



ICES
CIEM

International Council for
the Exploration of the Sea
Conseil International pour
l'Exploration de la Mer

Council Meeting

October 2015

CM 3.1.1

Agenda item 3.1

Council Working Group ICES Business Model

Revised tables

Issues Raised in the IBM

IBM Issue	Status of Issue	Suggestions for future Actions to address
Strengthening Science leadership	Council to discuss (Agenda item 2.2)	Based on Council decision, to be further specified during 2015-2016 in cooperation with SCICOM
Review of ICES Science	Council to discuss (Agenda item 7.3)	Timeline to be agreed taking into account the preparation for the new ICES strategic Plan, to be finalised by October 2018
Science fund	Document to be submitted by SCICOM for further discussion by Council (AI 3.4.1).	To consider the external possibilities from ICES being considered as a funding agency. To balance this with the internal considerations on the benefits from the Science Fund, and the question where to obtain continued funding to maintain the Science Fund.
Resource constraints in the advisory system	Increase efficiency of the system, while at the same time acknowledging that a change in the system requires increased resources during a transitional period.	Request from equity: 5,022, 622 DKK for additional (time-limited) human resources in the secretariat. Other issues to be highlighted in the ACOM report (Agenda item 8.1.1)

	<p>The need to reorganize task distribution and workflows.</p> <p>On-going work on RCT and CARA</p>	
Role of Finance Committee	CWGIBM has identified the need for strategic considerations of the financial footing of ICES.	<p>Council to support a longer-time and more strategic perspective for Finance Committee considerations. Finance Committee to take ownership of further developments of the IBM.</p> <p>e.g. risk register</p> <p>trends in income and expenses</p> <p>programming budgets</p>
Secure multi-annual agreement on increased national contributions	Consequences of frozen national contributions	Council to discuss potential strategies for securing increases in national contributions to reflect widening scope of ICES work (ICES Strategic Plan)
Sponsorships	Consideration of new funding sources and increased outreach	Council to discuss under agenda item 3.2, based on a pilot case as presented by Anne Christine Brusendorff, General Secretary
Identify new advisory clients	Consideration of new funding sources	Council to discuss based on an input from Eskild Kirkegaard, ACOM Chair (Included in CM 2015 Del-8.1.1)
Increased participation project	Increased support to the implementation of ICES Strategic Plan	Council to request the Secretariat to proactively search for CSA projects, where ICES can take the lead, and ensure the involvement of the ICES community in activities supporting the

		implementation of the ICES Strategic Plan.
MoU income	Need to ensure full cost recovery of the advisory services. The need to examine and rationalize the delivery of annual advice	Ensure that we are implementing identified efficiencies
Data handling income	Foster a strategic approach for data handling and products	
External Projects	ICES project policy approved (2011)	
Other income: ASC; IJMS; sponsorships,		Suggestion for a new financial ASC model and sponsorships
Development of Training programme	On-going SCICOM work	Council has supported through equity
Web development	Further investment needed for improved accessibility	Included as part of the package of equity investments
Demo advice development	The need to bring research project outputs into the advisory system	Included as part of the package of equity investments
Equity	A package is proposed for Council agreement	Finance Committee to oversee development of equity

Package of equity investments for Council to approve

Proposed Investment	Amount needed	Status
<p>1. Support the transition to a more cost-efficient use of resources in the advisory system (deliver the same, with less resources)</p> <p>Benchmark process – integration between science, data, and advice</p> <p>And invest in demonstration advice in priority areas</p>	<p>5,022, 622 DKK</p> <p>to cover the salary costs of two P2's needed to run the pilot processes/ demonstration advice, for an initial period of two years, and with a possibility of two years prolongation.</p>	<p>Identify a pilot process for 2016 (Category 3 & 4 stocks, or by ecoregion selecting a few stocks). Needs to be discussed at Council 2015, incl. improved linkage between survey and assessment groups, cf. joint ICES-EFARO initiative, to be discussed in joint meeting during November</p> <p>Benchmarking process could be made more effective by freeing experts from the operational assessment task (to be done by Secretariat, cf. No. 5 above) The Benchmark Steering Group (BSG) has on a bottom up request from scientists started the process but BSG sees a problem in ownership of and commitment to the full process.</p>
<p>2. Website development</p>	<p>300, 000 DKK</p>	<p>Bids have been received and a consultant (in cooperation with Secretariat staff) is available to commence work in 2016.</p>
<p>3. Leadership/structural changes of science programme</p>	<p>Aiming to be cost-neutral.</p> <p>Coverage of travel costs for members in joint Council/SCICOM Working Group</p>	<p>Awaiting the outcome of Council discussions.</p>

Proposed Investment	Amount needed	Status
4. Internal/external Review of ICES Science	Estimate of costs needed. Coverage of travel costs for members in Council Working Group	
5. Investment in SCICOM Activities until 2018	Awaiting outcome of proposed Council Working Group on Science Funding	Council agreed to fund the proposals for 2015 (CM 2014 Del-5.1.2) and deferred further decisions on this item pending the report of CWGIBM.
6. Science Fund running until 2015	Awaiting outcome of proposed Council Working Group on Science Funding Intermediate funding for 2016, maximum 500.000,- DKK.	Council discussion needed to evaluate if the fund is important, e.g. to position ICES as a funding organization. Prioritize projects that focus on integration.
7. Development of demonstration advice in priority action area: Arctic	100,000 DKK amount included in No 6 above	Strategic initiative in SCICOM.
8. Socio-economic considerations	100,000 DKK not covered financially under No 6 above	Strategic initiative in SCICOM.
9. Aquaculture	100,000 DKK not covered financially under No 6 above	Following Council approval of the follow-up recommendation from the dialogue meeting; address more specific actions.
10. Data quality and timeliness	300.000,- DKK	Look into the need for further development of

Proposed Investment	Amount needed	Status
		<p>the Regional Data Base, as well as the joint ICES-EFARO initiative on surveys. The latter comprises two pilot studies assessing how to design surveys used in stock assessment and delivering into the MSFD. Joint ICES-EFARO meeting scheduled for 19. November 2015.</p>

Overview of funding by year

Proposed investment						Total	comments
	2016	2017	2018	2019			
1	1255655	1255655	1255655	1255655		5022622	
2	300000						one time investment
3	50000						travel costs
4	50000						travel costs
5							Awaiting Council decision (Past)Science fund
6	200000						500,000 (including 7, 8 and 9)
7	100000						Deducted from science fund
8	100000						Deducted from science fund
9	100000						
10	300000						RDB
	2555655						
					Total	7578277	