



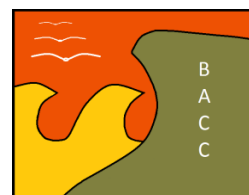
WWF-UK in partnership with
Natural England

How to determine governance requirements and structures for MPAs



Governance structure toolkit

June 2017



How to determine governance requirements and structures for MPAs

Governance structure toolkit

Prepared for:

WWF in partnership with Natural England

Prepared by:

Teresa Bennett, Natural Values

Roger Morris, Bright Angel Coastal Consultants

14th June 2017

Contents

1.	Introduction.....	4
2.	Governance structure guidance.....	5
2.1	Principles for a governance structure	5
2.2	Components of governance structure.....	5
2.3	Factors to consider in deciding a governance structure	8
3.	Current governance structures	11

1. Introduction

This document forms part of the toolkit on *How to determine governance requirements and structures for MPAs* and covers governance structures.

The purpose of the document is to provide a starting point to help decision-makers to determine the governance structure that is most suited to a local set of circumstances.

The UK Government is a signatory to the Convention on Biological Diversity and the OSPAR Convention. In doing so, it has committed to deliver an ecologically coherent network of well-managed Marine Protected Areas (MPAs)¹. The UK MPA network includes sites established under international conventions, European and national legislation:

- MCZs (England, Wales & Northern Ireland), Nature Conservation MPAs (Scotland)
- European Marine Sites (EMSs) – SACs and SPAs
- Ramsar sites (marine components)
- SSSIs ((marine components)

The addition of newly designated MPAs to the existing suite of sites has resulted in the need to review the suitability of existing governance structures to take on additional MPAs and/or to consider new governance arrangements.

Various public authorities² are responsible for different aspects of management of the network of MPAs. The roles of public authorities are covered in a separate documents^{3,4}.

This document was prepared after a combination of desk research and interviews with a selection of people involved in MPA management. The toolkit forms an initial collation of existing information and examples. It will be reviewed and updated to include lessons learned from trialling new approaches through the UK SEAS and Marine Pioneer projects over the next few years.

¹ Defra, DoE NI, The Scottish Government & Welsh Government. (2012) UK Contribution to Ecologically Coherent MPA Network in the North East Atlantic: Joint Administrations Statement.

² a generic term to cover authorities with functions that could affect MPAs

³ MPA National Steering Group. (2015) Marine Protected Area Management: Duties of public authorities in relation to Marine Protected Area (MPA) management.

⁴ Defra. 2010. Guidance on the duties on public authorities in relation to Marine Conservation Zones (Note 2). <http://webarchive.nationalarchives.gov.uk/20130402151656/http://archive.defra.gov.uk/environment/biodiversity/marine/documents/guidance-note2.pdf>.

2. Governance structure guidance

Governance options identified in Section 4 reflect overarching, organisational structures for MPAs. The critical aspect for deciding on a governance structure is that it needs to deliver the requirements for site management.

2.1 Principles for a governance structure

The following principles are intended as a guide for considering a governance structure designed to deliver a well-managed network of MPAs^{5,6}:

1. A structure and an administration that is sustainable, fit-for-purpose and fits local circumstances.
2. Inclusion of the necessary public authorities required for management.
3. Clearly defined leader.
4. Covers a defined spatial area.
5. A clear understanding of roles and commitment to management e.g. through a Memorandum of Understanding.
6. A publically available web-hub that provides a management toolkit for management organisations.
7. A structure that facilitates communication and information sharing among partners and delivery of effective management and reporting.

2.2 Components of governance structure

For any overarching, organisational structure there may be a variety of component groups or personnel.

Where Management Schemes have been produced, governance for sites generally falls into either:

- a two-tier system, consisting of a management group of Relevant Authorities and one or more advisory groups; or

⁵ Principles derived from: the 'Berwickshire & Northumberland Marine Nature Partnership: Memorandum of Understanding and Intention to Cooperate'.

⁶ Morris, K.A., Bennett, T., Blyth-Skyrme, R., Barham, P.J. & Ball, A. (2012) A Review of Effectiveness of Management Schemes for European Marine Sites. Report for Defra (Contract reference MB0113). <http://randd.defra.gov.uk/Default.aspx?Module=More&Location=None&ProjectID=18032>.

