



# Marine Management Organisation

**Board Meeting Minutes: 17 April 2018**  
**Held in: Newcastle**

## **Board**

Hilary Florek (HF) – Chair  
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  
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  
Selina Stead (SS) – Chief Scientific Advisor  
Terry Robertson (TR) – Director of Planning  
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

## **Apologies**

Craig McGarvey (CMc) – Programme Director Overseas Territories Blue Belt

### **1. Welcome and introductory remarks: Hilary Florek**

1.1 Hilary Florek (HF) welcomed all attendees, particularly Terry Robertson (TR) who was attending his first Board meeting, and noted apologies from Craig McGarvey.

1.2 HF added that she had been delighted to be appointed as Chair and passed on her reflections from her first two months which had included meetings with all non-Executive Directors, the Executive Team, senior Defra colleagues and also meetings with Newcastle and North Shields based MMO staff. HF commented that she had been struck by the huge commitment and talent within the organisation and asked that her positive feedback was passed on from the Directors back to their teams.

1.3 HF noted that this was the last meeting of two long standing Board members who had come to the end of their terms of office and passed on thanks to Rob James (RJ) and Derek Langslow (DL) for

their service on the MMO Board over the last 7 years inviting Nigel Reader (NR) to give a vote of thanks.

## **2. Declaration of Interests**

2.1 HF invited attendees to declare any interests noting those previously declared. No new interests were declared.

## **3. Minutes of the 8<sup>th</sup> February Board meeting and actions update**

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 8 February meeting. None were received and the minutes were confirmed as an accurate record of discussions.

3.2 The Board noted the actions update.

3.3 The Board discussed future presentations and HF advised that going forward, presentations would occupy a position higher up the agenda to ensure sufficient time was available for Q&A. The Board were invited to give a steer on the themes for future presentations.

## **4. Matters arising from the 9 February and 22 March Audit and Risk Assurance Committee (ARAC)**

4.1 Jayne Scott (JS) gave an update on matters discussed at the ARAC presenting the Minutes from the 9 February ARAC meeting and advising that the formal Minutes of the 22 March meeting would come to the next Board meeting.

4.2 An update was provided on options for the 2018/19 audit provision and the recent National Audit Office (NAO) interim audit. JS passed on the very positive feedback from NAO relating to the quality of the Analytical Review which accompanied the MMO Accounts.

4.3 Rob James (RJ) requested an update on the broadband issue which had been highlighted at the last meeting relating to some coastal offices. Andrew Wareing (AWa) confirmed that Poole and Brixham office had undergone an upgrade to their broadband capacity and the roll out of Office 365 over the course of the next few months would greatly assist.

4.4 HF thanked JS for the update and the wider Committee for their work.

## **5. Business Planning**

5.1 AWa introduced the business planning paper.

5.2 AWa updated the board that the Defra Group Strategy was in development. AWa also advised that a Single Departmental Plan (also known as the Defra Group business plan) was under development which would include information lifted from each organisation's developing Action Plans.

5.3 AWa confirmed the four strategic objectives (SOs) in the Defra Single Department Plan as follows: SO1: EU Exit; SO2: Protecting and Improving the Environment; SO3: Food, Farming and Rural Affairs and SO4: (to be an) Outstanding Organisation - the work of MMO sitting under SO2.

5.4 The Board heard that the Action Plan would be published on the Defra intranet with final Action Plans expected for submission by early May 2018.

5.5 NR queried how the work that the Board had been doing on MMO's vision would be reflected. AWa confirmed that whilst this work would not be reflected in the Action Plan it would sit

alongside.

5.6 The Board discussed the importance of having the correct key performance indicators and measures for the organisation. There was a collective agreement that these may need to be looked at in more detail for performance management purposes.

5.7 AWa provided further insight into how the Business Planning process was used throughout the business and how each team had its own business plan which was used at individual level, fed into Heads of Function discussion and up to Director/CEO level at Executive Decision Group.

5.8 AWa confirmed the Business Plans were designed in such a way that they supported teams in focusing on what they were trying to achieve rather than being a bureaucratic exercise.

