



Marine Management Organisation

Board Meeting Minutes: 12 February 2015

Held at Mary Sumner House, 24 Tufton Street, Westminster, London SW1P 3RB

Board

Sir Bill Callaghan (BC) – Chair
Rob James (RJ) – Board member
Derek Langslow (DL) – Board member
Jeremy Loyd (JL) – Board member
Nigel Reader (NR) – Board member
Jane Ryder (JR) – Board member
Jayne Scott (JS) – Board member
Robin Teverson (RT) – Board member
Andrew Wells (AW) – Board member

In Attendance

John Tuckett (JT) – Chief Executive Officer
Andrew Beattie (AB) – Chief Operating Officer
Michelle Willis (MW) – Chief Finance Officer and Director of Corporate Services
Dickon Howell (DH) – Acting Director of Marine Development
Darren Sanders (DS) – Head of Governance – Secretariat
Claire Scutt (CS) – PA to Chair & CEO – Secretariat

Apologies

Steve Brooker (SB) – Director of Operations

1. Welcome and introductory remarks: Sir Bill Callaghan

1.1 The Chair, Sir Bill Callaghan (BC), opened the Board meeting and welcomed all attendees, including John Tuckett attending his first Board meeting as the MMO's Chief Executive Officer. BC also took the opportunity to thank Andrew Beattie for his efforts as Acting Chief Executive Officer prior to John Tuckett's appointment.

2. Board Workshop: Strategic Review

2.1 BC invited the Board and attendees to engage in a workshop, advising that this will form part of the ongoing strategic review work currently underway.

2.2 Michelle Willis (MW) opened the workshop by talking to the Board about the expected funding envelope for 2015/16. The Board engaged in discussion, noting where there would potential re-alignment, absorption of pressure and a change in approach to meet the expected settlement, noting also a small number of potential issues. The Board welcomed the presentation and noted the proposal, ahead of further discussion in April.

2.3 Andrew Beattie (AB) invited the Board to consider proposed changes to the Key Performance Indicators (KPIs) and Key Steps (KSs) published within the 2014-17 Corporate Plan for 2015/16. AB explained the proposed changes in each Strategic Outcome and described the new Published Service Standards. AB advised the Board that the updated KPIs and KSs will likely be published in July 2015. The Board noted the update and that further information will be presented in April 2015.

2.4 Dickon Howell (DH) presented to the Board a slide that detailed progress in reviewing our Service Level Agreement with HMG. DH advised the Board that work on the review had been deferred to allow for other work to align.

2.5 John Tuckett (JT) invited the Board to engage on a zero-base review of corporate and strategic risks. The Board, together with members of the Executive Team, explored in detail the MMO's risks in the context of six layers: vision; role; priorities; resources; activities and physical environment. JT welcomed contributions and confirmed that outputs would inform discussion at an Audit and Risk Assurance Committee meeting in March, before further discussion at the April Board meeting.

Action 34/01: *JT to present outputs from the review of corporate and strategic risks to the ARAC in March 2015 for discussion*

3. Minutes from 11 November 2014 Board meeting closed session

4. CEO update, including Chief Scientific Advisor

5. Lessons learned report

3.1 Items 3 to 5 were considered in closed session. Closed session discussions are captured under separate cover - please refer to MMO BM 4103 - Closed Session Minutes.

7. Declaration of interests

4.1 The standing declarations from Nigel Reader (NR), regarding his interests in Natural England (NE), Natural Resources Wales (NRW) and the Joint Nature Conservation Committee (JNCC), and Jane Ryder (JR), regarding her interest in Seafish, continue to be noted.

8. Minutes of 11-12 November Board Meeting and Actions Update

5.1 BC invited attendees to raise any points of accuracy in respect of the 11-12 November 2014 Meeting Minutes. AB advised that on page 3 of 5: item 8.4 where the Minutes currently state "...it amounts to a RIDDOR reportable incident", the Minutes should be amended to state "it could lead to a RIDDOR reportable incident". AB updated the Board that the incident did not result in a referral to the Health and Safety Executive; subject to this amendment, the Minutes were approved by the Board.

