



MORAY FIRTH PARTNERSHIP

BUSINESS PLAN

2006 ~ 2009

Moray Firth Partnership
27 Ardconnel Terrace
Inverness
IV2 3AE
Tel: 01463 225530
Eml: info@morayfirth-partnership.org
www.morayfirthpartnership.org

May 2006

MORAY FIRTH PARTNERSHIP

BUSINESS PLAN

Foreward

This third business Plan for the Moray Firth Partnership (MFP) sets out the nature, direction and objectives of the organisation. The plan's purpose is to deepen understanding and give clarity to stakeholders and potential funders and to underpin the planning and management activities of the Board, Strategy Group, Actions Groups and Staff.

The Partnership was restructured following a strategic review in 2004 . This has resulted in a robust and vibrant organisation that has been successful in engaging with key economic sectors, active in the Moray Firth area, and that has achieved meaningful, broad and successful stakeholder involvement in coastal management.

This document confirms that the Partnership will continue with this successful approach, building on the wealth of experience and expertise demonstrated and enhanced by the projects successfully delivered to date.

The successful delivery of projects for stakeholders has enabled the Partnership to generate a substantial proportion of core funding through fee earning work. The Partnership remains committed to its values of transparency, neutrality and inclusiveness and is uniquely positioned to facilitate the integrated decision making which lies at the core of Integrated Coastal Zone Management (ICZM) – the Partnership's fundamental purpose.

The Partnership is a large, open organisation, much more than simply a core staff and Board. A key role is as a disseminator of information and provision of a network. Another is to promote thinking and action on the sustainable enjoyment of the economic resources, and natural and cultural heritage of the area. In this, the Strategic Group, fully established in January of this year, has a fundamental role. The annual conference is an opportunity for all stakeholders to input to this work.

Clearly, the core which underpins this work cannot be entirely resourced from the fees generated from individual projects with specific objectives, although great progress has been made in diversifying sources of revenue. We all have a long term stake in this work, which helps inform sustainable planning and management. Its continued success depends on the broad support of stakeholders committed to the long term health and wealth of the Area. The work of the Scottish Executive, led by the Minister, Ross Finnie, to consolidate its approach to the delivery of ICZM gives rise to some optimism that a contribution to core funding from Government may soon be made available to help sustain ICZM delivery in the longer term.

I am confident in the continued ability of the MFP to add increasing value to the process of integrating economic success with the promotion of a healthy and vibrant natural and cultural environment in the Moray Firth area.



Michael Comerford
Chairman, Moray Firth Partnership

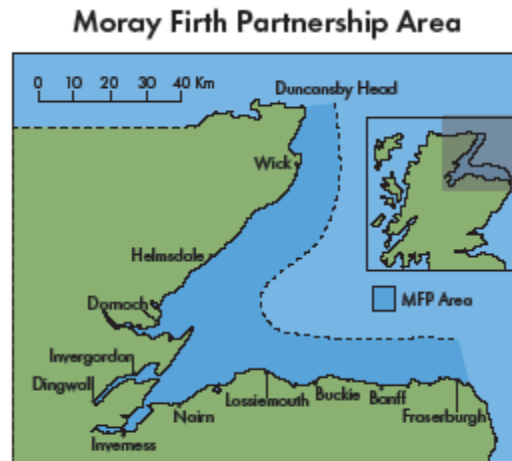
1. Background

1.1 The Moray Firth

Situated on the North East coast of Scotland, the Moray Firth is Scotland's largest firth. Stretching from Duncansby Head in the North to Fraserburgh in the East, more than 800 km. of coastline are broken by cliffs and rocky shores, broad sandy bays and long sheltered inner firths.

It is a huge and complex area, supporting a range of human and wildlife activities and is home to a population of about 250,000 people. Although relatively sparsely populated it is a vigorous area, with Inverness reputed to be the second fastest growing city in Europe. To those who live and work there, the Moray Firth is of significant, economic, cultural and environmental importance.

The quality of the coastal and marine environment is internationally recognised for its habitats, birds, marine mammals. This diverse landscape and abundant natural resources were first exploited around 8,000 years ago, resulting in a rich and valued cultural heritage.



The Firth supports a number of ports and harbours, used for both international trade and local recreational craft. It remains an important base for fishing fleets and has developed facilities to support the oil industry. Agriculture remains a mainstay of the local economy, whilst unspoilt scenery, wildlife and a range of sporting and recreational opportunities have led to a growing tourist industry.

