



AN t-ÚDARÁS UM
CHOSAINT
IASCAIGH MHARA

SEA-FISHERIES
PROTECTION
AUTHORITY

STATEMENT OF STRATEGY

2021-2023

BIA MARA SÁBHÁILTE INBHUNAITHE
SAFE SUSTAINABLE SEAFOOD



Our Vision

To be a trusted regulator that promotes and verifies compliance supporting sustainability in Ireland's sea fisheries and seafood sector in a fair, proportionate and transparent way and where necessary enforcing sea-fisheries and seafood safety law effectively.

Our Mission

The Sea-Fisheries Protection Authority is committed to the promotion of compliance and the effective and fair regulation of the sea fishing and seafood sectors that fall within the Authority's mandate in order to support safe and sustainable seafood. This means the fair regulation of all fishing vessels operating within Ireland's 200-mile limit and Irish fishing vessels wherever they operate and all seafood produced in Ireland.

Our Values

- The SFPA promotes a culture of accountability, professionalism, teamwork and transparency.
- The SFPA have an ethos of independence, integrity and impartiality.
- The SFPA strive for excellence by using the best available information to make decisions and supporting continuous learning, innovation and collaboration within the organisation.
- The SFPA are committed to diversity, inclusion and the fair, respectful and equal treatment of all.

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Introduction and Environmental Analysis

This Strategic Plan 2021-2023 sets out the Sea-Fisheries Protection Authority's (SFPA's) goals along with an ambitious programme of work over the coming three years for the effective regulation of the sea-fisheries and the seafood production sectors in Ireland. It builds on the work the SFPA have accomplished under previous strategic plans while recognising those areas where the Authority would have liked to achieve more.

The SFPA's latest plan is also cognisant of the environment in which it now operates as well as recognising the need to continue to deliver on the significant organisational change programme that is currently under way.

The SFPA's primary functions have not altered since the organisation was established in 2007. However, the SFPA's environment has changed significantly. As a result of changes in EU Fisheries and Seafood Safety Law, EU Regulators including the SFPA are required to adapt to the ways in which the Authority operates which includes the adoption of a risk-based approach to regulation.

The regulatory environment continues to evolve, requiring further adaption by the SFPA. The expected introduction of a new EU Fisheries Control regulation, once finalised and adopted, will bring both challenges and opportunities to be addressed during the lifetime of this strategic plan. The new regulation is expected to modernise controls further, ensuring better quality and sharing of fisheries data and information - this includes modernising controls for the small-scale fleet. It will reduce the administrative burden while strengthening the enforcement provisions as well as supporting the implementation of the landing obligation and the important fight against illegal, unreported and unregulated (IUU) fishing.

The SFPA's role in food trade compliance has grown significantly since its previous strategy was published, both in its technical reach and the percentage of overall official control activity involved in the areas of fisheries conservation and food safety. The UK's recent departure from the European Union is having a significant impact, particularly in relation to catch and health certification of Irish fish exports as well as import controls. This has resulted in an increased workload and an ongoing requirement for significant resourcing within the organisation. This is set to increase further with the advent from October 2021 of the requirement to provide export health certification for trade to the UK and over the land bridge to continental Europe.

The 'just in time' trade and certification model that often applies to international movements of consignments of fish and consequently to which industry expect a regulatory response from the SFPA presents a substantial ongoing challenge to the organisation.



Introduction and Environmental Analysis

Additionally, the development and launch of the Marine Planning Framework and the introduction of Marine Protected Areas in the near future both of which are expected to draw further on the resources of the SFPA.

Like all organisations, the COVID-19 pandemic is having a significant impact, requiring changes to the SFPA's ways of working in line with government restrictions while still ensuring the Authority delivers on the organisation's sea-fisheries and seafood safety remit. The emergence of society and the economy from the pandemic will present challenges and opportunities for the SFPA. It will provide an opportunity for new ways of working while the fiscal environment for public sector organisations including the SFPA is likely to be challenging with potential implications for the organisation's work outputs.

