



Marine
Management
Organisation



Corporate Plan 2022 – 2025



1.

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1. Foreword

In 2020 the MMO marked the 10-year anniversary of its formation as the principal marine regulator for England. This allowed us to reflect proudly on our achievements, and to look forward to the challenges and opportunities over the next 10 years which we describe in our 10-year strategy MMO 2030: Healthy, Productive Seas and Coasts.

The MMO's role provides an exciting opportunity to adopt innovative, evidence-led, and collaborative approaches to managing English seas that will help ensure our seas are used wisely and sustainably. At the heart of this is our relationships with our customers and stakeholders who live and work around our coasts and seas, as well as with partners across the Defra Group and wider Government.

This Corporate Plan describes how the MMO will help deliver Government ambitions and the Defra Outcome Delivery Plan. It provides a transparent contract with Defra and our partners, setting out what they should expect from the MMO over the next three years.

2. Purpose of the Corporate Plan

This Corporate Plan describes MMO's delivery responsibilities for the three years from 2022 to 2025 as set out in the MMO Framework Agreement with Defra. It shows how our MMO services support and deliver our seven strategic goals, and how we contribute to Defra's Outcome Delivery Plan priorities, namely:

- Improve the environment through cleaner air and water, minimised waste, and thriving plants and terrestrial and marine wildlife.
- Increase the sustainability, productivity and resilience of the agriculture, fishing, food and drink sectors, enhance biosecurity at the border and raise animal welfare standards.
- The emerging International Marine Division strategic plan.

This plan also describes how MMO supports UK Government's international environmental ambitions; to assist overseas territories to manage and protect their own marine ecosystems.

For each of the next three years (2022-23, 2023-24 and 2024-25) the plan describes our resources, the services we will deliver, our plans for service modernisation and improvement, our efficiency delivery plans, and how we will measure our performance and impacts. It also sets out the commitment to our people and how we will continue to build on strong levels of colleague commitment, professionalism, and engagement by focussing on building capacity, investing in capability, and creating our culture.

The plan will be reviewed annually to reflect changes in funding, priorities, or scope. It is also subject to change, with additions or amendments agreed with Defra through the sponsorship arrangements.

The Corporate Plan will be used as the framework for providing delivery assurance and reporting to MMO's Board and Defra. It will also drive directorate plans and delivery work objectives.

3. Our strategic Goals and how they support the Defra Outcome Delivery Plan

		Defra Outcome Delivery Plan priorities	
		Improve the environment through cleaner air and water, minimised waste, and thriving plants and terrestrial and marine wildlife	Increase the sustainability, productivity and resilience of the agriculture, fishing, food and drink sectors, enhance biosecurity at the border and raise animal welfare standards
GOAL 1	Restore and recover marine ecosystems	✓	✓
GOAL 2	Responsive, widely owned marine planning framework	✓	✓
GOAL 3	Recognised as a world leader for marine management activities	✓	✓
GOAL 4	Support and manage a culture of compliance	✓	✓
GOAL 5	Support global marine protection	✓	
GOAL 6	Assure sustainable management of fishing opportunities	✓	✓
GOAL 7	Maximise evidence and data	✓	✓

4. MMO Finance and Resources

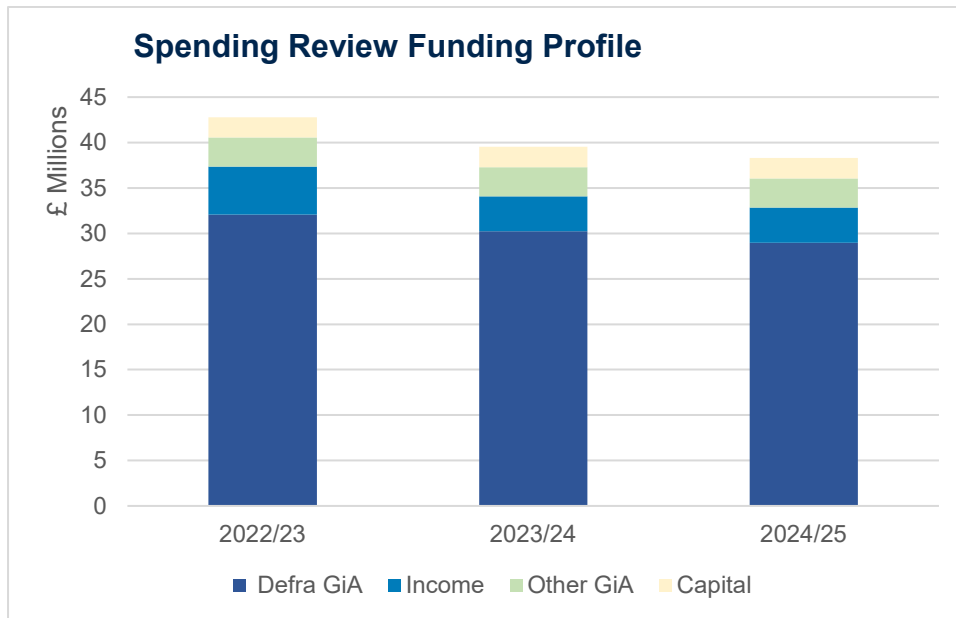
The Spending Review settlement provides greater certainty for planning than in previous years, with the financial opportunity to invest and modernise to deliver better value for money for our customers, our stakeholders, and our colleagues.

Our Finance and Resource Plan (money, people, contracts, and relationships) is the key strategic enabler that will ensure that MMO remains focussed in the prioritisation of resources to delivering the commitments we have made to Government, in a more effective and efficient way, improving value to the taxpayer. Our ambition for the period is on growing the MMO to become a more modern, service centric regulator, with some investment in data and digital services, and delivery supported by our strategic partners.

