



# Marine Management Organisation

## Board Meeting Minutes: 15 January 2016

Held at: Jurys inn, Scotswood Road, Newcastle upon Tyne, NE1 4AD

### Board

Sir Bill Callaghan (BC) – Chair  
Rob James (RJ) – Board member  
Derek Langslow (DL) – Board member (item 6 onwards)  
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  
Steve Brooker (SB) – Director of Marine Development  
Phil Haslam (PH) – Acting Director of Operations  
Craig McGarvey (CM) – Director of Corporate Strategy and Performance  
Michelle Willis (MW) – Chief Finance Officer  
Dickon Howell (DH) – Acting Chief Scientific Advisor (item 8 onwards)  
Claire Scutt (CS) – PA to Chair and CEO, Secretariat  
Darren Sanders (DS) – Head of Governance

## 1. Welcome and introductory remarks: Sir Bill Callaghan

1.1 The Chair, Sir Bill Callaghan (BC), opened the Board meeting and welcomed all attendees noting this would be the last MMO Board meeting for Jane Ryder (JR) and Jeremy Loyd (JL) who had reached the end of their term of service. BC thanked JR and JL for their significant contribution over the last six years.

## 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 raised the possibility that he may be formally invited to join the Defra Audit and Risk Committee (ARC) in his capacity as NE ARC Chair. NR to update further if proposals are accepted. No other interests were declared.

## 3. Minutes of the 10 November Board meeting and actions update

3.1 BC invited attendees to raise any points of accuracy in respect of the 10 November 2015 meeting. The minutes were confirmed as an accurate record of discussions. No actions had been noted at the meeting.

#### **4. Review of Effectiveness (9 December) summary and actions**

4.1 BC invited attendees to raise any points of accuracy in respect of the Review of Effectiveness summary. The summary was confirmed as an accurate record of discussions.

##### **Actions update**

###### ***RoE 1 – Invite the Permanent Secretary, Clare Moriarty (CM) to an MMO Board meeting.***

BC requested the invitation to CM was actively pursued. Secretariat confirmed that this action is being progressed.

###### ***RoE 2 – Invite Amy Holmes, Defra Director with responsibility for Marine, to a future Board meeting.***

Secretariat confirmed that this action is being progressed.

###### ***RoE 3 – A Strategy for Board engagement to be developed***

This item to be covered in discussion later in the meeting.

###### ***RoE 4 – The Board, CEO and Directors are to be involved in discussions on the Target Operating Model.***

*Defra are leading on this and a request to be involved, where appropriate, has been noted.*

#### **5. Audit and Risk Assurance Committee:**

##### **a) 10 December 2015 meeting update and draft minutes**

5.1 BC invited Nigel Reader (NR) to present an update from the 10 December Audit and Risk Assurance Committee (ARAC) meeting.

5.2 NR invited the Board to note the formal Minutes and updated the Board that MMO had a new National Audit Office (NAO) manager, Charley-Jo Devlin, who had attended the meeting. NR drew the Board's attention to the Legal Procurement audit noting the turnaround from the previous position. NR pointed out that there had been some slippage in the 2015/16 audit programme but the committee had taken reassurance that the programme would be delivered in time for the Annual Report and Accounts. A further update was on Cyber Security was discussed.

##### **b) Actions from the ARAC Review of Effectiveness Workshop**

5.3 NR advised the meeting that the ARAC had held an annual Review of Effectiveness on 10 December which had been facilitated by David Hakin from NAO. The review had concluded that the ARAC was highly effective and noted a small number of improvement action which NR drew to the Board's attention.

5.4 BC thanked NR for the updates which were noted.

**Items 6 and 7 were discussed in closed session.**

#### **8. Spending Review Settlement**

6.1 Michelle Willis (MW) introduced a presentation to highlight the MMO's Spending Review settlement drawing the Board's attention to the grant in aid settlement figure. MW gave further granularity on the MMO's spending review submission through to 2020 noting pressures and opportunities over that period.

6.2 MW highlighted the risks and explained potential impacts by breaking these down by policy outcomes and activity; additionally pointing out that the overall reduction in expenditure and overall increase in income and alternative funding sources represented a fundamental change to the existing funding structure of the MMO.

6.3 MW offered a level of assurance that the business could deliver its wide remit subject to the programme of activity to deliver charging schemes being appropriately resourced and opportunities to maximise EC funding being fully realised.

6.4 BC asked if there was a headcount figure. MW advised that in her view there was a requirement for flexibility until the Marine Review had completed. The Board engaged in discussion on staffing and agreed that a manpower plan would be crucial both during the Marine Review period and beyond.

6.5 BC thanked MW for the update which was noted.

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

### **Items 10 and 11, Defra Business Planning and Strategy**

7.1 Craig McGarvey (CMc) invited Board members to consider the paper presented and gave an introduction to the Workshop session of the formal meeting setting the context for the discussion. CMc outlined the two approaches which he asked Board members to consider:

- 1) Deal with what is known for 2016/17 and put in place some processes up to 2020, or
- 2) Attempt to set a Business Plan up to 2020

7.2 The Board discussed the merits of each option acknowledging that there was no change to MMO's statutory duties going forward.

7.3 CMc advised the Board of the four delivery objectives set by Defra and the Board engaged in further discussion regarding where Marine was the best fit. CMc updated Board members that a meeting was scheduled for 11/12 February – Defra Big Room – and all CEO's from the Defra group would be feeding into this from a Business Planning perspective.

7.4 CMc gave further information on the Single Defra Plan, outlining the three stage approach and the timeline for delivery. The Board raised the fact that the relationship with policy in some areas (CFP) had become blurred and whilst this represented opportunities for us to work together it may be a further pull on MMO's resource.

7.5 The Board engaged in a detailed strategic discussion, touching upon Board and staff feedback provided from recent exercises on strategy. CMc engaged the Board on a set of outcomes that had emerged from discussions within the Senior Management Team. The Board also discussed sector perspectives of our work and what measures of success matter to them; the wider-benefits of our work, from the perspectives of customers and stakeholders, and what we can achieve by 2020.

7.6 The Board agreed that they would like to build upon this discussion further at the February 2016 Board meeting. The Board also confirmed that work on developing a set of strategic outcomes to 2020 should not be rushed but should be well considered, given the ongoing 'Marine Review', accepting that that could take 6-18 months. The Board further agreed that the Senior Management Team would prepare a plan suitable for 2016/17, with focus shifting immediately to the 2017-2020 overarching strategic position and plan.

**Action 38/02:** A session on the MMO's strategy for 2017-2020 to be added to the forward look for the 16 June 2016 Board workshop.

7.7 The Board agreed that a select group of Board members should support CMc in work in the lead to the February Board session, with DL, NR and RT volunteering to support CMc.

7.8 The Board thanked CMc for this session.

## **12. Next meeting: Open Board Meeting – 26 February 2016**

8.1 BC confirmed the next Board meeting would be an open Board meeting which would be held in Newcastle on Friday 26 February.

## **13. Any other business and close of Board meeting**

9.1 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, thanking JR and JL once again for their contribution to the MMO, and closed the meeting.