



MCCIP Business Plan 1st April 2015 – 31st March 2020

Marine Climate Change Impacts Partnership Secretariat, Lowestoft, 35 pp
FINAL
December 2014

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Executive Summary

The challenges posed by climate change remain as relevant as they did when the Marine Climate Change Impacts Partnership (MCCIP) was launched in 2005.

MCCIP's core aim is "to provide a co-ordinating framework for the UK, so as to be able to transfer high quality evidence on marine climate change impacts, and guidance on adaptation and related advice, to policy advisors and decision-makers".

Since its inception, MCCIP has continued to collate and communicate our steadily increasing understanding of the impacts of climate change on the UK's marine environment, while also providing advice on the risks, opportunities and adaptation options available to the maritime sector.

In the last ten years, MCCIP's aim has principally been delivered through:

- The production of a series of "annual" reports synthesising the latest MCCIP science and helping policy makers and decision-makers understand changes that have already taken place and what may occur in the future. These fully-citable reports draw on the best of UK and international science, with the last report published in 2013 involving over 150 scientists from more than 50 leading science organisations.
- The publication of "special topic" reports that have focused on areas of particular interest, namely the effects of climate change on marine and coastal ecosystems, as well as fish, fisheries and aquaculture. Work is currently underway on a report looking at the impact of climate change on marine protected areas and achieving Good Environmental Status;
- New work, initiated in phase II of MCCIP, applying MCCIP's knowledge and understanding to develop tailored "climate smart" adaptation reports for targeted marine sectors, first with the UK marine leisure industry; and, more recently the UK seafood industry;
- Assessments of marine climate science evidence gaps and needs, which have been captured in a summary of top research priorities; and
- Regular newsletters, keeping the wider MCCIP community, of approximately 1000 stakeholders informed on marine climate change issues of relevance to them.

"MCCIP has established itself as a leading brand in science communication¹."

An independent evaluation of the second phase of MCCIP (2010 – 2015) found that 99% of survey respondents rated MCCIP products as "valuable" or "highly valuable". There was unanimous support for MCCIP continuing based on its core strength in synthesising the evidence on climate impacts to produce robust, trusted annual report cards. Both the MCCIP steering group and secretariat were found to be well organised and managed.

But there is always scope to do better and go further. Informed by the evaluation, this business plan sets some new challenges for MCCIP. While we consider that the overall aim should remain the same and that the core offering should still be to produce trusted, authoritative report cards, we see opportunities to:

¹ Brooks, K. and Orr, P. (2014) *Independent Mid-Term Review of the Marine Climate Change Impacts Partnership (MCCIP) Work Programme*. London: Cefas. Available at: <http://www.mccip.org.uk/media/28625/120514%20mccip%20mtr%20final.pdf>

- improve our understanding of stakeholder needs, so that we can better design and implement MCCIP products and services;
- refresh the list of target beneficiaries, with renewed focus on regional and local delivery partners and more sharing of best practice internationally;
- define the role of MCCIP partners better, and recruit new “strategic partners” who could provide financial assistance for specific outputs of interest and help facilitate uptake of products.
- ensure that there is effective succession planning so that MCCIP continues to evolve and draw in new talent and resources;
- develop a more ambitious communication plan, taking advantage of new communication technologies such as webinars and enabling MCCIP to provide more rapid responses to emerging issues of interest;
- improve evaluation of MCCIP products and services and,
- strengthen the underpinning scientific input, for example bringing in new authors to look at new or emerging topics.

In broad terms, it is anticipated that MCCIP’s structure and outputs will not change significantly. We will retain the management group which was established during Phase II to oversee the day-to-day business; and we will establish an outreach and communications working group (OAC-WG) to develop implement of the communication plan.

We propose that the overall funding envelope for core MCCIP activities will remain broadly the same in real terms during Phase III (2015 – 2020), at approximately £210k per annum² in the first year, with subsequent years subject to a 3% inflationary increase. MCCIP may seek additional funding for discreet projects that complement its core activities.

Given the new challenges that we are setting for MCCIP, in effect aiming to deliver more within a similar financial envelope, we recognise that the critical test will be amongst the partners ourselves. It will mean us not just as MCCIP partners but also as committed professionals, devoting time and enthusiasm to new projects, to the steering and working groups and to the essential business of communicating the science of climate change.

The total cost of the five-year programme will equate to £1.15m with the value of the project being doubled by the added leverage from in-kind contributions.

² Based on effort in FY 2014/2015, the last year of Phase II. See “MCCIP funding” for the full financial budget for Phase III and Annex I for details of the funding history.

Strategic context

Climate change presents a significant challenge, if not threat, to the marine environment and the ways in which we benefit from it.

Carbon dioxide (CO₂) concentrations in the atmosphere have been increasing significantly over the past century, compared to the pre-industrial era. The global annual average concentration of CO₂ is expected to exceed the 400ppmv threshold in 2015 or 2016, the highest levels found on earth in millions of years³. Significant increases have also occurred in levels of other greenhouse gases such as methane (CH₄) and nitrous oxide (N₂O). Global total primary energy supply (TPES) has more than doubled in the last forty years and is still mainly reliant on fossil fuels⁴. In its “New Policies Scenario”, the International Energy Authority projects global CO₂ emissions from fuel combustion to continue to grow unabated, albeit at a lower rate, reaching 37.2 GtCO₂ by 2035 leading to a long-term temperature increase of 3.6°C, well above the 2°C target agreed by the Parties to the UNFCCC⁵.

Comprising 97% of the Earth’s water and covering over 70% of its surface, the oceans are the main heat and CO₂ store of the world and, hence, play a key role in climate regulation. They have partly buffered (neutralised) the effects of increasing levels of greenhouse gases in the atmosphere and rising global temperatures and have an important influence on weather systems, the cryosphere and temperature and precipitation on land. Over the next century, we will need to respond to the effects of changes in climate; sea-level rise, increasing sea temperatures, acidification and changes in storms and waves and circulation patterns. These changes will continue to impact on marine ecosystems, commercial fisheries and aquaculture, coastal communities, tourism, shipping, ports and other marine based infrastructure.

Our ability to adapt successfully will depend critically on how well we understand these impacts, and the many ways in which they are inter-linked, and how well we anticipate the need to take action. Given that direct marine related activities contributed £40bn Gross Value Added (GVA) to the UK in 2012⁶, it is critical that we understand the risks associated with the impacts of marine climate change.

Policy landscape and legislative drivers

Marine climate change impacts and adaptation cut across a range of key legislative instruments including the Climate Change Act (2008) and Climate Change (Scotland) Act 2009, Marine & Coastal Access Act (2009), Marine (Scotland) Act (2010) and The Marine Act (Northern Ireland) 2013, as well as the EU Marine Strategy Framework Directive, the EU Integrated Maritime Policy, and marine spatial planning.

The Climate Change Act and Climate Change (Scotland) Act, set out adaptation provisions for the UK including, i) the development of a UK wide risk assessment, ii) production of national adaptation programmes for the UK and devolved administrations to respond to the risk assessment, iii) a power to require public bodies and statutory industries (e.g. utilities) to report on their adaptation progress, and iv) the setting up of an independent Adaptation Sub-Committee of the Committee on Climate Change to provide scrutiny of government progress.

³ What does 400ppmv mean? <<http://400.350.org/#what-this-means>>.

⁴ International Energy Authority (2013) CO₂ emissions from fuel combustion.

⁵ IEA World Energy Outlook (2013).

⁶ UKMMAS Productive Seas Evidence Group (PSEG).

As required by this legislation, the UK Government and the Scottish Government have produced several reports including the UK Climate Change Risk Assessment (CCRA), the National Adaptation Programmes (NAP), and Adaptation Reporting Power (ARP) reports, around 100 of which have been submitted by public and private sector organisations. The first UK CCRA was published in 2012 and information from the MCCIP report cards was used to develop the marine chapter of the assessment. MCCIP has already submitted evidence to support the next CCRA, due to be published in 2017.