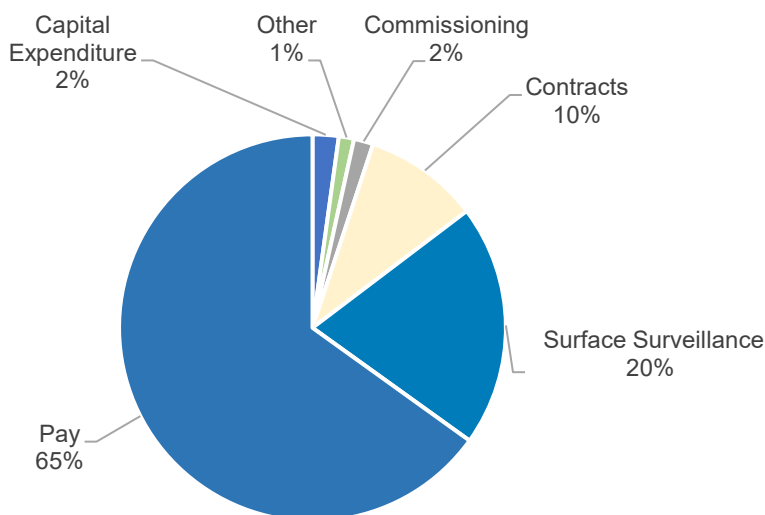
Informing a better understanding of how we use our resources is the ability to describe the relationships between our funding and resources, and the contributions they make to the delivery of our services. Establishing a clearer line of sight means we can better understand how investment choices contribute to policy outcomes.

Defra has provided MMO Grant in Aid (GiA) for delivery of MMO core statutory duties, with additional funding to support some specific Government policy priorities such as reforming fisheries management, marine spatial plans, and offshore wind. The resources for the period of this Corporate Plan are **£32.1m (2022/23), £28.8m (2023/24), and £27.5m (2024/25)**. Included within these amounts is ring-fenced funding to administer and support the new domestic Grant schemes, the legacy EU European Maritime Fisheries Fund (EMFF) is separately funded through EU Technical Assistance.

In line with HM Treasury’s Managing Public Money guidance, MMO will continue to seek full cost recovery for its existing regulatory services through fees and charges, this currently only applies to Marine Licensing activities; however, we will be looking to expand this principle to some of our other services, where appropriate. Planned income from fees and charges for the Corporate Plan period are **£3.6m (2022/23), £3.9m (2023/24), and £3.9m (2024/25)**.



Resource Composition



2022/23						
MMO Service	FTE	Defra GiA £m	Other GiA £m	Income £m	Capital £m	Total £m
Enabling Sustainable Marine Development	153	4.8		3.6		8.4
Delivering Sustainable Fishing Opportunities	68	4.0				4.0
Providing Regulatory Support & Assurance	212	21.7		1.6	0.9	24.2
Protecting Marine Habitats & Wildlife	44	1.6	0.3			1.9
Administering Marine Support Funds	22	1.1				1.1
Supporting Global Marine Protection	27		3.2			3.2
Required Savings		(1.2)				(1.2)
2022/23 Total	524	32.1	3.5	5.2	0.9	41.7

2023/24						
MMO Service	FTE	Defra GiA £m	Other GiA £m	Income £m	Capital £m	Total £m
Enabling Sustainable Marine Development	153	4.9		3.6		8.5
Delivering Sustainable Fishing Opportunities	68	4.1				4.1
Providing Regulatory Support & Assurance	212	19.5		0.2	0.9	20.6
Protecting Marine Habitats & Wildlife	44	1.6	0.3			1.9
Administering Marine Support Funds	22	1.0				1.0
Supporting Global Marine Protection	27		3.2			3.2
Required Savings		(2.4)				(2.4)
2023/24 Total	524	28.8	3.5	3.8	0.9	36.9

2024/25						
MMO Service	FTE	Defra GiA £m	Other GiA £m	Income £m	Capital £m	Total £m
Enabling Sustainable Marine Development	153	5.1		3.6		8.7
Delivering Sustainable Fishing Opportunities	68	4.1				4.1
Providing Regulatory Support & Assurance	212	19.4		0.2	0.9	20.5
Protecting Marine Habitats & Wildlife	44	1.6	0.3			1.9
Administering Marine Support Funds	22	1.0				1.0
Supporting Global Marine Protection	27		3.2			3.2
Required Savings		(3.7)				(3.7)
2024/25 Total	524.3	27.5	3.5	3.8	0.9	35.7

MMO will receive other Grant in Aid, through expert support and advice, contribute to Government's international commitments, supporting the Control Security Stability Fund (CSSF): International Blue Belt Programme. Resources will be provided by FCDO, and ring fenced for the purpose of the Programme, for the period of the Corporate Plan are **£2.76m (2022/23), £2.76m (2023/24), and £2.76m (2024/25)**. Additionally, MMO will also contribute to the delivery of the Ocean Country Partnership Programme (OCP), supporting Defra deliver its international obligations for the Blue Planet Fund. Resources will be provided by Defra Overseas Development Assistance (ODA), which for the period of the Corporate Plan are **£0.9m (2022/23), £0.9m (2023/24), and £0.9m (2024/25)**. Note that Blue Belt and OCP budgets for 2023/24 and 2024/25 are subject to annual confirmation and may change.

MMO will receive Capital investment to support delivery of policy programmes such as the Fish Export Service and infrastructure to support the delivery of new Grant schemes. MMO will also use capital resource to digitise and modernise our regulatory services, which will drive efficiencies by changing the way our customers engage with us and our internal processes. Over the Corporate Plan period this is expected to be **£0.9m (2022/23), £0.9m (2023/24) and £0.9m (2024/25)**.