1.2 The Partnership

The increasing range and extent of pressures on marine and coastal areas is of global concern, and the Moray Firth is no exception. A number of European and UK initiatives and strategies call for, and support, integrated management of coastal resources. In Scotland this is currently being addressed through voluntary local coastal partnerships rather than statutory institutions or legislation.

The Moray Firth Partnership (the Partnership) was established in 1996, after the firth was specifically targeted in the UK Biodiversity Action Plan as one of the priority areas where integrated management was needed. The Partnership is a voluntary coalition, made up of a wide range of organisations, groups and individuals with an interest in the well being of the Firth. It includes both the coastline and territorial waters out to 12 miles. It is a Company Limited by Guarantee and a Scottish Charity. Membership is free and is open to anyone with an interest in future of the area. There are currently over 600 members of the Partnership.

The Partnership has 10 years of experience working on coastal and marine management. It has worked with many hundreds of public bodies, private enterprise and communities to build, strengthen and enable networks of people, all working to safeguard a sustainable future for the Moray Firth. Through a range of successful projects and consensus building activities, the Partnership has built up a wealth of experience and demonstrated effective and integrated management of this important marine and coastal area.

Coastal and marine management has recently risen up the political agenda. The Minister-led Advisory Group on Marine and Coastal Strategy was set up in 2005 to help shape the views of Scottish ministers as to how to implement integrated management of coast. The network of local coastal partnerships around Scotland, including the Moray Firth Partnership, expects to be the local delivery arm for coastal zone management. The Partnership recognises both the uncertainty and considerable potential for coastal and marine management that this brings. It also provides an opportunity to influence national thinking.

1.3 The Business Plan

This Business Plan is the third for the Partnership. Its purpose is twofold:

- To underpin operational planning and management and
- To explain the process and direction of the organisation to wider stakeholders and funders

The Business Plan sets out the strategic rationale for the work of the Partnership over the next three years and outlines operational plans for 2006/07. Indicative plans are outlined for 2007/08 and 08/09 but detailed plans will be compiled on an annual basis.

1.4 Key issues

Successes and failures have been thoroughly reviewed in two independent reviews of the Partnership. (Kinnairdie¹, Westlakes Research Institute and John Williams Consulting²). As a result, the Partnership underwent significant re-structuring in 2004, emerging with a more streamlined, effective and responsive structure.

These reviews, the balance of strengths and achievements listed above and our continuing internal assessment of the Partnership's progress indicate that there remains a strong rationale for the Partnership and an excellent track record in certain areas. The Partnership is working to overcome or to manage any perceived weaknesses identified in the course of continuing reviews, but does not believe it should re-orientate towards a less ambitious agenda.

MFP Successes include;

- Dolphin Special Area of Conservation Management Scheme
- Community Grant Scheme – a key reason why the Moray Firth LIFE funded project was chosen as an examples of Best Practice from more than 14,00 projects over 12 years, supported by LIFE Environment funding.
- Networking, information and building of trust (e.g. fisheries)
- Service to stakeholders, including assisting with consultation processes for renewable energy and fishing sectors (recognition of neutral arbiter and facilitator role)
- Best practice seminars
- The development and implementation of Management Guidelines and Action Programme for the Firth, as a tool for bringing together stakeholders, identifying and progressing necessary actions

¹ Kinnairdie Consulting 'Review of the Moray Firth Partnership' July 2003.

² Westlakes Research Institute and John Williams Consulting. A study of Interpersonal Relationships and Communications between members of the Management Group and Staff of the Moray Firth Partnership and a suggested architecture for their optimisation.

The following SWOT analysis summarises the work of these two reviews, plus internal reviews undertaken by the staff and Board.

