

The new ICES Strategy

Alan Haynie, ICES General Secretary
MIACO
January 2026



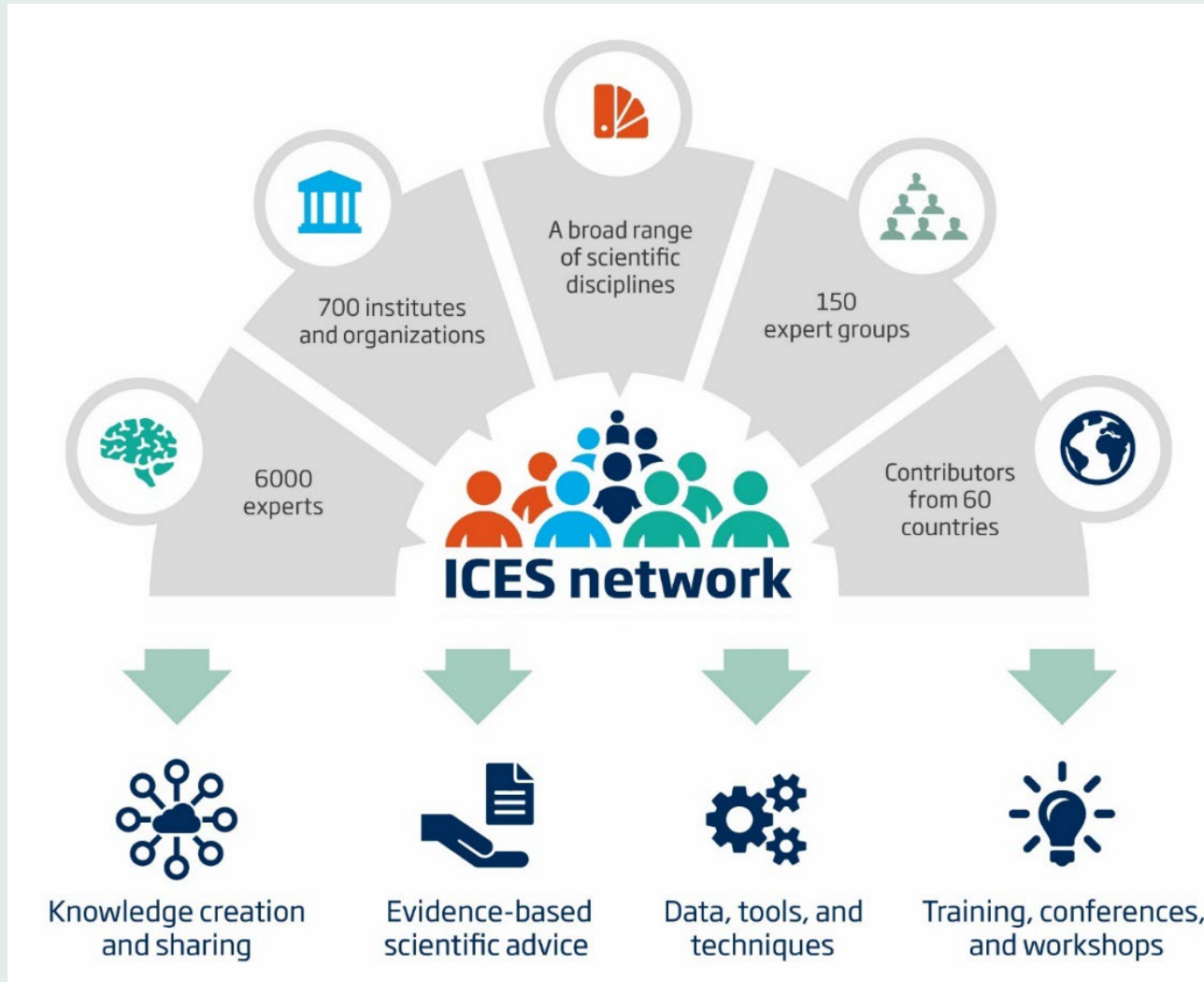
ICES
CIEM

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



International Council for the Exploration of the Sea

Intergovernmental organization leading marine science cooperation since 1902



International Council for the Exploration of the Sea

Intergovernmental organization leading marine science cooperation since 1902



Through strategic partnerships our work in the Atlantic Ocean, and specifically the North Atlantic, extends into the Arctic, the Mediterranean, the Black Sea, and the North Pacific.