MMO will need to demonstrate it is providing effective and efficient services driving public value. It is important that MMO can contribute to the efficiencies required to reduce the costs to the taxpayer. Over the Corporate Plan period MMO is expected to achieve cash releasing efficiencies of **£1.2m (2022/23), £2.4m (2023/24), and £3.6m (2024/25)**. MMO will focus the achievement of these savings through:

- Improvements to data management to reducing administrative capacity.
- Improving regulatory coherence in the marine space to achieve regulatory reform.
- Service design of marine development and other operational services, to enable efficient and effective services.
- Supporting some of this service delivery will be enabled through our charging powers included in the Fisheries Act 2020, more recently in the opportunities being considered for statutory advice that is provided to the Planning Inspectorate through the Planning Bill, the Levelling Up Bill and the Energy Bill.
- Scaling of the control and enforcement capabilities, looking to innovative technology and reducing reliance on expensive assets.

MMO remains committed to sustainability and the Greening Government Commitments. We will continue to be diligent and transparent on the environmental impacts arising from the way we operate our services and our consumption of resources.

5. Our People

We will continue to build on strong levels of colleague commitment, professionalism, and engagement. The multi-year Spending Review settlement supports MMO to build a larger, more permanent workforce with more stability for our colleagues. It also enables better plans to develop colleague capability and our culture over the coming three years.

Building our **MMO capacity** means initially increasing our permanent workforce to around 525 full time equivalent (FTE), whilst retaining the flexibility to supplement our capacity with fixed term arrangements. Note that the efficiency plan currently being developed will reduce this 525 FTE. We aspire to be an even more attractive employer, which means we need to develop our views on what would make MMO an employer of choice. To enable this, we will look to improve our recruitment approaches. We will continue to actively engage and listen to colleagues and will work to build their views into our employee offer, such as a blended approach to office-based working, and to pay and reward policies and priorities.

Investing in our **MMO capability** means that we will focus investment on our colleagues to ensure they have the core and essential skills to undertake their roles effectively and confidently. We will progressively move toward performance conversations that enable our colleagues to develop corporately, professionally and as individuals. We remain committed to valuing professions and professional standards, and plan to develop talent and succession management and career conversations as a standard part of our performance framework.

Creating our **MMO culture** is key to MMO's continued delivery and growth. Through our MMO values, together we are Accountable, Innovative, Engaging, and Inclusive. We will use insight from

our People Surveys and through a dedicated and externally supported MMO culture audit. These will help us to describe the organisation we want MMO to be, and to grow a colleague experience that is reflective of our values and culture.

We place great importance on our duty and commitment to ensure **colleague health, safety, and wellbeing**. We believe this enables everyone to work safely, effectively, and productively. Our Health, Safety and Wellbeing Roadmap continues to guide our priorities and investment to put in place safe systems of support, and to provide a focus for all colleagues in managing their personal safety and wellbeing in a positive way.



6. MMO Service Delivery - Priorities and Ambitions

This section sets out our service delivery priorities and transformation plan for each of our services.

6.1 Marine Planning and Licensing

We lead and manage sustainable development of our seas and coasts. MMO's role in planning and licensing marine development and other activities is to implement, monitor and update marine plans around the English coast. We support sustainable marine development through licensing, permitting of a range of activities, including: subsea cabling for telecommunications and power, construction in ports and on quays, and dredging and extracting aggregates for construction and transport infrastructure. As England's marine manager we also have a key role advising upon marine elements of nationally significant infrastructure projects including offshore wind farms, nuclear new builds and major port developments and are also responsible for ensuring approvals are in place for the £4.2bn Thames Tideway Tunnel.

6.1.1 Marine Planning

In developing the Marine Plans below, we assume core funding, and an efficiency of 5% in the cost of core in year three. Defra want the MMO to play a key role in supporting implementation of the Energy Security Strategy, particularly in providing more spatial marine planning including support for Defra's offshore wind enabling actions programme and associated priority activities. This will provide increased understanding of the impacts of offshore wind and how to manage and mitigate those impacts in a more strategic way. We will work with Defra to confirm the implications of refocussing current priorities to re allocate existing resource to this work.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
All plan areas	<p>Planning evidence strategy</p> <p>Annual monitoring data collection</p> <p>Internal and external implementation</p> <p>Maintain / update Explore Marine Plans</p> <p>Reactive / proactive engagement activities</p>	<p>Deliver evidence requirements in strategy</p> <p>Annual monitoring data collection</p> <p>Internal and external implementation</p> <p>Maintain / update Explore Marine Plans</p> <p>Reactive / proactive engagement activities</p>	<p>Deliver evidence requirements in strategy</p> <p>Annual monitoring data collection</p> <p>Internal and external implementation</p> <p>Maintain / update Explore Marine Plans</p> <p>Reactive / proactive engagement activities</p>
East Plan (update scope to be determined but currently planning for minimum viable product for report.	<p>Data analysis and drafting of 3rd three Yearly Report</p> <p>Scoping of revision of East Marine Plan – including assessments</p>	<p>3rd three Yearly Report laid before Parliament</p> <p>Revised East Marine Plan development, drafting and consultation</p> <p>Sustainability Appraisal and HRA for revised East Marine Plan undertaken</p>	<p>Post-consultation amendment of East Marine Plan</p> <p>Facilitate Cross-Whitehall sign-off of revised East Marine Plan</p> <p>Support SoS adoption of revised East Marine Plan</p>
South Plan	Monitoring data collection	<p>Monitoring data analysis</p> <p>2nd three Yearly Report drafted</p>	2 nd three Yearly Report laid before Parliament
NE/NW/SE/SW Marine Plans	<p>Monitoring approach finalisation</p> <p>Monitoring data collection</p>	<p>Monitoring data analysis</p> <p>1st three Yearly Report drafted</p>	1 st three Yearly Report laid before Parliament
Marine Spatial Planning	Develop scope, evidence needs and methodology	Data gathering and iterate spatial allocations and impacts	Ministerial / cross government engagement and sign off of approach
Planning and Licensing Services	Develop efficiency proposal	Deliver	Save
Offshore Wind	Continued contributions to key external programmes (e.g. Offshore Wind Enabling Actions Programme and Offshore Transmission Network Review), Deliver and support evidence projects Review and implement improved ways of working on offshore wind across the MMO	<p>Continued contributions to key external programmes, realising any effectiveness or efficiency benefits from improved ways of working evidence projects</p> <p>Input to planning reform proposals</p>	<p>Continued contributions to priority projects</p> <p>MMO contribution to making planning reform operational</p>