- a flat structure where the main management group includes both Relevant Authorities and wider stakeholders, such as NGOs and the main user groups.

Where an estuary or coastal partnership oversees the general management of an area that includes MPAs, there is often a separate management group of Relevant Authorities to cover statutory remits.

Governance structures where stakeholders work collaboratively with Relevant Authorities are more likely to result in stakeholders taking ownership and feeling that they are partners in management⁷. Furthermore, stakeholders are likely to feel more empowered through flat (mixed Relevant Authority and wider stakeholders group) management structures.

The following components may be used in combination under any overarching management structure.

Management Group of Relevant Authorities

Relevant Authorities are required to exercise their statutory duties in the management of MPAs. It is therefore necessary for Relevant Authorities to be included in the main MPA management group. For example: the Flamborough Head Relevant Authorities Group includes all the Relevant Authorities involved in the management of the European marine site; it meets every six months with additional meetings as necessary. *"The decision-making group has evolved over the years and now consists solely of Relevant Authorities. This allows the group to focus on their legal responsibilities and be more efficient, concentrating limited funds and resources where they are needed most, whilst still bringing in advice from local stakeholders when needed."* (Project Officer, Flamborough Head).

Advisory Group

Government guidance⁸ recommends that management groups should meet periodically to consult landowners, businesses, conservation groups, local interest groups and users

⁷ Jones, P.J.S., Burgess, J. & Bhattachary, D. 2001. An evaluation of approaches for promoting relevant authority and stakeholder participation in European Marine Sites in the UK. English Nature (UK Marine SACs Project).

⁸ DETR. 1998. European Marine Sites in England & Wales: A Guide to the Conservation (Natural Habitats &c.) Regulations 1994 and to the Preparation and Application of Management Schemes.

etc through one or more advisory groups. Presence of advisory groups within current governance structures varies from none to several. Governance structures tend not to be static but change and evolve with time due to local circumstances. For example, maintenance of some advisory groups has proved difficult when there has been no Project Officer in post. In other areas, the number of advisory groups has increased and with specialised groups forming to advise on specific issues, such as the personal watercraft group in The Wash.

Management Group comprised of Relevant Authorities and wider stakeholders

A management group consisting of both Relevant Authorities and wider stakeholders has proved to be the appropriate governance structure for some MPAs e.g. for the Stour and Orwell Estuaries EMS. The Stour and Orwell Estuaries Management Group includes the AONB Unit, Local Authorities, Natural England, NGOs, Parish Councils, landowners and yachting interests. *"There are about 40 invitations to the meeting. It is a good forum for discussion and to influence decision-makers. The group works well and brings to everyone's attention what is happening in the estuary."* (Suffolk Coast and Heaths AONB Manager).

Project Officer/Manager/Coordinator

A Project Officer/Manager/Coordinator, whether employed within an MPA partnership, estuary/coastal partnership or lead Local Authority, provides a central point of contact and secretariat for the management group. Key functions also include preparation of the management plan in conjunction with the management group, coordination of the action plan and collation of monitoring data. Furthermore, a Project Officer whose role is confined to supporting MPA management is likely to hold a better understanding of the purpose of management and the roles of the Relevant Authorities. *"Project Officers have two main functions: administrating the partnership and secretariat and producing the management plan."* (Former Project Officer, Berwickshire and North Northumberland Coast).

Leadership

There is no requirement for a lead amongst the Relevant Authorities⁹ and this lack of leadership is a significant weakness of the Management Scheme approach¹⁰. While one Relevant Authority can have no power over another authority it can nevertheless be helpful for a leader to be identified and given responsibility to ensure that actions are delivered.

Umbrella Groups

For any estuarine or coastal area a range of groups will exist with responsibility for some aspect of management. Umbrella groups provide a means of linking these various groups together. The Severn Estuary Partnership¹¹ (SEP), for example, is the umbrella organisation providing the secretariat for the Association of Severn Estuary Relevant Authorities (ASERA), the Severn Estuary Coastal Group (SECG) and the Bristol Channel Standing Environment Group (BCSEG). *"As the umbrella body, SEP promotes stakeholder engagement and a bottom-up approach to decision-making."* (SEP & EMS Officer).