Between 2010 and 2014, adaptation plans/programmes were developed across the UK. The National Adaptation Programme covers England and non-devolved issues, and plans have been developed for Scotland, Wales⁷ and Northern Ireland⁸. These national adaptation plans recognise the key role that MCCIP has in assisting delivery of government adaptation in the marine environment:

“The government is working directly with other marine organisations through the Marine Climate Change Impacts Partnership (MCCIP)⁹”

“MCCIP develops high quality evidence on the impacts of climate change on the marine environment that inform policy and decision making¹⁰”.

A key outcome from the adaptation plans is the need to provide regular reports on adaptation progress and develop indicators to measure how well the UK is adapting to climate change. MCCIP is ideally placed to provide guidance to the UK government and the devolved administrations on suitable adaptation indicators for the marine environment and to assist them in their adaptation reporting

The UK Adaptation Reporting Power¹¹ grants the Secretary of State, the power to require public service organisations to produce reports on what they are doing to adapt to climate change. In relation to the ARP, MCCIP is currently working with Seafish, as part of MCCIP’s ‘Climate Smart Working’ programme, on the development of their adaptation reporting: :

“In co-operation with the seafood industry, Seafish will prepare a voluntary report under the ARP to assess how climate change will affect the functioning of the fishing and wider seafood industry and the actions necessary to address these risks.”

The NAP identifies that Defra will establish marine conservation zones to contribute to an ecologically coherent network of marine protected areas, with the first marine conservation zones designated in 2013. MCCIP is currently completing a report, the final product of Phase II, discussing the impacts of future climate change on marine protected areas, for the UK and devolved

⁷ Climate Change Strategy for Wales, Adaptation Delivery Plan, 2010.

⁸ Northern Ireland Climate Change Adaptation programme, 2014.

⁹ National Adaptation Programme, 2013.

¹⁰ Climate Ready Scotland, the Scottish Climate Change Adaptation Programme, 2014.

¹¹ Adaptation to climate change is a devolved policy issue and the special arrangements between devolved administrations are described in “Adapting to climate change: 2013 strategy for exercising the adaptation reporting power”.

administrations. This timely report will be delivered ahead of Defra's commitment to designate at least 25% of English waters as marine protected areas by 2016.

Operationally, MCCIP provides a critical knowledge stream into many other significant international and national marine management 'products', including providing evidence for the Marine Science (Science and Technology) Select Committee¹², the UK's Marine Monitoring and Assessment Programme, Charting Progress 2, State of Scotland's Seas Report and the OSPAR Quality Status Report. These important products both respond to and influence policy development nationally and internationally.

More widely, MCCIP provides a useful resource, on marine climate change, for decision-makers working to implement both the EU Habitats Directive across UK shelf-seas and the EU Water Framework Directive, which includes coastal waters.

Set in the context of this complex legislative environment, the role of MCCIP in providing clear, authoritative, advice on marine climate change issues will become increasingly important in the future.

¹² <http://www.publications.parliament.uk/pa/cm201213/cmselect/cmsctech/727/72702.htm>

Partnership Background

MCCIP was launched in March 2005 as a direct response to *Charting Progress: An Integrated Assessment of the State of the UK Seas*¹³. This report identified climate change and unsustainable fishing as the two main threats facing the UK's marine environment. The original aim of MCCIP was to facilitate the rapid transfer of marine climate change impacts evidence from scientific to user communities. A range of key partners, representing a wide range of marine interests from across the UK were identified and brought together, with the secretariat function contracted out to Cefas.

MCCIP's work was reviewed at the mid-points of both the phase I (November 2008) and phase II (March 2014) work programmes. The reviews confirmed widespread support for MCCIP. Its core product, the annual report cards, was seen as providing a unique, clear and concise resource for communicating complex issues to a wide range of stakeholders. Phase II responded to the key challenges noted in the 2008 review. These included engaging with governments' responses to the adaptation provisions in the UK Climate Change Act 2008, and later the Climate Change (Scotland) Act 2009; securing ongoing commitment and financial support for MCCIP; and better communication and use of findings to stakeholders. Phase II has involved successful work to extend the reach of marine climate change information. Of particular note is (i) the "Climate Smart" work stream, where tailored adaptation guidance has been published working with industry trade associations. produced for distinct industries; in 2013/14 it was the UK marine leisure industry and the UK seafood industry this financial year (2014/15); and (ii) the increased media attention on MCCIP report cards, especially the high profile special topic report card on Fish, Fisheries and Aquaculture.

The second review, an independent mid-term review of the MCCIP Phase II work plan, was carried out by Collingwood Environmental Planning. The review drew on data collected from stakeholders via an online survey sent to over 1000 stakeholders (108 responses received); thirteen semi-structured in-depth telephone interviews; documentary analysis of previous MCCIP evaluation reports and MCCIP products; and, website analytics. The review was very overall positive about MCCIP's performance in Phase II. All of the participants in the evaluation survey and interviews want to see MCCIP continuing beyond the period of phase II funding, and 99% of survey respondents found MCCIP products "valuable" or "highly valuable". The steps taken to widen the audience for MCCIP products was also noted in the review. Recommendations for areas where improvements could still be made were provided and these have formed the basis of MCCIP's Action Plan (Annex 2). This Business Plan implements the Action Plan and will see the development of the following areas:

- 1) Engaging wider government and industry – by better defining and engaging with our beneficiaries and delivering stakeholder-targeted deliverables.
- 2) Increasing the pool of contributors – by developing a "succession" plan for current working group members and promoting contribution from a wider stakeholder network.
- 3) Securing long-term funding – whilst recognising that climate change may not be a priority for stakeholders, plans for sustaining long-term funding by adopting "strategic partners" will be put in place. Products will be prioritised if budgetary restraints develop.
- 4) Targeting dissemination and promotion of products – will be the key objective of the new OAC-WG. A communication plan will be developed to improve evaluation measures; demonstrate a pathway into national policy more effectively; increase visibility of all products including research prioritisation; influence and help steer the research agenda; and improve, and increase the number of outreach and engagement activities.

¹³ Defra (2005) *Charting Progress: An Integrated Assessment of the State of UK Seas*. 120pp.

What did we achieve in Phases I and II?

MCCIP is reaching the end of its second phase (2010-2015) and can point to some significant successes:

- An established strong community between policy, regulators and leading scientists with a clear pathway from science to ministers.
- A range of new and evolving approaches developed to communicate scientific evidence (annual report cards and special topics) that have set a benchmark being widely adopted both in the UK and overseas, not only for marine but terrestrial environments too.
- Significant reductions in the lag time for transferring quality assured science to end users with clear guidance on our level of confidence in the science.
- A clear focal point for building the evidence base, such that the Climate Change Risk Assessment (CCRA) and National Adaptation Programme (NAP) have a central source of marine climate change evidence to draw on. Many of the related adaptation reporting power (ARP) reports cite MCCIP in their assessments (and MCCIP is now actively contributing to the Seafish ARP).
- An assessment of knowledge gaps and research priorities drawing together input from MCCIP reviews and engaging with MSCC and the UKMMAS evidence groups.
- The Mid-Term Review (see Brooks and Orr, 2014) highlighted the positive influence of MCCIP on society, and stakeholders strongly support its continuation beyond 2015.
- Means to provide high level, synthesised input to other strategic policy-making in the UK (e.g. UKCP09) and overseas (e.g. OSPAR Quality Status Reports).

MCCIP aims and objectives for Phase III

The original guiding aim of MCCIP remains as valid and relevant now as it was back in 2005:

“to provide a co-ordinating framework for the UK, so as to be able to transfer high quality evidence on marine climate change impacts, and guidance on adaptation and related advice, to policy advisors and decision-makers.”

As MCCIP has matured it has moved beyond the initial phase of building a knowledge base and coordinating framework and is now more focused on maintaining those assets and refreshing them to meet new challenges and expectations. The work on adaptation has begun to prove its worth, having established an effective model for collaborating with industry. The priority going forward is to roll out the model and help a wider range of marine sectors make use of the best available science and best practice in adapting to climate change. This means ensuring that we have a clear understanding of our audience and reflect that in the products we offer.