6.1.2. Marine Licensing

We anticipate the volume of work for offshore wind and nuclear will increase over the next three years driven by the Government ambition to produce a total of 40GW of electricity from offshore wind and a total of 1GW of electricity from floating offshore wind by 2030. We expect that the volumes for applications will increase by around 10-20% and recognise that this may be subject to change with the new Energy Security Strategy. We also expect some changes in regulation around licensing of less complex cases to change following a Defra review of activities that might either be exempted from the marine licensing regime or be suitable for self-service.

Due to high intake and recruitment challenges in the last year, we are part way through our recovery plan to ensure that all licence applications are processed in a timely manner. We will complete the recovery plan by the end of year one.

We will deliver an end-to-end service re-design of planning and licensing services that will help drive improvements to the customer and internal user experience and provide better integration between planning and licensing. This will provide an improved and more streamlined planning and licensing service and will include replacing the current Marine Case Management System (MCMS) to make it simpler, more user friendly, and a more self-service driven system.

As part of this transformation, we will explore options to review our charging schemes. This will include reviewing the charge ceiling for fixed fee band licences and reviewing the charges for post consent monitoring. Additionally, we will consider the nature of pre-application advice, particularly the advice and support provided by our Marine Planning team. New charging/cost recovery powers may be considered in future HM policies and legislation, and we will explore and support charging options. However, it is unlikely any new cost recovery powers will be available in the first year or year two of the spending review period.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Licensing Recovery Plan	Performance recovered		
Project Speed	Focus on EIA and HRA reform (funding for one year only)		
MCMS replacement	Discovery (Subject to approved business case)	Development and implementation	
Planning and Licensing step back service re-design	Design and quick wins (Subject to approved business case)	Deliver	Implement
Planning and Licensing Charging review / redesign		Design	Deliver

6.2 Delivering Sustainable Fishing Opportunities

MMO supports our fishing industry by supporting negotiations around quota allocation, issuing fishing vessel licences, and facilitating licence transactions and other fisheries data services. We manage fishing opportunities through assuring Producer Organisations (POs), directly managing quota for the, primarily, inshore (non-sector) fleet, effort management, and conducting monitoring, assurance and, when necessary, enforcement.

Government ambitions are set out in the [Joint Fisheries Statement](#) (JFS). The JFS identifies MMO as a national fisheries authority for England, and we will begin to transform the management of our core services to meet the requirements of the JFS, which includes the development and implementation of Fisheries Management Plans (FMPs). FMPs will be the key tool for managing our fisheries going forward, prepared to restore one or more stocks of sea fish to or maintain them at sustainable levels.

We will continue to deliver our statutory functions for the licensing of English fishing vessels and operate as the Single Issuing Authority on behalf of the UK for UK vessels' access to foreign waters, and foreign fishing vessel access to our waters. We expect the volume of licensing activity in these areas to continue at the same rate over the next three years managing approximately 5,000 licences. There will be ongoing administration of vessels and vessel owners (approx. 5,000 administrative transactions per year including, aggregation of entitlement, disaggregation, change of personal details, transfer of entitlement and new licenses).

We will continue to provide expert support to the Government on fisheries negotiations, with the EU and third countries, and adherence to the trade and cooperation agreement (TCA). Over the next three years, in line with the TCA agreement, the MMO will allocate the English share of the remaining 15% (2.5% p.a. up to 2025/6) of repatriated catch from the EU to UK fishers.

We will work with Defra to support UK Government to negotiate and define more sustainable approaches to sustainable quota and non-quota management. Fishing opportunity allocations will be set to protect and restore fish stocks whilst supporting industry to thrive. FMPs will become a key influence in this process.

As part of the current service, we will continue to oversee quota and effort allocations and support Producer Organisations (POs) providing them with information and assurance to support their operations. Through assurance and engagement, we will identify any actions to help POs develop, thrive, and become more accountable for the activities of their members. Over the next three years we do not expect the number of POs to change significantly, but we will continue to act around derecognition as required or provide guidance to these wanting to become a new PO.

We will also continue to support the non-sector (primarily inshore) fleet through the provision of timely quota allocations. We will work collaboratively on resolving issues and exploit potential opportunities through greater local engagement with the Regional Fisheries Group network that we are establishing with fishers supported by Defra, Cefas and the Inshore Fisheries and Conservation Authorities (IFCAs). We see this network as a key enabler to a cultural shift that will enable industry to play a much bigger role in the decision-making process for fisheries management. Co-management and self-regulation is the long-term goal.