Action 34/02: *Board Secretariat to amend the Minutes of the 11-12 November 2014 Board meeting to reflect that the incident referred to did not amount to a RIDDOR reportable incident*

Actions Update

5.2 BC invited the Board to consider and note the actions update paper. With particular reference to action 33/04: "Further consideration to be given to the reporting of work related incidents", MW outlined that a phased approach would be adopted and that procedural and educational changes

would be required. MW advised that Attendance Management would also be verified to enable the leadership team to identify work related stress.

9. Board Review of Effectiveness Report

6.1 BC presented a summary report of the 25 November 2014 Board Review of Effectiveness workshop and requested that the Board agree the actions arising.

6.2 Following detailed discussion, the Board agreed that a formal review of effectiveness from an external provider should take place every two years, supplemented by a self-assessment review of effectiveness in the intervening years.

Action 34/03: *Board Secretariat to take forward a proposal for a formal review of effectiveness from an external provider every two years and a self-assessment review of effectiveness in the intervening years*

10. Scheme of Delegations

7.1 MW presented a paper to invite the Board to consider and endorse the Scheme of Delegations.

7.2 MW advised the Board that Defra comments had been reflected in the version presented. The Board discussed and endorsed the Scheme of Delegations and confirmed that the Chief Executive Officer had the authority to change the names of specified officers set out at page 32.

Action 34/04: *The Board endorsed the SoD subject to amendments at page 32 relating to specified officers.*

11. 9 December Audit and Risk Assurance Committee (ARAC) update

8.1 Nigel Reader (NR) presented a summary of the business conducted at the 9 December Audit and Risk Assurance Committee meeting and the subsequent Minutes and asked the Board to note.

8.2 NR advised that due to illness he dialled in to the 9 December meeting and that JR had chaired the session. NR updated that business had included discussion relating to a sensitive cases report, which the Board duly noted.

8.3 NR also referred to the MMO's ICT strategy which had been taken forward at a meeting immediately prior to the 12 February Board Meeting.

8.4 JT advised the Board that he had recently met with the MMO's Head of internal Audit and was confident that Internal Audit would continue to deliver a high-quality service.

8.5 The Board thanked NR for the update and noted the summary of business conducted.

12. 11 February 2015 Joint ARAC/Remuneration Committee update

9.1 Jayne Scott (JS) gave an oral update on the business discussed at the meeting on 11 February 2015.

9.2 JS advised that attendees had considered the framework for governance and the indicators for developing the Internal Audit Plan for 2015/16, as well as discussing the MMO's Assurance Map, which would undergo further refinement before being presented to the Board.

9.3 In addition, the joint meeting had considered and discussed a sensitive cases report prepared by NR.

9.4 JS stated that the Remuneration Committee had received updates on Staff Survey themes, Equality and Diversity and a current Review of Allowances, led by MW.

9.5 JS advised that she undertake to review the Terms of Reference for the Remuneration Committee given that it had considered significant issues recently and that there was a need to guard against straying into operational matters.

9.6 The Board thanked JS for the update and noted the summary of business conducted.

13. CEO Report

10.1 JT presented a paper to the Board, inviting them to note and discuss key messages, progress in the delivery of the 2014/17 Corporate Plan and the financial position as at the 31 December 2014.

10.2 JT gave an update of the MMO's appearance before the Environment, Food and Rural Affairs (Efra) Committee Select Committee on 21 January 2015. JT advised that feedback received following the Efra Committee had been reasonably positive and that a written note, in answer to some specific questions from the members of the Committee, had been provided.

10.3 JT appraised the meeting on developments at Whitsand Bay, confirming that the licence for disposal had been quashed.

10.4 JT also gave an update on outcomes from the December 2014 Council meeting in Brussels. RT asked if a strategic way forward was emerging on discard bans. A discussion followed whereby JT informed the Board that a consultation had commenced, which MMO will pick up. JR advised that Seafish were the hosts of a discard action group at which the MMO has a seat.

10.5 JT updated the Board regarding the outcome of a recent EC audit of the South East and South West. JT advised that he, along with other MMO officials, would shortly meet with Bernard Friess (Director DG Mare) in Brussels to discuss the outcome of the audit and a strategy for the future.

10.6 *Item withheld*

10.7 JL commended JT and AB on their performance at the Efra Select Committee and commented that it was important to understand the effects of regulation, referencing skates and rays. AB discussed the setting up of a Fisheries Panel and gave assurance that the Panel would look into the species MMO need to concentrate on, prioritise enforcement and would look further into the disproportionate impact of closing the skates and rays fishery.

