



# Marine Management Organisation

<b>Board</b>
Hilary Florek (HF) – Chair Belinda Howell (BH) – Board Member Bill Dickson (BD) – Board member David Lyall (DL) – Board Member Peter Judge (PJ) – Board Member Robert Wilson (RW) – Board member Terence Jagger (TJ) – Board member Tony Delahunty (TD) – Board member William Roberts (WR) – Board member
<b>In attendance</b>
Tom McCormack (TMc) – Chief Executive Officer Andrew Wareing (AW) – Director of Digital and Analysis Jenny Stewart (JS) – Director of Planning and Change Michelle Willis (MW) – Director of Finance and Resources Phil Haslam (PH) – Director of Operations Selina Stead (SS) – Chief Scientific Advisor Trudi Wakelin (TW) – Director of Licensing, Marine Planning and Blue Belt
<b><u>Additional Attendees</u></b> Richard Hoskin (RH), Head of Fisheries Management & Marine Conservation Management Simon Brockington (SB) – Deputy Director, Evidence, Fisheries Funding and Domestic Marine
<b><u>Board Secretariat</u></b> Sarah Cullen (SC) – Board Secretariat Danielle Lee-Moulding (DLM) – Board Support
<b>Defra – by invitation</b>
Mike Rowe (MR) - Defra Director, Marine and Fisheries
<b>Apologies</b>
None

**NOTE:** Meeting held via MS Teams due to the Coronavirus pandemic

## 1. Welcome and Introductory Remarks

- 1.1 Hilary Florek (HF) opened the Board meeting and welcomed Mike Rowe the new Defra Director, Marine and Fisheries to his first MMO Board meeting.
- 1.2 HF updated the Board on meetings with Ministers Prentice and Pow, Defra and Natural England since the last meeting and confirmed she has been reappointed MMO Chair for a further three years.

## 2 Declaration of Interests

- 2.1 No new confirmed appointments were noted, however, Belinda Howell (BH) advised that she had been appointed as a Non-Executive member of the London Pension Fund Authority and would confirm the appointment in due course.

### Governance

## 3 Draft minutes of 21 January 2021 Board Meeting

- 3.1 HF asked for any points of accuracy with January minutes. Points of accuracy had been noted out of committee and the Secretariat, Sarah Cullen (SC) advised that they had been updated.

## 4 Actions arising 21 January 2021 meeting

- 4.1 HF advised that there had been a session with Non-Executive Directors on the progress of the Health, Safety and wellbeing roadmap.

### Governance

## 5 Performance, Finance, Commercials and Risk/Assurance Pack

- 5.1 Michelle Willis (MW) advised end of year position is to follow. Q4 position was reviewed by ELT on Monday. Finance position shows underspend of £800,00 by the end of February, there were minor resource cap switches during the year to reflect CCP. MW advised a final position paper will be produced on the end of year position which will roll into the final annual report and accounts, a paper will be circulated to board for information and uploaded to diligent when possible.
- 5.2 William Roberts (WR) queried there were any significant risks to make us aware of, capitalisation of IT for example. There are no risks at present. Acknowledged that finance need to come back to the board on the interim position but there are no risks that have been flagged either by NAO or the business in terms of closure of year end and we are aiming to hit the pre recess deadline.
- 5.3 All acknowledged the amount of funds we administer is so vast and confusing it may be helpful to have a one page summary of the funds our responsibilities and current position including if they have been concluded.

### Action MW to produce summary.

- 5.4 RW highlighted that the future is very important due to change in budgets and various funding sources.. MW acknowledged this is a challenging time and challenging time for the sector , looking at the Oceana situation the work we have done around sustainable fisheries and assurance has been vast .The continued performance around marine licensing and the marine planning work should be highlighted as this has been ongoing throughout the other more profile work pieces.
- 5.5 Terence Jagger (TJ) noted that there are two audits of limited assurance one of them is about whistleblowing- I think it may be due to things not being up to date and communications not being in place which sounds like an organisation working 110% ;it is really important , its times like now that's getting harder to put your head around someone's door and we really need to have this up to date. In terms of Benefits realisation, he suggested we take as deep dives for the next ARAC.
- 5.6 JS confirmed that for the benefits realisation audit the delay had been a timing issue, we have put a framework in place and will be running this on mobile working. We paused this initially due to the pressure of other activities , it is being looked at but the framework has to take its course on the first project just to give some context. We will be taking ARAC though all risks-Defra are refreshing the risk framework , from the beginning of May we will have someone joining us who is a risk specialist.
- 5.7 H&S significant improvements were duly noted.

## 6 Future Fisheries Management Plans

- 6.1 PH introduced the paper on Future Fisheries Management and noted that the work had been a collaborative effort between Richard Hoskin (RH) in MMO and Anne Freeman in Defra. PH advised that RH had led regional fisheries groups to create a partnership with industry and had held two meetings earlier in the week and which confirmed that fishers were willing to engage with the MMO and Defra.
- 6.2 PH highlighted the six proposed themes of the plan which would be managed through four workstreams to focus on the clarity of the strategic intent, objectives and priorities for the short to medium term and asked the Board for comments, feedback and endorsement.
- 6.3 The Board members collectively endorsed the plans and noted that the themes appeared realistic and aligned to the MMO Strategy (goals 2, 3, 5 and 6). It would be important to move forward, understand the lines between policy and delivery and to work with industry to implement the changes. PH confirmed that collaboration with the fishing industry would be important and was a work in progress. PH also advised that some work would be progresses in parallel to ensure that plans were moved forward though noted some caution to ensure that the industry was not overwhelmed.
- 6.4 BH fully supported the six themes. BH queried how the engagement of fishermen would take place on REM given that DLO had ceased. BH was happy for this to be discussed out of committee.