<p>Strengths</p> <ul style="list-style-type: none"> • The range of relevant projects being run successfully confirm the ability of the Partnership to deliver. • Expertise and experience in running projects and processes to integrate coastal management and build consensus including Fisheries Action Group, Dolphin Special Area of Conservation Management Scheme • Networking, information exchange and the building of trust has been demonstrated (e.g. through annual conferences and specialist seminars) • The ability to provide a neutral arbiter role to oil/industry and businesses stakeholders (e.g. Talisman wind farm consultation) • Provision of resources, advice and support to local communities through the Partnership's Community Grants Scheme • Success in recent years in achieving increased engagement with economic interests (fisheries, oil, tourism) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Commitment of some key stakeholders and agency representatives • Perception in some quarters as too environmental (dominance of SNH resourcing) • Local benefits of our 'services' not sufficiently well known • Voluntary approach maybe limited in what it can achieve
<p>Opportunities</p> <ul style="list-style-type: none"> • Recent policy drive towards integrated coastal management by Scottish Executive • Implementing EU and national ICZM at local level • Vibrancy in the Partnership and its work compared with 2 years ago • Engagement and involvement of our members in delivering integrated coastal management on the ground • Engagement and support of political representatives • Improving the local profile of our 'services' • Re-energising a strategic overview of the integrated management and development of the Moray Firth through the Partnership's Strategic Group • Increased engagement with business community 	<p>Threats</p> <ul style="list-style-type: none"> • Partnership fatigue • Lack of a national framework to support integration • Lack of dialogue between local & national levels within organisations • Limited commitment from a broad range of agencies/partners in terms of core-funding and therefore insecurity of funding

2. Aims

2.1 Mission

The Partnership's Mission is to 'To promote the sustainable development and integrated management of the natural, economic, recreational and cultural resources of the Moray Firth area in order to retain and enhance a high quality of life for all its residents'.

2.2 Values

In everything we do, we will work to be:

- Adding value
- Inclusive
- Transparent
- Neutral & apolitical
- Strategic
- Sustainable

These values will be applied to all projects, groups and activities being run under the auspices of the Partnership.

2.3 Aims

In order to fulfil our Mission (see 2.1) the Partnership has 4 strategic aims:

1. To encourage and support **long term, sustainable, management** of the Moray Firth through strategic thinking and planning.
2. To facilitate **integration, synergy, consensus building and conflict resolution** between stakeholders in relation to both strategic issues and also to unpredictable issues arising.
3. To encourage and enable **community participation** in the stewardship of coastal and marine resources.
4. To **raise awareness and improve understanding** of the Moray Firth, its resources, strengths, opportunities and vulnerabilities by sharing information.

3. Strategic rationale

3.1 Core Services

In order to promote sustainable development and management there is a need to:-

- think ahead
- identify and understand the complex effects that activities have on the resources, other activities, people and their lives
- balance and weigh the interests of all stakeholders, and where appropriate
- take a pre-cautionary approach.

This requires quality information and informed debate to generate either consensus and/or well informed decisions and long-term strategic solutions.

Although government, agencies and businesses have made some commitments to such an approach, the commitments to the mechanisms for delivery in relation to the Moray Firth (as other coastal areas in Scotland) are still not fully resolved, and are subject of much government discussion. There are a number of current initiatives that seek to meet this need. Indeed almost all

area-based or sector-based strategies, plans and programmes now use the language of integrated planning and management to underpin sustainable development. And overlying these are integrated coastal management initiatives.

This is an opportunity for the Partnership. Most such initiatives lack the neutrality and the skills to deliver sustainable development plans and processes. The Partnership has a track record as an honest broker, a long established network with a broad membership and facilitation/conflict resolution skills. It has a unique position over other providers in this area. There are two related sets of core services that it can deliver in this regard:

1. Strategic analysis of issues relating to the management of the Moray Firth;
2. Facilitation services in support of specific area or sector based sustainable planning and management initiatives .

3.2 Project development and management

Project identification, development and management are an increasingly important activity within the Partnership, together with the building and managing of associated funding packages. Projects undertaken by the Partnership have been identified as areas of great success. They are also a means of generating some core funding to ensure the longer-term viability and survival of the organisation.

In practice, projects offer a practical “issues based” approach to delivering the organisation’s objectives. The ideals of integrated coastal management are difficult to apply in general terms. The key to success is in applying them in practice, and this is where the Partnership excels.

We will therefore move into a position where engagement in projects will be largely strategic, directly contributing to organisational aims. The projects will be focused to deliver the Partnership’s aims and we will apply the criteria of our mission, values and aims to them all.

The Dolphin Defenders campaign won a gold award in the charity/Not for profit category and silver in the Best Community Campaign of the Chartered Institute of PR Scotland Pride Awards.

The Scottish Executive have put forward Dolphin Defenders as a possible nomination for the ASCOBANS (Agreement on the Conservation of Small Cetaceans in the Baltic and North Seas), award for 'cetacean conservation related PR/educational initiatives' .

The Work Programme for 2006/07 in Section 8 details our immediate programme of work.

