



Marine Management Organisation

Board Meeting Minutes: 26 February 2016

Held at: Jurys Inn, Scotswood Road, Newcastle upon Tyne

Board

Sir Bill Callaghan (BC) – Chair
Rob James (RJ) – Board member
Derek Langslow (DL) – Board member
Nigel Reader (NR) – 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
Steve Brooker (SB) – Chief Planning Officer
Craig McGarvey (CMc) – Director, Business Development and Transformation
Michelle Willis (MW) – Director of Finance, EU and Licensing
Dickon Howell (DH) – Acting Chief Scientific Advisor
Neil Wellum, (NW) – Head of Coastal Operations
Claire Scutt (CS) – PA to Chair and CEO, Secretariat
Jane Donaldson (JD) – PA to Directors, Secretariat

Apologies

Phil Haslam (PH) – Acting Director of Operations

Staff Observers

Mel Nicholls – Senior Marine Planner
Darren Sanders – Head of Governance
Chris Sweeting – Marine Planner
Oliver Williams – Advisory Lawyer

In addition to the staff observers the Board meeting was observed by 4 members of the public who had registered in advance to attend the open session.

1. Welcome and introductory remarks: Sir Bill Callaghan

1.1 The Chair, Sir Bill Callaghan (BC), opened the Board meeting and welcomed all attendees, particularly the members of the public and staff who were observing the meeting.

2. Declaration of Interests

2.1 The standing declaration from Nigel Reader (NR), regarding his interests in Natural England, (NE), Natural Resources Wales (NRW) and the Joint Nature Conservation Committee (JNCC) was noted. NR also informed attendees that he had been formally invited to join the Defra Audit and Risk Committee as an ex-officio member from April 2016. John Tuckett (JT) declared his additional role as the interim Change Director, responsible to the Permanent Secretary. No further interests were declared.

3. Minutes of the 15 January 2016 Board meeting and actions update

3.1 BC invited attendees to raise any points of accuracy in respect of the 15 January 2016 meeting. The minutes were confirmed as a true and correct record of discussions.

Action List Update

38/01: The Senior Management Team to produce a manpower plan for future discussion with the Board.

3.2 JT advised that the manpower plan was still under development and would be taken to the Remuneration Committee for advice. The Remuneration Committee would report back to the Board at a later date.

4. Business Planning

4.1 CMc introduced the paper to update the Board in relation to Defra strategy and to invite advice about the MMO's roles and outcomes in contributing to delivery of this strategy ahead of agreeing the MMO Action Plan.

4.2 CMc outlined Defra's seven strategic objectives, four impact objectives: Environment, Food and Farming, Rural and Protection, one delivery objective and finally the two organisational objectives. CMc advised that the MMO's role was to contribute to the Strategy and the 'impact' work was captured in the objectives for Environment and Food and Farming. Four cross-cutting themes had been identified within the strategy as: 1) data 2) productivity 3) better regulation 4) working internationally, CMc identified a need for the MMO to consider how we contributed to these themes.

4.3 The Board held a wide ranging discussion drawing out a number of points. NR pointed out that the strategy gave a clear message and highlighted the fact that given the wider Defra group included non-departmental public bodies who do not exclusively deliver policy, how and where do we capture this. NR also raised the importance of building in links with other departments.

4.4 Robin Teverson (RT) highlighted the wider marine environment, including biodiversity and quality of water and asked if the Defra strategy took account of this. RT also queried the lack of reference to "sustainability" and queried how a 25 year strategy might be taken forward proactively given the inevitable Ministerial changes over such a long period.

4.5 CMc explained that a series of stakeholder and Ministerial Workshops would take place over the next calendar year and the 25 year strategy was expected to have buy-in from a wide range of marine and maritime stakeholders and departments. CMc highlighted Marine Planning as an example of how a cross cutting strategy can receive support from a range of other government departments. Finally, CMc advised that he was not aware of any conscious omission of 'sustainability' from the document; rather that it was enshrined in the Defra Strategy, e.g. sustainable fisheries as part of the Common Fisheries Policy.

