



# Marine Management Organisation

**Board Meeting Minutes: July 2022**  
**Location: Lancaster House, Newcastle**

<b>MMO Board</b>
Hilary Florek (HF) – Chair Belinda Howell (BH) Bill Dickson (BD) David Lyall (DL) Peter Judge (PJ) Robert Wilson (RW) – Remuneration Committee Chair Terence Jagger (TJ) Tony Delahunty (TD) William Roberts (WR) - Audit & Risk Assurance Committee Chair
<b>MMO Executive Leadership Team</b>
Tom McCormack (TMc) – Chief Executive Officer Jenny Stewart (JS) – Director of Planning and Change Michelle Willis (MW) – Director of Finance and Resources Michael Coyle (MC) – Interim Director of Operations Trudi Wakelin (TW) – Director of Licensing, Marine Planning and Blue Belt Simon Dixon (SD)- Interim Director of Digital & Analysis Selina Stead (SS) – Chief Scientific Advisor
<b>Defra</b>
Mike Rowe (MR) - Director, Marine and Fisheries
<b>Apologies</b>
<b>Board Secretariat</b>
Danielle Lee-Moulding (DLM)

## Governance

### **Welcome -Declaration of Interests- Review of Previous Minutes**

1.1 HF welcomed all. No declaration of interests made.

1.2 DLM noted changes already received to minutes. TJ requested sight of minutes in Word format to make amendments to return to DLM.

## Operational & Financial

### **2. CEO Update**

2.1 TMc spoke to his paper. MMO delivery for the first quarter of the 2022/23 year will be formally reviewed by the Executive Leadership Team (ELT) later in July 2022 with the formal Q1 report and actions published on the Diligent system for MMO Board (MMOB) for review and comment.

2.2 TMc advised ELT are pleased with progress on performance management framework and relevant KPI's and will, subject to agenda capacity provide further update at the October 2022 MMOB on planned outcomes and impact measures, including benchmarks and report development.

#### Mobile Working

2.3 Change delivery continues, with much focus on the mobilising for the delivery of Mobile Working Phase 3 from October 2022. Work is progressing performance related matters and the team will be assessing any required additional investment on this matter over July and August 2022 and engage MMOB if required.

#### IVMS

2.4 This is a complex change project with live implementation challenges as rollout volumes grow, as previously advised by JS. The implementation and rollout of IVMS continues, with over 450 vessels now confirmed as having the new devices installed, and grant payments made to around 350 vessels.

2.5 TMc summarised recent focus on IVMS transmissions interruptions affecting two suppliers which are now resolved. In summary, some temporary interruptions of transmissions had occurred as one particular supplier had upgraded their servers to support device volume increases. Upgrade actions are complete and transmissions operating.

2.6 TMc confirmed that as device purchase rates grow, we are seeing a concentration of purchases with one supplier, with around 70% of all purchases. It is important to recognise the need to provide additional assurance to fishers ahead of the Statutory Instrument being adopted, which has initiated some new and additional actions to impact the risk of a significant device or supplier failure, with actions underway to develop risk scenario plans, impacts and mitigation options. These activities include new and additional independent device testing to augment agreed type-approval assurance activities, and scenario planning for supplier failure.

2.7 HF asked that to support this assurance that ARAC and ELT leads undertake a deep dive on this matter.

#### **Action - ARAC Chair to take forward a Deep Dive of IVMS.**

2.8 TMc spoke to Paragraph 9 of the CEO update detailing the main pressure is on change delivery, including further development of our change controls and integrated delivery planning, from our challenges in recruiting and retaining project managers (permanent and contractors). This is despite much focus on recruitment activities. Shortfalls are impacting across the teams and also our change plans. JS/MW are working together to prioritise alternative procurement options, specifically securing supply via available commercial frameworks, balancing supply, costs, and delivery.

2.9 ALB reform section taken as read. At present any reduction in FTE relates to core civil service only at this stage, but we will be impacted indirectly through de-prioritisation of workstreams and the subsequent ripple effects from the core department.

## MMO Corporate Plan/Strategy Launch

2.10 TMc advised this will be covered under a separate item on today's agenda. For the internal launch, a "special edition" All Colleague Call was planned for 6 July 2022, focusing on the MMO Framework Document including Defra/MMO Sponsorship, the MMO Strategy, and the first-year commitments of the MMO Corporate Plan. It will also have a forward look to the formal launches including colleague conference, stakeholder event and suite of MMO branding products. The call will be delivered by ELT, HF and MR. MMO Colleague Conference is now confirmed for 5 October 2022 in Newcastle, led by the ELT MMO Board and key delivery partners.

