



Swansea University
Prifysgol Abertawe

Facilitator Manual

Safeguarding the Future

sustainable development training
for the professional business



Fisheries Management for the Future

sustainable development
training for the Fisheries
Management sector

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pp4sd
PROFESSIONAL PRACTICE FOR
SUSTAINABLE DEVELOPMENT

Supported by the Welsh Assembly Government's Knowledge Exploitation Fund and the European Social Fund under Objectives 1 & 3

Fisheries Management **Facilitator Manual**

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Introductory information

Aims and objectives

This manual is to support the facilitator leading a one-day (or equivalent) workshop session on introducing sustainable development to professionals working in the Fisheries Management sector.

The materials are designed to achieve the following objectives for participants:

1. Improve awareness and understanding of the principles that underpin sustainable development.
2. Identify pressures for change in the Fisheries Management sector.
3. Recognise the benefits of applying sustainable development to a Fisheries Management enterprise.
4. Apply systems thinking to a single or cluster of enterprises, emphasising the benefit of the systems approach.
5. Develop a practical business action plan for sustainability.

The materials are designed to impact on business practice. They are particularly relevant for owners and managers working in the Fisheries Management sector. Those involved in training and education within the sector may wish to adapt or incorporate all or parts of the materials into their own work.

The approach

The PP4SD training is based on 'facilitated dialogue', a shared investigation into what sustainable development means within a given context. There is a limit to what can be achieved in presenting information about sustainable development. Individuals need to develop their own understanding of the concept, which usually requires a shift in perspective that allows situations and issues to be viewed from another perspective. This is not something that can be imposed, but the opportunity for learning and change can be created through the facilitator and the participants engaging in dialogue.

This dialogue will lead to an 'appreciative inquiry' into the enterprise or organisation in which the participant operates. Appreciative inquiry focuses on how to use the principles of sustainable development to develop new and positive ways of organising activities sustainably rather than focusing on what is wrong with an enterprise or organisation. Appreciative inquiry seeks to instigate a continued process of questioning and inspiring positive actions.

Each activity in the manual is set out in three columns. 'Description' describes the activity. 'Notes on delivery' is the instructional information for the facilitator leading the workshop, and 'Content' provides the facilitator with background information on the content of the activity and any underpinning theoretical information or rationale for the activity, as appropriate.

Components of the materials

The materials are provided in six parts (six CD files).

- **Pre-course Reading** materials that are sent out to participants before the workshop.
- **Facilitator Manual** providing an overview of the materials and annotated guidance for running the workshop.
- **PowerPoint presentation** with slides to support each of the workshop sessions.
- **Resources** for duplicating, for use by participants.
- **Case Studies**
- **Additional Materials** for facilitators.
- **Alternative Slides** to help facilitators adapt the workshop to their particular situation.

Use of the materials

The materials offer information, activities, practical suggestions and other materials necessary for the workshop.

They are intended to help facilitators develop a programme that is appropriate for their situation.

Sample programme for one-day session

09.30 - 10.00		Registration and coffee
10.00 - 10.30	0:30	Introduction and introductory activity
10.30 - 11.30	1:00	Global challenges
11.30 - 12.30	1:00	Case studies and the business case for sustainable development
12.30 - 13.00	0:30	Challenges to your business
13.00 - 13.40	0:40	Lunch
13.40 - 13.50	0:10	Joined-up business planning
13.50 - 14.20	0:30	Applying the systems approach: Task 1
14.20 - 14.30	0:10	The Five Capitals model
14.30 - 14.50	0:20	Applying the systems approach: Task 2
14.50 - 15.00	0:10	Your business in five years
15.00 - 15.30	0:30	Action planning
15.30 - 15.45	0:15	Final questions, evaluation, close and tea

Regular breaks will need to be built into this programme.