Employees across the SFPA are critical to the achievement of this plan and as an organisation the Authority values them and the key contribution they make to the effective discharge of the SFPA's statutory responsibilities. The recent organisational review highlighted challenges that must be addressed to make the SFPA a higher performing organisation. A well-motivated, expert and trained workforce is essential if the SFPA is to function effectively and this strategy places an emphasis on continuing to develop the potential that already exists while providing the resources and organisational framework necessary. The SFPA's significant change programme is underway and there is much work still to be achieved during the strategy period from 2021 to 2023 while also delivering on the day to day business of the Authority.

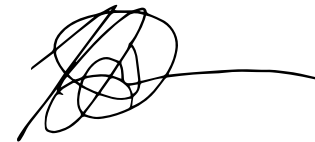
This Strategy Statement has been developed collaboratively with the input of many stakeholders including external partners and building stronger links with them is an important priority for the SFPA over the coming years. The SFPA have also taken account of the Department of Agriculture, Food and Marine's (DAFM's) recently published Statement of Strategy 2021 to 2024. The SFPA's Strategy reflects the role the Authority have to play in respect of its goals specifically in relation to promoting and safeguarding public, animal, and plant health and animal welfare as well as the delivery of a sustainable, competitive and innovative seafood sector.

The SFPA would like to thank everyone who has contributed to the development of this Strategy Statement and look forward to working closely and collaboratively with the Authority's colleagues and partners on its effective implementation.



Mr. Andrew Kinneen

AUTHORITY MEMBER



Mr. Timothy Donovan

AUTHORITY MEMBER



Our Goals



Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Continue with the development and implementation of risk-based approaches to control and continue to prioritise the inspection of higher risk operators and higher risk activities.	<p>Continue to develop risk criteria across all work outputs.</p> <p>Develop systems to ensure awareness for the SFPA and operators of the risk assessment for individual operators.</p> <p>Develop engagement strategies with higher risk operators.</p> <p>Align SFPA resources to target interventions in recognised higher risk sectors.</p> <p>Highlight to industry and the broader public the priorities being inspected in 2021-23.</p>	<p>Fair, proportionate, and transparent control.</p> <p>Improved delivery of services.</p> <p>Reduced organisational risk through specific intervention.</p>	<p>From 2021 publish on the SFPA's website the number of risk based inspections of fishing vessels undertaken against targets set in the National Control Plan on a quarterly basis to provide a baseline in order to improve compliance.</p> <p>Publish on the SFPA's website the number of risk based food safety inspections/controls undertaken against targets set in the Seafood Safety Control Plan on a quarterly basis to provide a baseline in order to improve compliance.</p> <p>Continue to develop a risk-based inspection programme using a risk-based compliance approach to be in place by 2022.</p> <p>Publication of the priority-based enforcement programme by 2022.</p>
Ensure a fair, proportionate approach to compliance maximising cost efficiency.	<p>Provide effective monitoring, control and enforcement of regulations.</p> <p>Develop technological solutions that will enable timely interventions as legislation changes and where monitoring difficulties arise.</p>	<p>Effective and efficient management of resources to deliver value for money to the public.</p> <p>Higher level of compliance and decreased non-compliance.</p>	<p>Completion of projects relating to technological solutions put in place on time and within budget as outlined in the project specifications.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Ensure proportionate enforcement.	Work with policy makers to develop approaches to deal with minor infringements.	Availability of proportionate responses to minor infringements.	<p>From 2021, report the points issued for serious infringements on a quarterly basis on the SFPA's website to provide a baseline in order to improve compliance.</p> <p>From 2021, report the enforcement responses to food safety contraventions on a quarterly basis on the SFPA's website to provide a baseline in order to improve compliance.</p>
Promotion of compliance through industry engagement and communication.	<p>Develop advisory notes to assist industry on how to comply with relevant requirements.</p> <p>Develop and set performance targets for education and communication to promote compliance.</p> <p>Implement a research project that identifies and addresses knowledge gaps (internally and externally) and helps to identify solutions to complex regulatory issues.</p>	<p>Pro-active regulator.</p> <p>Increase industry's understanding and capacity to comply with the relevant requirements.</p>	<p>Publish on the SFPA's website Fishery Information Notices on key areas for new and revised legislation within two weeks of the legislation being published.</p> <p>Website to be updated for all 'targeted programmes', 'inspection focus' items and court outcomes (convictions, other) and also communicated via media releases when appropriate.</p> <p>Publish on the SFPA's website quarterly reports on industry engagement activities classifying the type of engagement, number of industry meetings, and number of attendees etc. to provide a baseline in order to improve compliance.</p>