The MCCIP objectives have been updated and revised to reflect these evolutionary changes. For the purposes of this partnership, we consider marine to include the coastal fringe, UK shelf seas and, where appropriate, beyond (e.g. large-scale ocean processes extending way beyond our territorial waters have a profound influence on the UK).

The objectives for MCCIP Phase III are to:

- A. Maintain a coordinating framework for marine climate change partners in the UK.
- B. Improve the knowledge base and consolidate evidence of marine climate change impacts, with emphasis on the spatial dimension where possible.
- C. Provide effective mechanisms for the efficient transfer of marine climate change knowledge from the scientific community to policy advisers and decision makers.
- D. Work with marine sectors to develop tailored advice on climate risks and adaptation.
- E. Provide consolidated overviews of UK science needs in relation to marine climate impacts to help guide researchers and funders.
- F. Actively engage with newly-developed (from a stakeholder mapping exercise) “Strategic Partners” and beneficiaries on requirements for climate change tools and information (e.g. UKCP marine projections) and with relevant international organisations on best practice approaches to knowledge transfer.
- G. Develop a communication plan to improve impact and disseminate products according to user needs.

The intended target audience of MCCIP are marine and coastal stakeholders including policy makers requiring marine climate change knowledge in an accessible format, enabling them to make informed decisions based upon quality assured science (e.g. MCCIP annual report card).

The direct beneficiaries are:

- MCCIP partners, including Government, advisory and regulatory agencies.
- Other central and local government, including coastal partnerships, and the Inshore Fisheries Conservation Authorities.
- Science community.
- Marine business sectors including Local Enterprise Partnerships.
- Non-governmental organisations.
- International organisations with an interest in climate science communication
- Other climate change organisations.

Indirect beneficiaries include:

- Overseas governments.
- Media.
- Education bodies.
- General public.

Approach

MCCIP will achieve its aim and objectives during Phase III through five main deliverables. The Action Plan, provided in Annex II outlines how we will initiate any new developments:

1. Full report cards and research priorities

The full report cards will continue to take a detailed overview of the state of knowledge on marine climate change impacts in the UK, both at national and regional scales. A high level summary card will be produced based upon detailed, peer reviewed reports from leading marine and climate scientists. Findings from the report card will be used to inform MCCIP climate adaptation reports (see below). Successive report cards will continue to track advances in our understanding of marine climate change impacts drawing on best available science in the UK. Following on the success of the research prioritisation exercise performed in FY 13/14, all full report cards will be supplemented by an updated list of knowledge gaps and research priorities.

2. Special topic reports

Special topic reports will be produced in alternate years to full report cards, to respond to particular needs from the user community. In Phase I, the ecosystem linkages report card was produced to demonstrate how the impacts described for individual topics in the full report cards are interlinked and highlighted the importance of considering ecosystem level responses to climate change. In Phase II, two special topics were covered, and to further enhance scientific credibility, the backing papers were put through formal journal peer-review. The 2012 special topic on “Fish, Fisheries and Aquaculture” stimulated unprecedented interest in this area, with all supporting material featuring amongst the most cited in the *Journal of Aquatic Conservation: Marine and Freshwater Ecosystems*. In early 2015, the eagerly anticipated special topic on marine protected areas and the biodiversity indicators relating to the Marine Strategy Framework Directive will be released, as the final deliverable of Phase II. Phase III will continue to look to develop special topics in response to user needs.

3. Sector- or spatially-specific climate smart adaptation reports

Building on the evidence base outlined in the full and special topic report cards, the adaptation reports were a logical progression for MCCIP, helping empower user communities to take action. MCCIP has worked closely with the marine leisure industry; and, most recently, with Seafish, the trade association for the UK seafood industry, to explore current best practice, identify key risks and outline potential responses to those risks. Stakeholder mapping will take place within the first three months of Phase III to identify and invite industrial sectors to become a “Strategic Partner”, to stimulate lasting and strengthened relationships as a platform to inform and provide advice on climate adaptation. These partners may be interested in supplementing MCCIP’s budget to invest in industry-specific reports.

4. Outreach (and supporting evaluation reports)

Phase III will see the adoption of the Outreach and Communications Working Group (OAC-WG) supported by a communication plan. To be developed in the first months of Phase III, the OAC-WG will build a network with partners’ communications professionals (e.g. Scotland’s Environment Web). MCCIP will engage in a range of events that will both help inform the development, and subsequent dissemination of deliverables one to three. The aforementioned stakeholder mapping exercise will be integral to the OAC-WG’s activities, as the communication plan will be developed to

strengthen the impact of MCCIP products according to user needs. The annual evaluation reports and mid-term review will be used to steer and measure the impact of the outreach programme (Annex III).

5. Advice

During Phases I and II, the partnership has provided advice, either directly or through third parties, to a wide range of related activities in the UK (e.g. UKCP09, CCRA, Charting Progress II, Investigating our Oceans parliamentary sub-committee, UK terrestrial report cards, adaptation sub-committee on climate NAP indicators); Europe (e.g. OSPAR quality status report); and, beyond (e.g. NOAA, IUCN, Australian Government and EPOCA). As a mature partnership, MCCIP is extremely well placed to continue providing wide-ranging advice in Phase III at the regional, UK and international level. As part of the stakeholder mapping exercise, MCCIP will also identify international partners to collaborate with and share best practice.

MCCIP will position itself to contribute to and/or provide evidence for¹⁴:

- The Adaptation Reporting Power – for Strategic Partners
- Future UK “State of the Seas” Reporting
- CCRA 2017 and CCRA 2022
- National Adaptation Plans
- OSPAR Quality Status Report 2020
- Parliamentary Select Committee reports
- Scottish Adaptation Plan
- UKCP “Next” marine user requirements and briefing notes

What is different in Phase III?

Stakeholder mapping and the subsequent development of Strategic Partners, and the renewal of the OAC-WG will be critical to the new Phase of MCCIP. The success, quality and value of MCCIP products have been recognised through review. To increase impact of, and investment into, MCCIP’s work will require targeted dissemination of products and the engagement of wider government and industry. The Phase III Action Plan is responding to these needs by:

- improve our understanding of stakeholder needs, so that we can better design and implement MCCIP products and services;
- refresh the list of target beneficiaries, with renewed focus on regional and local delivery partners and more sharing of best practice internationally;
- define the role of MCCIP partners better, and recruit new “strategic partners” who could provide financial assistance for specific outputs of interest and help facilitate uptake of products.
- ensure that there is effective succession planning so that MCCIP continues to evolve and draw in new talent and resources;

¹⁴ Where significant contributions are sought, a sub-contract outside of the core MCCIP work programme may need to be developed.

- develop a more ambitious communication plan, taking advantage of new communication technologies such as webinars and enabling MCCIP to provide more rapid responses to emerging issues of interest;
- improve evaluation of MCCIP products and services and,
- strengthen the underpinning scientific input, for example bringing in new authors to look at new or emerging topics.

What will success look like in Phase III?

In Phase III, MCCIP will look to build on its established reputation as an example of good practice in partnership working. By building on the evidence base to provide risk-based analysis of marine climate change impacts we aim to become a one-stop shop for marine climate change impacts evidence and adaptation advice.

Success will be measured through the evaluation framework (Annex III), guided by an independent evaluator. The framework will consider the use of MCCIP products and overall value of the partnership to members, other main beneficiaries and the wider user community.

In addition to annual evaluation reports, a key activity will be the mid-term review, which is scheduled for FY 2017/18. This will provide a formal means through which MCCIP partners can feedback on progress made in Phase III. Views from external evaluators will also be sought as part of this process.

As a direct response to the Phase II Mid-Term Review, MCCIP has amended its approach to increase the impact of MCCIP products that are already well-regarded, gain an improved understanding of our user needs and develop stronger partnerships with newly developed “Strategic Partners”.

