



Marine Management Organisation

Board Meeting Minutes: 8 February 2018
Held in: Newcastle

Board

Sir Bill Callaghan (BC) – Chair
Hilary Florek (HF) – Chair designate
Tony Delahunty (TD) – Board member
Terence Jagger (TJ) – Board member
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
Paul Gilliland (PG) – Acting Chief Planning 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
Kate Hargreaves (KH) – Chief Staff Officer to the CEO
Claire Scutt (CS) – PA to Chair, Board Secretariat
Jane Donaldson – PA to CEO and Board Support Officer
Gill Stephenson – Head of Communications (observer)
Sarah Cullen – PA to Directors (observer)
Rachel Fleming – KPMG (observer)

Apologies

Craig McGarvey (CMc) – Programme Director Overseas Territories Blue Belt
Selina Stead (SS) – Chief Scientist

1. Welcome and introductory remarks: Sir Bill Callaghan

1.1 Bill Callaghan (BC) welcomed all attendees to the meeting noting apologies from Craig McGarvey and Selina Stead. BC extended a warm welcome to Hilary Florek (HF) as the Chair designate of MMO.

1.2 HF commented that she was delighted to have been appointed as MMO Chair and that she was looking forward to the challenges and opportunities which lay ahead. HF stated her intention was to run a cohesive and open and transparent Board.

2. Declaration of Interests

2.1 BC invited attendees to declare any interests noting those previously declared. TJ reiterated a

previously declared interest relating to Inmarsat.

3. Minutes of the 14th December Board meeting (open session)

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 14 December meeting open session Minutes. None were received and the minutes were confirmed as an accurate record of discussions.

4. Matters arising from the 11th December Audit and Risk Assurance Committee (ARAC) and draft Minutes

4.1 Jayne Scott (JS) gave an update on matters discussed at the 11 December ARAC meeting advising that the Committee had carefully reviewed the process for looking at audit recommendations. In addition, the ARAC had discussed the wider work of Defra, explored some IT related queries and received a presentation on the Defra Risk Strategy.

4.2 JS advised that the internal audit programme was on track and a further meeting of the Committee was due to be held on 9 February to clear audit reports ahead of the March meeting to allow a focus on the interim annual accounts. JS updated further that Nathan Paget, Defra Group Chief Internal Auditor, had attended the December meeting to outline the options available for consideration for MMO's internal audit provision during 2018/19 and beyond.

4.3 Nigel Reader (NR) commented that the Defra Risk Management Strategy may be subject to revision following feedback from other members of the Defra group.

4.4 NR additionally offered to pass on his experience of the decision making process regarding future internal audit provision from his involvement with JNCC, Natural England and APHA Audit and Risk Assurance Committees.

4.5 JS advised that an internal audit into Governance and Board Effectiveness would take place in March which would broadly look at the effectiveness of the Board.

5. Performance, Finance and Risk Pack (to 31 December 2017)

5.1 JT introduced the Board to the new format for reporting performance, finance and risk inviting feedback. JT explained that the revised format provided a written update against each strategic objective to allow for more informed and focused discussion.

5.2 NR and RT commented that the report as presented reflected that performance was on track despite pressure from a reducing budget.

5.3 Andrew Wells (AW) requested an update on progress with the South Marine plan. Paul Gilliland (PG) advised that the team were in the process of reflecting comments received. PG advised that any comments would be addressed prior to 'write around'.

5.4 RT enquired about the Marine Planning Workshops and how much interest there had been from the Local Enterprise Partnerships (LEPs). PG reported that levels of interest had varied depending on area.

5.5 The CEO updated the Board on a number of licensing applications and matters arising.

5.6 Michelle Willis (MW) drew the Board's attention to the Finance and EU Directorate report noting that the interim audit had just completed and this would be discussed in detail at the March ARAC meeting. MW reported that there were no significant issues emerging from the interim audit and that budget complexities would be drawn out via an accompanying analytical review.

5.7 MW agreed with a suggestion that it may be beneficial to issue a press release to highlight the fact that European Maritime Fisheries Fund (EMFF) money was still available.

5.8 The Board discussed the Risk Register and noted the newly added risks around; operational readiness to meet the obligations conferred in Day 1 readiness and the demands of implementing the EU General Data Protection Regulation (GDPR).