Our Goals



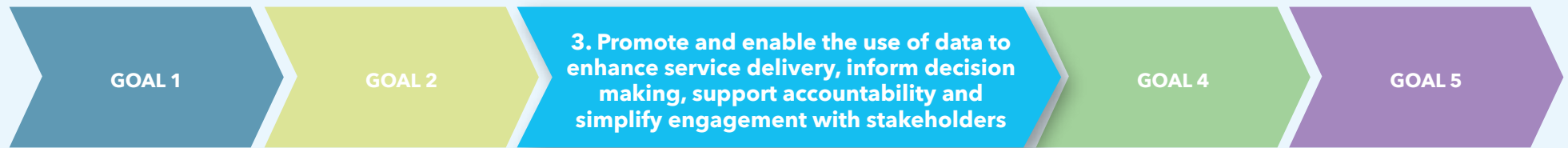
Strategic Objectives	Actions	Strategic outcomes	KPIs
Enhance relationship with national and international control regulatory agencies.	<p>Build relationships with key partners within the regulatory framework.</p> <p>Define and implement Memorandum of Understandings (MOUs) and Service Level Agreements (SLAs) with key regulatory partners.</p> <p>Measure engagement with key partners.</p>	<p>Creation of opportunities to integrate regulatory priorities and sustainability into sectoral, economic and enforcement policies.</p>	<p>Publish on the SFPA's Website Reports on participation in networks of agencies with a similar focus classifying the type of engagement, number of meetings, number of attendees etc.</p> <p>Designate key staff to participate in established regulatory groups.</p> <p>Development and maintenance of MOUs/SLAs with key regulatory partners with information on new MOU's/SLA's reported on in the SFPA's Annual Report.</p>
Engage with industry stakeholders.	<p>Redefine relationships in order to improve partnership between the SFPA and the Sea-Fisheries Protection Consultative Committee (SFPCC).</p> <p>Development of communication plans to support the implementation of regulatory changes.</p> <p>Measure engagement with industry stakeholders.</p>	<p>Promotion of a culture of information sharing and consultation between the SFPA and industry representatives.</p> <p>Stakeholders will be supported to comply with regulatory legislation Industry will have clear guidelines in relation to complex matters.</p> <p>SFPA are viewed as a trusted and transparent regulator.</p>	<p>Hold regular meetings with the SFPCC.</p> <p>Developing a process for an annual review in partnership with the SFPCC on the effectiveness of the working of the SFPCC and the SFPA by the end of 2023.</p> <p>Issue joint communications with the SFPCC where appropriate.</p> <p>Publish on the SFPA's website data in relation to industry engagement in the annual report classifying the type of engagement, number of industry meetings, number of attendees etc.</p>

