



Marine Management Organisation

Board Meeting Minutes: 5 July 2017

Held at: Defra, London

Board

Sir Bill Callaghan (BC) – Chair
Anthony Delahunty (AD) – Board member
Rob James (RJ) – Board member
Terence Jagger (TJ) – Board member
Derek Langslow (DL) – Board member
Nigel Reader (NR) – Board member
Jayne Scott (JS) – Board member (from item 3)
Robin Teverson (RT) – Board member
Andrew Wells (AW) – 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 and EU
Selina Stead (SS) – Chief Scientific Advisor
Kate Hargreaves (KH) – Chief Staff Officer to the CEO
Claire Scutt (CS) – Board Secretariat
Jane Donaldson (JD) – PA to CEO Board Support Officer

1. Welcome and Introductory remarks: Sir Bill Callaghan

1.1 Bill Callaghan (BC) welcomed attendees to the meeting particularly Professor Selina Stead who was attending her first Board meeting since her appointment as the MMO's Chief Scientific Advisor.

1.2 BC discussed those agenda items which would be held under closed session. The Board noted the arrangements for these items.

2. Declaration of Interests

2.1 BC invited attendees to declare any interests. Previously advised standing interests for Robin Teverson's (RT) as Chair of a Select Committee on EU, Energy, Environment and Fisheries and Nigel Reader (NR) as a Board member of Natural England (NE), Natural Resources Wales (NRW), Joint Nature Conservation Committee (JNCC) and as an ex-officio member of the Defra ARC were noted. In addition, Anthony Delahunty's standing interest as a Director of the National Federation of Fishermen's Organisations (NFFO) and Terence Jagger's interest in Inmarsat were noted. RT also declared his interests in Wessex Investors, Anchorwood Developments and Lasting Properties Limited.

2.2 It was noted that the Declarations of Interest published on the MMO website required updating and Secretariat took an action to ensure this was completed.

Action 55/01: Secretariat to ensure that the Declarations of Interest published on the MMO website are updated.

3. Minutes of the 27 April 2017 Board meeting including actions update and Notes from the Board Review of Effectiveness,

3.1 BC invited attendees to raise any points of accuracy in respect of the 27 April 2017 meeting. TJ advised of an inaccuracy in spelling on his Declaration of Interest which Secretariat undertook to amend.

3.2 The Board noted that the actions arising from the 27 April meeting were in progress or on the agenda for discussion later in the meeting.

3.3 John Tuckett (JT) gave an update on the outputs from the Board Workshop held in June advising that a statement would shortly be circulated on vision for Board comment.

Action 55/02: Secretariat to ensure that the Declaration of Interest recorded for Terence Jagger is amended.

Action 55/03: CEO to circulate a statement of outputs from the June Workshop

3.4 The notes from the Board Review of Effectiveness were agreed as an accurate record of discussions with the action relating to a team building session to be postponed until the recruitment of new members has taken place.

4. Matters Arising from the 8 June 2017 Audit and Risk Assurance Committee (ARAC) and the ARAC Annual Report

4.1 Jayne Scott (JS) introduced the draft Minutes from the 8 June ARAC meeting inviting the Board members to note the business discussed.

4.2 JS highlighted the fact that the ARAC had held further discussions in relation to a number of internal audits and had requested a further update on progress with audit recommendations at 12 October meeting. JS advised that the ARAC would also hold a 'deep dive' session into ICT risks and review current arrangements for Business Continuity.

4.3 JS reported that the Head of Internal Audit's Annual Opinion had given the organisation an overall rating of Moderate assurance.

4.4 JS drew the Board's attention to a discussion on the internal audit plan for 2017/18, highlighting the planned audit into Governance and Board Effectiveness and noting that the timing of this audit would need to be carefully considered in view of recruitment for the new Chair.

4.5 In relation to the Annual Report and Accounts (AR&A) for 2016/17, JS confirmed that the ARAC had held a meeting prior to the Board meeting which Robin Teverson had chaired due to JS delayed travel. RT reported that the Committee had taken assurances from National Audit Office (NAO) in the form of the Audit Completion Report and from KPMG in relation to the Head of Internal Audit's final assurance rating. RT noted that the accounts had yet to be signed off by the Minister and the Board agreed that the Chair and CEO were to be delegated authority to sign off on the Board's behalf. Michelle Willis (MW) advised that the Minister was expected to sign off the AR&A on 10 July

with the Comptroller and Auditor General (C&AG) certifying the accounts on 12 July 2017 and the accounts being laid in Parliament on 17 July 2017.

4.6 JS drew the Board's attention to the draft ARAC Annual Report which had been circulated for information and gave thanks to the Committee for their work over the past year.

4.7 On behalf of the Board the Chair thanked JS for the update and the Board noted the Minutes of the 8 June 2017 ARAC meeting and the ARAC Annual Report for 2016/17.

5. Annual Report and Accounts

5.1 MW introduced the Annual Report and Accounts highlighting to the Board the proposed sign off process.

5.2 The Board confirmed their agreement to delegate sign off to the Chair and CEO following Ministerial comment.

5.3 MW confirmed that following discussion at the ARAC meeting earlier that day there would be some revisions to the foreword. The Board confirmed their agreement to these changes.

5.4 In addition, the Board made some suggestions regarding small revisions to the document. These included a suggestion from DL to amend the wording in relation to sustainability targets and NR commented on the omission of EU audits. MW confirmed that she would revise the final version to reflect the comments made.

5.5 On behalf of the Board, the Chair thanked those involved in compiling the Annual Report and Accounts and subject to the revisions discussed confirmed that the Board were content to sign off.