The MFP has been a catalyst for bringing together many people from different backgrounds but one thing in common, a determination to ensure that the resources of the Moray Firth are not only protected but developed in a sustainable manner for the benefit of the communities around the Firth.

Roddy McColl, Fisheries Association Limited

4. Delivering our aims

The need and opportunity for different services that will be offered by the Partnership has been set out above. This section describes how the Partnership's aims will be delivered through these services.

4.1 (Aim 1) To encourage and support **long term, sustainable, management** of the Moray Firth through strategic thinking and planning.

Maintaining a strategic, integrated overview of the Moray Firth is a key role of the Partnership and a critical component of Integrated Coastal Zone Management. This will be delivered through the activities of the Strategic Group. The Strategic Group, fully established in January 2006, comprises up to 10 individuals, chosen for their particular and significant expertise in subject areas relevant to the integrated management of the Moray Firth and together providing a balanced, neutral and informed approach.

The Strategic Group has two functions. The first is to provide a forum within which to develop a collective and widely agreed vision for the Moray Firth area, to advise on actions to achieve the vision and to provide advice and react collectively to events that may develop at local or national levels.

The second function, which falls out of the first, is to provide a more strategic framework for the activities of MFP itself. This involves identifying emerging areas and issues that the Partnership might address, its strategic priorities, and directing fund raising and project proposal activities accordingly.

"The Moray Firth Partnership has an important role to play in steering sustainable management of the Moray Firth and I look forward to playing an active part in this through contributing to the Strategic Group discussions."

Maureen Macmillan, MSP

The Strategic Group needs to have the resources to engage with key partners and stakeholders, to undertake modest background research, to inform meetings and instigate funding proposals.

In addition to the strategic overview described above, both staff and the Strategic Group will maintain a watching brief on emerging issues which will come up throughout the year, and decide, with the Board (i) if action or initiative through the partnership in response to these issues would contribute to the aims of the Partnership and (ii) whether the Partnership is the most appropriate organisation to take forward a response to the issue.

4.2 (Aim 2) To facilitate **integration, synergy, consensus building and conflict resolution** between stakeholders in relation to both strategic issues and also to unpredictable issues arising.

The Partnership will develop its services in support of strategic planning and management. During the last two years it has illustrated its competence to provide the service of a 'neutral broker' and to successfully design and plan processes and events. Key facilitation services, in support of specific area or sector based sustainable planning and management initiatives that we will promote and deliver are:

"The Moray Firth Partnership facilitated a very efficient stakeholder dialogue meeting for the Talisman wind farm project. This could only have been done through an organisation like the MFP, bringing together all interests in an impartial way."

Jan Rusin, Talisman

- Issues identification and background research
- Community consultation
- Role of honest broker
- Conflict resolution
- Workshops and plan development

These services are offered to the private sector, Local Government, national agencies and specific sectoral groups (such as the emerging inshore fisheries management groups).

4.3 (Aim 3) To encourage and enable **community participation** in the stewardship of coastal and marine resources.

The engagement of the community and wider stakeholders in the planning and management of the Moray Firth is fundamental to the achievement of the Partnership's mission. We will continue to find ways to interest, involve and engage communities in the delivery of projects arising from the strategic analysis.

We will continue to run the Partnership's Community Grants Scheme, which seeks to enable community groups, through a small up-front injection of funds, to undertake integrated coastal and marine management at a very local level. We will seek broad-based funding, especially private sector funding, for the Scheme to ensure that it can fund a wide range of projects.

We will develop ways of involving our members more productively in our work so that they are empowered to become a more effective Partnership 'volunteer or stewardship force', building on the enthusiasm and commitment for local management of their coastline.

4.4 (Aim 4) To **raise awareness and improve understanding** of the Moray Firth its resources, strengths, opportunities and vulnerabilities by sharing information.

We will continue to enhance our website as a gateway to resources relating to the Moray Firth, rather than seek to develop an independent information resource.

We will continue to run our annual conference in order to disseminate information about the Firth, the Partnership and to provide opportunities for members and others to become involved in stewardship of the Moray Firth.

We will continue to produce our quarterly members update of activity which is sent to all members and funders and placed on our website.

We will ensure that appropriate awareness-raising and promotion of stewardship are part of all project activities.

We will improve our communication about the Partnership, our role and services, amongst stakeholders and specifically business interests. We will do this through increased networking through the Board and Strategic Group.