6.5 Board were content to proceed, and the Board confirmed their approval.

## 7 Blue Belt Programme of Delivery 2021/22

7.1 Trudi Wakelin (TW) highlighted the 2020-21 performance and noted that deliverables had been achieved on budget and while there had been some delays in the response to the maturity model targets as a result of Overseas Territories dependencies, they were on track to be completed by June and would be reported in the annual Blue Belt (BB) report.

Funding for Blue Belt in 2021 was waiting for confirmation from FCDO for the coming year, and which would be amended to core funding from CSSF with significant parts of the BB programme moving to BAU activity. This demonstrated the long term commitment to the BB programme.

7.2 The focus for the coming year was to implement the one-year rollover budget and to strengthen the evidence base regarding the effectiveness of the plans and which would feed into benefits realisation activity which had become more of a focus to the FCDO. The delay of the confirmation of the funding had resulted in the finances being worked 'at risk' until confirmation was received, and this would result in an impact on 2021/22 finances and which was detailed in the paper.

7.3 TJ advised that great progress had been made though the need to allocate funds on one-year basis had adversely affected longer term decision-making. TW further noted that the team were in discussions with Defra to investigate opportunities through the Blue Plant fund.

7.4 Tom McCormack (TMc) noted that further work on the evidence and impacts of the Programme was required and agreed with FCDO and Cefas and would be updated at a future Board meeting.

### Strategic Developments

## 8 Defra view from bridge and introduction

8.1 MR advised that he had worked in Defra for 21 years having previously worked in a number of roles including EU and International Trade and lead the TCA negotiations, as Private Secretary to Ministers and noted that he was delighted to have secured his current role.

8.2 MR advised that externally there were some challenging areas to navigate through, such as Brexit, trade disruption, TCA industry reaction, Covid impact on the fishing industry, pressure on marine environment such as offshore wind, accelerated climate change targets and environmental-led e-NGO litigations and EU relationships among the ongoing issues.

## 9 Business Planning and Financial Settlement 2021/22

9.1 Para 2.3 categories and funds provides a summary. Explained exception of EU funds and the governance that is attributed to this.

9.2 JS commented that for the kpis most of them are rolled forward, three are worth noting, the administration of marine funds has been amended to include all schemes and we will create a

measuring profile inclusive of all schemes when we have defined our targets. The other two are around sustainable fishing and have been changed to ensure we are measuring the holistic approach.

9.3 A summary of where we are with capital requirements is included in the pack with two locally led bids to be considered by M & F. We have a substantial bid with Cefas around system stabilisation and there a large amount of policy led businesses cases coming up also which we are already supporting on . Budget will be reviewed again in September.

**Committee Reports and Subgroups**

## 10 Draft minutes from 16 March 2021 ARAC

10.1 WR updated on recent ARAC, acknowledging backlog of audit recommendations is being tackled by the executive team. Reports now onto diligent , timeline for the future of this has been looked at and agreed , in light of the delay to initial uploads a pre meet session two weeks ahead of meeting has been set up between ARAC and GiAA.

**Closing Matters**

## 11 AOB

11.1 HF offered her thanks and that of the Board to Andrew Wareing (Director of Digital and Analysis) and Sarah Cullen (Board Secretariat) who would both shortly be leaving the MMO.

### **Actions**

<b>Action reference</b>	<b>Action</b>	<b>Owner</b>	<b>Due date</b>
Action 82.01:	MW session needed to discuss measuring effectiveness of ICC	MW	July 2021
Action 82.02:	PH to send out chart showing all activities taking place gravel etc to note divers, commercial etc	PH	July 2021

### **Decisions**

<b>Decision requested</b>	<b>Board response</b>
<b>Future Fisheries Management Plans:</b> MMO Board members are invited to: a. <b>Note</b> progress to date, particularly in relation to the identification of six potential themes for brigading the change required, and the initiation of four additional workstreams by the MMO to demonstrate our intent to improve our customer facing fisheries management services in the immediate post-Brexit era.	The Board confirmed their approval to proceed

<p><b>b. Provide any comments or ask questions on</b> the themes outlined and/or the four MMO-led workstreams.</p> <p><b>c. Agree</b> to the proposed themes with any additional amendment as a result of Board consideration</p> <p><b>Note</b> that regular updates will be provided as part of MMO Board business</p>	
<p><b>Offshore Marine Protected Areas:</b> That the Board</p> <ul style="list-style-type: none"> <li>• Notes that delivery is a Defra marine system endeavour</li> <li>• Notes the additional resource investment necessary to deliver within mandated timescales and the nature of the funding commitment.</li> <li>• Notes the challenges and risks associated with this work</li> <li>• Agrees the objectives, delivery approach and principles to be adopted.</li> </ul>	<p>The Board confirmed their approval to proceed</p>
<p><b>Business Planning and Financial Settlement 2021-22:</b></p> <ul style="list-style-type: none"> <li>• To seek Board endorsement for the proposed approach to 2021/22 resource budget allocations, noting the outcome of the SR20 one year settlement, the underlying baseline pressures and the proposed actions to mitigate.</li> </ul>	
<p><b>MMO Strategy:</b></p> <ul style="list-style-type: none"> <li>• To approve the internal activity necessary to allow enough work to be done to inform input into the next spending review and allow us to understand the iterative path to delivering on the draft strategic goals.</li> </ul>	<p>The Board confirmed their approval to proceed</p>