By 2025, we aim to transform fisheries licensing through full digitisation of the process from end to end and stop the use of paper-based transactions wherever possible. These increases will provide improved catch insight and evidence, support improvements in traceability and stock/quota management, and support allocations. Following completion of the Defra Domestic Licence Review, we will look at any opportunities to introduce charging that covers our costs of issuing and transferring vessel licences and for administering transfers and swaps of quota from one organisation to another.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Front Runner FMP	Lead development of Channel NQS FMP / contribute to development of other front-runners (Tranches 1 & 2)	Finalise and implement Channel NQS FMP: and other T1 and 2 FMPs post consultation. Lead / contribute to development of further Tranche 2 and Tranche 3 FMPs	Lead / contribute / implement further T3 FMPs
Regional Fisheries Groups	Establish and embed	Engage and action	Engage and action
Domestic and Foreign vessel licensing	Ongoing	Ongoing	Ongoing
Quota and Effort Management	Ongoing	Ongoing	Ongoing
Non Quota Species (NQS) Management	Ongoing BAU delivery and input to development of future policy approaches	TBC	TBC
PO Assurance	Ongoing BAU delivery. Input to CMO/PO Review and implementation of outcomes	TBC	TBC
Dispensations	Ongoing	Ongoing	Ongoing
REM implementation	TBC	TBC	TBC
Establish MMO as a National Fisheries Authority (NFA)	Establish and scope roles	TBC	TBC
Service Re-design of Vessel Licensing	Design	Delivery	
SIA Process Redesign and System Improvement	Tactical change. Redesign (optional)		
Licensing System Replacement		Discovery and Business Case	Development
Develop Charging Scheme Option for Vessel Licensing			Design

6.3 Protecting Marine Habitats and Wildlife

MMO is responsible for assessing and managing (principally through MMO byelaws) fishing activities in Marine Protected Areas (MPAs) in all English waters offshore of six nautical miles (nm). In parallel, we support the work of Inshore Fisheries and Conservation Authorities (IFCAs) to manage fishing within six nautical miles by providing advice and quality assurance of IFCA byelaws. In addition to management of fisheries, MMO is also responsible for managing activities which do not require a marine licence (such as recreational anchoring) which may pose a risk to meeting MPA conservation objectives, and we have a key role in provision of advice in establishing and implementing Highly Protected Marine Areas (HPMAs).

MMO also has a key role working alongside partners in the National Contingency Plan for responding to Marine Pollution incidents. In 2021, we responded to 234 pollution incidents. Over the spending review period, we will discuss options for maintaining the UK oil spill treatment product list with Cefas.

MMO is the licensing authority for wildlife licences for England to protect our key wildlife and habitats. We grant about 12 licences a year and expect the volumes to rise if there is a significant increase in offshore wind farm development as wildlife licences are required during construction. New charging/cost recovery powers may be considered in future HM policies and legislation, and we will explore and support charging options for our services. However, it is unlikely any new cost recovery powers will be available in the first year or year two of the spending review period.

Alongside our existing MPA responsibilities, Government priorities for our marine environment will see us delivering the review and implementation of marine protection measures to manage fisheries in the 40 offshore (12-200nm) MPAs, over the next three years.

We will also continue to support IFCAs and Defra in the quality assurance of inshore (0-6 nm) byelaws to ensure they are effective and proportionate. For inshore MPAs (0-12nm) we will complete the implementation of measures to protect Studland Bay Marine Conservation Zone (MCZ) from recreational anchoring and will assess a further 30 MPAs to determine what (if any) management is required. We will be asked to provide support on the establishment of HPMAs and this will be 'carried' by the MMO as a delivery pressure to be managed with Defra.

We will also continue to plan and maintain our preparedness for marine pollution incidents and to maintain the UK list of approved oil spill treatment products, as well as issue permissions to use dispersants.

The implementation of measures to support MPA management required to meet Government ambitions will require additional resource. Following implementation (end of 2024), our focus will extend to assurance, monitoring and periodic review. We plan to deliver cost reductions and some FTE efficiencies by year three of the spending review period. There may be a relatively modest efficiencies in year one and year three (one FTE respectively) which is dependent on decisions to rationalise some core services currently provided. As for HPMAs, Defra recognise that this will add a delivery pressure to the MMO that will be managed alongside Defra through the SR21 review period.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Offshore (6-200 nm) MPAs	Stage one: measures for first four fast track sites come into effect (June)	Stage two: 13 sites covering sensitive sites to bottom towed gear, expected completion in June 2023	Stage three: 33 remaining sites, expected completion December 2024
Voluntary measures for Studland Bay MCZ.	Review adoption of voluntary measures for Studland Bay MCZ		Consult and implement byelaws for Studland Bay MCZ if needed
Management of marine non-licensable activities impacting MPAs additional to Studland)	Assess 30 sites potentially requiring management action	TBC	TBC
Ongoing expert support and quality assurance of IFCA byelaws	Ongoing	Ongoing	Ongoing
Ongoing Marine Pollution Response	Ongoing	Ongoing	Ongoing
Ongoing Wildlife Licensing Service	Ongoing	Ongoing	Ongoing

6.4 Administering Marine Support Funds

MMO supports delivery of funds to help England's seafood sector to deliver sustainable growth in the catching, processing, and aquaculture sectors. The Fisheries and Seafood Scheme (FaSS) has the strategic aim to safeguard the long-term sustainability, resilience, and prosperity of the seafood sector across England, with around £18m grant funding support over a three-year period. This will complement grant investment to the seafood sector, following the conclusion of the previous EU Scheme European Maritime Fisheries Fund (EMFF) which will close for applications in December 2023. Note that the EMFF also supports improving data collection and regulatory compliance with fisheries policies.

MMO is administering the UK Seafood Fund (UKSF) as part of a £100m UK Government commitment to modernise, reform and rejuvenate the seafood industry across all areas of the supply chain, through three key pillars; Science and Innovation, Infrastructure and Skills and Training. MMO will be responsible for administering the Infrastructure Pillar, £65m grant investment aimed at improving the UK sectors' ability to sustainably catch, land, process and sell seafood as the UK fisheries quota increases over the next five years.