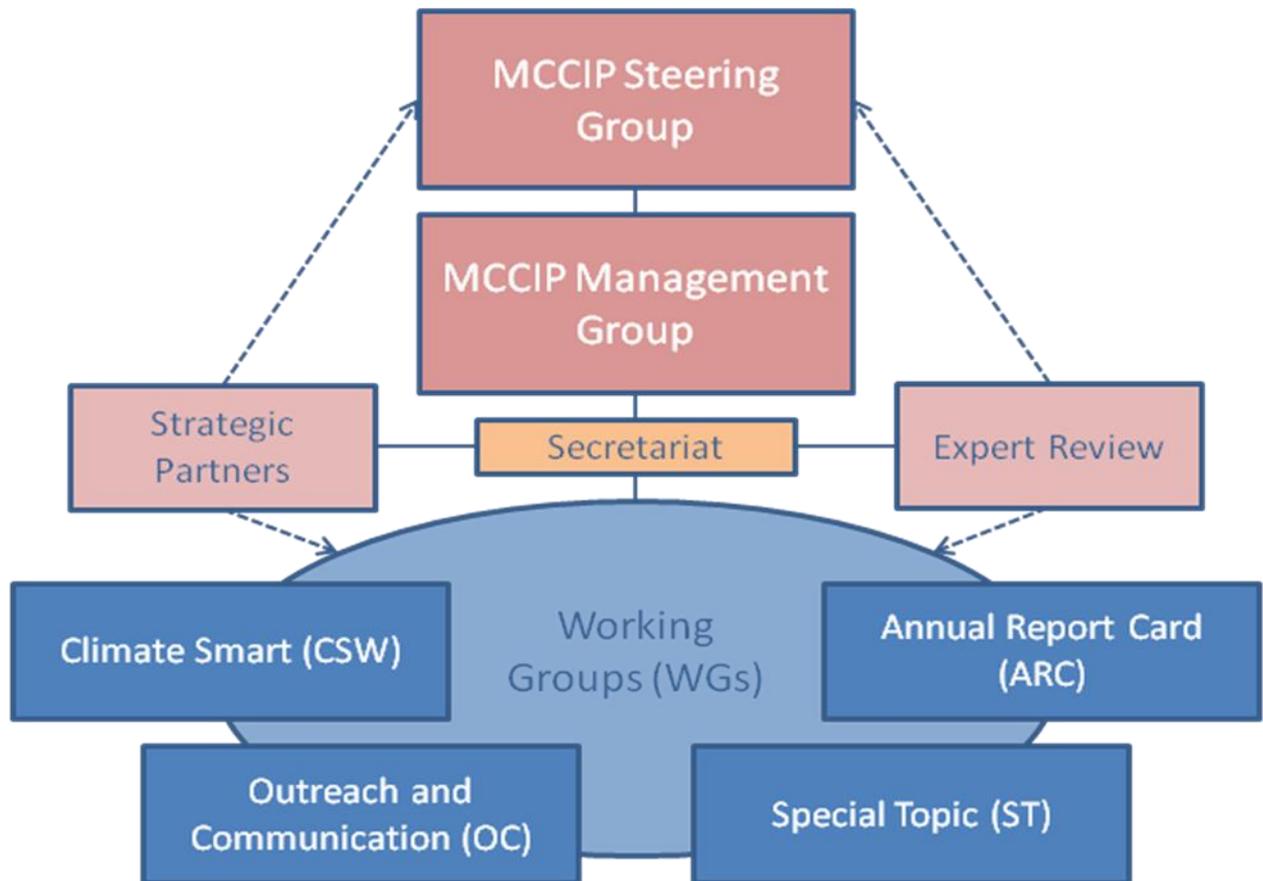
Changes to be implemented in Phase III

In direct response to the Mid-Term Review, the following tasks identified in the Action Plan (detailed in Annex II) will be initiated within the first few months of Phase III:

Task	Month (s)
Develop a “succession” plan	1 - 12
Evaluate MCCIP activity proactively	1 - 13
Perform a stakeholder mapping exercise	3
Define the role of a partner	3 - 6
Develop a communication plan	3 - 21
Guide scientific research	3 - 24
Rewrite the beneficiaries list	6

MCCIP structure and delivery

A key factor in the success of MCCIP is the role, standing and commitment of both the Steering Group and the Working Groups, and an Expert Review process, which together will ensure that MCCIP achieves its overall aim. More detail on structure is provided in Annex IV.



Steering Group

The primary purpose of the Steering Group (SG) is to deliver the MCCIP aim. All MCCIP partners are entitled to participate in the SG's work. It is proposed that the objectives of the steering group should remain unchanged in phase II, namely:

- Oversee the development of the Partnership.
- Receive progress updates on MCCIP products and Expert Advisory Group (EAG) discussions.
- Provide Communication Quality Assurance for the Annual Report Card and Briefing Notes, to ensure messages are clearly communicated and fit for purpose.
- Oversee the arrangements for partner and stakeholder engagement.
- Provide feedback on the performance of the MCCIP Secretariat.
- Provide a forum for partners in climate / marine related developments.
- Assign tasks to working groups as appropriate.
- Agree to required updates in the Business Plan.
- Monitor and evaluate implementation of the Business Plan.

The SG full Terms of Reference are included in Annex V.

Management group

The management group was formed in Phase II to act on behalf of the SG, overseeing operational delivery of programme outputs and the evaluation programme, as well managing finances and risk. The management group will meet both before and after each SG meeting and feedback as a standing item at all SG meetings.

In addition to the Steering and Management Groups, we propose three working groups under Phase III:

Annual Report Card Working Group (ARC-WG): This group will oversee the operational delivery of the main MCCIP scientific products, notably the annual report cards and special topic reports. The group is currently chaired by MBA.

Climate Smart Working Group (CSW): This working group will engage with marine user communities and oversee their climate adaptation deliverables (sector reports or similar related products).

Outreach and Communications Working Group (OAC-WG): Based on the findings of the Mid-Term Review (see Annex II), this working group will be responsible for strengthening the dissemination of MCCIP outputs and measuring their impact and influence.

In addition, an **Expert Review** process will be applied to all scientific content of MCCIP outputs, enabling MCCIP to maintain science quality as its foundation for relevance and credibility. The expert base required will need to be fluid to ensure that the best qualified people are approached to quality assure MCCIP products. The Expert Review process is currently overseen by Scottish Natural Heritage.

MCCIP will continue to be supported by a **secretariat**, based at Cefas, which will act as a central source of information and focal point. It will be responsible for the day-to-day running of MCCIP, gathering information and producing a clear overview of effort and outcomes.

Funding MCCIP

Breakdown of paid costs (secretariat staff time, T & S and consumables) and in-kind contributions

FY	Work package												Overall		Overall value including in-kind contributions*
	1. Secretariat		2. SG/MG meetings		3. ARC / Special Topic		4. Climate Smart Working		5. Comms and outreach		6. Evaluation				
	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	Effort (days)	Effort cost inc T & S / Cons	
2015/16	50	29,137	30	18,984	100	67,853	70	49,909	60	34,439	15	8,022	325	208,344	445,844
2016/17	50	30,051	30	19,500	100	69,852	70	51,327	60	35,808	15	8,263	325	214,801	395,051
2017/18	50	31,039	30	20,133	90	72,338	70	52,832	60	36,702	15	23,160	315	236,205	488,169
2018/19	50	31,853	30	20,732	100	74,206	70	54,474	60	37,773	15	8,766	325	227,804	419,031
2019/20	50	32,843	30	21,347	90	76,351	70	56,105	60	38,972	15	9,029	315	234,647	501,955
Overall	250	154,923	150	100,696	480	360,600	350	264,647	300	183,695	75	57,240	1,605	1,121,801	2,250,050

1. All 'Total' figures include 'consumable' and 'T and S' costs and sub-contractor fees for the 2017/18 mid-term review; 2. Inflationary increases per annum are set at 3%; 3. In Work Package 3, it is assumed that full report cards and special topics will be produced in alternate years over the lifetime of the budget

