



Marine Management Organisation

Board Meeting Minutes: 5 February 2019 Held in: Teesside

Board

Hilary Florek (HF) – Chair
Terence Jagger (TJ) – Board member
William Roberts (WR) – Board member
Robert Wilson (RW) – Board member
Tony Delahunty (TD) – Board member
Belinda Howell (BH) – Board Member
Peter Judge (JD) – Board Member
David Lyall (DL) – 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
Terry Robertson – Director of Planning
Selina Stead (SS) – Chief Scientific Advisor
Gill Stephenson (GS) – Head of Communications
Kate Hargreaves (KH) – Chief Staff Officer to the CEO
Claire Scutt (CS) – Board Secretariat
Sarah Cullen (SC) – PA to CEO
Gary Saunders (Gsa) – Head of HR (item 7 only)

DEFRA – By Invitation

Sonia Phippard (SP) – Defra, DG Environment, Rural and Marine

Apologies

Bill Dickson (BD) – Board member

1. Welcome and introductory remarks: Hilary Florek

1.1 Hilary Florek (HF) welcomed all attendees to the meeting, particularly Sonia Phippard (SP). HF explained that Sonia Phippard or Neil Hornby would attend Board meetings to provide a Defra perspective.

1.2 HF also warmly welcomed Peter Judge (PJ) and David Lyall (DL) to their first Board meeting since their appointment and noted apologies from Bill Dickson.

2. Declaration of Interests

2.1 The Chair invited attendees to declare any new interests noting those previously declared. Tony Delahunty (TD) advised that he was undertaking a project with Gloucester University on behalf of Defra.

3. Minutes of the 13 November Board meeting and actions update

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 13 November meeting minutes. Subject to a minor changes to the text at paragraph 6 the minutes were confirmed as an accurate record of discussions.

Actions Update from 13 November meeting

3.2 In relation to future meetings the Board requested a log of any decisions made to be added to the actions list.

Action: 64/01: HF advised that a regular update from Communications should feature at Board meeting

3.3 Secretariat confirmed that this was a standing item which would feature in the Directors' issues section in future meetings.

Action: 64/03: HF to appoint a new Board Health, Safety and Wellbeing representative to replace Nigel Reader

3.4 HF confirmed that she had identified an individual for this role and would hold a conversation out of committee.

4. Minutes of the 13 November Board meeting and actions update

4.1 The Chair invited William Roberts (WR), ARAC Chair to provide a brief update on the business conducted at the 13 December 2018 ARAC.

4.2 WR advised that the Committee had noted some slippage in audits and that the internal audit programme was 'back-end' loaded. WR had additionally requested that a backlog of outstanding audit recommendations be addressed.

4.3 Andrew Wareing (AW) pointed out that the timings of a number of audits had been impacted by EU Exit priorities. John Tuckett (JT) provided assurance to the Board that he fully reviews the internal audit position on a monthly basis and holds regular meetings with the MMO Head of IA.

4.4 The Board noted the ARAC Chair update and the draft Minutes from the 13 December 2018 meeting.

5. Way forward from last Board Workshop

5.1 TR introduced a paper which summarised the work to date on developing a vision/strategic direction for MMO and to discuss the process for how this work would be taken forward.

5.2 The Chair advised that she had asked Terence Jagger (TJ) and Peter Judge (PJ) to represent the board on the Strategic Working Group and would consider the further membership on the group with the CEO out of committee. TR advised that the SWG could proceed through the early stages at speed which would enable them to spend more time working on the opportunities and stages driven by the EDG.

5.3 Following discussion it was agreed that the SWG would take the form of a collaborative group rather than that of a board forum and the extensive work to date would be distilled and included in the project going forward.

5.4 TR took the board through potential timescales and the final stages of the process which would be completed in conjunction with the Chair and CEO. HF commented that she was keen that progress was "fleet of foot".

5.5 TJ asked SP for her thoughts on how Defra could be involved. SP reiterated the fact that preparation was ongoing for the Spending Review (SR19) and advised that it was important to keep the dialogue between Defra and the MMO open as it may prove possible to do a piece of work together.

5.6 RW raised the fact that setting the strategic direction for the organisation was already an annual commitment and queried how this work was different to what MMO was doing already.

5.7 The Board engaged in further discussion; including what the MMO was doing already, exploring best practice from other regulators and applying an economic focus.