Overview and rationale for the programme

The 'Introductory Activity' helps participants get to know each other and their perceptions of sustainable development. With some common understanding established, participants explore some global concerns that are driving the move towards sustainability. Participants then look at how 'Challenges' might impact on their own businesses. Some practical tools for dealing with these challenges are presented and used. 'Case study review' describes how some businesses have responded,

showing that sustainable development practice can also make good business sense. 'Joined-up business planning' uses a systems approach to help participants identify and plan improvements. The 'Five Capitals' model is offered as a way of analysing the problems and identifying possible solutions so that 'Action Planning' can take place.

Facilitator Manual

Pre-course Reading

Description

Aim

- To put the workshop into the wider context of the Recreational Fisheries sector.

Summary

The material summarises facts and trends in fisheries and presents some questions to stimulate the thinking of participants prior to the workshop.

Notes on delivery

Materials required

 **Pre-course Reading** document.

Sending out the materials about two weeks in advance should give time for participants to think about some of the issues relating to sustainability and the fisheries sector.

Method

This material should be sent electronically where possible to encourage use of email.

Further information

'Study into Inland and Sea Fisheries in Wales' Nautilus Consultants (2000)

Current consultations for Welsh Fisheries can be found at <http://new.wales.gov.uk/consultations/?lang=en>

Lantra Sector Skills Council for the Environmental and Land-based Sector <http://www.lantra.co.uk/employees-and-volunteers/fisheries-management/>

Welsh Recreational Fisheries Strategy
http://www.environment-agency.gov.uk/regions/wales/450320/?lang=_e

The Workshop

Introduction

Description

Aim

- To introduce the overall aims and the programme
- To emphasise the business-related approach to sustainable development.

Summary

Introduce yourself and invite participants to introduce themselves.

Run through domestic and any health and safety announcements.

Introduce the aims of the workshop and the programme.

Notes on delivery

Materials required

 None

PowerPoint slides

 **Safeguarding the Future**

 **Aims of the workshop**

 **Programme**

Timing

10 minutes

Method

When inviting the participants to introduce themselves ask them to describe their business or their role. They can also be asked to give their hopes/expectations for the day.

To 'hook' participants, emphasise that the workshop will involve introducing them to a sustainable development perspective on their business, enterprise or role. They will be able to start analysing their activities from this perspective and hopefully identify potential opportunities and management processes.

Remember to refer to the Pre-course Reading at the start of the session to acknowledge its importance and the time and effort participants may have spent reading it. Quote from the materials to show that the subject is topical, relevant and important for SMEs (Small and Medium-sized Enterprises). For example, ask if the Pre-course Reading reinforced or changed participants' ideas of sustainable development.

Content

Background information on PP4SD can be found in **Additional Materials**.

It is important to start creating a friendly, safe environment for discussion to flow.

Working in groups has many advantages. Those in the same group can work co-operatively, but there can also be friendly competition with the other groups to provide a further incentive to get involved. In small groups everyone has the opportunity to contribute to discussions.

Purpose of workshop

The workshop will help you to integrate sustainable development principles into your business practice. You will be able to keep ahead of the increasing demands to operate in more sustainable ways. In particular you will be more competent to:












- Explain the terms 'sustainable development' and 'sustainability' to your colleagues and customers
- Assess how pressures from government, employers and customers for sustainable development might impact on your business
- Apply 'systems' thinking to working out solutions to business and sustainability issues
- Apply techniques that help you integrate sustainable development principles into your business planning
- Prepare or expand on a sustainable development action plan
- Obtain further advice and support.

Description**Notes on delivery****Content**

Link to next session

"If there are no further questions, then I will move into the first activity during which we will explore our perceptions of sustainable development and sustainability".

Introductory activity - What is sustainable development all about?