*Breakdown for estimates of 'in kind' contributions

- Secretariat: in kind time contribution associated with chairing MCCIP beyond the direct requirement to attend the SG and WGs (£7.5kpa)
- Steering/Management Group Meetings: SG meeting attendance by scientists and policy advisors- in time and T&S (£30kpa)
- ARC / Special Topics: in-kind contributions from lead authors, co-authors and peer-reviewers; ARCWG contribution (£112.5kpa ARC/£50kpa Special Topic)
- CSW: concept development; in-kind contributions from authors and peer-reviewers; CSWWG contribution; workshop attendance (£75kpa)
- Communications and Outreach: OACWG contribution, SG members representing MCCIP, by giving presentations, at various meetings (£10kpa)
- Wider work: Research Priorities review, contribution, design, research; correspondence with UKMMAS and MSCC (£2.5kpa)

The delivery of MCCIP's proposed Phase III programme will depend heavily, as with Phases I and II, on the in-kind contributions of its partner organisations and the scientific community. For example, the production of the 2013 ARC involved over 150 leading scientists, providing in-kind contributions to outputs through an iterative process, with a further 30 scientists peer-reviewing their individual topic reports.

Key personnel from various partner organisations and other expert organisations have provided in-kind contributions by way of staff time to participate in MCCIP SG and WG activities and disseminate outputs. For MCCIP to succeed and for stakeholders to be fully engaged, continued in-kind contributions to MCCIP will be critical. Estimated in-kind contributions approximately double the value of the Phase III work programme (see table on previous page).

Sources of funding

MCCIP has benefited in its first phase from the support of a wide range of partners (see Annex IV). This business case seeks funding, as before, from as wide a range of partners as possible so that it can achieve its aim and objectives. In addition, we will seek funding for some of the sector-specific products (e.g. on climate adaptation) from the relevant sectors.

Shortfalls in funding will necessarily force a reduction in the number or scale of products delivered through MCCIP – such decisions would be taken by the steering group based on its view of relative priorities.

An overview of this, and other risks, is provided in Annex VI.

General description of work undertaken by the secretariat

MCCIP Steering group and management group meetings: Co-ordination of SG / MG meetings; writing papers, including financial reporting, planning and risk, recording minutes and responding to action points.

ARC / special topic: Development and delivery of the ARC / special topic including Working Group coordination; managing expert submissions; design, proofing and editing; organising and paying for design and print and for special topics, honorariums [special topic only].

MCCIP Secretariat: Servicing all SG member organisations plus managing relationships with other external parties with an interest in MCCIP (e.g. scientific contributors, inc. thank you letters to them and heads of organisations); contract management with all partners (inc. partnership agreements and Defra Evid documents); guidance on development of user requirements for future UK coastal and marine scenarios; facilitate provision of information for regional, national and international marine CC assessments and legislative drivers (e.g. CCRA / CP3); update the MCCIP business plan; business development (i.e. securing in-kind and financial buy-in from new partners); provide advice to other organisations looking to adopt MCCIP approaches (e.g. terrestrial report cards); respond to external requests for climate data and impacts / adaptation information.

Climate smart working: Development of CSW with industry (attending meetings; running workshops; writing up and publishing outcomes); perform stakeholder mapping to identify future business opportunity; development of MCCIP site as a hub for UK marine adaptation; review literature on marine climate change adaptation and translate for our user community; develop most appropriate methodologies for MCCIP CSW.

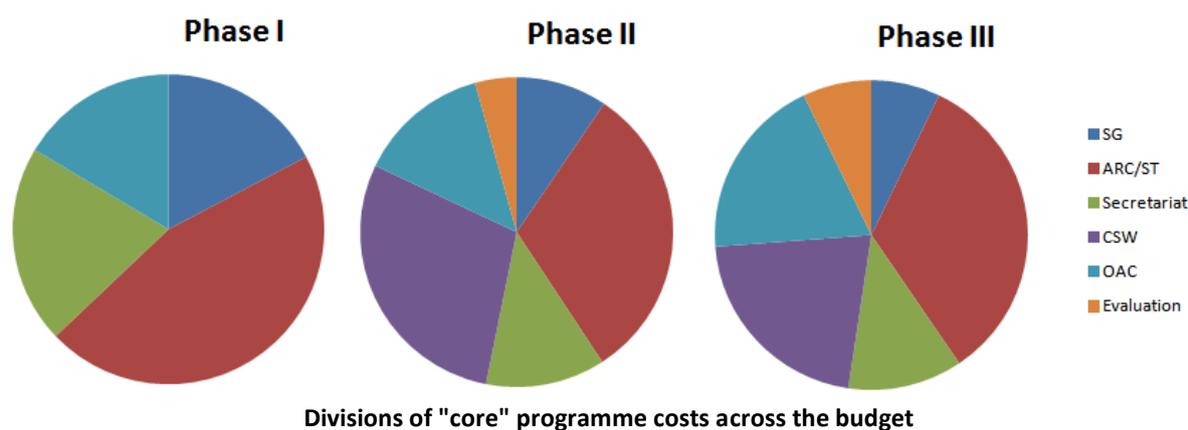
Outreach and Communication: Dissemination of key products (e.g. ARC); participation in and support for other related initiatives (e.g. adaptation delivery plans/programmes; Adaptation Scotland; CCRA and NAP expert groups; Challenger Society for Marine Science; Climate UK; Committee on Climate Change; cross-governmental arm's length delivery group for the natural environment; EEA; LWEC; Marine Board – ESF; OSPAR; SEPA's Climate Change Plan); producing MCCIP promotional materials; participation in national (and where appropriate) international meetings; supporting the development of related workshops (e.g. regional CC workshops); development of website; supporting the launch of major MCCIP products (media and press release; materials for launch – e.g. posters; presentations etc...); management of contact lists and writing and disseminating MCCIP news.

Programme evaluation: To include annual evaluation of use of MCCIP products and overall value of the partnership from members, other main beneficiaries and the wider user community under the guidance of an independent evaluator (including scripting and analysing surveys and conducting telephone interviews); contribute to the MCCIP mid-term review.

Annexes

ANNEX I – Historical budget for MCCIP Phases I and II

The proposed Phase III budget focuses on “core” programme costs. The overall budget amounts to approximately £210,000 per annum in the first year, with subsequent years subject to a 3% inflationary increase (see “MCCIP Funding” section). The small increase in budget compared to Phase II primarily reflects the additional work proposed on climate communications and the evaluation programme (see figure below). It should be noted that these costs are based upon Cefas staff time and overhead costs for FY 2015/16, which are currently subject to a 3% increase on a year on year basis. Increases in staff and overhead costs over the lifetime of Phase III would have to be reflected in slight increases in contributions from partners as the programme progresses, attracting additional funding from new partners or loss of some ‘core’ staff time available on an annual basis.



Financial summary for Phases I and II of the project

The following tables summarise the core budget over the lifetime of Phases I and II. Based only on confirmed funding to the end of 2015/16, we anticipate overspend to remain if anticipated partner contributions are not met (Table 1).

Table 1: Financial budget for ‘core’ (funded) activities - based on confirmed income only

	Expenditure	Expenditure Aggregate	Confirmed income	Confirmed Income Aggregate	Running Balance
Phase I	£560,243	£560,243	£658,735	£658,735	£98,492
FY11/12	£168,827	£729,070	£147,100	£805,835	£76,765
FY12/13	£139,572	£868,642	£168,000	£973,835	£105,193
FY13/14	£201,711	£1,070,353	£152,000	£1,125,835	£55,482
FY14/15	£190,102	£1,260,455	£153,000	£1,278,835	£18,380
FY15/16	£194,222	£1,454,677	£17,000*	£1,295,835	*
Total	£1,454,677	£1,454,513	£1,295,835	£6,138,910	*

*Money is not committed at this early stage by the majority of partners in FY15/16; hence, why this Phase III Business Plan is starting from April 2015 and why a running balance for FY 2015/16 is not included.