'information exchange in small groups was invaluable'
 'exchanging views and hearing other suggestions'
 'sharing and exchange of information'
 'look forward to the next event'

Quotes from participants at the MFP Conference on the value of the event:

5. People

The scope of work described above is ambitious. We recognise that one of the Partnership's key strengths is its structure, enabling many hundreds of people to contribute to delivery of our services through membership of the Board, the Strategic Group or Action Groups, through project funding partners, Partnership membership and staff.

5.1 Board

The Moray Firth Partnership has a Board with seven directors, who are all unpaid. They are appointed as individuals and not representing any particular organisation or interest. The Board is responsible for managing the affairs of the Company and its finances

The Board will increase its efforts to network at a high level, promoting the existence and services of the MFP. It will increase and improve political and organisational links. In particular it will look at more effective engagement with the business community.

Annex 1 lists current members of the Board.

5.2 The Strategic Group

The Strategic Group is responsible for describing and maintaining an overall vision for the Moray Firth, providing on-going advice on external strategic developments and providing linkages to external bodies and initiatives. Its work will also be to identify practical actions and projects to deliver the vision and respond to strategic priorities.

Annex 2 lists current members of the Strategic Group.

5.3 Action Groups

The Action Groups are thematic working groups, established to implement actions within their subject area. The existing Action Groups are:

- The Heritage Group - steers the Hands across the Firth project and drives forward the Partnership's work on cultural heritage
- Fisheries Action Group - provides a forum for the development of a Moray Firth Fisheries Action Plan and the exploration of a supporting role to the SE Inshore Fishery Groups

There are also groups, usually consisting of key funders that advise and monitor progress on large projects being undertaken by the Partnership. These currently exist for the following projects:

- Beach Guardians
- Nortrail
- Moray Firth Flotilla

The Board will annually review the work of the Action Groups, and 'accredit' new Action Groups. This ensures that the work of the Action Groups continue to fulfil the Partnership's aims and that the groups are working in accordance with our values.

5.4 Members

The Partnership currently has over 600 members, both individual and corporate. They represent a wide range of interests and are based throughout the Moray Firth area and beyond. As such they

represent an important source of support, local connections and a delivery force for the Partnership's aims.

We will continue to engage with our members in meaningful and effective ways. We will develop new ways to enable members to become more involved as a networking and volunteer force, in the services that we provide. A strategic approach to this will ensure our members feel more involved and valued and that the Partnership has an increased local and political profile and connection.

5.5 Staff

Two paid staff are currently employed through a joint MorayFirth Partnership/Scottish Natural Heritage (SNH) contract. Office accommodation, personnel services and line management are currently provided by SNH as a contribution in kind.

Staff currently employed are:

- 1 Full Time Equivalent (FTE) Partnership Manager (currently job-shared)
- 1 FTE Assistant Partnership Manager.

Additional administrative assistance is contracted in as required, currently :

- P/t (2.5 days/week) Projects Assistant
- P/t (2 days/week) Partnership Administrative assistant

We will retain the flexibility to engage project staff to bring in additional skills and time resources as appropriate. There is no organisational objective of growth, other than that required to ensure medium term viability. We will ensure that projects, even when delivered by consultants, retain a strong Partnership profile and the Partnership continues to benefit from corporate learning gained through each project.

We will continue to train our staff. Given the Partnership's operational focus we will consider staff training in facilitation, consultation and opinion research. Any future recruitment will be guided by the need for these skills in particular.

6. Monitoring and Evaluation

In keeping with our values of transparency and adding value, and recognising the need for accountability to our members and funders, ongoing review and improvement of our work is an important activity for the Partnership.

The Business Plan will be monitored annually to assess success against our aims and values. As part of this we will identify a simple set of performance indicators against each aim, against which progress will be assessed. An annual monitoring statement, or annual report, will be produced. This annual review will also check that our direction remains in line with the local and national context.

We will continue to annually appraise services provided and projects delivered.

We set a work programme at the start of each year and update the Board on progress 3 times a year.

7. Financial resources

7.1 Requirements

People play a vital role in the successful delivery of the Partnership's aims. Resources are required for salaries of paid staff. The time provided by members of the Board, the Strategic Group, Action Groups and funding partners is provided free of charge, as a contribution in kind.

Operational costs for 2006/7 and forecasts for 2007/8 and 2008/9 are detailed in Annex 3.

