

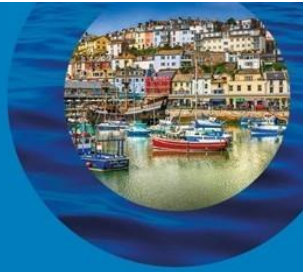


Marine
Management
Organisation

Corporate Plan

2022 – 2025

Year 2 (2023/24) Revision



...ambitious for our seas and coasts

Contents

1. Foreword.....	3
2. Purpose of the Corporate Plan.....	3
3. Defra EIP23 Goals, MMO Strategic Goals and MMO Services Matrix	5
4. MMO Finance and Resources.....	5
5. Our People	9
6. MMO Service Delivery – Priorities and Ambitions	10
6.1 Enabling Sustainable Marine Development	10
6.1.1 Marine Planning.....	11
6.1.2 Marine Licensing	12
6.2 Delivering Sustainable Fishing Opportunities.....	14
6.3 Protecting Marine Habitats and Wildlife	17
6.4 Administering Marine Support Funds	19
6.5 Providing Regulatory Support and Assurance	20
6.6 Supporting Global Marine Protection	23
6.7 MMO’s Delivery Support	25
7. MMO Change Delivery	26
8. MMO Customers	27
9. How we will measure our success – MMO Performance Framework.....	29

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; and
- Adapting MMO operating procedures in line with Climate Change Adaptation requirements, impacts of the Defra 25 Year Environmental Plan (25 YEP), the [Defra Sustainability Strategy 2023 to 2033](#) and the Defra Environmental Improvement Plan (EIP23). This includes the delivery of the 5 priorities identified for the MMO against EIP23 requirements:
 - PRIORITY 1 - Develop and maintain all systems necessary for fisheries trade with the EU and elsewhere

- PRIORITY 2 - Enable fishing activity in UK waters whilst supporting the effective management of fisheries
- PRIORITY 3 - Enabling the achievement of our 30by30 ocean protection commitments and our new domestic legal target for MPAs
- PRIORITY 4 - Facilitating domestic implementation of marine commitments whilst contributing to wider policy development concerning marine spatial prioritisation and implementation of the Offshore Wind Environmental Improvement Package being introduced via the Energy Bill and associated secondary legislation
- PRIORITY 5 - Effective administration of funding schemes in support of fishing industry

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 and team plans and delivery work objectives.

3. Defra EIP23 Goals, MMO Strategic Goals and MMO Services Matrix

This table shows the interrelationship between Defra EIP23 Goals, MMO Strategic Goals and MMO Services.

Defra EIP23 Goals	Goal 1 Thriving Plants & wildlife	✓	✓	✓	✓	✓	✓	✓
	Goal 6 Using resources from nature sustainably	✓	✓	✓	✓	✓	✓	✓
	Goal 7 Mitigating and adapting to climate change	✓	✓	✓			✓	✓
	Goal 10 Enhancing beauty, heritage and engagement with the natural environment		✓					
MMO Strategic Goals		Goal 1 Ecosystem recovery	Goal 2 Integrated marine planning	Goal 3 Modernising services	Goal 4 Transforming regulation	Goal 5 Global protection	Goal 6 Assuring sustainable fisheries	Goal 7 Improving evidence
MMO Services	Enabling Sustainable Marine Development	✓	✓	✓	✓		✓	✓
	Delivering Sustainable Fishing Opportunities		✓	✓	✓		✓	✓
	Protecting Marine Habitats & Wildlife	✓	✓	✓	✓			✓
	Administering Marine Support Funds			✓	✓			
	Providing Regulatory Support & Assurance	✓		✓	✓		✓	✓
	Supporting Global Marine Protection			✓		✓		✓

Table 1.
Defra EIP23 Goals, MMO Strategic Goals and MMO Services

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.