In-kind contributions to the project approximately double the value of the project (Table 2). Estimated in-kind expenditure for the 2013 ARC alone is estimated to be worth over £200,000.

Table 2: Estimated 'core' and 'in-kind' contribution over the lifetime of Phase I and II

	Secretariat cost	Estimated "in-kind" expenditure	Total estimated value (Secretariat + "in-kind")
Phase I	£560,243	£520,000	£1,080,243
FY11/12	£168,827	£70,500	£249,790
FY12/13	£139,572	£271,500	£411,072
FY13/14	£201,711	£118,500	£320,211
FY14/15	£190,102	£140,500	£330,602
FY15/16	£194,222	£271,500	£465,722
Total	£1,454,677	£1,392,500	£2,847,177

ANNEX II - Action Plan

The Mid-Term Review (see Brooks and Orr, 2014) provided MCCIP with a wide range of feedback. Key areas of success include:

- 100 % of participants in the evaluation survey and interviews wanting MCCIP to continue beyond this period of funding, it is clear that MCCIP is valued and is meeting a need;
- All thirteen interviewees stating that MCCIP products meet their expectations and 99 % of survey respondents finding MCCIP products “valuable” or “highly valuable”, it is clear that the quality of MCCIP’s work continues to be highly regarded by stakeholders;
- The influence, authority and credibility of MCCIP and its outputs, especially the Annual Report Cards (ARCs), is increasing both nationally and internationally and in terrestrial and marine environments, with the MCCIP ARC being used as a model of best practice by LWEC, the Australian and Irish governments;
- Good development of new formats for ARCs, including Kindle, e-publications and PowerPoint presentation formats;
- Improved benefits for contributors related to academic standing and recognition, including publication of scientific backing papers in an international, peer-reviewed journal and report cards being citable. These act as strong incentives for current and prospective contributors;
- The high level of commitment of key partners and the value of in-kind contributions received by MCCIP and that this effectively doubles the value of financial contributions is greatly appreciated. However, there is still some concern amongst contributors that this is not recognised by the rest of the Steering Group;

During the development of the Phase III Business Plan, a number of suggestions and recommendations will be taken on-board (Table 1) and responses to these issues are included in the Action Plan detailed below.

The Business Plan Working Group met to discuss these findings and developed the following list of tasks to improve the Phase III Business Plan.

Description of task	Deliverable	Who delivers	Start date (month)	Milestone (month)
A. Develop a “succession” plan				
i) Partner organisations sign-up to a scale of activity (including in kind and / or financial contributions) which can be managed on a year-by-year basis.	Funding needs of MCCIP understood by partnership organisations	SG	1	1
ii) MCCIP will be able to act as a project partner for new proposals.				
iii) Text to be included in the Business Plan stating that “If available funding is not met, commitments to meeting the core activities of MCCIP will need to be prioritised.				
iv) Develop a core information welcome pack (to include the list of partner interests used for the “response centre” mechanism detailed in section E iii) to brief replacement members.	Partner welcome pack	Secretariat		9
v) All working groups should look to gain a new member for each product cycle.	New members in the Working Groups	MG		12
vi) Contact mailing list members to request suggestions for better targeting of industry and the private sector, and where appropriate, to become strategic partners and contribute funds for relevant work.	Relationships with industry	SG		12
B. Evaluate MCCIP activity proactively				
i) Formalise process for logging citations and references throughout the year.	Impact logging process in place	Secretariat	1	1
ii) Include a “click here” option to show interest in participation in a telephone interview on marine climate change issues. This will assist removal of outliers from questionnaire samples.	Interview option on newsletter			6
iii) Create a list of indicators to demonstrate impact for evaluation purposes.	Indicators for evaluation defined			12
iv) Perform an annual survey targeted to both direct and indirect beneficiaries to ensure their voice is heard.	Annual survey			13
C. Perform a stakeholder mapping exercise				
i) Define what we want to tell stakeholders and why they need to know.	Stakeholder list with needs identified	Secretariat	3	3
ii) Undertake a mapping exercise across all aspects of the MCCIP work programme				
iii) Contact all partner organisations to identify members of the organisation with a direct interest in MCCIP outputs – does everyone know that needs to know?				

iv) Develop this further into “style-mapping”, where we will consider how our reporting mechanisms map onto national/stakeholder requirements in terms of style and timing (i.e. CCRA, NAP, ASC report on indicators) to stimulate better utilisation of products.				
D. Define the role of a partner				
i) Each partner representative should be responsible for disseminating MCCIP information to their own organisation and through their external networks.	Partner roles further defined in MoU document	SG	3	3
ii) The MCCIP Steering Group organisations will be listed on all products, with Working Group contributions recognised on a case-by-case basis.				
iii) A new level of membership, extending beyond the Steering Group, will be developed called “strategic partners” and this list will include experts on various subject areas to support the communication plan (see below), as well as industry and research councils.	Role of Strategic Partner defined	MG		6
iv) Develop an offer for strategic partners (this might include marketing products specifically for strategic sectors and providing a ‘living link’ to up-to-date science and briefings/webinars to industry partners).	First strategic partners gained (including industry)	SG		6
E. Develop a communication plan for dissemination of MCCIP products				
i) Look to draw on partners’ expertise to develop the outreach programme and populate the renewed Outreach and Communications Working Group.	Link with partner comms specialists	Secretariat	3	3
ii) Ensure that the basic principles of the MCCIP outputs authoritative and accessible source of information by revisiting and reviewing our standards.	Communication plan developed			12
iii) Develop a “response centre” mechanism, including ad-hoc input from partners, for queries to the MCCIP secretariat. All partnership representatives should provide MCCIP with a brief description of what their role is and what their and their organisation’s interest is in MCCIP. These descriptions shall form the basis of an internal document intended only for partner organisations. This document should include an agreed list of “expert voices” to defer to if media enquiries, or other stakeholder requests, are received. This list can include contributing authors as well as partners.	Expert voice list	SG		15
iv) MCCIP shall organise webinars for partnership organisations, where requested.	Regular webinars	Secretariat		18

v) Stakeholder tailored dissemination – same product but sold in way which appeals to each sector, defining a clear route to impact with marine industries.	Sector-focussed marketing of products			21
vi) Produce a high-level infographic from the key messages of the Report Cards.	MCCIP infographic	Secretariat	1	21
F. Guide scientific research				
i) Provide evidence that is essential to support rationale for decision making and related political activities.	Measured improvement in evaluation reports			14
ii) Look at bringing in new authors to look at new topics, e.g. offers for marine archaeology, adaptive capacity of the marine environment and socioeconomics. Review author list to improve quality of products/scientific inputs.	New authors for ARC15			21
iii) Continue to develop regional sections of the Report Card to support understanding at the local, and devolved administration, level.	Regional sector developed for ARC15			21
iv) Repeat knowledge gaps and prioritisation exercise with every full Report Card.	Second research prioritisation exercise			24
G. Rewrite the beneficiaries list				
i) Divide beneficiaries into three parts: a) policy and central government, b) practitioners and c) partnership members and clearly define who are direct and indirect beneficiaries.	Updated beneficiary list and updated mailing list	SG	6	6
ii) Update lists to include wider stakeholders including IFCA's, coastal partnerships, LEPs, marine consultancies and organisations; ensuring that they are recognising marine climate change issues (including international organisations such as OSPAR).				

ANNEX III – Evaluation framework

As described in the “What will success look like” section, the table below shows how we propose to evaluate the impact of the main MCCIP products and our achievement of the overall aim.