7.2 Funding Strategy

7.2.1 Core Services

The aim of the Partnership's funding strategy is to secure sufficient resources to deliver core services. These costs are primarily staff time and associated administration support. In the recent past it has become increasingly difficult to raise funds to be able to provide these activities.

Despite these difficulties, the partnership will retain its special identity and capacity. It is these core activities and the capacity to deliver them that make the Partnership different from NGOs, trusts, consultants, or agency/department in-house expertise. We will therefore renew efforts to gain funding for the core services outlined above.

7.2.2 Projects

Specific project funding will be sought for projects that will implement our aims, in accordance with our values. All funding bids to support individual projects will include a cost for staff coordination, administration and office overheads associated in meeting project deliverables.

We will continue to develop projects tailored to client needs. This will be done in response to both the strategic overview and issues emerging throughout the year. All projects will help to deliver our aims. The project approach was applied successfully in 05/06, bringing in 35% of core funding, through project management 'fees'. We will continue this approach but recognise that there will be a limit to how many projects can be managed at any one time and a corresponding maximum limit to the contribution to core funding that can be achieved through this approach.

In order to do this effectively we will:

- regularly liaise with and report to core and project funders and actively highlight their involvement and support of MFP.
- review our chargeable rates regularly.
- Continue to operate time recording and charging and refine our estimation of time needed to manage our diverse range of projects.

7.2.3 Relationship to funders

The support of our funders and supporters, both financial and practical, is essential to the continuing development of the Partnership. We aim to improve our relationship with key contributors, for both core services and project work. We will look for new ways to highlight and profile their contributions and to help them deliver on shared aims and objectives.

7.3 Financial control system

The Partnership's accounts undergo an annual independent financial examination. Budgets are set in March each year for the next 12 months and management is delegated to the Partnership Manager. Staff report quarterly to the Board on operational and financial progress against targets. The Board carries out formal budget reviews quarterly.

The MFP Financial Control Handbook details financial procedures to assist staff. A SAGE financial management system is being installed. Prior to taking on any new financial commitments or new projects, the Board reviews its overall financial commitments and staffing / cash-flow considerations. A full risk-assessment is also completed.

7.4 Forecast income 06/07

Applications have been made to a number of potential funding sources in both the public and private sector for the delivery of core services outlined above. Funding packages for each project are developed separately.

Forecast Income is detailed in Annex 4.

7.5 Cash flow

The MFP maintains full cashflow forecasts for core and project costs. A number of issues make cash flow management a difficult issue for the Partnership.

1. Many public sources of funds release funding in arrears on receipt of evidence of incurred expenditure and payment. For some European funds, this could be one or more years after completion of the project.
2. Most of the large costs budgeted for 2006/07 (mainly staff salaries) are relatively fixed in amount and not easily deferred in time

Issue 1 is particularly relevant for project related funding. The Partnership will consider using commercial borrowing to provide bridging finance where this cannot be obtained through any of the funding partners. Costs of borrowing will be built into project delivery costs. The Partnership will also seek arrangements with funders for the early release of funds.

7.6 Future costs

The Partnership has prepared outline budgets for core service costs up to the end of 2008/9. These are given in Annex 3. Activities in 2007/8 and 2008/9 will be similar to 2006/7 although the subject detail of services and projects will change and adapt to strategic priorities set by the Board and the Strategic Group.

7.7 Note on liability and taxation

The MFP is a company Limited by Guarantee and a Scottish Charity. It is not currently registered for VAT.

8. Work Programme 2006/7

The work Programme below summarises how the Partnership intends to implement its aims, who will be involved and funding sources.

Aim	Action	Who leads	Funding source
1. Strategic analysis	Clarify/agree membership and role of Strategic Group	Board	Core
	Develop collective vision for MF and advise on Action	Strategic Group	Core
	Market research – sound out partners on demand for services	Staff and Strategic Group	Core
	Raise profile of MFP as delivery mechanism for strategic services	Board and staff	Core
2. Integration and consensus building	Continue Fisheries Action Group initiative and explore/negotiate role in support of Scottish Executive sponsored Inshore Fisheries Management Group	Staff	Project funding secured
	Hold 'Produce to be Proud of' conference and follow up.	Staff	Project funding secured
	Manage and complete Moray Firth Trail project (Nortrail)	Staff	Project funding secured
	Manage Moray Firth Flotilla project	Board	Some project funding secured. More to be secured
	Manage Beach Guardians project	Staff	Project funding secured
	Administer Special Area of Conservation Management Group.	Staff	Project funding secured
	Manage production of Dolphin Echo newsletter	Staff	Project funding secured
	Develop projects/offer services arising from strategic analysis and emerging issues	Strategic Group to suggest actions Board to confirm Staff develop actions into	Core (until service/project ready to start, with funding stream)