2.3 Factors to consider in deciding a governance structure

Various factors should be considered in identifying a cohesive group of sites and a locally suitable governance structure:

1. Spatial context

- A first step could be to group overlapping and nearby sites within a geographical area which could range from a localised to regional to national level.
- Where the boundary of an MCZ falls within or overlaps an existing area covered by an estuary/coastal partnership, then it would seem appropriate for that partnership to include the MCZ within its management regime.

⁹ DETR. 1998. European Marine Sites in England & Wales: A Guide to the Conservation (Natural Habitats &c.) Regulations 1994 and to the Preparation and Application of Management Schemes.

¹⁰ Morris, R., Bennett, T., Blyth-Skyrme, R., Barham, P. & Ball, A. 2012. A Review of Effectiveness of Management Schemes for European Marine Sites – Final Report. Report for Defra. Contract Reference: MB0113.

¹¹ <http://www.severnestuarypartnership.org.uk/>.

- In some areas it might be appropriate to extend the remit of existing management structures to cover MCZs with overlapping boundaries or with those that are nearby.
- For other areas where MPAs are grouped it may be that there are no existing governance structures and so new arrangements will be required.

2. Complexity of issues

- Some MPAs may not naturally group with other sites. In such circumstances it would be useful to consider the complexity of issues at those sites to determine management requirements.
- Where there are fewer issues it may be that the site can be adequately managed through existing public authority jurisdictions.
- Complex sites are more likely to need public authorities coming together in some form of management group to prepare a management plan/action plan.
- Issues threatening a suite of sites could be managed through a coordinated project based approach.

3. Marine features

- As part of the grouping process it may be useful to consider similarities between features. For example, it may not be appropriate for an estuarine partnership to encompass an open coast MPA as the marine features are likely to be different and require different management.

4. Types of issues and activities

- Again as part of the grouping process, it may be useful to consider the types of issues and activities to be managed. It is likely to be more efficient for a public authority with a responsibility for management of a particular activity to be part of one governance structure that covers several MPAs.
- Management of issues threatening more than one site could be managed through a project based approach.

5. Public authorities

- Where most of the public authorities required for management are already members of an existing estuary/coastal partnership then it would seem appropriate for that partnership to include the MCZ within its management regime.

6. Existing/new governance arrangements

- At any point in MPA management it is useful for management groups to review the effectiveness of their operations.
- The inclusion of additional MPAs or the extension of the area covered by a governance structure might provide an opportunity for review.
- New arrangements may be required where there has been no previous management or where existing structures have been set up for different purposes.

3. Current governance structures

The following governance structures are in operation and an option analysis is provided in Table 1.

Model	Colour code
<ul style="list-style-type: none"> • One public authority manages an MPA. 	
<ul style="list-style-type: none"> • One public authority /organisation provides the secretariat and coordinates the management partnership and liaison with any advisory groups (may or may not have a Project Officer/ coordinator) for one or more 'local' MPAs. 	
<ul style="list-style-type: none"> • One public authority /organisation provides the secretariat and with an officer coordinating the management including working/advisory groups for a 'regional' suite of MPAs. 	
<ul style="list-style-type: none"> • Estuary/coastal partnership provides the secretariat for the MPA management group. 	
<ul style="list-style-type: none"> • Estuary/coastal partnership, established as a business/charity, provides the secretariat 	
<ul style="list-style-type: none"> • Local Nature Partnership (LNP) provides the secretariat. 	
<ul style="list-style-type: none"> • MPA partnership with a Project Officer providing the secretariat and coordinating activities on behalf of the partners and with or without advisory groups 	
<ul style="list-style-type: none"> • A partnership which provides a forum for addressing management issues within a given area but where there is no defined remit for MPA management. 	
<ul style="list-style-type: none"> • Centrally coordinated management using a network-based approach to management and delivery through project working. 	