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none"> To move towards a consensus on what we are covering by exploring participants' understanding of the terms 'sustainability' and 'sustainable development'. <p>Summary</p> <p>Show an image of a fishery or related enterprise and ask the participants to simply describe what they are seeing on the screen. The facilitator can then choose to either draw out the strands of sustainable development or ask the participants to identify examples of sustainable development or unsustainable development.</p> <p>Comments can be recorded on a flip chart.</p> <p>The facilitator can then summarise the scene by referring to natural resources, manufacturing, social interaction, individual actions and skills and opportunities for generating financial capital. Thus introducing the Five Capitals without mentioning the Five Capitals model at this stage.</p> <p>Present the slides of the models of sustainable development and example definitions.</p> <p>How do these fit with their existing view of sustainable development?</p> <p>Can they adapt a definition to define a sustainable fishery?</p>	<p>Materials required</p> <ul style="list-style-type: none">  None <p>PowerPoint slides</p> <ul style="list-style-type: none">  Introductory activity  Fishing image  Sustainable Development  Development Compass Rose  Sustainability/Sustainable Development  Sustainable development is...  Sustainable Development UK Government 2005  Starting to Live Differently <p>Timing 20 minutes</p> <p>Method</p> <ul style="list-style-type: none">  Introductory activity  Fishing image <p>If participants need help you can invite them to ask you a question about the image that might help them to decide on what is sustainable/unsustainable.</p>	<p>Depending on the group it may be useful to identify the difference between sustainability and sustainable development using these definitions from the original PP4SD manual:</p> <p>Sustainability can be seen as an idealistic state in which the social, economic and ecological aspects are in balance and not undermining one another.</p> <p>Sustainable development can be seen as the process of moving towards sustainability. It is controversial because there is disagreement on the best way to move towards sustainability.</p> <p>www.pp4sd.org.uk</p> <p>The context of the fishery is ideal for recognising the three areas of sustainability, because the economic business is based on an ecological system and the need for social recreation.</p> <p>Information for the facilitator about sustainable development is available in Additional Materials - What is Sustainable Development all about?</p>

Description

Notes on delivery

Content

Sustainable Development

Development Compass Rose

Sustainability/Sustainable Development

This activity should generate some discussion, particularly if some of the participants have already thought about sustainable development.

Sustainable development is...












Sustainable Development UK Government 2005

Starting to Live Differently








The concept of sustainable development can be difficult to grasp and all current definitions can be challenged. Some people find the diagrams a better way of conceptualising sustainable development.

It is important to at least achieve a consensus on a working understanding of what sustainable development means for the purposes of the workshop, not a hard and fast definition. This may mean asking some participants to suspend their personal view for the duration of the workshop if it clashes with the consensus, but it is unusual for this to happen.

Global challenges

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">To review some of the wider issues that are driving the change towards sustainable development. <p>Summary</p> <p>Ask the question:</p> <p><i>“What is driving the current concerns and debates over sustainable development?”</i></p> <p>Show slides relating to climate change, energy, water resources, and leisure activity statistics.</p>	<p>Materials required</p> <p> None</p> <p>PowerPoint slides</p> <ul style="list-style-type: none"> Global challenges Only one earth Climate Change 1 Climate Change 2 Peak oil A world without oil Total Global Water Water consumption Activities on holiday trips in Wales Spend by UK and overseas tourists in Wales <p>Timing</p> <p>60 minutes</p> <p>Method</p> <p>The section is important to understand why we are concerned about sustainable development.</p> <p>A short presentation looking at the 'big picture' with the global trends that are going to drive change and challenge all industries.</p>	<p>Articles from recent newspapers or video clips of news/documentary programmes can be used here in place of the materials provided to make this section more topical.</p> <p>It is uncertain what effect climate change will have on UK ecosystems, but fish are sensitive to changes in temperature because of the reductions in dissolved oxygen associated with increased water temperatures.</p> <p>The trends associated with climate change, increased fuel costs and consumer choice for local food and holidays in the UK could open up increased opportunities for fisheries businesses in Wales.</p> <p>See also the FAO State of World Fisheries and Aquaculture Report at http://www.fao.org/sof/sofia/index_en.htm</p>