		projects/core work	
3. Community/stake holder participation in planning and management	Complete Hands across the Firth Phase 1 (planning). Prepare Phase 2 application (implementation)	Staff	Project funding secured for phase 1. Project funding to be secured for Phase 2.
	Administer Community Grant Scheme and broaden funding	Staff	Funding to be found
	Identify mechanisms for MFP membership to become more involved in our work	Staff	Core, leading to funding stream
4. Information and awareness raising	Further develop website as a "gateway" for information on the Moray Firth and regularly update	Staff	Core
	Host workshops, meetings, conferences as identified in the 'strategic issues analysis'.	Strategic Group to suggest. Board to confirm Staff to implement	Justify funding based on thorough issues analysis packaged as appropriate for relevant agencies/businesses etc.
	Annual conference	Staff	Core
	Quarterly Members updates	Staff	Core
	Local Coastal Partnership liaison/national conferences	Staff	Core

Annex 1: List of Board members

Mr Michael Comerford (Chair),
Capt George Dobbie
Mr John Dunthorne
Cllr Clive Goodman
Mr George Hogg (vice-chair),
Dr Peter Tilbrook
Mr Sinclair Young

Annex 2: List of Strategic Group members

Mr Scott Armstrong
Mr Stuart Gibb
Mr Tom Inglis
Ms Maureen Macmillan MSP
Cllr Ian Ross
Mr David Stewart
Mr Bill Sylvester
Dr Peter Tilbrook (chair)
Dr Jeff Watson

Annex 3: Operational Costs - budget 2006/7 and forecasts 2007/08- 2008/9

MORAY FIRTH PARTNERSHIP

CORE COSTS (CASH)

BUDGET - FOR YEAR 06/07

AND FORECASTS FOR 07/08 AND 08/09

	CORE cash expenses Budget - 06/07	Forecast Core Cash Costs 07/08	Forecast Core Cash Costs 08/09
Salaries - 2 FTE core staff	56,924	59,472	61,420
Admin and core project Assistance	9,000	9,270	9,550
Sage Implementation / ongoing support est	1,900	400	410
Travel, conferences etc (staff + directors)	1,000	1,025	1,051
Training & Development	1,000	1,025	1,051
Office Accom', Insurance & Overheads	7,141	7,320	7,503
Legal & Professional fees (audit & Co. Secretarial)	2,035	2,086	2,138
Dissemination & PR (incl. Website)	1,500	1,538	1,576
TOTAL (CASH) EXPENDITURE	80,500	82,135	84,700
(excluding in kind)	06/07	07/08	08/09
ESTIMATED IN KIND EXPENSES			
including office accommodation, and superannuation met by SNH	11,000		
Design costs met in kind by Aberdeenshire Council	1,500		
Total in kind expenses	12,500		
TOTAL COSTS INCLUDING ESTIMATED IN KIND EXPENSES	93,000		

Annex 4: 2006/07 Forecast income

MORAY FIRTH PARTNERSHIP		
CORE FUNDING - (cash) FORECAST 2006/07		
Funders	CORE funding - 2006/07 CASH	ADDITIONAL IN KIND CORE
1) CONFIRMED CORE FUNDING		
Aberdeenshire Council	6,000	1,500
The Crown Estate	5,000	
Scottish Natural Heritage	30,200	11,000
Inverness Harbour Trust	4,000	
Highland Council	4,000	
	49,200	12,500
2) CONFIRMED PROJECT MANAGEMENT FEES		
Beach Guardians	6,000	
Moray Firth Trail-Interreg IIIB	2,000	
SAC administration	1,800	
	9,800	0
3) CORE FUNDING APPLIED FOR		
Various	16,000	
	16,000	0
4) ANTICIPATED PROJECT MANAGEMENT FEES		
Various	6,000	
	0	0
TOTAL PROJECTED INCOME 06/07	81,000	
PROJECTED CORE (CASH) COSTS 06/07	(80,500)	
SURPLUS OF INCOME OVER EXPENDITURE FOR YEAR TO 31/03/07 IF ALL ABOVE FUNDING SECURED -	500	