In an attempt to provide an analysis of the strategic importance of each benefit/drawback, a traffic-light approach has been applied to the text:

- Major importance
- Of importance
- Minor importance
- Major drawback
- Drawback

The analysis draws heavily upon Roger Morris' experience when running English Nature's Estuary Partnership budget. In essence, it tries to highlight those issues that are most

likely to have a bearing on securing support amongst critical decision-makers and funding partners. In other words, 'do the benefits and drawbacks fit the strategic objectives of those partners?' The sequence of issues within each category is not fixed, and readers may place different values on each benefit/drawback.

Thus, this categorisation should be used as a first stage in decision-making, rather than as an overall guiding principle. Do the organisations agree/disagree with the priorities? If they think there are alternative priorities, then this may help to frame the governance structure that is chosen.

Table 1: Analysis of Governance Options

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
One public authority manages an MPA.	<ul style="list-style-type: none"> • None identified 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • The one authority is responsible for management. 	<ul style="list-style-type: none"> • Management of the MPA could be marginalised amongst other duties of the organisation. 	<p>Individual isolated sites or a collection of sites only requiring management by one public authority.</p> <p>Example: Isolated Inshore or Offshore MPAs with few issuesⁱ.</p>
One public authority /organisation provides the secretariat and coordinates the management partnership and liaison with any advisory groups (may or may not have a Project Officer/	<ul style="list-style-type: none"> • Lundy • Fal/Helford • Poole Harbour • Suffolk Estuaries • North East Kentⁱⁱ 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • Clear leadership provided by one relevant authority. • Provides continuity. • Scope for project working. • Provides a forum for dialogue and common understanding of issues. • Opportunity to identify areas for research. • Opportunities to identify areas for education and awareness-raising. 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • Potential for some officers and elected members to be unclear about their about their responsibilities under the legislation. • Turnover of experience in Relevant Authorities. • Relies on one of the Relevant Authorities to deliver project-working. 	<p>Most, or all, of the boundary of the MPA(s) falls within the remit of one organisation but other public authorities also have a role in the management of the site.</p> <p>Example: Relevant Authorities for North East Kent EMS have agreed to include the Thanet Coast MCZ within its remit. While the MCZ covers a broader area than the EMS</p>

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
<p>coordinator) for one or more 'local' MPAs.</p>			<ul style="list-style-type: none"> • Possibility of no mechanism/person pushing action or agenda. • Where there is no Project Officer action can be heavily dependent upon the degree to which the management plan for the MPA is coincident with the key priorities of the Relevant Authority concerned. • Poor working relationships can hinder management of the MPA. 	<p>the partners are the same.</p>
<p>One public authority /organisation provides the secretariat and with an officer coordinating the management including working/advisory groups for a 'regional' suite</p>	<ul style="list-style-type: none"> • Argyll & Bute Councilⁱⁱⁱ 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • Clear leadership provided by one relevant authority. • Provides continuity. • Time efficient with Relevant Authorities working together and avoiding duplication of effort. • Scope for project-working. • Provides a forum for dialogue and common understanding of issues. 	<ul style="list-style-type: none"> • Management of the MPA could be marginalised amongst other duties of the organisation. • Potential for some officers and elected members to be unclear about their about their responsibilities under the legislation. • Relies on one of the Relevant Authorities to deliver project-working. 	<p>MPAs where a) most, or all, of the boundary of the MPA(s) falls within the remit of one organisation but other public authorities also have a role in the management of the site; or b) a new organisation or structure is established to cover management of a suite of MPAs.</p>