DRAFT
Overview
Figure


ICES Strategy
Strategic
framework



Science plan



Advisory plan



Data plan



Communications plan



Secretariat and
Network plan

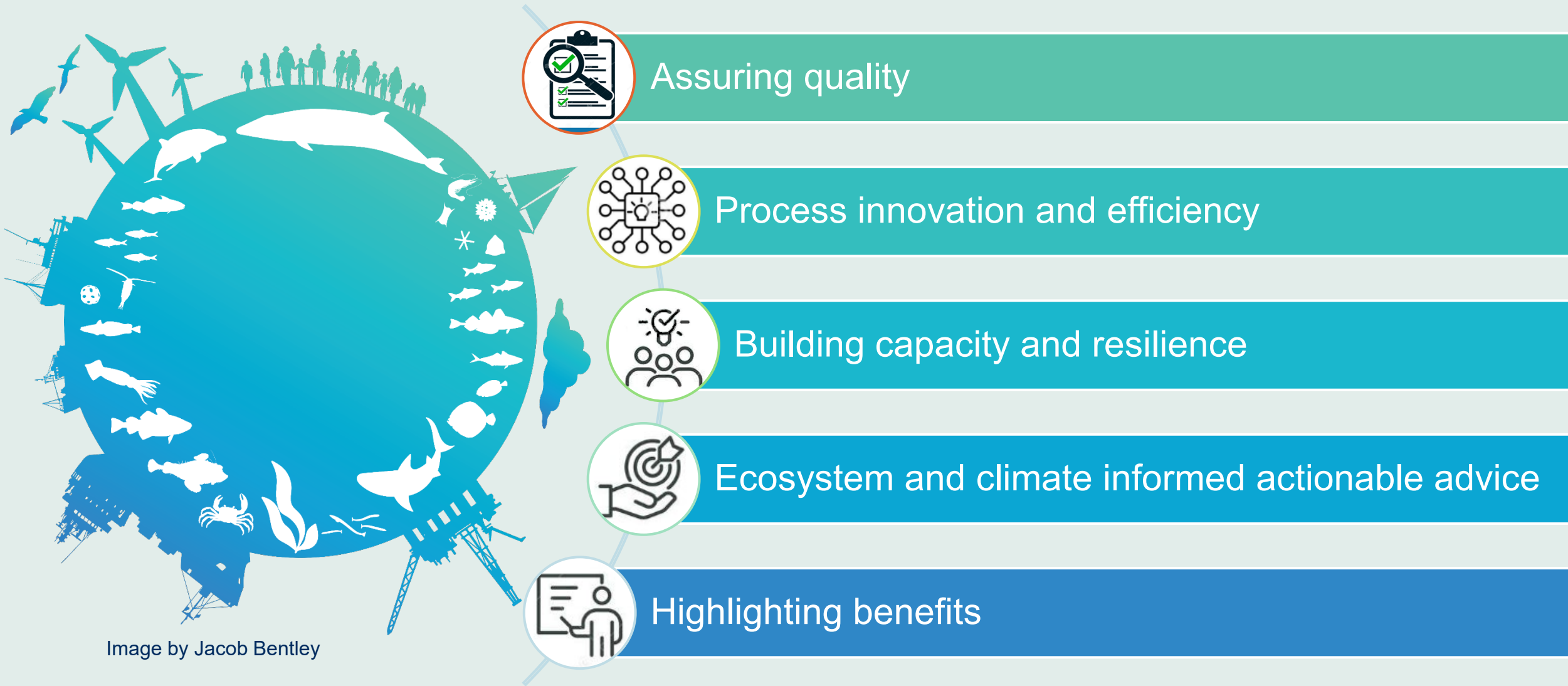


Roadmaps



AI plan

2025 Advisory plan – to be updated as needed



2025 ICES Science plan priorities and ecosystem challenges



- **Climate change**
- **Biodiversity**
- **Sustainable food from the sea**
- **Pollution**
- **A more crowded marine space**
- **The human dimension**