5.8 TJ agreed with the observation made by RW and made the point that this work had to differ from annual vision and strategic direction with an emphasis on the longer term - e.g. the next two years initially followed by the bigger picture over the next five years.

5.9 WR commented that it was important to have a framework, as well as interfacing with SR19 and keeping in mind the cultural aspect i.e. the overall strategy has to fit with the MMO and Defra.

5.10 The Chair thanked attendees for their comments confirming that TJ and PJ would represent the board on the SWG.

6. Defra Marine Outcome System Committee (MOSC) Strategic Objectives

6.1 JT introduced the paper inviting the Board to endorse the strategic objectives of the Marine Outcome System Committee. SP advised that the objectives were not cast in stone, were designed to help as we considered the Spending Review, and would continue to be refined.

6.2 The Board discussed the paper in further detail. RW stated that he would be keen to see objectives which would stimulate economic activity in coastal areas. BH noted that there was a good focus on outcomes and queried whether the cultural change required had been fully recognised; acknowledging that some objectives may be challenging to implement. Selina Stead (SS) was pleased to note the international aspect.

6.3 TW commented that the MOSC objectives set out a confident framework for the MMO's ongoing work on strategy and vision which could be incorporated into our future work.

6.4 HF asked the Board if they were happy to endorse the MOSC objectives and additionally if they were content for the Strategic Working Group to adopt these objectives as a framework for their on-going work. The Board confirmed their agreement.

7. People Survey 2018

7.1 Gary Saunders (GSa) joined the meeting to update the Board on the themes which had emerged from the 2018 People Survey and the actions taken and planned to address these.

7.2 GSa pointed out that engagement was up slightly from last year at 61% and discussed in further detail the lower scoring aspects of the survey.

7.3 GSa raised the fact that HR had seen a decrease in cases over this year and advised that in relation to career development the marine system were looking at reward and recognition. GSa took the opportunity to point out some positive developments within learning and development relating to the availability of coaching for staff and the success of training opportunities sourced via the Women's Network.

7.4 HF pointed out the success of the Staff Conference in getting everyone together and was keen to explore how we make our staff feel that they are part of one organisation.

7.5 Peter Judge (PJ) noted that the Board had not been mentioned in the paper and additionally asked about internal communications and whether a “You said/We did” piece had been communicated to demonstrate consistency and join up. GSa confirmed that the Top Place to Work Forum (TPTWF) were currently working on this.

7.6 David Lyall (DL) queried the low score in relation to the question of whether senior managers will take action as a result of comments made in the survey. GSa confirmed that last year there had not been sufficient emphasis on communicating what had been done as a result of the survey however he was keen to address this as a result.

7.7 BH queried whether internal communications was sufficiently resourced. JT explained that the challenge was a financial one, with competing priorities across the business, and acknowledged the excellent work carried out by Gill Stephenson and her team. HF commented that she would like the vision work to cover the purpose of the MMO which was an issue for all senior managers rather than being a communications issue and this would require a cultural shift.

7.8 The Board discussed the use of an interim (Pulse) survey after six months which was thought to be a good idea.

7.9 Gill Stephenson (GS) raised the fact that the CEO did a regular v-log to staff to keep them updated and there was also an anonymous route to the CEO which ensured he had a handle on any issues which were surfacing.

7.10 HF thanked GSa for the presentation and asked for regular updates on this topic.

8. Performance, Finance and Risk Report

8.1 JT introduced the Performance, Finance and Risk Report and noted that a slimmed down version of Directors’ issues had been produced and he would welcome any feedback. JT handed over to Terry Robertson to provide further detail.

8.2 TR noted that the report was completed as at the end of Q3 and that there were currently 22 measures. Internal business planning work had recently commenced with the intention of including KPI’s and measures in the following year. WR sought assurances on the budget which MW was able to provide.

8.3 HF queried whether the Board were content with the revised version of the Director’s update report. TJ noted that it was a good length, however there was still some repetition in relation to ongoing work.

8.4 TJ queried how the Marine Planning workshops were progressing and TW confirmed that she had attended the second workshop and they were proceeding well with positive feedback.

9. Board and Committee Forward Look

9.1 The Board noted the forward look of business and that the meeting in July would be held in London.

12. Next meeting: Board meeting 4 April 2019 – Newcastle

12.1 HF confirmed that the next meeting would be held in Newcastle on 4 April (09:30 – 14:30).

13. Any other business and close of meeting

13.1 No items were raised for discussion under AOB. HF thanked attendees for their contributions and closed the meeting.