



Marine Management Organisation

Board Meeting Minutes: 25 September 2018
Held in: Plymouth

Board

Hilary Florek (HF) – Chair
Belinda Howell (BH) – Board member
Terence Jagger (TJ) – Board member
William Roberts (WR) – Board member
Robin Teverson (RT) – Board member
Andrew Wells (AW) – Board member
Robert Wilson (RW) – 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
Kate Hargreaves (KH) – Chief Staff Officer to the CEO
Claire Scutt (CS) – Board Secretariat
Sarah Cullen (SC) – PA to CEO

Guests

Jayne Scott (JS) – former Board member (items 1- 4 only)

Apologies

Tony Delahunty – Board member
Nigel Reader – Board member
Craig McGarvey – Programme Director Overseas Territories
Terry Robertson – Director of Planning

1. Welcome and introductory remarks: Hilary Florek

1.1 Hilary Florek (HF) welcomed all attendees, particularly Robert Wilson (RW) who was joining the Board for the first time since his appointment.

1.2 HF also took the opportunity to thank those Board members who had attended the recent Staff Conference.

2. Declaration of Interests

2.1 HF invited attendees to declare any new interests noting those previously declared. RW updated that he was a Director of Transport Focus, an independent Director at Consumer Council for Water, Chairman at Community Support Bank, Chairman - Trustees WheelPower and a columnist at the Daily Telegraph as well as being a radio/TV contributor. Robin Teverson (RT) advised that in addition to previously declared interests he was a Trustee of North Devon Biosphere.

3. Minutes of the 4 July Board meeting and actions update

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 8 February meeting. Subject to a minor change to the wording in paragraph 10 the minutes were confirmed as an accurate record of discussions.

Actions Update from 4 July meeting

Action: 60/06 (Action from 17 April): Andrew Wareing (AWa) to pursue options for electronic Board papers and update the Board on progress at the July meeting

3.2 AWa confirmed that agreements were now in place and the new system would be available for the next Board meeting.

Action 61/01: The metrics and milestones in the Action Plan to be reviewed following the adoption of the Balanced Scorecard to ensure they reflect the work being achieved rather than process

3.3 The Board noted the update and the 'mock up' of the Balanced Scorecard which was on the meeting agenda.

Action: 61/04: MMO Executive to consider including physical risk as well as staff morale and wellbeing on the Corporate Risk Register

3.4 The MMO Executive confirmed they would discuss this further at the next session of the Decision Review Group (DRG).

Action: 61/05: Secretariat to arrange for an update on fisheries liaison to be provided.

3.5 PH updated the Board on the latest position.

4. Matters arising from the 11 June and 3 July Audit and Risk Assurance Committee (ARAC)

4.1 Jayne Scott (JS) presented the formal Minutes from the 3 July ARAC meeting adding that she had verbally updated on business discussed at July's Board meeting due to the immediate priority of the annual report and accounts. JS also updated on an ARAC drill down into key financial risks which had taken place at the meeting

4.2 JS advised that William Roberts (WR) would take over from her as ARAC Chair from the 11 October meeting and going forward, WR would report back to the Board on business discussed.

4.3 The Chair thanked JS for all of her hard work and commitment on the Audit and Risk Assurance Committee.

5. Scheme of Delegation

- 5.1 JT introduced the paper to inform the Board of a review of the Scheme of Delegation (SoD).
- 5.2 JT raised the fact that the MMO had worked more recently on high profile projects involving greater sums of money than in the past and he had become concerned about the level of exposure to the Board in terms of support and approval.
- 5.3 JT advised that a balance needed to be struck between ensuring the Board had the relevant exposure and input whilst retaining the flexibility and agility to make quick decisions when necessary.
- 5.4 The Board held a discussion around ways of working acknowledging the fact that MMO had not previously been involved with the volume or complexity of projects.
- 5.5 A suggestion put forward was that the Chair, plus one other Board member could approve sums over a certain value out of committee with a full report to the next Board meeting. This would be a short term measure until work to review the Scheme of Delegation had completed.
- 5.6 JT confirmed that he would discuss this matter with the Chair outside of the meeting and circulate a short term proposal for approvals until the review of the SoD was completed.

6. Update on Key Programmes

Blue Belt

- 6.1 Trudi Wakelin (TW) introduced the Blue Belt update to the Board.
- 6.2 Selina Stead (SS) noted that there was a great deal of expertise in the MMO to undertake the Blue Belt work. The Board discussed the external presence of the programme and it was confirmed that updates were well viewed on a wide range of media as the organisation constantly sought to increase its audience.

CCP

- 6.3 PH introduced the CCP presentation to the Board.

EU Exit

- 6.4 PH took the Board through the presentation on the EU Exit programme. There were no further comments or questions from the Board.
- 6.5 HF commented that Board members would be appointed to support major programmes. HF agreed to discuss this further with the Board members and the CEO out of committee.

7. Draft MMO Board Terms of Reference (ToR)

- 7.1 The Board noted the proposed Terms of Reference which had been amended to reflect discussions at the previous meeting and comments received out of committee.
- 7.2 Subject to some small changes in relation to attendance at sub-committees, a re-ordering of wording on the second bullet point of the ToR and some minor cosmetic amendments to the draft; a final version is to be circulated at the next meeting for final review and adoption.

8. Performance, Finance and Risk Pack

Performance and Risk

8.1 The Board noted organisational performance as of end of July 2018.

8.2 JT introduced the MMO Risks and Issues and the Board requested a further update on any current risks to staff wellbeing. RW enquired as to whether a final column could be added highlight the implications of non-delivery as well as what could be done to mitigate the risk. AWa agreed to take this feedback away.

8.3 The Board noted the draft Balanced Scorecard which would be used to report performance and delivery in the future. There was broad support for the format and AWa asked for comments to be provided out of committee to inform the final product. TJ added that it was important to report on successes in the right way and to measure monthly outcomes.

8.4 AWa advised that he had engaged support from a social researcher in how we set those performance targets within MMO's gift.

Finance

8.5 The Board noted the financial Finance report to the end of July 2018 with MW reporting that this was a complicated picture and she and the team had put great resource into managing the budget.

9. Board and Committee Forward Look/Next Meeting – 13 November 2018 (Newcastle)

9.1 HF confirmed the next full meeting would be held in Newcastle on 13 November and locations for the 2019 cycle of meetings would be notified shortly.

10. Any other business and close of meeting

10.1 It was noted that the Register of Interests on the MMO internet required updating to reflect new membership. Secretariat took an action to update these.