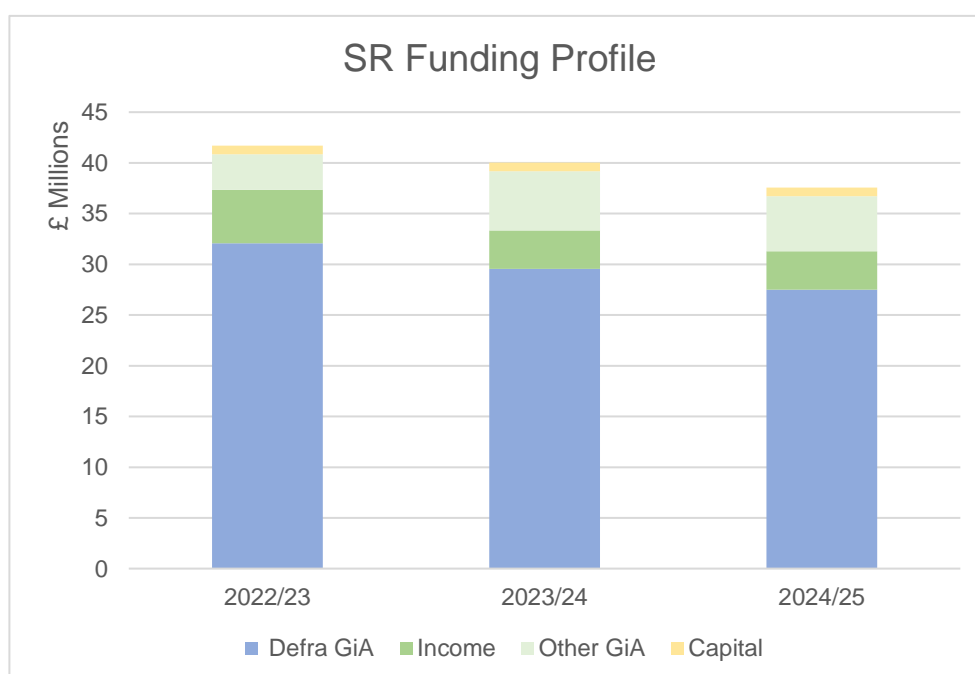
Our Finance and Resource Plan (money, people, contracts, and relationships) is the key strategic enabler that will ensure that MMO remains focussed on the prioritisation of resources to delivering the commitments we have made to Government, in a more effective and efficient way, improving value to the 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.

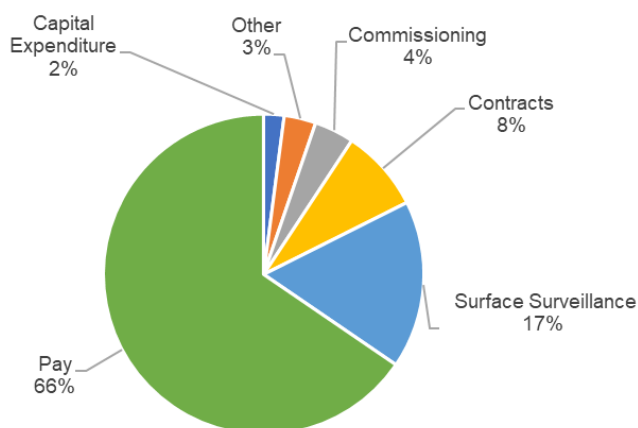
Informing a better understanding of how we use our resources is the ability to describe the relationships between our funding and resources, and the contributions they make to the delivery of our services. Establishing a clearer line of sight means we can better understand how investment choices contribute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

Defra provides 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)**, **£28.5m (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 EU European Maritime Fisheries Fund (EMFF) is separately funded through EU Technical Assistance.

In line with HM Treasury's Managing Public Money guidance, MMO continues 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 look 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)**, **£3.5m (2023/24)**, and **£3.6m (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	148	4.8		3.6		8.4
Delivering Sustainable Fishing Opportunities	66	4.0				4.0
Providing Regulatory Support & Assurance	205	21.7		1.6	0.9	24.2
Protecting Marine Habitats & Wildlife	42	1.6	0.3			1.9
Administering Marine Support Funds	29	1.1				1.1
Supporting Global Marine Protection	35		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	173	6.1	0.4	3.5		10.0
Delivering Sustainable Fishing Opportunities	62	4.1				4.1
Providing Regulatory Support & Assurance	177	19.3		0.3	0.9	20.5
Protecting Marine Habitats & Wildlife	49	1.6	0.6			2.2
Administering Marine Support Funds	25	0.8	0.4			1.2
Supporting Global Marine Protection	36		4.4			4.4
Required Savings		(2.4)				(2.4)
2023/24 Total	522	29.5	5.8	3.8	0.9	40.0

2024/25						
MMO Service	FTE	Defra GiA £m	Other GiA £m	Income £m	Capital £m	Total £m
Enabling Sustainable Marine Development	173	5.1		3.6		8.7
Delivering Sustainable Fishing Opportunities	62	4.1				4.1
Providing Regulatory Support & Assurance	177	19.4		0.2	0.9	20.5
Protecting Marine Habitats & Wildlife	49	1.6	0.3			1.9
Administering Marine Support Funds	25	1.0				1.0
Supporting Global Marine Protection	36		3.2			3.2
Required Savings		(3.7)				(3.7)
2024/25 Total	522	27.5	3.5	3.8	0.9	35.7

Table 2.
MMO Budget breakdown 2022 - 2025

MMO receives other Grant in Aid, through expert support and advice, contributing to Governmental international commitments, supporting the Control Security Stability Fund (CSSF) and the 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 **£2.3m (2022/23)**, **£3.2m (2023/24)**, and **£2.3m (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)**, **£1.2m (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 receives 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 also uses 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 is committed to demonstrating that 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 savings of **£1.2m (2022/23)**, **£2.4m (2023/24)**, and **£3.7m (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;
- Review of offshore operations including the provision of commercial vessels; and
- Review of the MMO FTE requirements.