Our Goals



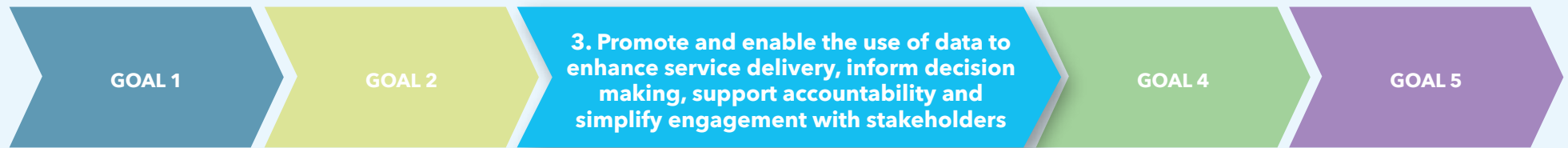
Strategic Objectives	Actions	Strategic outcomes	KPIs
To provide more information to stakeholders and the public.	<p>Publish on SFPA's website documents for wider consultation.</p> <p>Host webinars on issues impacting the sector.</p> <p>Invite the engagement of the public in the protection of our maritime resources.</p>	<p>Increased opportunities for stakeholder and public participation in the consultation processes.</p> <p>Greater public awareness of the role of the SFPA in conservation and food safety.</p>	<p>Regular quarterly publication of information on the SFPA's website.</p> <p>Publish on the SFPA's website the level of engagement with stakeholders and public classifying the type of engagement, number of meetings, number of attendees etc.</p> <p>Conduct on a bi-Annual basis a survey on stakeholder engagement Issue quarterly reports on compliance levels across all sectors based on the detection of infringements at inspections and desktop analysis to provide a baseline in order to improve compliance.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Ensure decision making is informed by robust statistics, derived from available data.	<p>Conduct a data maturity assessment of the current state of data management and data governance capacity.</p> <p>Document a data strategy.</p> <p>Establish an inventory of all food fish trade data, all SFPA data on fisher activity as well as all SFPA official control data.</p>	<p>To establish a data strategy and inventory that will enable the SFPA to improve how the Authority collect, process and disseminate data for the benefit of the organisation and its stakeholders.</p>	<p>Completion of a data maturity assessment by the end of 2021.</p> <p>Complete a data strategy aligned to the SFPA's corporate strategy and the Public Service Data Strategy (2019-2023) by the end of 2021.</p> <p>Complete a data inventory by the end of 2022.</p>
SFPA will define and develop its data analytics capability to help support key activities including: workforce planning; cross checks; risk assessments, etc.	<p>Provide high quality, targeted and timely data, reports and evidence with trend analysis to inform decision making.</p> <p>Acquire SFPA analytic autonomy to facilitate interrogation of data from current silos.</p>	<p>Optimal use of data to support better service delivery, better decision making and drive efficiencies.</p> <p>Improved availability and use of data to meet SFPA's ongoing needs and enable the Authority to adapt to a changing environment.</p> <p>Conversion of data into information which increases organisational knowledge.</p> <p>Consolidation of data holdings to provide an informed view of the overall state of play and support more effective management control.</p>	<p>Recurrent reports required internally documented by the end of 2022.</p> <p>Autonomous reporting tool and data access to support its application in place by the end of 2022.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Statistics produced in line with best practice such as the Irish Statistical System Code of Practice (ISSCOP) and European Statistics Code of Practice (ESCOP) and open data requirements.	<p>Completion of ESCOP gap analysis. Identification of gaps where the necessary cost-benefit of closing those might exist from an SFPA business perspective.</p> <p>Where possible the SFPA will work with the Irish Government Statistical Service (IGSS) to fill gaps in knowledge.</p>	<p>Better services and policy through improved data quality.</p> <p>Alignment with government data initiatives including open data initiative and public sector re-use.</p>	<p>Completion of a gap analysis by the end of 2022.</p> <p>Publication of initial fishery statistics calendar by the end of 2021.</p> <p>Statistical publication calendar in place by the end of 2022.</p> <p>Publication of data quality statement by 2021. Publication of a methodology report by the end of 2022.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
<p>To make the SFPA an Authority of excellence.</p> <p>Increased organisational efficiency and effectiveness.</p>	<p>Continue to implement recommendations from the organisational capability review of the SFPA.</p> <p>Review of the operating model.</p>	<p>SFPA is recognised as an Authority of excellence.</p> <p>SFPA is well positioned to respond to changes in its environment.</p>	<p>Organisational capability review recommendations implemented by the end of 2022.</p> <p>Publish reports on the SFPA's website on a quarterly basis demonstrating progress made and indicative timelines for completion in respect of the organisational review.</p> <p>Review of the operating model completed by Q4 2022.</p>