2.11 TMc advised he has spoken at the SUDG Conference as part of our stakeholder framework and has sessions in place with relevant leads to build on stakeholder engagement.

2.12 The new director of Operations, Peter Clark, will join the MMO next week, with a full induction planned. TMc and MMOB thanked MC for his leadership during his interim role.

## **3. MMO Finances/Budget 2022/23**

3.1 Paper seeking approval of budget baselines. MW asked MMOB to note the summary of the budget delegations and approach, including the ongoing risks and opportunities. Following on from April 2022, MMOB were provided a detailed summary of MMO SR21 Settlement and Strategic Funding Priorities to support the delivery of the MMO Corporate Plan, MMOB agreed high level budgets for 2022/23.

3.2 MW updated that following this session, combined with through the new Delivery Assurance Board (DAB), Marine and Fisheries leads have been able to confirm the policy priorities which MMO will deliver for the funding provided in the formal Delegation Letter (DAD), which supported MMOB approval of the Corporate Plan on the 10 June 2022. There still remains a number of outstanding budget transfers from Marine and Fisheries, which are expected to be concluded by the 30 June 2022. In addition to this, the Handshake Letter which accompanies the DAD is with the Secretary of State for sign off.

3.3 MW highlighted that it was important to recognise that MMO will be delivering its statutory and policy objectives through resources which come with new obligations in terms of reporting and accountability. Going forward, for specific policy objectives there are separate delegations which require reporting to the relevant Marine and Fisheries Programme Boards as these activities are considered to be 'ringfenced' by Defra Policy Senior Responsible Officers. The expansion in the provision of our expertise and advice internationally as a delivery partner for the Blue Belt and Blue Planet programmes will be underpinned by a Memorandum of Understanding (MoU) with specific HMT reporting obligations.

3.4 Paper taken as read by all.

3.5 TD queried funding for OPV, seeking reassurance of this funding particularly in relation to increasing fuel costs. MW advised this has been considered as part of budget planning; and that any further vessel extension is an MMOB decision.

## **Decision – MMOB support paper and approval of budget baselines.**

## **4. Annual Report and Accounts (ARA) 2021/22 update**

4.1 MW asked Board to note the proposed timetable, approach, and progress to date for the production and audit of the ARA 2021/22. This paper was considered by MMO Audit, Risk and Assurance Committee (ARAC) on the 15 June 2022 and has been updated to reflect any inputs from that discussion.

4.2 In line with the prior year timetable, the MMO ARA is expected to be laid in Parliament after summer recess but before the House rises for the Political Party Conference Recess on the 22 September 2022. As such it is likely that the MMOB and ARAC will need to convene on the 6 September 2022, to consider approval recommendation to the Accounting Officer to approve to formally sign the MMO ARA.

NAO are planning to formally commence the final audit of the MMO ARA on the 1 August 2022. NAO resource has now been allocated to undertake substantive testing in two phases between the 13 June and the 1 July 2022, and the 1 August and the 2 September 2022. NAO were able to complete a substantial amount of testing as part of its detailed Interim Audit review of period nine financial statements in March 2022. Testing from this phase is largely complete with no significant errors identified during this review. NAO confirmed to the ARAC, that there were no issues with the Interim Audit (nine months to the 31 December 2021), with positive feedback on progress so far.

**Decision- MMOB in support of proposal outlined above.**

## Strategic Developments

### 5. Defra view from The Bridge

5.1 MR gave update from Defra. All DAB meetings are now aligned with MMO Board meetings to ensure no duplication and ease of reporting. DAB has represented an opportunity to do things differently with a direct feed into to quarterly Ministerial updates for both MMO and Cefas.

5.2 Update provided on Marine Protected Area's (MPAs) and the formal launch due in the coming days.

5.3 Update provided on Offshore Wind and the Energy Bill, which is being amended where possible. Stakeholder engagement is continuing, with special focus on the Crab Mortality issue.

5.4 WR queried UK Seafood Fund (UKSF), and how the ARAC should provide assurance. MW confirmed that Defra were the decision makers on all approvals of the UKSF, MMO being simply the administrators, which is different to other MMO grant schemes. MR advised Defra would be happy to take this forward again with WR directly.

**Action - MR to provide a UK Seafood Fund update for WR.**

### 6. British Energy Security Strategy (BESS)

#### **PG and RS joined for this agenda item**

6.1 Further to the update at MMOB in April 2022, Defra has made a commitment to implement a range of measures, most under the Offshore Wind Environmental Improvement Plan (OWEIP) and referenced in the BESS, together with work on marine spatial prioritisation to identify areas for offshore wind and fisheries.