10.8 The Board noted the CEO Report.

14. Health, Safety and Wellbeing report

11.1 MW gave the Board an update on key matters pertaining to health, safety and wellbeing.

11.2 MW advised that a Health, Safety and Wellbeing Programme Board (HSWPB) had been set up in a refreshed approach which would help to ensure that issues are embedded into MMO delivery. The Board noted the ToR for the HSWPB.

11.3 MW updated the Board on a recent audit of Health and Safety Policies and Procedures which had identified a number of areas for improvement. MW advised that these areas would be addressed in the 2015/16 work programme but that two specific areas which had been highlighted,

relating to a review of manual handling and working in confined spaces, were currently being addressed by further training.

11.4 MW said that recruitment had recently taken place for an MMO Health and Safety Officer who would form part of a Defra Group to share best practice. Furthermore, MW gave details of a refresh in approach to communicating Health and Safety incidents.

11.5 RT asked about instances of bullying which had been reported. MW advised that where there had been evidence of unacceptable behaviour, these had been investigated and tackled accordingly.

11.6 The Board noted the matters reported and thanked MW for the update.

15(i). Operations Directorate Report

12.1 AB gave an update to the Board on key activities ongoing within the Operations Directorate. This update included the most recent developments on electronic logbook and Vessel Monitoring System (VMS) requirements. AB also advised the Board on the pelagic landing obligations and gave details of the coordination of a surface surveillance assets trial in partnership with the National Maritime Information Centre (NMIC). AB further updated the Board on the current status of recruitment to the Inshore Fisheries and Conservation Authorities (IFCAs).

12.2 The Board noted the Operations Directorate Report and thanked AB for the update.

15(ii). Marine Development Directorate Report

12.3 DH gave further details on the Licensing 2015 project advising that this was progressing and that the aim was to complete the transfer by March 2015.

12.4 *Item withheld*

12.5 *Item withheld*

12.6 DH also updated the Board on the Defra Recovery Policy on Marine Licensing, a recent Licensing Casework audit and Marine Planning progress.

12.7 DH advised that he had taken on the responsibilities of the Chief Scientific Advisor and was looking at alignment with Strategic Review work, Strategic Evidence Plan and the Defra Evidence Strategy.

12.8 The Board noted the Marine Development Directorate Report.

16. Finance Report to December 2014

13.1 MW presented the Finance Report to the end of December 2014. MW advised the Board of an emerging underspend in staffing costs due to the recruitment of some vacant posts slipping to March 2015.

13.2 MW updated the Board on contracts, stating that the Cefas HLA was continuing to deliver on-going savings. MW also gave further information regarding provision for pension costs and a planning assumption for navigational dredging which had not yet been received.

13.3 MW advised that the EFF Team was performing well and that it had developed good working relationships with the Devolved Administrations.

13.4 RT raised the staff turnover figure of 16%. MW confirmed that this figures includes 16 staff that had left the organisation on a voluntary exit scheme. The Directors noted that this had impacted on experience held within the organisation and there was an opportunity to refresh skills and experience however they wanted to assess this following a strategic review.

13.5 The Board noted that the March ARAC meeting would receive the interim 13-14 Annual Report and Accounts for review and comment and noted the Finance Report presented.

17. Performance Report to December 2014

14.1 JT invited the Board to consider and discuss the Performance Report which gave an update on the RAG status in respect of the five Strategic Outcomes from the 2014-17 Corporate Plan up to the end of December 2014, together with the forecasted position as at the end of March 2015. The Board discussed the RAG statuses in detail, along with the underpinning updates. JT advised that he would be undertaking testing of the mitigation and challenging performance reporting going forward to ensure best practice.

14.2 The Board noted the Performance Report to December 2014.

18. Board and Committee Forward Look

15.1 BC invited the Board to consider and note the Forward Look.

19. Next meeting

16.1 BC updated the Board as to planned meetings and workshops over the coming months.

20. Any other business and close of Board meeting

17.1 BC invited attendees to signal any items for discussion under any other business. There were no further items of business. BC thanked attendees for their time and participation and closed the meeting.