Case study review and the business case for sustainable development



Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To explore examples of businesses in the fisheries sector that are adopting some aspects of sustainable development• To identify how sustainable development contributes to a business. <p>Summary</p> <p>Participants review one or more relevant case studies from their sector and feed back on the following questions:</p> <ul style="list-style-type: none">• How are others responding to challenges?• What is the company in the case study doing?• Why do you think they are doing it? <p>In the feedback the facilitator brings out the sustainability aspects of the business activities and can ask further questions such as “<i>What further improvements could be made?</i>”</p> <p>This section is summarised with reference to the slides on The business case for SD and The Sustainability Spectrum of Businesses.</p> <p>Participants could be asked to place their case study on the sustainability spectrum.</p>	<p>Materials required</p> <ul style="list-style-type: none"> Case study: <i>Springwater Lakes</i> Paper and pens <p>PowerPoint slides</p> <ul style="list-style-type: none"> Case study review The business case for SD The Sustainability Spectrum of Businesses <p>Timing</p> <p>60 minutes</p> <p>Method</p> <ul style="list-style-type: none"> Case study review <p>Allow the participants about 20 minutes to read their chosen case study and prepare their feedback for the plenary. This should generate significant discussion that can be managed to highlight aspects of the business case for sustainable development.</p> <ul style="list-style-type: none"> The business case for SD <p>When summarising the business case for sustainable development using the PowerPoint slide try to link comments made by the participants to the labels on the slide.</p>	<p>Many organisations, particularly supermarkets, produce and distribute free literature which can illustrate any sustainable changes they are implementing. These can provide prompts for discussion.</p> <p>See also Additional Materials - <i>The Business Case</i>.</p> <p>Three case studies have been prepared for this workshop, but you may wish to use your own.</p> <ul style="list-style-type: none">• Dôl Haidd Isaf Fishery• White Springs Coarse Fishery• Springwater Lakes <p>They can also be downloaded from the PP4SD website www.pp4sd.org.uk where other case studies are available.</p> <p>Business Case</p> <p>Many businesses have developed Corporate Social Responsibility policies and programmes, and sustainable development is often seen as part of this. Don't always expect to find explicit references to sustainability or sustainable development in company documents.</p> <p>More detail on the business case is provided in Additional Materials.</p>

Description**Notes on delivery****Content**





**The Sustainability Spectrum of Businesses**

Participants could be asked to place their case study on the Sustainability Spectrum.

Challenges to your business

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To identify the changes happening in fisheries businesses. <p>Summary</p> <p>Ask the participants to make a list and not focus on one point. Remind them that this is something participants were asked to consider before attending the workshop. “What are the three main challenges facing your business?”</p> <p>Feedback on the main challenges facing their business (these should be generic points rather than sensitive company-specific points).</p>	<p>Materials required</p> <p> Pen and paper for each participant</p> <p>PowerPoint slides</p> <p> Challenges to your business</p> <p>Timing</p> <p>30 minutes</p> <p>Method</p> <p>The points will not be dealt with here, but will feed into looking at ‘your business in 5 years’ and the ‘action planning’ later in the workshop.</p>	<p>Some key drivers in the industry:</p> <ul style="list-style-type: none">• Increasing customer demands for a high quality fishing-holiday experience• Increased competition – from new fisheries and from other rural holiday sectors• Land-use planning rules• Availability of vaccines• Arrival of exotic diseases• Increasing requirement for accreditation, for both credibility and perceived risk reduction in relation to regulatory monitoring• Legislation: EC Water Framework Directive, EC Fish Health Directive, EC Environmental Responsibility Directive.








Joined-up business planning – looking at systems

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To introduce the 'systems' approach. <p>Summary</p> <p>A short presentation on what is meant by a system. It prepares participants for the next activity.</p>	<p>Materials required</p> <p> None</p> <p>PowerPoint slides</p> <ul style="list-style-type: none"> Joined-up business planning The Natural Cycle Undermining the system <p>Timing</p> <p>10 minutes</p> <p>Method</p> <p>Emphasise how all parts of a system are interdependent and how human activity can undermine natural systems.</p>	<p>Systems thinking has its roots in ecology and it developed through the 20th century. Irvin Lazlo is one of the leading thinkers to develop a systems approach.</p> <p>The systems approach has been adopted by sustainable development theorists and practitioners. For example see the Natural Step four system conditions www.thenaturalstep.org</p> <p>See also Additional Materials - <i>Systems thinking</i>.</p>








Lunch

If the session is split in two, the second half of the day will need to start with a review of the content to this point, facilitated through an appropriate activity such as asking participants to recap the challenges facing their business and then re-presenting the flow diagrams of their business (which the facilitator will have kept safely from the first session!)