5.9 NR queried the process which the Executive Team used to consider risks. AWa reported that it was a fast moving process which was looked at in detail on a monthly basis. JS commented that this process appeared to be embedded in the culture as a tool to drive the business and it was important this was not lost in the future.

6. MMO Staff Survey Results

6.1 BC welcomed Gary Saunders (GS) to the meeting to present the high level results from the MMO Staff Survey

6.2 JT commented that when looking at the results on a comparison basis over the past three years there was an upward trend in most categories and, whilst recognising there was always more work to be done, he took this as a positive sign.

6.3 HF queried if the Team considered the results to be reflective of the mood and morale across the organisation. JT and GS offered their opinion that staff appeared motivated and enthusiastic about their roles and about the organisation as a whole.

6.4 Within the 'free text' section of the survey, GS advised there had been a number of comments received which had been grouped into the following themes: 1) 'managing workload', 2) 'pay and progression' and 3) 'engagement and communication'. GS added that he would be working with other departments in the Defra group to review these comments.

6.5 RT queried the percentage of staff turnover within MMO which was confirmed as 11%. JT pointed out this was at a healthy level and allowed for new staff to join and existing staff to move on to other opportunities.

6.6 PH added that the Operations Directorate had experienced some staff churn at the junior grades, with significant training investment in some staff who had subsequently left the organisation. The Board noted staff concerns regarding pay and progression; particularly in specific geographical areas.

6.7 NR asked GS to confirm the next steps following the survey results. GS confirmed a small team had been set up to carry out further analysis on a Directorate basis and Directors would be responsible for driving forward improvements in their areas. GS added that an internal communications message would go out to all staff to confirm the next steps. The Board agreed with this course of action and asked that staff were kept informed of the work that the Board were carrying out on the MMO vision and the actions which the MMO Executive were taking with Staff Survey results.

6.8 The Board thanked GS for his attendance and summary.

7. 25 Year Environment Plan

7.1 AWa introduced a paper to update the Board on Defra's 25 Year Environment Plan (25 YEP) and the implications for the MMO.

7.2 AWa reminded the Board that the Prime Minister had launched the 25 YEP in early January 2018 and the Board paper set out the work that MMO were already doing and where it aligns with the Plan.

7.3 AWa drew the Board's attention to the mention of "better managed Marine Protected Areas" (MPAs) and a move towards a "whole site approach" within the Plan. AWa pointed out that the 25 YEP was the first public mention of the Marine Pioneer initiative and as a result there may be increased visibility and scrutiny of this work.

7.4 The Board discussed aligning the MMO vision work to the 25 YEP and commented on the fact that the Plan embeds the concept of marine plans.

8. General Data Protection Regulations (GDPR) Update

8.1 AWa introduced the paper to enable the Board to consider the implications of the introduction of the European Union General Data Protection Regulation (EU GDPR) which will come into law on 25 May 2018 and would cover privacy rights, data security, data control and governance.

8.2 AWa advised the MMO had some in-house expertise in this area and as well as this had support from Defra with guidance and tools and specialist support from KPMG. In addition, the Legal team were feeding in to this project to support.

8.3 AWa pointed out that the project was an enabler and there was a need to ensure that staff awareness and change was embedded. AWa added that GDPR had been added to the Risk Register and he was reporting directly to the CEO on progress.

8.4 The Board noted the position and the approach taken in relation to GDPR.

9. Fisheries Statistics Presentation

9.1 Kevin Williamson (KW) and Simon Dixon (SD) delivered a presentation to the Board on Fisheries Statistics. The report highlighted the key reasons why the fisheries data is captured and the many business decisions which this data informs.

9.2 KW highlighted some particular areas where the information was used; namely to understand the delicate balance between fishing activity and the state of fish stocks to determine if these are sustainable; to support quota and fisheries management decisions; to monitor what is being done, where, by whom and the potential impact of Brexit.

9.3 BC thanked KW and SD for the informative presentation.

10. Board and Committee Forward Look

10.1 The Board noted the Forward Look to May 2018

11. Next meeting: Board Meeting: Tuesday 17th April 2018 – Newcastle (09:30 – 14:30)

11.1 BC confirmed the next Board meeting will take place on 17 April in Newcastle.

12. Any other business and close of meeting

12.1 The Board wished BC well for the future and gave their sincere thanks for his Chairmanship over the last 7 years.

12.2 BC expressed gratitude to the Board for their hard work and wished the new Chair every success in her role.