Over the three-year period, MMO will also support Defra in its review to improve and harmonise how grants are delivered and managed across Defra. We do not expect a strategic IT solution for funding schemes to be funded in this spending review (although it may be considered in future spending rounds).

EMFF will be closed for applications from 31 December 2023. MMO will continue as the competent authority for England to continue to support applicants to conclude their projects, including all final inspections to support final payments. Separately, as the UK Managing Authority, MMO will by February 2025 conclude for all the UK, statutory evaluations, reporting, audits, and accounting for the whole of the EMFF UK Programme.

FaSS will operate to at least March 2025. MMO will assess, evaluate, and award applications taking account of criteria set by Defra. We will support applicants in making high quality applications (and associated payments), targeting specific sectors as defined by Defra, to achieve the outcomes detailed in the FaSS Result Indicator Framework (which will be available by Summer 2022). We will continue to provide Defra with expert support and advice on improving the FaSS effectiveness, including post project monitoring and external evaluation.

UKSF Infrastructure Scheme will operate to March 2024. MMO will administer the scheme for the UK, on behalf of Defra, which will include assessing and evaluation of applications, and recommendations to the Defra Future Funding Board for approval. MMO will support projects to meet their agreed milestones and reimbursements of claims. We will continue to provide Defra with expert support and advice on improving the UKSF effectiveness, including post project monitoring and external evaluation.

Delivery Summary

Scheme	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
EMFF	Deliver	Deliver	Post project monitor
	Evaluate	Fund closes Dec 2023 Manage final payments and finalise accounts Make final payments Post project inspections and evaluation	Final Implementation Report and EMFF accounts
MFF	Fund closes March 2022 Manage final payments and post project monitoring		
UKSF	Administer	Administer	Administer
	Complete scheme build		
	Participate in establishing and running framework	Participate in running framework	Participate in running framework
			Fund closes March 2024 (subject to change) Manage final payments and post project monitoring
FaSS	Deliver	Deliver	Deliver
	Complete scheme build		
	Participate in establishing and running framework	Participate in running framework	Participate in running framework

6.5 Providing Regulatory Support and Assurance

MMO has lead responsibility for ensuring compliance with the national and international marine regulations in English waters, and operates a range of assurance and inspections activities, including guidance and support, remote surveillance, and physical patrols and assurance inspections in-port and at-sea. We work closely with a range of partners including the Devolved Administrations, the Crown Dependencies, and Inshore Fisheries and Conservation Authorities (IFCAs) to ensure the alignment of assurance on activities. MMO is also a key partner on national maritime security activities, working with others through the Joint Maritime Security Centre to assure the integrity of the UK's Exclusive Economic Zone.

The volume of assurance and inspection activity over the next three years will increase in proportion to new and extended duties. Some associated with the UK status as an independent coastal state, and some due to new governmental ambitions and policies, such as introduction of under-10m catch recording and I-VMS, and the expansion of MPAs, new grant funding schemes, and the growth of offshore wind.

We will continue to help demonstrate the sustainability and traceability of fish caught in English waters. We will complete the roll out of Inshore Vessel Monitoring Systems (I-VMS) on vessels to ensure a better understanding of fishing activities in inshore waters. We will continue to seek an improved picture of 'fish-take' by continuing to modernise how data is captured and support improved data compliance across industry. Our assurance and inspection actions will increasingly be modernised and joined-up, including the staged development and rollout of MMO's mobile working application. With improved data provision we will modernise how we capture, integrate, analyse, and share data on fishing activity, to benefit future fisheries management and marine spatial planning.

Furthermore, we will continue to manage and improve the Fish Export Service. This includes maintaining the customer contact centre and concluding the Pathfinder Programme over 2022-2023. We will continue to act as the single liaison office for Illegal, Unreported, and Unregulated (IUU) matters with the EU.

We aim to play a key role in helping to shape, simplify and improve future rules and legislation for the fishing industry. We will grow further opportunities to engage, (eg through Regional Fishery Groups) taking the opportunity to work much more collaboratively with industry and start to explore options to test opportunities for developing earned recognition, co-management, and self-regulation. This includes working with Producer Organisations on different ways to manage compliance by members.

We will continue to deliver assuring compliance of conditions outlined in marine licences, and wildlife licences. We will extend our focus and actions to assure MPA management measures – we expect measures to significantly increase through the spending review period.

We will seek support to exploit technology to transform the way we deploy assurance services. Working with Defra and with other external maritime partners, we will seek to innovate and trial technologies to enhance our assurance capabilities and support cost reductions.

Though the majority of MMO regulatory services focus on support and compliance assurance monitoring, we also discharge our statutory enforcement function to provide a proportionate response and disincentive to continued poor performance and disrupt illegal activity. From January 2021 - January 2022 we delivered 1139 enforcement actions. 1035 of these were minor sanctions (verbal rebriefs, advisory letters/written rebriefs) and 104 were significant sanctions (Official Written Warnings, Financial Administrative Penalties, investigations). We expect an increase in enforcement activity leading to minor sanctions in line with the increase in assurance and inspection activity. Minor sanctions will also increase due to improved data capture, reporting and monitoring

through I-VMS and catch recording, which allows more accurate targeting of potential non-compliance and illegal activity.

In the next three years, we also expect our more targeted, intelligence-led approach to begin to have a deterrent effect. We can more accurately identify poor operators and focus on those more serious cases where major sanctions are appropriate to provide a deterrent effect and ensure that those that are compliant are not disadvantaged. We will increase our focus on reviewing options to recover costs from our investigations and prosecutions as permitted under the Proceeds of Crime Act (POCA) 2002.