Applying the systems approach: Task 1

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To see how the participants' business activities relate to each other, the wider community and the environment. <p>Summary</p> <p>Participants should work as individuals or in small groups to draw a flow diagram of their fishery and associated businesses, showing the inputs, outputs and links to related enterprises. Participants should use their own business or that of someone in the group. Encourage the participants to develop a large diagram on a sheet of flip chart paper incorporating all the enterprises linked to the fishery.</p>	<p>Materials required</p> <ul style="list-style-type: none"> Flip chart and pens <p>PowerPoint slides</p> <ul style="list-style-type: none"> Applying the systems approach: Task 1 Environmental and social impacts Swyn-y-Nant Fishery <p>Timing</p> <p>30 minutes</p> <p>Method</p> <ul style="list-style-type: none"> Applying the systems approach: Task 1 Environmental and social impacts <p>Show the template slide to assist participants in drawing the flow diagram.</p> <ul style="list-style-type: none"> Swyn-y-Nant Fishery <p>Use the slide of an example diagram to explain what is required.</p> <p>If time allows invite some participants to talk through their diagrams.</p>	<p>Systems thinking involves shifting attention from:</p> <ul style="list-style-type: none">• The parts to the whole• Objects to relationships• Structures to processes• Hierarchies to networks• The rational to the intuitive• Analysis to synthesis• Linear to non-linear thinking. <p>(after Fritjof Capra)</p> <p>http://transitionculture.org/2006/05/10/exclusive-to-transition-culture-fritjof-capra-on-peak-oil-an-interview/</p>





The Five Capitals model

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To introduce the Five Capitals model of analysing a business. <p>Summary</p> <p>A short presentation on the Five Capitals model.</p>	<p><i>Materials required</i></p> <ul style="list-style-type: none"> Summary of the Five Capitals <p><i>PowerPoint slides</i></p> <ul style="list-style-type: none"> The Five Capitals Natural Capital Human Capital Social Capital Manufactured Capital Financial Capital <p><i>Timing</i></p> <p>10 minutes</p> <p><i>Method</i></p> <p>Describe the Five Capitals model as a means of understanding the impacts and potential impacts of business decisions. For each of the capitals, define what it means and explain why it is important.</p> <p><i>Link to next session</i></p> <p>"The Five Capitals model provides a means of analysing business decisions. Later on you will apply the model to your own business."</p>	<p>Further information on the Five Capitals can be found at www.forumforthefuture.org.uk/our-approach/tools-and-methodologies/5capitals</p>

Applying the systems approach: Task 2

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To identify different types of value in the participants' businesses using the Five Capitals. <p>Summary</p> <p>Ask the participants to reflect on the flow diagram of their business and to identify where there are opportunities to build or reduce social, human, manufactured and natural capital as part of how they run the business. Use the resources provided to help them do this.</p> <p>Having identified which capitals are reducing or increasing in the business, it is important to spend some time discussing the implications of these directions of change for long-term sustainability.</p> <p>Participants feed back to the group.</p>	<p>Materials required</p> <ul style="list-style-type: none"> Summary of the Five Capitals Analysing my Business using the Five Capitals <p>PowerPoint slides</p> <ul style="list-style-type: none"> Applying the systems approach: Task 2 Swyn-y-Nant Fishery <p>Timing</p> <p>20 minutes</p> <p>Method</p> <ul style="list-style-type: none"> Applying the systems approach: Task 2 Swyn-y-Nant Fishery <p>Ask participants to keep the outcomes of this activity for use in the action planning activity later in the session.</p>	<p>The key point to emphasise is that Financial Capital is dependent upon one or more of the other four capitals. So, by actively managing each of the other capitals with regards to improving sustainability, they can increase the Financial Capital of the business.</p>