4.6 Rob James (RJ) highlighted the fact that 'Marine' did not feature significantly in the Defra Single Departmental Plan and advised that it would be important for MMO staff to understand where they fit into the Plan and how they contributed to delivery.

4.7 CMc updated on the Strategy and Departmental Plan outlining the fact that it was a requirement of all government departments to signal how they were supporting the delivery of the manifesto commitments.

4.8 CMc advised that the team were finalising a piece of work which would highlight the MMO's primary outputs and how MMO finances are apportioned.

4.9 CMc went on to explain the timeline for the MMO Action Plan submission and described how work was on-going to flush out key opportunities and challenges to inform the four year plan. CMc discussed with the Board how the first year would contain more detail with a framework for development over the next three years which would allow for outcomes of the Marine Review to be reflected in future years.

4.10 CMc updated on a recent meeting of the Board sub-group who had fed into the development of the MMO's role and outcomes as discussed.

4.11 The Board engaged in a full discussion and provided a variety of comments and feedback to inform the next iteration. JT thanked the Board for their comments and confirmed that a further discussion would take place with Directors before this item was next before the Board at the June Workshop.

4.12 The Chair thanked CMc for the update.

5. Better Regulation Update

5.1 CMc introduced the paper to update the Board on Better Regulation highlighting the purpose, the recent and future legislation and challenges and opportunities they present to the MMO.

5.2 Following a short video, illustrating the work already completed and that which was currently been carried out, CMc updated the Board on the work that MMO had completed as part of the Focus on Enforcement and Red Tape Challenge reviews and MMO as well as the significant contributions to the Coastal Concordat.

5.3 NR made the point that there may be a slight tension with driving up income and charging and at the same time trying to reduce the burden and costs of regulation. JT advised that cost reduction was based on an assumption that the current process is optimal.

5.4 Andrew Wells (AW) commented that in order to contribute to the Business Impact Target we should pursue real innovation and asked for more information on how the MMO would fulfil the economic appraisal requirements of the Enterprise Bill. CMc replied that resourcing the changes brought about by the Bill would be one of the challenges as the MMO would be required to carry out an economic appraisal whenever changes were made to systems and processes. BC warned that while better regulation and reducing red tape were worthy objectives, MMO should not lose sight of the fact that some sectors had low levels of compliance.

5.5 CMc advised that the Secretary of State was very keen on pursuing the Better Regulation agenda and there were plans to set up a dedicated team in Defra. Due to reporting requirements coming into force in 2017 it was agreed that a report should go to the Board in six months.

Action: 47/01: A Better Regulation report to go to the Board in six months

6. Leadership Development

6.1 CMc introduced the paper inviting the Board to consider and discuss plans for leadership development within the MMO.

6.2 CMc outlined previous work undertaken by the organisation to develop leadership skills and capability and the need for this to continue as we enter into a period of change and HR services move towards a business partner model.

6.3 Following analysis into what is required; CMc updated the Board on proposals to set up the following leadership talent programmes:

- Behavioural profiling using DISC methodology
- Practical People Management: to include an overview of the core people policies and the skills required to apply them
- Staff Development Planning as part of the performance management and review process
- A programme for the CEO and Directors to drive and direct Staff Survey findings through a series of interventions
- A full leadership programme for groups of 12 leaders
- Leadership conferences for all grades 6 and 7

6.4 The Board confirmed their support for the proposals and agreed that they should be taken forward with support and advice from the Remuneration Committee.

6.5 The Chair thanked CMc for the update.

Action: 47/02: Leadership Development proposals to be taken forward with support from the Remuneration Committee

7. CEO and Director Report, (including six-month Health and Safety and Wellbeing Report (April to September 2015))

CEO Update

7.1 JT updated the Board on pertinent matters which comprised the current position with Defra Transformation Portfolio, the EU Referendum and resulting Purdah. JT also took the opportunity to pass on the details of the recent successful European Maritime and Fisheries Fund (EMFF) launch and two EU Fisheries Missions. JT advised that reports were expected in March and it was agreed that key findings would be passed on to the Board.

Action: 47/03: Key findings from the EU Fisheries Missions to be passed on to the Board once reports are received.