We will develop proposals for a possible charging model for compliance services linked to operator/customer risk and performance and encourage more customer self-assurance through a high-trust, high-consequence model linked to charging and opportunities and earned recognition.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Redefining Compliance	Define	Deliver	
IIVMS roll out	Complete Roll out	Utilise data	Utilise data
Under 10 catch app	Support implementation	System improvements	Ongoing support
Mobile Working	Phase 3 complete, and bid for innovation funding	Utilise data	
Fish Export Service efficiency changes	Mandatory certificate changes Case management	Continuous improvement	
End to end service design	Admin functions review and delivery	Review and redesign	Implementation
Deliver FES Pathfinder Programme	Complete Pathfinder		
Future technology for surveillance	Scope areas for potential and bid for innovation funding	Test and develop options	Implement recommendations
Intelligence system	Scoping	Deliver	Implementation A candidate for change but no resource available to date
Charging Approach	Develop charging model that reflect operator risk and performance including potential for operator / customer self-monitoring / regulation and earned recognition	Develop business case to introduce charging for compliance services Develop business case to implement operator self-monitoring / regulation	Implement new charges for selected compliance services

6.6 Supporting Global Marine Protection

MMO Global Marine services provide technical marine expertise to help other governments and overseas territories to evidence and develop management plans and regulatory regimes to protect their marine ecosystems. Much of our global work is delivered in partnership through international programmes such as the Blue Belt (BB) Programme and Ocean Country Partnership Programme (OCP), which is funded through the Blue Planet Fund.

All MMO's global overseas work comes from direct, ring fenced, government funding. MMO will support global activity using a capped resource allocation that will be periodically reviewed to reflect latest priorities, delivery positions and new demand. The team will be supported by an MMO Business Development Unit who will ensure that each project is within the remit of MMO, is funded and affordable and has an appropriate business case. We will plan for organisational design review in year two to be implemented in year three to ensure alignment with a wider MMO Target Operating Model. Whilst we will continue to ensure that MMO's Global team is delivering as efficiently as possible, further efficiencies will be transferred to sponsors and funders rather than cash releasing for MMO. We assume a 5-10% cost efficiency from year two onwards.

MMO's global activities fall into three areas:

- Extension of the Blue Belt Programme with Foreign Commonwealth and Development Office (FCDO)
- The Blue Belt Ocean Shield sub-programme, which is a subset of the Blue Belt for those UK Overseas Territories who require maritime domain awareness advice and assistance only
- OCPP where Defra is delivering £12.33m p.a. over the next three years.

Delivery Summary (indication pending confirmed delegations and funding)

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
OCPP Biodiversity theme Provide advice and assistance on MPAs, including IUU fishing	Belize, Maldives, Sri Lanka, CMAR (Costa Rica, Panama, Columbia, Ecuador), India: delivery of agreed work packages subject to agreement ODA funding Scoping for new countries (potentially Senegal, Mozambique, Ghana, and Solomon Islands, Vanuatu, Bangladesh)	Delivery of agreed work packages Additional scoping as directed (potentially Vietnam)	Delivery of agreed work packages Additional scoping as directed
Blue Belt Enhance marine protection in the UK Overseas Territories	Ascension, Tristan da Cunha, St Helena, Pitcairn, BAT, SGSSI, BIOT, Turks and Caicos Islands: delivery of agreed work packages Scoping for Anguilla and Cayman Islands	Delivery of agreed work packages Additional scoping as directed	Delivery of agreed work packages Additional scoping as directed
Blue Belt Ocean Shield sub-programme Provide advice and assistance on maritime domain awareness in the UK Overseas Territories	Delivery of agreed work packages in Bermuda	Delivery of agreed work packages Potential to scope Montserrat	Delivery of agreed work packages

Support to OCPP will increase through year one once the scoping needs of participating countries has been carried out and funding secured. We expect an increase in new activity in response to the extension of the Blue Belt Programme that will coincide with reduced activity in supporting some of the existing participating overseas territories.

6.7 MMO's Delivery Support

Delivery of MMO's strategic goals, our six key services and all initiatives and change, is massively underpinned by colleagues across our directorates and teams that provide essential delivery support.

Delivery support activities include finance, human resources, digital, evidence, project delivery, communications and engagement, governance and assurance, legal services, planning and administrative support services.

Our Corporate Plan, including our resources, services, priorities, transformation, people, and partnerships, reflects our delivery support teams, including building sustainable capacity and capability, and supporting and contributing to our MMO efficiency plan.



7. MMO Change Delivery

Over the next three years the MMO will continue to improve the services we provide and the way we deliver them through an evidence-based service design approach informed by the MMO performance framework. We know that Defra/Arm's length bodies (ALB) transformation, including ALB reform, will generate change and opportunities for MMO. We are supportive of these changes and are actively engaging in options development, and we will adapt our plans when options and changes are confirmed. In addition to the changes described in the MMO Services section, we also plan to deliver a number of MMO driven modernisation/transformation activities, specifically:

- Design a Target Operating Model
- Consider the overall behaviour change driven through our fees and charges
- Improvement of data (quality; storage; sharing and exploitation) across the MMO
- Opportunities to modernise and improve our legacy IT systems.

Across the MMO we have several legacy IT platforms built on old technology, which require ongoing maintenance and, in some instances, are moving out of support. Our change plan will build on previous change delivery including filling data gaps and modernising our IT estate and services. The MMO Change Plan [\[LINK\]](#) lists the legacy IT stabilisation candidates, which will be prioritised through the lenses of operational risk mitigation and driving efficiencies in maintaining our digital estate.

We are also committed to making evidence and evaluation central to our decision making and transformation. Following a successful proof of concept year, MMO will be a major delivery partner for Defra leading on key projects as part of the Marine Natural Capital Ecosystem Assessment (mNCEA) programme. MMO's activity in this space includes commissioning and overseeing the activity of system partners, eg, JNCC, and synthesising evidence into a coherent framework to support decision making in all MMO services and across the Marine Outcome System. We have put forward a bid for evidence and evaluation funds through the Chief Scientific Advisor's Office (CSAO) alongside Marine Outcome System partners in SR21. MMO has prioritised its requirements and is awaiting confirmation of which budget lines are funded and to what amount.