	Full and Special Topic report cards	Climate “smart” working reports	Engagement	Advice	Effort / days per annum
Evidence of use of MCCIP products by authors and partners [Qualitative, case studies]	√		√		2
Evidence of use of MCCIP products by other main beneficiaries [Qualitative, case studies, feedback from events]	√	√	√		2
Evidence of wider stakeholder interest in MCCIP products [Quantitative, unique visitors to web site, downloads, report card distribution]	√	√			2
Evidence of use of products or adoption of similar approaches by indirect beneficiaries [Quantitative, media coverage; qualitative, examples of adoption of similar approaches]	√	√		√	2
Evidence of perceived quality of key MCCIP deliverables from wider user and scientific community [quantitative and qualitative online surveys post-launch]	√	√	√		5
Evidence of user satisfaction amongst main beneficiaries [Qualitative, mid- term review to include achievement of overall aim]	√	√	√	√	2
					TOTAL: 15

ANNEX IV – MCCIP Structure

Terminology

Partnership

The use of the word partnership for MCCIP does not constitute a partnership in law. Partner organisations are those organisations that commit time and resource to the MCCIP project.

Current Partnership membership list

The MCCIP sponsoring partners (at November 2014) are:

- Agri-Food and Biosciences Institute
- Department for Environment, Food and Rural Affairs
- Department of the Environment, Northern Ireland
- Isle of Man Government
- Joint Nature Conservation Committee
- Natural England
- Natural Resources Wales
- Scottish Government
- Scottish Natural Heritage
- States of Guernsey
- States of Jersey
- Welsh Assembly Government

The following organisations contribute to the work of MCCIP through the provision of technical and scientific expertise on marine climate change issues:

- Centre for the Environment, Fisheries and Aquaculture Science
- Climate UK
- Climatic Research Unit, UEA
- Department for Energy and Climate Change
- Environment Agency
- IUCN
- Marine Institute, Ireland
- Marine Scotland Science
- Marine Environmental Change Network / Marine Biological Association
- Marine Management Organisation
- National Oceanography Centre
- Natural Environment Research Council
- Royal Society for the Protection of Birds
- Scottish Environment Protection Agency
- Sir Alistair Hardy Foundation for Ocean Science
- UK Met Office

Partnership Agreement

Contractual obligations of the partner organisations will be documented in a Partnership Agreement document, where the duties of Cefas (as the MCCIP Secretariat) and the partner organisations are specified. To foster co-operation and contribute to the success of MCCIP, partners will commit to doing everything in their reasonable power to achieve the overall aim and objectives of the work programme. Partner organisations also have equal member status with each other and with in-kind contributing organisations.

Steering Group

The primary purpose of the Steering Group (SG) is to deliver the MCCIP aim. For detail of the SG terms of reference please refer to Annex V. The SG recognises three working groups that will be commissioned and empowered to deliver MCCIP outputs. This will be within a framework agreed, monitored and directed by the SG.

The working groups provide significant opportunity for current SG members to maintain hands on involvement where desired. In addition, it is envisaged that each working group will co-opt other members to the group on an ad hoc basis as required. For example, particular input may be requested from communication experts for the ARC Working Group or Climate Smart Working Group.

Progress on working group outputs, as well as programme risks, finances and evaluation will be overseen by the management group, who then report back to the SG on progress.

Management group

The primary aim of the management group is to oversee the smooth operational delivery of MCCIP. The group will work to ensure that the strategic direction of the partnership, as mandated by the SG through the business plan and steering group decisions, is being followed.

Specifically the management group is tasked with:

1. Overseeing the smooth operational delivery of the MCCIP work programme and evaluation plan (note that the ARC / CSW groups will still have responsibility for completing report cards and CSW outputs).
2. Taking on responsibility for responding to ad-hoc requests emerging from full SG meetings.
3. Reporting back to the SG at full meetings on operational issues.
4. Financial management.

The management group will meet remotely 4 times a year (before and after each SG meeting), to ensure that the secretariat has access to guidance and support at regular intervals.

The Management Group (MG) is formed of a number of representatives of the SG, as agreed by all SG members. The following organisations are currently represented at the MG: Cefas, Defra, Marine Scotland, MBA and SNH.

The three MCCIP working groups are as follows:

Annual (and Special Topic) Report Card Working Group (ARC-WG)

The aim of the ARC working group of the SG will be to deliver the ARC and special topics (or similar related products). The ARC-WG will take direction from the SG and invite the scientific submissions. They will plan delivery, identify contributing scientists and reviewers, prepare submission templates and help check that first submissions are ready to send out for review (i.e. that authors have responded to the brief). The WG will distill key messages from these submissions and design and publish the report card, as well as helping with editorial tasks for the card and backing papers. The chair of the ARC-WG will report back to the SG on the activities of the WG and agree activities and direction for development of the ARC and request inputs from the SG members as appropriate.

The ARC-WG will consist of the Secretariat providing 100 days per year, and other members drawn from the SG. The total time commitment by partners is approximately 20-30 days per year; consisting five two-day meetings requiring travel to York, five days' preparation outside meetings, and the potential for additional five days per year on particular tasks outside meetings. The chairs of the ARC-WG and EAP will commit up to an additional five days per year, assisting the Secretariat and partaking in dissemination activities.

Current membership: Matt Frost (MECN/MBA, ARC-WG Chair), Georgia Bayliss-Brown (MCCIP secretariat); John Baxter (SNH, EAP chair), Paul Buckley, (MCCIP secretariat), Martyn Cox (Scottish Government), Stephen Dye (MCCIP Secretariat), Beth Stocker (JNCC) and Narumon Withers Harvey (Defra).

Climate Smart Working Group (CSW-WG)

The aim of the Climate Response Working Group of the SG will be to deliver the climate smart working deliverables, principally through a climate smart report card (or similar related products). The chair of the climate response WG will report back to the SG on the activities of the WG and agree activities and direction for development of the climate smart report cards and request inputs from SG members as appropriate.

The group will actively engage with identified 'communities of interest' at the coast or at sea and look at how they are working to address climate change impacts, now and in the future. Climate smart working will recognise and celebrate achievements so far (Climate Smart Actions), as well as set out the problems and issues they struggle with (Climate Smart Challenges) that prevent them being even more climate smart, and the research requirements needed to help move forward (Climate Smart Research).

'Communities of interest' will focus on traditional sectors (e.g. ports) or will focus on geographic elements (e.g. an estuary or marine plan), or sometimes a mixture of the two. It is expected that the 'communities' themselves will help support meetings (free venues etc) given we are trying to help them in their challenges, will widely promote their good practices and challenges, and are creating something that would be much more expensive and difficult for them to do alone.

The CSW-WG will consist of the Secretariat providing 70 days per year, and other members drawn from the SG. The total time commitment by partners is to be approximately ten days per year; consisting four meetings requiring travel to London, two days' preparation outside meetings, and the potential for additional two days per year on particular tasks outside meetings. The chair of the CSW-WG will commit up to an additional two days per year, assisting the Secretariat and contributing to dissemination activities.

Current membership: Georgia Bayliss-Brown (MCCIP secretariat); Paul Buckley, (MCCIP secretariat), Vanessa Hernaman (Natural England); Narumon Withers Harvey (Defra), Julian Wright (Environment Agency). There is no chair currently in post.

Outreach and Communication Working Group (OAC-WG)

The aim of the OAC working group will be to drive the dissemination of MCCIP products and evaluate each products impact and use. The OAC-WG will take direction from the SG and invite the scientific submissions.

The OAC-WG will consist of the Secretariat providing 60 days per year, and other members drawn from the SG. The total time commitment by partners is to be approximately ten days per year; consisting four meetings requiring travel to London, two days' preparation outside meetings, and the potential for additional four days per year on particular tasks outside meetings. The chair of the OAC-WG will commit up to an additional two days per year, assisting in dissemination activities.

Membership will be agreed at the SG meeting in March 2015.

Secretariat

MCCIP will continue to be supported by a Secretariat, which will be a central source of information and focal point. It will be responsible for the daily running of MCCIP, gathering information and producing a clear overview of effort and outcomes. The permanent Secretariat began 1st December 2005 and in Phase III will continue from 1st April 2015 to 31st March 2020. The MCCIP Secretariat has the following annual staff resources available to it for this period:

1. Paul Buckley, MCCIP programme manager (110 days pa)
2. Susana Lincoln, MCCIP programme officer (110 days pa)
3. Stephen Dye, MCCIP secretariat scientific lead (45 days pa)
4. Georgia Bayliss-Brown, MCCIP communications officer (40 days pa)
5. Web support (20 days pa)

As the partnership evolves and its requirements from the Secretariat change the resources will need to respond flexibly as determined by regular reviews of staffing profile.

