



# Marine Management Organisation

## Board Meeting Minutes: 13 November 2018 Held in: Newcastle

### Board

Hilary Florek (HF) – Chair  
Terence Jagger (TJ) – Board member  
William Roberts (WR) – Board member  
Robin Teverson (RT) – Board member  
Andrew Wells (AW) – Board member  
Robert Wilson (RW) – Board member  
Anthony Delahunty (AD) – Board member  
Nigel Reader (NR) – Board member

### In Attendance

John Tuckett (JT) – Chief Executive Officer  
Phil Haslam (PH) – Director of Operations  
Trudi Wakelin (TW) – Director of Licensing  
Andrew Wareing (AWa) – Director of Business Development and Transformation  
Michelle Willis (MW) – Director of Finance EU and Licensing  
Terry Robertson – Director of Planning  
Selina Stead (SS) – Chief Scientific Advisor  
Gill Stephenson (GS) – Head of Communications  
Kate Hargreaves (KH) – Chief Staff Officer to the CEO  
Claire Scutt (CS) – Board Secretariat  
Sarah Cullen (SC) – PA to CEO

### Guests

Jayne Scott (JS) – former Board member (items 1- 4 only)  
Tamara Finkelstein (TF) - Director General EU Exit Delivery (item 8 only)

### Apologies

Belinda Howell (BH) – Board member

## 1. Welcome and introductory remarks: Hilary Florek

1.1 Hilary Florek (HF) welcomed attendees to the meeting recording apologies from Belinda Howell.

1.2 HF updated the Board on key meetings held since the last Board advising that she had met with Minister Eustice on 11 October and was meeting with Minister Coffey on 19 November. In addition, HF reported that interviews had taken place on the 7 and 8 November for three new non-Executive members to join the MMO Board who would replace the Board members nearing the end of their terms of office.

1.3 HF took the opportunity to thank Jayne Scott (JS) for her enormous contribution to the MMO Board in a number of ways over the last 8+ years and invited Nigel Reader (NR) to say a few words in recognition of her service.

## **2. Declaration of Interests**

2.1 The Chair invited attendees to declare any new interests noting those previously declared. William Roberts (WR) advised that he had joined the Board of GMET Nuclear Limited. Anthony Delahunty (AD) updated that he had been appointed as an independent Board member of the Fish Producer Organisation.

2.2 NR confirmed that he had now left the Board of Natural Resources Wales (NRW) and his role as a Board member at Animal and Plant, Health Agency (APHA) had been extended.

## **3. Minutes of the 25 September Board meeting and actions update**

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 25 September meeting minutes. Subject to some minor advised changes to text the minutes were confirmed as an accurate record of discussions.

## **4. Matters arising from the 11 June and 3 July Audit and Risk Assurance Committee (ARAC)**

4.1 WR introduced the matters arising from 11 October ARAC meeting and draft Minutes inviting any questions.

4.2 NR raised MMO's internal audit provision for 2019/20. JT confirmed that the current providers KPMG would continue to provide internal audit services until 2020.

4.3 WR updated that some of the papers produced for the ARAC had process maps which were not the same process maps used by QMS. Going forward, WR had requested the ARAC papers had a much greater alignment with the QMS, with the outputs of quality audits and control exceptions being summarised and reported to the Committee. Michelle Willis (MW) confirmed that this approach would be incorporated into ongoing work on Assurance Mapping.

4.4 Rob Wilson (RW) enquired as to whether the Disaster Recovery Review had included cyber-attack. Andrew Wareing (AWa) advised that this had been dealt with separately and results of penetration testing could be made available to the ARAC if required.

## **5. Mid-Year Review**

5.1 MW introduced a paper to invite the Board to consider the outcome of the financial mid-year review and to agree proposals for managing the financial position to 31 March 2019.

5.2 The Board discussed the financial position in detail with a focus on income.

5.3 MW went on to advise that there was currently an underspend on pay though despite challenges she was confident that the MMO would balance its budget.

5.4 NR commented on the complicated picture however expressed his confidence in the ability of the team and in MW as Finance Director. NR offered his personal expertise and although his term as a non-Executive was due to end in January 2019 he advised he would be willing to provide voluntary support.

## **6. Communicating with the Fishing Industry**

6.1 Gill Stephenson (GS) introduced the Board to a presentation regarding MMO Communication with the fishing industry. GS outlined the business objectives as well as the various communication channels used.

6.2 GS took the Board through new projects and the changes likely to have the most impact on industry showing the lines of accountability between Defra Communications, MMO Communications and the Defra hub. Finally, the presentation provided a further insight into stakeholders and the main themes of the media coverage the teams had been involved in.

6.3 GS pointed out that at times stakeholders did not differentiate between MMO and Defra and see communications as coming simply coming from 'government' though feedback has indicated that the MMO are considered to be a 'listening' organisation.

6.4 GS confirmed that MMO were in a better position with external communications as a virtual team had been put in place to pick up issues. In relation to internal communications GS advised that there was insufficient resource to provide the expertise and support required.

6.5 HF was pleased to note that communications was a constant theme at Board meetings and requested a formal communications update to each meeting.

## **7. Performance, Finance and Risk Pack**

7.1 The Performance, Finance and Risk pack was noted and JT invited questions on any specific areas.

7.2 NR pointed out that once he leaves his post on 31 January 2019 there would be a requirement to appoint a Board member to champion Health, Safety and Wellbeing.

7.3 HF noted that marine planning work had not featured for some time at Board meetings and this would be addressed at the next meeting.

## **8. Tamara Finkelstein (Director General - EU Exit Delivery)**

8.1 HF welcomed TF to the meeting thanking her for her attendance at a busy time for her department.

8.2 TF provided an overview of the EU projects Defra were currently engaged in and provided the Defra perspective.

8.3 TF advised that departments across the Defra group have been asked to be mindful of staff resilience and wellbeing. Additionally. Departments which are less impacted by EU Exit had also been asked to provide support.

8.4 The Board engaged in a full discussion around various scenarios.

## **9. Board and Committee Forward Look**

9.1 HF confirmed the next meeting of the Board would be a Workshop due to be held in Newcastle on 13 December with the February Board confirmed for the Teesside area. The Board noted the forward look of business.

## **10. AOB**

10.1 No items were raised for discussion under AOB. HF thanked attendees for their contributions and closed the meeting.