Draft ICES Data plan

service availability expressed as no. of days impacted
to track availability of data service infrastructure (i.e. Databases, GIS and Meta data catalogues)

percentage change in ICES managed dataflows that are 'machine learning ready'
to track the aim of having all data available/usable to applications of AI/ML for use in ICES

Hours used by ICES data centre staff attending/supporting ICES working groups
as a measure for the engagement of ICES data centre in the groups

proportion of resolutions with ToR's referring to data flows and data governance, data quality assurance
as a measure of uptake of standards and engagement



ratio of open to restricted data flows
as a measure of the ambition to make as many data flows as possible, publicly available

percentage change in data submissions and resubmissions
to track growth or shrinkage in data pipeline; highlight dataflows where errors or corrections to data are more prevalent

percentage change in data holdings by theme federated to other data infrastructures
to track and demonstrate how ICES managed dataflows and data products that are linked to strategic partners and policy aims (re-use, share once etc.)

value of projects and contracts: expressed as percentage of Secretariat Budget
To track engagement with partners, institutes and networks; to track sustainability and support for data infrastructure from non-core funding

ICES Strategy Development Timeline (1/2)

Deadline	Step in process
Jul – Aug 2025	Council canvassed about key stakeholders
Oct 2025	Council approves timeline and process
Jan 2026	Strategic Planning Group (SPG) drafts list of priorities and metrics of success
Feb 2026	New Strategy process introduced to MIRIA and MIACO Draft process for soliciting and managing stakeholder input SPG updates Bureau on proposed priorities, metrics, and stakeholder process
Feb – May 2026	Solicit stakeholder input on proposed key elements
Mar 2026	Discuss proposed key elements with SCICOM and ACOM
Mar – April 2026	Council reviews progress and stakeholder feedback at Council workshop
Jun 2026	Bureau reviews draft Strategy and updated plans

ICES Strategy Development Timeline (2/2)

Deadline	Step in process
Sep 2026	Present draft Strategy at ASC for community feedback
Sep – Oct 2026	Community feedback incorporated into draft
Oct 2026	Council reviews draft Strategy and updated plans (including operational Communications plan)
Jan 2027	Implement operational Communications plan
	Update MIRIA and MIACO
Mar 2027	SCICOM and ACOM review updated draft Strategy and plan integration
	Council provides final input at Council workshop
Apr 2027	Bureau and then Council (via correspondence) approve new Strategy
May – Jun 2027	Member countries approve high level statement on new Strategy
Sep 2027	ICES Strategy released at the 2027 ASC