Roles and responsibilities of the MCCIP Secretariat will be to:

- Ensure aims and objectives for MCCIP are met.
- Prepare papers and products for and attend meetings with SG and draft minutes of these meetings.
- Ensure completion of all deliverables within the Business Plan, to include:
 - Producing relevant briefings and reports.
 - Gathering information on research & monitoring gaps and disseminating such information.
 - Developing and maintaining the MCCIP web site.

As the MCCIP continues to mature, new opportunities, challenges and priorities will arise, and it will be the role of the Secretariat to respond to them, by synthesising, transferring and sharing knowledge and information as required.

Activities that the Secretariat leads on:

- Service SG: co-ordinate planning of meetings, production of minutes, key documents (relating to an agreed business plan).
- Report on finances, planning and risk.
- Support and co-ordination in the delivery of agreed products.
- Production of and dissemination of key documents.
- Updating the MCCIP website.
- Production of newsletters.
- Production of MCCIP posters.
- Respond to requests for parliamentary level advice
- Respond to and co-ordinate requests for climate data and impacts/adaptation information.
- Participation in other related initiatives e.g. UKCIP / MECN
- Promotion of MCCIP. Through writing of articles / conference attendance and presentations, through regional Partnerships and at Cefas facilitated meetings.
- Production of database of stakeholders for dissemination of products etc.
- Co-ordinate and participate in the production of MCCIP related articles to other media outlets.

Activities that the secretariat is not responsible for/does not lead on:

- The secretariat cannot operate outside of the costed work programme (for example, to produce ad-hoc reports).
- The secretariat is not the decision maker body for e.g. dates / venues for launch of products, initiation/cessation of products, direction of MCCIP, who attends meetings, who joins Partnership, who are on the WGs or EAP (the status of organisations and their applicability to join MCCIP).
- The secretariat is not the sole / principal fundraiser.
- The secretariat does not provide data or additional research.
- The secretariat does not have a MoU with other organisations within the Partnership to respond to additional requests for services / products.
- The secretariat is not an external lobbying group. Internally the secretariat will provide suggested approaches and solutions to procedural and process related matters.

ANNEX V - Steering Group (SG) - Terms of Reference

1. AIM

The primary aim of the SG is to provide a mechanism to deliver the MCCIP aim and objectives. The SG's role is to own MCCIP, to drive and develop the MCCIP vision and facilitate and co-ordinate the work of the partners and secretariat.

2. RESPONSIBILITIES

The objectives of the Steering Group are to:

- Oversee the development of the Partnership.
- Receive progress updates on MCCIP products and Expert Advisory Group (EAG) discussions.
- Provide Communication Quality Assurance for the Annual Report Card and Briefing Notes, to ensure messages are clearly communicated and fit for purpose.
- Oversee the arrangements for partner and stakeholder engagement.
- Provide feedback on the performance of the MCCIP Secretariat.
- Provide a forum for partners in climate / marine related developments.
- Assign tasks to working groups as appropriate.
- Agree to required updates in the Business Plan.
- Monitor and evaluate implementation of the Business Plan.

3. MEMBERSHIP

Each Partner organisation will be entitled to be represented on the Steering Group. Partners comprise those stakeholders who have contributed financially to the partnership and/or are committed to providing a significant contribution "in kind". The Steering Group is currently chaired by Defra and is supported by the MCCIP Secretariat. Each member should be able to commit long-term the necessary time to Steering Group activities to maintain stability and functionality. In the event of a member not being available for a meeting, they may nominate one deputy who will have full delegation for the meeting. Additional people may only be invited to the meeting with the Chairman's permission.

4. REPORTING ARRANGEMENTS

The SG will report to policy makers and decision makers across their organisations, including reporting as appropriate to external bodies such as the Marine Science Co-ordination Committee.

5. MEETING

Steering Group Meetings will be held approximately twice per year – one in Spring/Summer to consider priorities for the coming FY and one in Autumn/Winter for reviewing and forward planning. Meetings may be hosted by one or more members at different venues across the UK. Meeting papers will be co-ordinated by the MCCIP Secretariat and sent to members at least one week in advance of the meeting where possible.

6. COMMUNICATION AND REVIEW

Minutes of the SG meetings will be made available on the website.

ANNEX VI – Programme risks

Risk	Likelihood	Importance	Response
Disengagement of partners	Low/Medium	High	Need to understand individual partner needs and identify their direct interests that membership of MCCIP would benefit. Facilitate and encourage new members (e.g. developing a core information welcome pack for to introduce MCCIP to new partners and replacement members).
Low engagement by wider government	Medium	High	Need to understand the interests of other government departments on climate change and adaptation. Make them aware of how MCCIP can support them in embedding adaptation into management plans, and marine into the CCRA and other key publications.
Low engagement by industry	Medium	High	Drawing on partners' expertise to broaden our outreach programme to industry. For example, providing information on adaptation plans for industry sectors, promoting subscribing list from industry sectors to MCCIP newsletter, and promoting communication activities such as webinars.
Shortfall in MCCIP funding over the lifetime of the project	Medium	High	Ensure that pledged funds from partners are realised and potential funding opportunities are capitalized from existing partners who have not pledged funds for forthcoming years of the programme. Consider sector sponsors for climate smart outputs of interest to certain organisations. Consider what information they require to help secure funding through their organisations. MCCIP will develop succession plans to engage with partners and widen membership of working groups. If available funding is not met MCCIP will be able to act as a project partner for funding proposals and will prioritise work accordingly within its main aim and objectives.
Overspend on new activities	Medium	Medium	Accurate financial reporting on product costs to date. Prioritise key deliverables over the lifetime of the project. Maximise opportunities for in-kind contributions on future key deliverables.
Too many initiatives calling on a few key people means we struggle to get input into our deliverables	Medium	High	Consider how timing of key MCCIP deliverables fits around likely 'bottlenecks' for the research community. Explore synergies between what the deliverables need to avoid duplication of effort.
Loss of goodwill from 'in-kind' scientific contributors	Low	High	Ensure that we can sell benefits of contributions in their own work plans (i.e. MCCIP products published in reputable journals, contributing organisations acknowledged). Encourage scientists to be involved in other MCCIP activities, such as being part of the new "strategic partners" to support MCCIP scientific communication with
Lack of engagement with climate smart working.	Low	High	Ensure sectors are engaged at an early stage in the process and that the outputs from the reports are highly applicable to a wide range of communities.
Lack of connectivity with related key initiatives, e.g., the UK marine science co-ordination committee, European MSFD, UKMMAS, NERC, LWEC.	Medium	Medium	Ensure that we are well embedded into this process and look for ways that the Unique Selling Points of our deliverables is of value to such organisations.
Delivering products that are not seen to have value outside of our own organisations (and indeed to other parts of our own organisations)	Medium	Medium	Ensure that the monitoring and evaluation aspects of the programme reach widely across the user community. Proactively promote communication and outreach activities.
Loss of interest in existing products	Medium	Medium	Keep 'evolving' report cards to include latest issues (e.g. using new marine projections IPCC AR5 and increase our focus on regional messages).
Delay in the timing of deliverables	Medium	Medium	There is more of a risk in delivering a rushed job and harming the reputation of MCCIP than delaying the delivery of a product. All efforts are made to plan the process on achievable timescales, and the WG feedback to the MG and SG on how targets are being reached on a regular basis.

Lack of succession planning in WG membership	Medium	High	Extra efforts will be made to acknowledge the work of WG members to heads of their respective organisations. It is critical that their contribution is adequately recognized by their managers. We are actively looking to draw in new members to the groups to help reduce the burden on current members, and to ensure long-term sustainability of those WGs.
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