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
of MPAs.		<ul style="list-style-type: none"> • Joined-up working to solve broader problems. • Opportunity for links with and engagement of users groups. • Opportunity to identify areas for research. • Opportunity for development of trust between organisations, understanding of common goals and collaborative working. • Opportunities to identify areas for education and awareness-raising. 		<p>Examples:</p> <ul style="list-style-type: none"> • Inshore MPAs which fall mainly within the remit of an Ifca. • MPAs within a Scottish Local Authority administrative area^{iv}, e.g. Outer Hebrides.
Estuary/coastal partnership provides the secretariat for the MPA management group.	<ul style="list-style-type: none"> • Tamar Estuaries Consultative Forum • Exe Estuary Management Partnership 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • Provides an integrated approach for the management of MPAs with the wider marine environment. • Provides continuity. • Time efficient with Relevant Authorities working together and avoiding duplication of effort. 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • There may be a need for a defined leader to ensure issues are addressed and delivery of a well-managed network of MPAs. • Potential for distraction into fund-chasing/fund yielding projects. • Potential for MPA management to 	MPAs where: a) the boundary falls within or overlaps the existing area covered by an estuary/coastal partnership; or b) most of the public authorities required for management are already members of the estuary/coastal partnership.

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
		<ul style="list-style-type: none"> • Scope for project working. • Provides a forum for dialogue and common understanding of issues. • Joined-up working to solve broader problems. • Opportunity for links with and engagement of users groups. • Opportunity for development of trust between organisations, understanding of common goals and collaborative working. • Opportunities to identify areas for education and awareness-raising. 	<ul style="list-style-type: none"> • be sidelined by other (perhaps socio-economic) priorities. • Vulnerable to funding shortfalls. • Potential for some officers and elected members to be unclear about their about their responsibilities under the legislation. • Turnover of experience in Relevant Authorities. • Confusion with broader objectives of the partnership. 	<p>Example: No estuary/coastal partnerships identified that fall into this structure and have an MCZ within or near the boundary for inclusion in the partnership.</p>
<p>Estuary/coastal partnership, established as a business/charity, provides the secretariat</p>	<ul style="list-style-type: none"> • Moray Firth Partnership • Solway Firth Partnership • Morecambe Bay Partnership • Severn Estuary Partnership • Solent Forum 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • Provides an integrated approach for the management of MPAs with the wider marine environment. • Provides continuity. • Time efficient with Relevant Authorities working together and 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • There may be a need for a defined leader to ensure issues are addressed and delivery of a well-managed network of MPAs. • Potential for distraction into fund-chasing/fund yielding projects. 	<p>MPAs where: a) the boundary falls within or overlaps the existing area covered by an estuary/coastal partnership; or b) most of the public authorities required for management are already members of the estuary/coastal partnership.</p>

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
		<p>avoiding duplication of effort.</p> <ul style="list-style-type: none"> • Scope for project working. • Provides a forum for dialogue and common understanding of issues. • Joined-up working to solve broader problems. • Opportunity for links with and engagement of users groups. • Opportunities to identify areas for education and awareness-raising. 	<ul style="list-style-type: none"> • Potential for MPA management to be sidelined by other (perhaps socio-economic) priorities. • Potential for some officers and elected members to be unclear about their about their responsibilities under the legislation. • Turnover of experience in Relevant Authorities. • Confusion with broader objectives of the partnership. 	<p>Example: Incorporation of the Allonby Bay MCZ within the remit of the Solway Firth Partnership.</p>
<p>Local Nature Partnership (LNP) provides the secretariat^v.</p>	<ul style="list-style-type: none"> • Humber Nature Partnership 	<ul style="list-style-type: none"> • Central point of contact and information. • Minimises secretariat costs. • Provides an integrated approach for the management of MPAs with the wider marine environment. • Provides continuity. • Time efficient with Relevant Authorities working together and avoiding duplication of effort. 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • There may be a need for a defined leader to ensure issues are addressed and delivery of a well-managed network of MPAs. • Potential for distraction into fund-chasing/fund yielding projects. • Potential for MPA management to 	<p>MPAs where: a) the boundary falls within or overlaps the existing area covered by a LNP; or b) most of the public authorities required for management are already members of the LNP.</p> <p>Example: There are no MCZs within the area covered by</p>