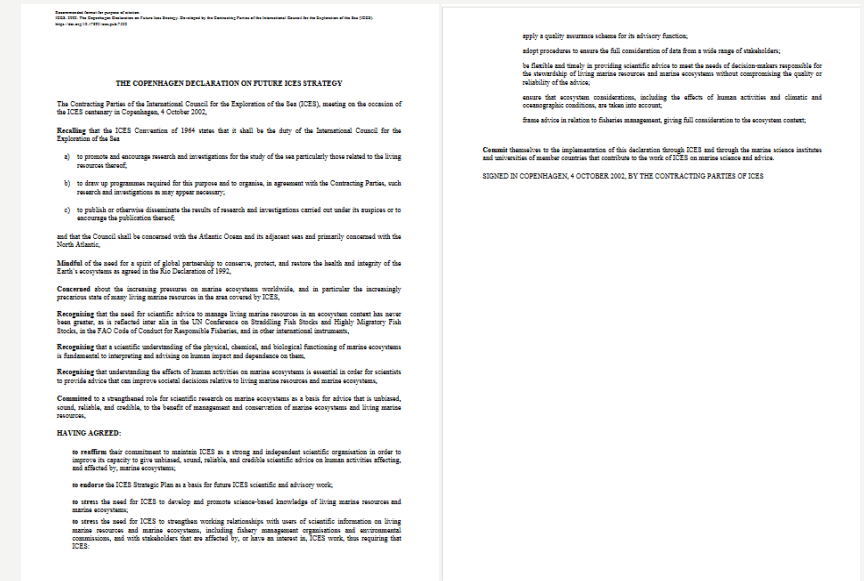
2027 is ICES 125th anniversary



The Copenhagen Declaration on future ICES Strategy, 2002

1. Ecosystem-based approach
2. Integrated scientific advice
3. Collaboration with policy makers
4. Greater stakeholder inclusion
5. Climate change impacts

ICES has made great strides in these areas, but our work continues.
This declaration was made in connection with ICES 100th anniversary.

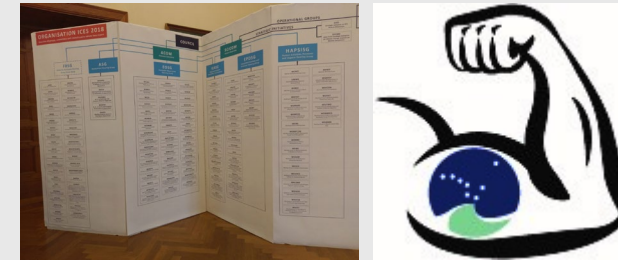


Member Country events



- ICES national days: following Belgium, Finland, Sweden, and others.
- Events targeted to marine sectors, ministries, universities, etc.
- Other ideas to be developed!

Many events will be held connected to the 2027 ASC and ICES 125th Anniversary.



The partnership between Finland and the International Council for the Exploration of the Sea (ICES):

Alan Haynie, General Secretary
Sebastian Valanko, Professional Officer

29 September 2025



Science for sustainable seas

Diskussioner den 16 januari 2019



1. Hur stämmer ICES planer med Sveriges forskningsplaner? Petra Wallberg, Joakim Hjelm, Jacob Hagberg

2. Vilka arbetsformer behövs för mer nytta för myndigheter och forskare? Ulrika Gunnartz, Marie Johansen, David Langlet

3. Vilken "science-policy" "interaction" och kommunikation bör vi i Sverige ha kring ICES? Matilda Valman, Richard Emmersson, Anna Jöborn

Havsmiljöinstitutet

Reinforcing Belgian ICES people
BICEpS

An opportunity to share Belgian contributions to and experience with ICES as an inspiration for future work

For fisheries and non-fisheries experts

Join us!
Share your news!
Participate in the colloquium!

#ICESbelgium for social media
Newsletters - Annual report
Annual colloquium - Website
Mini CV's of experts

We offer a platform to the Belgian ICES community to get to know each other, to improve collaboration and share information, and to promote ICES to the wider scientific community

Contact: biceps@naturalsciences.be
Website: ices.dk/community/groups/Pages/BICEpS.aspx



Annual Science Conference 2027

1. Working hard to host the ASC in Copenhagen
2. Need additional financial support
3. Greater stakeholder inclusion is a goal – you are invited!
4. Ministerial event and statement are planned

Many events will be held connected to the 2027 ASC and ICES 125th Anniversary.



Thank you!

Questions? Comments?

Explore, connect, engage

 www.ices.dk

 [ICESmarine](https://www.facebook.com/ICESmarine)

 [icesmarine](https://www.linkedin.com/company/icesmarine)

 [www.ices.dk](https://www.youtube.com/icesmarine)

 [@icesmarine.bsky.social](https://bsky.app/profile/icesmarine.bsky.social)