Your business in five years

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To develop a vision for how you see your business in the future. <p>Summary</p> <p>Using the outcomes from both the 'Applying the systems approach' and the 'Challenges to your business' activities, ask participants to outline their vision of their business in five years time.</p> <p>Participants do not have to share this vision; once they have completed the task they can move on to the action planning section.</p>	<p>Materials required</p> <p>Outcomes of:</p> <ul style="list-style-type: none"> Applying the systems approach: Tasks 1 and 2 Challenges to your business <p>PowerPoint slides</p> <ul style="list-style-type: none"> Your business in five years <p>Timing</p> <p>10 minutes</p> <p>Method</p> <ul style="list-style-type: none"> Your business in five years <p>The outcomes of this activity can provide a vision for the future, including targets. The next section on action planning can then become a 'back-casting' activity.</p> <p>Refer participants back to the case studies and to the flow diagrams of their business. They should be using the outcomes of these exercises to develop a vision of their business in five years time, and identify changes that they want to make to their businesses.</p>	

Action planning

Description

Aim

- To produce an action plan to make the enterprises more sustainable and to add value to the business.

Summary

Using the outcomes from the previous activity, as well as the 'Challenges to your business' activity, the flow diagram of their business and 'Analysing my Business using the Five Capitals', ask participants to identify the actions necessary to move their business from its current position to their vision in five years time.

Use the **Action Planning** resource to record the actions.

Ask participants to share their action plans and to identify any support that they think they might need.

Notes on delivery

Materials required

 **Action Planning**

PowerPoint slides

 **Action planning – making a difference**

 **Action planning – what can I do?**

Timing

30 minutes

Method

Participants can work alone on this activity, or they might like to work with one other person to share ideas. In which case, both participants should have 15 minutes each.

Link to next session

"I hope the workshop has been interesting, stimulating and useful. We are always trying to improve the programme and would be grateful for your comments".

Content

Business or personal lives?







For many small businesses personal and business activities cannot really be separated. In which case, participants should be asked to consider their personal, social and economic activities together.

Support and Incentives

- Green Dragon Standard <http://greendragonems.com>
- Arena Network <http://www.arenanetwork.org>
- Environment Agency Wales http://www.environment-agency.gov.uk/regions/wales/450320/?lang=_e

For further information and support from the Swansea University PP4SD team, please contact us at pp4sdinfo@swansea.ac.uk

Evaluation

Description	Notes on delivery	Content
<p>Aim</p> <ul style="list-style-type: none">• To identify the strengths and weaknesses of the workshop. <p>Summary</p> <p>Participants are invited to comment on how they have been affected by the workshop, and its strengths and weaknesses.</p> <p>The facilitators say how these comments will be dealt with in the future.</p>	<p>Materials required</p> <ul style="list-style-type: none"> Evaluation sheet (optional) Stamped self-addressed envelopes <p>PowerPoint slides</p> <ul style="list-style-type: none"> Evaluation Aims of the workshop <p>Timing</p> <p>30 minutes</p> <p>Method</p> <p>Ask for any questions, observations and thoughts arising out of the workshop and respond to them before asking participants to carry out the evaluation.</p> <ul style="list-style-type: none"> Evaluation <p>Hand out the <i>evaluation</i> sheets and explain that the evaluation will help to improve the workshop for future participants.</p> <ul style="list-style-type: none"> Aims of the workshop <p>Recap on the content of the programme so participants get an integrated overview of the workshop.</p> <p>To help participants reflect on the workshop, ask the following two questions that return them to their perceptions at the start:</p>	<p>You may wish to use an evaluation sheet that is more appropriate for you.</p>

Description**Notes on delivery****Content**

- Is this topic more or less important than you thought at the start?
- Has the workshop changed the perception of sustainable development that you offered during the first activity?

While it is valuable to get some immediate feedback before participants leave, considered comments after a day or two are also very valuable. If participants want to send in further comments supply them with a stamped addressed envelope or your email address.