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
		<ul style="list-style-type: none"> • Scope for project working. • Provides a forum for dialogue and common understanding of issues. • Joined-up working to solve broader problems. • Opportunity for links with and engagement of users groups. • Opportunities to identify areas for education and awareness-raising. 	<ul style="list-style-type: none"> • be sidelined by other (perhaps socio-economic) priorities. • Potential for some officers and elected members to be unclear about their about their responsibilities under the legislation. • Turnover of experience in Relevant Authorities. • Confusion with broader objectives of the partnership. 	<p>the Humber Nature Partnership. The Holderness Inshore MCZ, which lies along the open coast to the north of the estuary mouth, is probably not appropriate for inclusion due to the focus of the LNP on the estuary.</p>
<p>MPA partnership with a Project Officer providing the secretariat and coordinating activities on behalf of the partners and with or without advisory groups</p>	<ul style="list-style-type: none"> • Berwickshire & Northumberland Marine Nature Partnership • Flamborough Head EMS • The Wash & North Norfolk Coast EMS^{vi} • Strangford Lough & Lecale 	<ul style="list-style-type: none"> • Central point of contact and information. • Cost-effective delivery of statutory functions. • Time efficient with Relevant Authorities working together and avoiding duplication of effort. • Scope for project working. • Provides a forum for dialogue and common understanding of issues. • Joined-up working to solve broader 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • There may be a need for a defined leader to ensure issues are addressed and delivery of a well-managed network of MPAs. • Potential for distraction into fund-chasing/fund yielding projects. • Vulnerable to funding shortfalls. • Turnover of experience in Relevant 	<p>Where it is the decision of the organisations with a role in the management of a group of MPAs that a dedicated partnership with a Project Officer is the most effective way forward.</p> <p>Examples:</p> <ul style="list-style-type: none"> • The management group for the Berwickshire &

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
	Partnership ^{vii}	<p>problems.</p> <ul style="list-style-type: none"> • Project Officer role is confined to supporting MPA management - gives a better understanding of the requirements for management. • Opportunity to identify areas for research. • Project Officer can facilitate good communication (e.g. newsletters, meetings) amongst partner organisations. • Opportunity for development of trust between organisations, understanding of common goals and collaborative working. • Opportunity to identify areas for education and awareness-raising. • Structure can provide links with advisory groups and wider stakeholders. Where appropriate, several different advisory groups, each focussing on different 	<p>Authorities.</p>	<p>North Northumberland Coast decided to extend its remit to cover additional MPAs and to form the Berwickshire & North Northumberland Marine Nature Partnership^{viii}.</p> <ul style="list-style-type: none"> • The Flamborough Head Relevant Authorities Group has decided to keep two MCZs on its agenda: Runswick Bay to the north and Holderness to the south. Should issues arise then the Relevant Authorities Group will act as a conduit to put people in touch with the relevant contacts. • Strangford Lough and

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
		<p>interests, can feed information into the management group.</p> <ul style="list-style-type: none"> • Project Officer can make sure that actions are being pursued. Provides momentum. • Project Officer can provide opportunities for local communities to engage with the marine environment as well as its management. 		<p>Lecale Partnership includes the MCZ within its remit.</p>
<p>A partnership which provides a forum for addressing management issues within a given area but where there is no defined remit for MPA management.</p>	<ul style="list-style-type: none"> • Dee Estuary • Medway Swale Estuary 	<ul style="list-style-type: none"> • Provides an integrated approach for the management of MPAs with the wider marine environment. • Provides a forum for dialogue and information sharing. • Opportunity for links with and engagement of users groups. • Provides a platform for action if deemed appropriate. • Works provided there are no major issues. 	<ul style="list-style-type: none"> • Potential for reporting positive action without any positive results ('box-ticking'). • There may be a need for a defined leader to ensure issues are addressed and delivery of a well-managed network of MPAs. • Potential for distraction into fund-chasing/fund yielding projects. • Limited focus on statutory issues. • Vulnerable to funding shortfalls. • Lack of focus on the requirements 	<p>MPAs of low complexity with regard to issues and management not needing a formal Management Scheme or plan where individual management issues can be addressed within the remit of the respective authorities.</p> <p>Example: Estuary or Coastal partnership with an MPA of low complexity within or near</p>