6. Chief Scientific Advisor Presentation

6.1 BC welcomed SS and invited her to deliver her presentation.

6.2 SS introduced a presentation on rethinking marine governance to impact science policy in supporting marine ecosystem health and sustainable livelihoods. The presentation took the Board through food security, Blue Growth and the various levels of marine governance ranging from individual to international. SS ended the presentation by looking at the MMO's immediate, short and longer term objectives and goals and how the MMO could position itself to achieve them.

6.3 The Chair thanked SS for her presentation and her obvious enthusiasm for her sector.

7. MMO/Newcastle University Initiative

7.1 JT introduced the paper to invite the Board to review a proposal from Newcastle University regarding a new Marine Policy and Management Initiative and invited the Board to give their approval to develop the proposal further.

7.2 JT advised that the MMO had held discussions with Newcastle University with a view to developing a strategic partnership. JT outlined an initial proposal which had been developed by Newcastle University and which would see the MMO and the University establishing expert groups to address marine management needs.

7.3 NR commented that he was supportive of the proposal however requested assurance that this partnership would not preclude the MMO from having partnerships and relationships with other

academic organisations. JT confirmed these other relationships were not precluded by the arrangement.

7.4 DL enquired as to whether partnership fettered the MMO's independence in any way. JT confirmed that he did not consider this was the case.

7.5 The Board held a general discussion as to whether the partnership would have a national or international scope and their general view that the direction and vision were good; however the process appeared bureaucratic. JT reiterated that this was a first step and further work was required to develop the proposal further however he saw the MMO as having a greater international focus in coming years adding that MMO were already recognised on an international scale through work on Marine Planning.

7.6 JS confirmed broad support for the initiative and requested sight of an example of early initiative ideas setting out the cost and ideas on funding.

7.7 RJ suggested that the MMO should ensure a Memorandum of Understanding is developed in the early stages of the partnership.

7.8 The Chair thanked all members for their contributions and confirmed the Board's support to developing the proposal further.

8. MMO Framework Document

8.1 Michelle Willis (MW) introduced the MMO Framework Document (FD) and invited the Board to note the progress on revisions to the MMO/Defra Framework Document.

8.2 MW highlighted the areas which had changed since the last version which were predominantly to address specific Board comments regarding the Defra group and in relation to MMO's status as an independent public body.

8.3 Nigel Reader (NR) raised the fact that the FD puts the CEO in the twin position of having to report to both Defra and the MMO Board and the Board discussed how this could work in practice in a range of scenarios. JS advised there should be a route for the CEO to follow in this situation. JT confirmed that he had dealt with a similar governance structure in the NHS and in the event of any potential conflicting priorities he would seek to raise issues with the Permanent Secretary.

8.4 The Board agreed some further cosmetic changes and subject to the changes discussed being reflected the Board were happy to approve a draft for sharing with Defra.

9. CEO and Directors Report

9.1 JT introduced the CEO and Directors Report.

9.2 NR queried whether MMO had allocated adequate time and effort into Day 1 operational readiness preparation and had made the case for investment and IT. JT confirmed that PH was collaborating with Neil Hornby (NH) Acting Defra Director for Marine and Fisheries and they were planning and preparing for a range of eventualities as part of their partnership working.

9.3 The Board discussed the EMFF Operational Programme and EC audits noting that 14 projects were to be funded from EMFF which was time limited funding for which MMO had now received a definitive cut-off date. MW confirmed that MMO would have to show that these projects were in place and fully compliant.

9.4 DL raised concern regarding the safety MMO staff following the report of unacceptable behaviour towards staff during an inspection at sea which was recorded and placed on social media. PH confirmed that MMO are taking necessary steps to ensure staff are supported and continue to act professionally at all times.

9.5 The Board noted the updates and thanked the CEO and Directors for their input.

11. MMO Risks (a) Corporate Risks (b) Strategic Risks

11.1 JT presented the papers on MMO Corporate and Strategic Risks and Issues, inviting the Board to consider and discuss.

11.2 JS confirmed her earlier update that the ARAC would be conducting a deep dive into ICT at the October meeting during which they would examine further the risk recorded at **CR091 – ICT assets are unsupported in the future, become out of date and fail.**

11.3 Andrew Wareing (AWa) commented that although the likelihood of this risk had increased the impact had not and MMO were building capability in this area as well as and working with Cefas on legacy systems.

11.4 NR provided reassurance that APHA currently have a similar risk recorded concerning their ICT legacy systems. NR suggested that it may be beneficial for AWa and his counterpart at APHA to discuss this issue further. AW added that he was hopeful that this risk may decrease prior to the next Board meeting.

11.5 TJ requested clarification on a new risk, **CR097 – Inability to provide specialise expertise to the Blue Belt Project impacts on MMO.** JT confirmed that the Blue Belt Team were currently undergoing a recruitment exercise and staff in key posts elsewhere in the organisation had been successful in securing posts which had led to pressure on other teams. JT confirmed that the Blue Belt Team were also looking externally to fill their vacant posts and he was balancing the need to ensure the team has the relevant expertise with ensuring MMO business as usual was not affected.

12. Board and Committee Forward Look

12.1 The Board and Committee noted the Forward Look to October 2017.

13. Next meeting: Board Meeting: 19/20 September 2017 (Hull/Grimsby)

13.1 BC confirmed the next meeting would be in the form of a 2 day visit with a Board meeting, Stakeholder Reception and a visit(s) to local stakeholders.

15. Any other business and close of meeting

15.1 BC invited attendees to signal any items for discussion under any other business.

15.2 BC thanked attendees for their participation and closed the meeting.