Operations Update

7.2 Neil Wellum (NW) presented the Operations Update inviting questions from the Board.

7.3 RT noted the item on Bass stocks and the further tranche of measures which the EU had introduced to get Bass exploitation back to maximum sustainable yield (MSY) commenting that it was ambitious to achieve this by 2018. RT also noted that the fact the update on skates and rays and that discussions were continuing with Guernsey at a Ministerial level.

7.4 RJ asked for an update on Blackfish and NW reported that a full strength staff had led to a more visible, targeted presence in the South West.

7.5 NW also drew the i-VMS (Inshore Vessel Monitoring System Project) to the Board's attention citing this as a challenging project as the testing had not yet resulted in a product being type approved for use.

Finance, EU and Licensing Update

7.6 Michelle Willis (MW) presented the Finance, EU and Licensing Update inviting questions from the Board.

7.7 MW updated attendees that it was approaching year end and it was week 1 of the interim audit advising that the interim accounts process would be reported to the Audit and Risk Assurance Committee on 9 March.

7.8 MW advised that the "go-live" date for the Single Operating Platform (SOP) had been delayed to 23 May to reduce the risk of failures during the end of year process. The board agreed to delegate to the Chair, CEO and Chair of ARAC the responsibility for giving approval for MMO to be included in Defra's SOP "go-live" This would be subject to securing appropriate assurance.

Action: 47/04: Approval for "go-live" implementation of the Single Operating Platform to be delegated to Chair, CEO and Chair of ARAC

7.9 MW reported that 95% of the monies claimed via the European Fisheries Fund (EFF) had been processed, some £33 million and congratulated the team on their efforts. MW added to the CEO's earlier update on the successful launch of EMFF advising the event had received positive press coverage and there had been good feedback from attendees.

7.10 MW gave an update on Thames Tideway Tunnel reporting that the move to a dedicated team and a permanent presence on location in London was going very well.

7.11 MW advised the Board that a decision was imminent on the Rame Head disposal site.

Planning Update

7.12 Stephen Brooker (SB) presented the Planning Update inviting questions from the Board.

7.13 SB informed the Board that the Minister had taken a keen interest in the preparation of the South Marine Plans which has resulted some in some changes predominantly to the style and presentation, however the Minister appeared positive about our approach. SB advised that there was a move towards the Marine Information System (MIS) and digital presentation going forward and MIS was currently being populated in readiness for public consultation.

Business Development and Transformation Update

7.14 Craig McGarvey presented the Business Development and Transformation Update inviting questions from the Board.

7.15 The Board noted the update and it was acknowledged that a lengthy discussion on Business Planning had taken place at the beginning of the meeting.

7.16 JT noted the accessible way in which the current delivery of the Corporate Plan was reported which ensured any delivery concerns were easily identified and paid tribute to the team for the development of the process.

Evidence, Knowledge and Information Management Update

7.17 Dickon Howell presented the Evidence, Knowledge and Information Management Update inviting questions from the Board.

7.18 Derek Langslow (DL) commented on a recent report concerning migratory birds colliding with the platform on wind farms stating that the implication was this occurred as a result of the way the turbine was lit. DH advised that he was aware of this report and Shaun Nicholson, Head of Licensing was looking further into this matter.

7.19 Noting that this would be DH's last Board meeting, BC passed on thanks to Dickon Howell, on behalf of himself and the Board, for his contribution and wise counsel to the MMO in a variety of roles and wished him every success for the future.

7.20 BC thanked the CEO and Directors for their various reports.

8. Open Q and A session

8.1 BC invited a question from a public attendee who had submitted his question in advance of the meeting. This related to power generated by diesel engines and resulting emissions. DH responded with a detailed explanation on what would have been taken into account as part of the Licensing application advising that the Environment Agency and Local Authority possess the regulatory powers regarding emissions.

9. Board and Committee Forward Look

9.1 The Board formally noted the Board and Committee Forward Look.

10. Next meeting: Board Meeting – 14 April 2016

10.1 BC confirmed the next Board meeting would be held 14 April 2016 in Newcastle.

11. Any other business and close of Board meeting

11.1 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 participation, gave thanks to the public attendees for their interest and closed the meeting.