



# Marine Management Organisation

**Board Meeting Minutes: 3 July 2019**

**Held in: Lancaster House, Newcastle**

## **Board**

Hilary Florek – Chair

Belinda Howell – Board Member

Bill Dickson – Board member

David Lyall – Board Member

Peter Judge – Board Member

Robert Wilson – Board member

Terence Jagger – Board member

Tony Delahunty – Board member

William Roberts – Board member

## **In Attendance**

John Tuckett – Chief Executive Officer

Andrew Wareing – Director of Business Development and Transformation

Michelle Willis – Director of Finance EU and Licensing

Phil Haslam – Director of Operations

Selina Stead – Chief Scientific Advisor

Terry Robertson – Director of Strategic Development and Planning

Susan Wear – Strategic Communications Lead

Kate Hargreaves – Chief Staff Officer to the CEO

Claire Scutt – Board Secretariat

Sarah Cullen – PA to CEO

David Powell (DP) – IT Technical Coordinator (item 6 only)

Joanna Stockill (JS) – Head of Blue Belt Programme (item 8 only)

Stacy Sharman (SSh) – Social Researcher (item 9 only)

## **Defra – By Invitation**

Neil Hornby – Defra, Director, Marine and Fisheries

## **Apologies**

Trudi Wakelin – Director of Marine Planning and Licensing

## **Minutes**

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

1.1 The Chair welcomed attendees to the meeting, particularly welcoming Bill Dickson and Neil Hornby. The Chair noted apologies from Trudi Wakelin.

1.2 The Chair also noted that a 'long listing' meeting had been held on 2 July in relation to CEO recruitment with final interviews scheduled to take place on 17 July.

## 2. Declaration of Interests

2.1 The Chair invited attendees to declare any new interests noting those previously declared. Belinda Howell (BH) declared a new role as Non-Executive Director for the National Centre for Atmospheric Science (NCAS). BH advised that she had also been invited by Defra to join a steering group for the Seafood Innovation Fund.

## 3. Minutes of the 4 April meeting and actions update from meetings

3.1 The Chair invited attendees to raise any points of accuracy in respect of the 4 April meeting minutes.

3.2 No points of accuracy were raised in relation to the Minutes.

3.3 The Board noted that all actions from 4 April meeting were complete.

## 4. Matters arising from 10 June Audit and Risk Assurance Committee

4.1 William Roberts (WR), ARAC Chair, provided the Board with an update from the business conducted at the formal ARAC meeting on 10 June and the short business meeting the previous day to review the Annual Report and Accounts in order to be in a position to recommend sign off to the Board.

4.2 WR advised the Board that a new Accounting Officer must be appointed given that the current CEO is about to leave the organisation. The Board discussed potential interim arrangements until the substantive CEO appointment is made.

4.3 WR updated that the MMO's internal audit services had been provided by KPMG for the last five years and best practice was to refresh audit provider. The ARAC were currently exploring options with the CEO.

4.4 The Board noted an emerging risk arising from the imbalance of long term resources and short term funding with a number of staff on short term contracts leaving the organisation as funding for roles is withdrawn.

4.5 The Chair noted the update.

## 5. Annual Report and Accounts

5.1 MW introduced the Annual Report and Accounts acknowledging that the Board had discussed some matters arising during the previous agenda item. MW confirmed that a Letter of Representation would be signed by the outgoing CEO who would leave the organisation prior to the accounts being laid in Parliament. In addition, letters of comfort and a declaration of support would be signed by the Executive Directors prior to the Annual Report and Accounts being submitted.

5.2 MW noted that the Annual Report and Accounts had already been signed off by the Minister and the Board requested that in future years the usual sequencing process was observed.

5.3 MW updated that the accounts were in a good position pointing out two areas for future consideration, namely assets under construction and close tracking of impairments.

5.4 A typing error was noted on page 12 section SO4 'Outstanding organisation' which should read 'effective **and** efficient'. The Board noted some minor inaccuracies on pages 6 and 9 and requested that the list of monies section on page 7 included some further details on how these are used.

5.5 The Chair asked the Board whether they were happy to approve the Annual Report and Accounts and the Board confirmed their agreement.

**Decision: The Board confirmed their approval of the Annual Report and Accounts**

**Action: The sequencing for the Annual Report and Accounts to be observed next year to ensure Board sign off prior to the accounts been sent to the Minister.**

## **6. Blue Belt Presentation**

6.1 Joanna Stockill (JS) attended the meeting to provide an update on the work of the Blue Belt programme. JS updated the Board on a range of achievements through the Blue Belt programme, the benefits of engagement and the potential future opportunities.

6.2 The Chair thanked JS and her team for their hard work and for the accolades that the programme had received from CSSF and FCO.

6.3 The Board noted that the benefits of the work undertaken by the Blue Belt team had given the organisation a greater visibility on the international stage.

6.4 The CEO acknowledged that while there were huge opportunities the Blue Belt work was not part of the MMO's core activity and any additional work with other overseas territories would mean a requirement for additional resource.