<p>Maintain a robust governance structure.</p>	<p>Implement findings from the organisational review in respect of reviewing current governance structure and benchmark against best practice.</p> <p>Continue to comply with the Code of Practice for the Governance of State Bodies 2016 (as amended) and all planning and reporting obligations in the SFPA's oversight and performance delivery agreement with the Department of Agriculture Food and the Marine (DAFM).</p> <p>Deliver to the highest standards of financial management, including in relation to procurement and revenue collection.</p>	<p>SFPA adherence to corporate governance standards.</p> <p>Compliance with financial, audit and control requirements.</p> <p>Budgets managed effectively and efficiently.</p> <p>Procurement carried out in accordance with rules and guidelines set out by the Office of Government Procurement (OGP).</p> <p>Credit control managed effectively and efficiently and in line with SFPA's policies and procedures.</p>	<p>Implement findings of internal and external audits carried out by the internal audit function, the Office of the Comptroller & Auditor General (C&AG), DG Santé, DG Mare, FSAI and DAFM in accordance with timeframes agreed with the Audit and Risk Committee (ARC).</p> <p>Annual financial statements certified by C&AG by 30th June each year.</p> <p>Final combined English/Irish report submitted to DAFM within one month of the C&AG audit certificate.</p> <p>Implement outcomes of DG Mare Pelagic Audit and Administrative Inquiry as per agreed timeframes.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Provide high quality information communications technology infrastructure and support in partnership with DAFM.	<p>Develop and implement an Information and Communications Technology (ICT) Strategy that is aligned to the Corporate Strategy.</p> <p>Invest in information management technology.</p> <p>Exploit opportunities for technology innovation in the delivery of IT services to both staff and external stakeholders.</p>	<p>IT supports the SFPA to deliver on its statutory mandate and respond to changes in its operating environment.</p> <p>Delivery of agile and excellent ICT service to both staff and external stakeholders.</p>	<p>ICT Strategy in place by Q1 2022.</p> <p>ICT Strategy five year roadmap to be developed by the end of 2022.</p> <p>Increased integration across systems, that is, online services/applications available.</p> <p>Baseline survey of services being transacted online completed by the end of 2021.</p> <p>Increase in services being transacted online by the end of 2023.</p>
Ensure that the strategy and strategic management drives the organisation at all levels.	<p>Implement Corporate Strategy and develop linked organisational and unit business plans.</p> <p>Align individual goals in performance management plans to the overall strategic goals and unit business plans.</p>	<p>Business plans are aligned to the Strategy and to the organisation's mandate.</p> <p>Individual performance management and measurement aligned with strategic priorities.</p>	<p>Quarterly reports on the progress on strategy implementation are completed and published.</p> <p>Business plans in place and approved in advance of the calendar year they are to be implemented.</p> <p>Redesign Performance Management Development System (PMDS) to align goals and recognise performance by the end of 2022.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Develop quality management capability to define and manage quality standards, metrics, policies, procedures and document management.	Continue to develop and implement a Quality Management System (QMS).	Enhanced procedure and process integration. Creation of a continuous improvement culture.	QMS in place by the end of 2022.
Promote energy efficiency across the SFPA's facilities and achieve government targets for energy efficiency improvements.	Embed efficient energy management culture at all levels. Identify and implement energy efficiency projects and initiatives.	Reduced energy costs and carbon emissions.	Develop plans with the Department of Agriculture, Food, and the Marine (DAFM) to achieve government targets for energy efficiency by 2030.
Develop a culture of innovation.	Develop an Innovation Strategy. Incentivise and encourage innovation in business processes. Identify and work with other Innovation stakeholders and partners to identify existing knowledge shortfalls, to create standards of best practice and to inform research/project programmes. Capture and share innovation successes, insights, knowledge and lessons learned to all colleagues in the organisation.	Staff are innovative, flexible and responsive to change. The SFPA will have an innovative culture that will allow the Authority to deliver value for money and respond to change in its operating environment.	Innovation Strategy in place by end of 2022. Implementation of two innovative projects per annum using user experience and service design expertise.