6.2 PG and RS presented paper outlining the three potential areas of work for the MMO arising from BESS:

- a) Spatial modelling/mapping to support Defra spatial prioritisation response. Listed first as this has the shortest deadline and is already a focus of MMO activity and resource;
- b) The wider package of measures – OWEIP; and
- c) Activities to do with technologies and measures other than wind energy.

**Decision: MMOB approve pivoting controlled resources towards BESS activities and agree associated reprioritisation to create space for the team to support Defra. MMOB also recognises the increasingly collaborative approach between Defra and MMO**

### 7. MMO Stakeholder Framework

7.1 JS advised purpose of this paper is to provide MMOB with an overview of the revised and updated Stakeholder Engagement Framework (SEF) which is the strategic level engagement plan and replaces previous versions. MMOB are asked to approve the revised stakeholder engagement objectives and to approve their role in the revised Engagement Approach.

7.2 SS flagged the Stakeholder Versus Strategic Partnership element of customer relationship management and the need to be more specific and targeted. JS confirmed the stakeholder list is being actively reviewed and mapped following an initial piece of work in 2020 due to be completed in September 2022.

**Action- JS to look at the possibility of light touch technology systems already in use in other ALBs and large stakeholders.**

## 8. MMO Strategy and Corporate Plan

8.1 JS outlined purpose of paper is to seek approval from the MMOB for the plans for the external stakeholder event proposed for the autumn to launch the new Corporate Strategy. MMOB are asked to note the launch plans and support the proposals for the role of the Board in the planned launch activities.

8.2 Purpose of the event is connecting and reconnecting with stakeholders; building awareness and interest in MMO Strategy, particularly our strategic goals, updating on MMO context and delivery priorities and providing an opportunity for networking.

8.3 The event will be held at the Royal Society in London on the 18 October 2022. MMO attendees will include all Board members, ELT, and a select number of SLT colleagues with a timetable of subsequent stakeholder coastal events to follow after the launch.

**Decision- MMOB in support of proposal and MMOB involvement in the event.**

## 9. MMO Board Forward Plan

9.1 HF confirmed that the plan that has been prepared by MW and DLM takes us around the Coast which is vital as we move forward post Covid-19 and focus again on Stakeholder engagement. Dates will be distributed after the session, but weeks are given in the paper as a guide.

9.2 Discussion around the need to be flexible for supplementary MS Teams meetings and if MMOB can take place on different days aside from the usual Wednesday slot. All agreed that the plan aligns well with DAB and the increase in meetings is required.

**Action: DLM to send request for specific dates followed by calendar appointments- acknowledging the need to alternate from a Wednesday where possible.**

## 10. Culture, Recruitment and Retention Review

10.1 MMO secured the services of Methods to undertake a review of recruitment, retention, and culture to inform specific actions MMO can implement to better develop colleague capability and culture over the next three years.

10.2 Presentation from Methods team; covering the four areas of the report; attrition, recruitment, life cycle and culture. Work due to complete August 2022 with a full report to be sent to Chair and MMOB shortly after.

## Closing Matters

### 11. AOB/Minutes of last meeting

11.1 No items to discuss. Chair closed meeting.

## Action Log

<b>Action</b>	<b>Owner</b>	<b>Update</b>
IVMS - ARAC Chair to take forward a Deep Dive of IVMS.	HF	Full ivMS paper considered by MMOB on 30 September 2022. Risks described will continue to be monitored via the ARAC Chair.
Strategic Development – MR to engage with BR update on UKSF assurance.	MR	To be completed by the 30 November 2022.
Stakeholder Framework – JS to look at the possibility of light touch technology systems already in use in other ALBs and large stakeholders.	JS	To be completed by the 31 March 2023.
MMOB Forward Plan – DLM to send request for specific dates followed by calendar appointments-acknowledging the need to alternate from a Wednesday where possible	DLM	Complete

<b>Decision Log</b>	
<b>Decision</b>	<b>Agreed by</b>
MMO Budget 2022/23 – MMOB support paper and approval of 2022/23 budget baselines	All MMOB attendees
ARA update – MMOB in support of proposal outlined	All MMOB attendees
BESS – MMOB approved pivoting controlled resources towards BESS activities.	All MMOB attendees
MMO Strategy and Corporate Plan – MMOB in support of proposal and MMOB involvement in the event	All MMOB attendees