5.9 AWa advised that a 'balanced scorecard' would be introduced up to Board level to show how MMO strategically plans and manages all of its work and ended his update by showing the Board a slide capturing the scale of non-business as usual work MMO were involved in which highlighted the extent of the organisational effort.

## **6. Draft Audit – Board Effectiveness, Governance and Risk Management**

6.1 MW introduced the paper to invite feedback on the audit and to provide the board with the opportunity to inform responses to the recommendations.

6.2 The board discussed the recommendations within the audit and HF asked for an update on progress with electronic board papers and expressed that she was keen to move with a degree of speed on this to ensure Board members had the right product. AWa took an action to pursue this further.

6.3 In relation to the recommendation regarding an update to the Board Terms of Reference (ToR) it was noted that this had been deferred until the MMO/Defra Framework Document (FD) had been adopted.

6.4 The discussion moved on to new board member induction and HF advised that in her recent meetings with staff they had stated they would welcome more visits and board members had also expressed their keenness to engage further with staff. It was agreed that staff visits would be incorporated into the Board induction programme.

6.5 Finally, the board discussed a model for reviewing its effectiveness and members discussed previous reviews conducted by NAO and the Head of HR. HF agreed to take a decision on this later in the year. Secretariat to add to the forward look.

## **7. Provision of Future Internal Audit Services**

7.1 MW introduced a paper asking the Board to endorse the recommendation from the Accounting Officer for the future provision of MMO's internal audit service in 2018/19 and 2019/20.

7.2 JT advised that the recommendation was to retain the services of KPMG as our internal audit provider for 2018/19 and 2019/20. As ARAC Chair, JS confirmed that the key consideration had been continuity of service.

7.3 JT confirmed that planning was underway for the 2018/19 internal audit plan

7.4 The Board confirmed their endorsement of the proposal to retain KPMG as MMO's internal audit providers for the 2018/19 and 2019/20 financial year.

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

8.1 JT introduced the Performance Finance and Risk pack, inviting feedback from the Board. JT explained that the pack included a strategic issues update from each Directorate as well as the Performance position to the end of February 2018.

8.2 RT commented that Annex 1 - Delivery of the MMO's Action Plan for 2017/18 provided a positive position with objectives highlighted predominantly as 'on track' or 'completed' and only one 'amber' highlighting a risk in delivery.

8.3 Terry Robertson (TR) drew the Board's attention to the Marine Planning written update and RT provided feedback on a 'participative' Marine Planning Workshop in Plymouth. RT added that attendees had been complimentary about the work of the marine planning team.

### **Finance Pack**

8.4 The Board reviewed and discussed the Finance pack to end of February 2018.

### **Corporate Risks**

8.5 AWa introduced the corporate risk and issue matrix and provided an explanation regarding mitigation actions.

### **Health and safety**

8.6 The Board noted the Health, Safety and Wellbeing Report for 2017/18. The Board requested further information be made available for the next meeting on the risks associated with operational business.

8.7 NR commented that it would be helpful to have more information on the leadership role the Board could play on Health and Safety and reinforcing this message with staff.

8.8 HF requested a full report on Health, Safety and Wellbeing for the next meeting.

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

9.1 The Board noted the Forward Look and held a discussion regarding start and end times. This resulted in a preference for one day meetings commencing at 09:30 and ending at 14:30. HF stated that this would allow Board members to meet with staff after meetings. Two-day meetings to take place in July and September with this schedule to be reviewed in the future.

## **10. Next meeting: Board Meeting: Tuesday 12th June – Newcastle (09:30 – 14:30)**

10.1 HF confirmed the next full meeting would be the Board Workshop which will take place on 12 June in Newcastle.

10.2 HF also noted that a 2-day meeting was scheduled in July; the location and agenda would be shared with the Board in due course.

## **11. Any other business and close of meeting**

11.1 HF closed the meeting, thanking all attendees for their contribution and wishing Derek Langslow and Rob James well for the future.