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Enhance the organisation's office accommodation planning.	Develop an accommodation plan that is linked to workforce planning.	Optimise space, future proof growth and deliver savings in energy usage.	Suitable accommodation available for staff in all locations by 2023.

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Ensure that learning and development investment supports the achievement of strategic outcomes.	<p>Complete a learning and development needs analysis.</p> <p>Identify training needs as part of the PMDS process.</p> <p>Develop a learning management system to support the delivery of training including online training.</p>	<p>Further develop staff capabilities to meet challenges in delivering on the SFPA's mandate.</p> <p>Support staff to adapt to the changing environment in which the SFPA operates.</p>	<p>New Learning and Development Strategy in place by Q1 2022.</p> <p>75% of operational staff complete annual training requirement by 2023.</p> <p>Successful development and implementation of a learning management system by Q2 2023.</p>
Develop positive and collaborative working relationships between management, staff and representative unions.	<p>Improved application of the SFPA Industrial Relations (IR) framework.</p> <p>Define and monitor an IR protocol.</p> <p>Reconfirm escalation channels within IR framework.</p>	<p>Positive working environment where the roles and responsibilities of SFPA management and representative unions are clear.</p> <p>Timely progression of recommendations from SFPA's employee representative meetings.</p> <p>Issues are dealt with at the appropriate level and are only escalated to the Joint Council after sufficient local engagement has taken place.</p> <p>More timely resolution of IR issues.</p>	<p>Agreed IR protocol in place by 2022.</p> <p>Regular meetings held under an agreed IR framework in accordance with an agreed protocol.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Ensure that the organisational culture is supportive and aligned to the achievement of organisational objectives and increase effectiveness.	<p>Complete an organisation culture audit and identify opportunities to reinforce culture and values.</p> <p>Development of an action plan to address challenges and capitalise opportunities identified in the culture audit.</p> <p>Monitor and measure changes in culture over time and share with staff.</p> <p>Ensure that there are development opportunities for Staff as part of succession planning.</p>	<p>A cohesive workforce with shared values.</p> <p>A healthy working environment for all colleagues.</p> <p>Increased organisational effectiveness.</p> <p>Advancement opportunities for Staff.</p> <p>Smooth transition for Business Continuity for joiners/leavers.</p>	<p>Completion of an cultural audit by Q2 2022.</p> <p>Completion of an cultural audit action plan by Q1 2023</p>
Continue to maintain high standards in health and safety.	<p>Monitoring of the implementation of the Health and Safety Manual and associated policies.</p>	<p>A safe working environment for all staff.</p>	<p>Publish outcomes from audit reports on Health and Safety activities in the SFPA's Annual report.</p>

Our Goals



Strategic Objectives	Actions	Strategic outcomes	KPIs
Implement the Irish Language Act as it applies to the SFPA.	<p>Determine the number of Irish language speakers in the SFPA and where they are based.</p> <p>Provide services through the medium of Irish when requested with a particular focus on head office and port offices serving Gaeltacht communities.</p> <p>Facilitate SFPA staff who wish to improve their Irish language skills both written and spoken.</p> <p>Promote the use of internal communication in Irish in the SFPA, particularly the use of email and internal meetings in the Irish language.</p> <p>Identify publications that should be provided in Irish.</p>	<p>Staff working in Gaeltacht offices can provide a service through Irish.</p> <p>Significant publications are provided in Irish.</p>	<p>The Annual Report and the Strategy Statement are provided in Irish.</p> <p>Staff in Gaeltacht port offices and in head office can provide a service to stakeholders through the Irish language.</p> <p>List of publications being published bilingually in place by the end of 2021.</p>

SUSTAINABLE DEVELOPMENT GOALS

The UN Sustainable Development Goals (SDGs) set out a bold vision for a safer, fairer, more prosperous and sustainable world by 2030. This Strategy is developed in the context of our role in contributing to the delivery of the SDGs.

THE GOALS CONSIDERED RELEVANT TO SFPA ARE:

GOAL 3	Good health and Well Being
GOAL 12	Responsible Consumption and Production
GOAL 14	Life Below Water
GOAL 17	Partnerships for the Goals





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