We plan to consolidate all MMO change delivery, including service delivery changes; Defra priorities; efficiency plans and MMO driven modernisation into an integrated change plan and MMO governance with staged delivery over the next three years. Our delivery is entirely dependent on resource availability and our ability to recruit into vacant posts. Our initial plans assume that by September all posts will be filled, if this is not the case, further prioritisation will be required. We will also align our plans and governance products to agreed wider Defra governance systems as these develop.



8. MMO Customers

We work with many individuals and organisations to achieve our outcomes including charge paying customers, government departments, other government agencies, local authorities and those communities our decisions impact.

Our [Customer Charter](#) will ensure we continue to improve the services we provide to our customers. The Charter is clear about the standards our customers should expect from us and what we expect from our customers, based on the principles:

- how we treat you
- we aim to get it right
- keep you informed
- making things easier for you.

This puts customer needs at the heart of how we modernise our services and success will be tracked through customer satisfaction surveys and feedback. To deliver our published service standards we will engage with and listen to our customers in the right way: using clear, simple language.

We are committed to continuing to listen, learn and work together to maintain strong and enduring working relationships with our customers and stakeholders that support and enable us to deliver our strategic goals.

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
<p>Our customers Our customers use and are reliant upon the services we offer and are diverse in nature. We will develop and ensure consistent and high levels of customer service underpinned by an ethos of mutual respect, expert knowledge and transparency.</p>			
Customer Charter	Publish the Customer Charter Develop and implement customer feedback forms	Develop a formalised lessons learned review process to inform service design improvements	Ongoing review and input to service design improvement
Service Standards	Initial definition	Improvement delivery	Improvement delivery
Customer Facing Skills (MMO Essentials)	Design and trial	Rollout Part 1 / 2 Product improvement	Rollout Part 2/2
Customer Service Surveys	Design survey and gather baseline	Ongoing measurement and input to service design improvement	Ongoing measurement and input to service design improvement
Customer Product Improvement	Improve customer products linked to change delivery	Improve customer products linked to change delivery	Improve customer products linked to change delivery
Complaint's handling	Improve method for using complaints data	Use feedback from complaints to deliver a customer handling improvement plan for all our key services	Use feedback from complaints to deliver a customer handling improvement plan for all our key services
<p>Our stakeholders and delivery partners Our stakeholders and partners are diverse, ranging from government and the devolved UK administrations to groups that represent the many different marine industries and sectors that use or rely upon the sea. Our aim is that collaboration, partnership and joint stewardship will underpin everything we do, and we will proactively engage, and share best evidence and technology to devise and achieve shared objectives</p>			
Engagement Strategy	Develop strategy Implement strategy	Revise strategy as required	Revise strategy as required
Engagement Plan	Develop and deliver annual plan centered on key MMO events	Develop and deliver annual plan centered on key MMO events	Develop and deliver annual plan centered on key MMO events

9. How We Will Measure Our Success - MMO Performance Framework

We are developing a MMO Performance Framework to support the delivery of the MMO Strategy and this Corporate Plan. The Performance Framework details how we will measure progress in delivering our services and seven strategic goals. To support the Corporate Plan this element of the framework focusses on how we measure our performance in delivering the MMO services. Service delivery, including Key Performance Indicator monitoring will be managed by the Executive Leadership Team (ELT), and assured by the MMO Board and then reported to Defra. The service measures will be aligned to the Defra Handshake letter to ensure the MMO delivers on the annual commitments with Defra.

Progress in delivering the outcomes articulated by the MMO strategic goals will be measured over the period of the MMO Strategy – working from baselines. As the MMO progresses delivery of our services, we will assess and measure the trends toward achieving the goals bi-annually and annually as appropriate over the ten-year period.

Completion of the Performance Framework is staged over the first year of this corporate plan – with all service measures and outcome and impacts indicators developed and delivered in phases by March 2023. The phased approach is:

Service Measures - 2 Phased Approach:

Phase 1 – refreshing the metrics in 2022/23 – Planning and Change (P&C) leads will co-ordinate the gathering and collation of data across the range of services currently operated across MMO. Some of this is supported by Digital and Assurance (D&A) leads. Existing KPIs have been rationalised, replaced, or retired to ensure reporting gives clearer insight into performance against services and standards. P&C, with support from D&A, will also lead the formalisation of service measures through the production and update of measure definition forms that will describe data sources, data analytics and expected data quality management for each service measure.

Phase 2 – making D&A the single point of truth and automating reporting

- In Year 1 (2022/23) – D&A to develop a plan that moves towards a fully integrated single point for data analysis utilising the MMO's Strategic Reporting Database (SRDB) alongside automated and interactive reporting with PowerBI. This includes a business case proposal to re-engineer existing data flows to bring together data fragmented across the MMO's systems.
- In Year 2 (2023/24) – subject to investment, D&A to deliver then manage reporting of new reports for all data sources included within the SRDB.

MMO Outcome and Impact Indicators – 2 Phased Approach:

Phase 1 – setting the scene by September 2022 – D&A to lead the provision of 'as is' data where they exist using initial descriptors for each goal. Reporting intervals for each descriptor will also be confirmed. Where data do not currently exist delivery plans to fill gaps, including any necessary business cases for investment will be produced.

Phase 2 – full baselining by M – D&A to use baseline descriptor information from Phase one to develop MMO indicators for each goal that will establish activity targets and allow a more meaningful analysis of MMO's outcomes, the context it operates in and impacts.