6.5 The Board noted that while funding from the Foreign and Commonwealth Office for the Blue Belt programme was due to expire in March 2020, an extension of the programme may emerge in due course.

6.6 The Board noted that there may be other sources of funding for the Blue Belt programme which could be investigated further.

## **7. Licensing Customer Satisfaction**

7.1 Stacy Sharman (SSh), Head of Social Research presented on the work that she had recently undertaken on behalf of the Licensing Directorate to investigate customer satisfaction levels with users seeking licenses through the Marine Licensing application process.

7.2 The survey had been undertaken with an external contractor who had spoken with 144 out of the 260 applicants who had completed the licensing process in 2018.

7.3 The Board noted that with regard to the licensing process, the system had to be seamless as well as being a positive customer experience. SSh pointed out that satisfaction ratings were good and noted that cost did not appear to be a critical feature of the satisfaction ratings.

7.4 SSh noted that the key messages from the research demonstrated that 67% of respondents were satisfied overall with the process; MMO staff and the on-line process were noted as positive aspects of the marine licensing service and the organisation had received high ratings for professionalism and trustworthiness. SSh advised that cost and value for money were seen as key drivers of satisfaction with more work required for applicants seeking a more complex license. Additionally, more work was required to promote the pre-application process as it was shown to improve customer satisfaction ratings when used.

7.5 The Board passed on their thanks to SSh and the team for undertaking the research and presenting the findings.

## **8. MMO Strategic Narrative**

8.1 The Directors sought support for 11 statements of strategic intent.

8.2 The Board noted the ongoing discussions to develop the values through the Strategic Working Group (SWG) and that the vision and values were designed to reflect 'real world' measurements.

8.3 The Board reflected that the statements provided gave a good overview however some statements were very clear while others were more generic. There was a recognition that additional work may be required to ensure that the statements aligned with what the MMO was trying to achieve and to align with the strategic objectives of SR19.

8.4 The CEO advised that the Board would be updated on progress and the Chair offered thanks for the work that has been undertaken so far.

***Action: The Strategic Working Group to use the feedback from the Board meeting to refine the statements of strategic intent and to keep the Board informed of progress***

## 9. Performance and Risk Pack

9.1 Terry Robertson (TR) introduced the Performance and Risk report, taking the report as read and asking if there were any areas on which the Board required clarification.

9.2 The Board noted the organizational performance and risks, many of which had been discussed during the meeting. It was noted that this item had appeared towards the end of the meeting agenda on this occasion and it was agreed that the report should be moved to a higher position on the agenda at the next meeting to allow for further time to be spent discussing the issues.

***Action: Secretariat to revise future agendas to include the Performance and risk packs earlier in the running order/ensure adequate time is allocated to the discussion***

9.3 Susan Wear (SW) the Strategic Communications Lead updated the Board on the work carried out by the Communications team since the last meeting. SW took the Board through recent communications and a forward look of planned engagement as well as the media dashboard highlighting key statistics of media engagement.

9.4 The Board noted that the figures showing in the media dashboard appeared to be quite low and queried whether this work could be enhanced to promote the work of the MMO. The Chair acknowledged that that the team had limited resource but that a more strategic overview would assist the Board in understanding the work that the team undertake.

***Action: Susan Wear to revise the information presented to the Board on behalf of the Communications team to offer a more strategic overview***

## 10. Balanced Scorecard

10.1 TR introduced a paper detailing an early view of the work on the Balanced Business Scorecard noting there had been a significant move away from using a RAG status system to using qualitative measures to better support Board discussions. TR welcomed any feedback on the Balanced Scorecard.

10.2 The Board commented that outcomes were preferable to outputs; health and safety indicators would be of interest and it would also be interesting to understand the levels and intensity of activity.

10.3 JT commented that, with regard to outcomes, if the MMO was unable to meaningfully influence them then there may be little value in including them. JT further noted that this was the first iteration of the scorecard and this would be revised to accommodate the feedback received.

10.4 The Board confirmed that as a first iteration it had been valuable, however, there was a further need

for strategic thinking and increased consciousness about the marine environment. The CEO suggested that two scorecards may be required, with the second focusing on the marine environment.

10.5 TR pointed out that work undertaken by our social researchers gave us some assurances and MMO continually evaluated progress to gain a better understanding of how we impact our customers and stakeholders.

***Action: The Board to send feedback on the Balanced Scorecard to the Director of Strategic Development and Planning to allow for further refinement***

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

11.1 The Board noted the forward look of business.

11.2 The Chair advised that Defra Ministers would be invited to attend a future Board meeting.

## **12. Next meeting: Board meeting 26 September 2019 – Newcastle**

12.1 The Chair confirmed that the next meeting of the Board would be held on Thursday 26 September in Newcastle.

## **13. Any other business and review of meeting**

13.1 The Chair thanked all attendees for their contributions and closed the meeting.