>
<b>Risk Management</b> <i>Risk register review</i>	<i>Risk register reviewed</i>	<i>Y/E</i>	<i>Mgt. Group / CO</i>
<b>Stakeholder Feedback</b> <i>Establish members feedback mechanism</i>	<i>Feedback received</i>		<i>CO / members</i>