Governance structure	Examples of existing use	Benefits of the option	Drawbacks of the option	Situations suited to the option & for addition of new MPAs
<p>Centrally coordinated management using a network-based approach to management and delivery through project working^{ix}.</p>	<ul style="list-style-type: none"> Planned for Wales Planned for Scotland 	<ul style="list-style-type: none"> Central point of contact and information. Clear leadership provided by one relevant authority. Cost-effective delivery of statutory functions. Focus on improving condition. Time efficient with Relevant Authorities working together and avoiding duplication of effort. Scope for project working. Joined-up working to solve broader problems. Opportunity to identify areas for research. Project Officer can make sure that actions are being pursued. Provides momentum. 	<p>for management of MPAs.</p> <ul style="list-style-type: none"> Management of the MPA could be marginalised amongst other duties of the organisation. Vulnerable to funding shortfalls. Limited stakeholder engagement and ownership in wider marine issues. 	<p>its area of coverage.</p> <p>A country or regional approach to MPA management.</p> <p>Example:</p> <ul style="list-style-type: none"> Approach being implemented in Wales. A regional approach to MPA management is to be piloted in Scotland. Marine Scotland is planning to take the lead on preparing management plans for each NC MPA unless taken on by another public authority^x.

Endnotes

ⁱ JNCC is currently involved in reviewing management of offshore MPAs, with a view to addressing threats on conservation objectives. Some sites are busy with activity while others less so; sites where there are more activities happening might benefit from coordinated management (e.g. currently there is coordinated management of the Dogger Bank where there are several MPAs in the area designated by different member states). The main issue identified with offshore sites is fisheries, particularly bottom trawling. While there are fewer activities happening in offshore sites compared to inshore, there are challenges in identifying stakeholders. The regulator for offshore sites is the EU Commission. Dealing with offshore sites requires working with other member states, Government and devolved administrations. The process involves proposing measures to the EU, engagement with member states, which need to be satisfied with the measures, and final agreement of the EU Commission.

ⁱⁱ North East Kent EMS has a revolving chair; no one authority currently leads the Management Group or is responsible for the secretariat.

ⁱⁱⁱ Argyll and Bute Council has led on the management of the Firth of Lorn and Loch Creran marine SACs. A Marine SAC Management Forum was set up in 2003 to oversee a suite of six, separately located SACs, two of which have management plans (<http://www.argyllmarinesac.org/forum.htm>). However, funding for Natura Project Officer posts came to an end and as a consequence the Management Forum has not met for some years. The governance structure that was initially established has now been superseded by the new raft of MPA designations and plans for management on a regional basis.

^{iv} Scottish Local Authorities tend to cover a much larger area than English Local Authorities.

^v The purpose of a Local Nature Partnership is to work strategically for improvements to the local natural environment by making sure its value to the economy and people is taken into account in decision-making.

^{vi} To aid Relevant Authority staff, especially those new in post, the Project Officer is thinking of preparing one page summaries specific to each Relevant Authority explaining their role, legal requirements and why they fund the partnership.

^{vii} The Strangford Lough and Lecale Partnership was established under a Partnership Agreement between DOE (NI) and Local Authorities with the purpose of developing a shared vision for the heritage. It not only provides the governance structure for the EMS but also covers built heritage, recreation and tourism etc. <http://www.strangfordlough.org/>.

^{viii} Further information can be found in the summary providing background to the decision made for the Berwickshire & North Northumberland suite of MPAs: 'The evolution of the Berwickshire and North Northumberland Coast European Marine Site (BNNC EMS) into the Berwickshire and Northumberland Marine Nature Partnership'.

^{ix} Natural Resources Wales MPA Management Steering Group will be steering the improvement in condition of MPAs across Wales using a project based approach. Threats and pressures on sites will be prioritised and funded according to: a) site level issues managed at the local level e.g. signage about trampling on *Sabellaria* reefs; b) multi-site issues managed as projects e.g. marine litter; and c) cross Wales issues managed as projects e.g. invasive species. Relevant Authorities Groups may be funded to implement projects at the site or multi-site level. This approach is calculated to be the most cost-effective way of managing MPAs in Wales.

^x Marine Scotland. Nature Conservation Marine Protected Areas: Draft Management Handbook. <http://www.gov.scot/Resource/0042/00428637.pdf>.