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 and to further develop colleague capability and our culture over the coming two years. MMO has started a Capacity, Capability and Culture project (3Cs), which has identified areas for development in these 3 areas, leading to an optimised, engaged and stable workforce.

Building our **MMO capacity** means initially increasing our permanent workforce to around 522 full time equivalent (FTE), whilst retaining the flexibility to supplement our capacity with fixed term arrangements. The efficiency plan currently being developed will reduce this 522 FTE and will potentially meet some or all the 23/24 saving requirement. We aspire to be an even more attractive employer, which means we are developing our views on what would make MMO an employer of choice. To enable this, we are improving our recruitment approaches. We will continue to actively engage and listen to colleagues and are building their views into our employee offer.

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. Leaders and managers are reviewing their teams' skillsets and identifying gaps for development. 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 are developing 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 are using insight from our culture audit and 3Cs workshops to describe the organisation we want MMO to be, and to grow a colleague experience that is reflective of our values and culture.

3Cs Project Delivery Summary

Activity	Year 2 (2023/24)	Year 3 (2024/25)
Capacity	<p>The new HR service offer and approach to Business Partnering will be further developed, including the implementation of purposeful HR management information, improvements to recruitment processes and the introduction of a corporate induction.</p> <p>Our approach to resource action planning will enable MMO to employ a more stable workforce within range of our target FTE.</p>	<p>The development of the HR service offer will continue and be reviewed. Measures of success will include increased improvement in manager and candidate experience in the recruitment process, a workforce establishment in-line with FTE targets, reduced attrition rates and an improvement of colleague experience and engagement.</p>

Activity	Year 2 (2023/24)	Year 3 (2024/25)
Capability	<p>A co-ordinated approach to establishing training and development requirements and funding will be initiated. The approach will ensure decisions are fair across directorates and funding prioritised based on necessity, impact and outcomes.</p> <p>Leadership development will continue, and a new management development programme will be introduced to ensure a more consistent experience for colleagues.</p>	<p>A new approach to people performance management based on regular performance conversations will commence.</p> <p>The learning and development offer for all colleagues will grow and evolve as our understanding of talent, succession planning and career aspirations develop.</p> <p>Leadership and management development programmes will continue to be delivered and modules will evolve as fundamental skills grow.</p>
Culture	<p>A roadmap to establish how MMO becomes a 'people first' culture where we get the best out of our people.</p> <p>The roadmap will clearly define the activities and outputs required to meet MMOs culture ambitions.</p> <p>Year 2023/24 priorities will be delivered in-line with the agreed roadmap.</p>	<p>The 2024/25 culture activities and outputs will be delivered in-line with the approved roadmap. The details of the roadmap are yet to be agreed.</p>

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 sites and links continue 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 MMO service delivery priorities and transformation plans for each of our services.

6.1 Enabling Sustainable Marine Development

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 the delivery of harbour orders, licensing and permitting 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 (NSIPs) 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

Defra want the MMO to play a key role in supporting implementation of the British Energy Security Strategy (BESS), 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 continue to work with Defra to confirm the implications of refocussing current priorities to reallocate existing resource to this work.

Delivery Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Core			
All plan areas	Planning evidence strategy Annual monitoring data collection Internal and external implementation Maintain / update Explore Marine Plans Reactive / proactive engagement activities	Deliver evidence requirements in strategy Annual monitoring data collection Internal and external implementation Maintain / update Explore Marine Plans Reactive / proactive engagement activities	Deliver evidence requirements in strategy Annual monitoring data collection Internal and external implementation Maintain / update Explore Marine Plans Reactive / proactive engagement activities
South Plan	Monitoring data collection	Monitoring data analysis 2nd three Yearly Report drafted	2nd three Yearly Report laid before Parliament
NE/NW/SE/SW Marine Plans	Monitoring approach finalisation Monitoring data collection	Monitoring data analysis 1st three Yearly Reports drafted	1st three Yearly Reports laid before Parliament

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Offshore Wind	Continued contributions to key external programmes (e.g., Offshore Wind Enabling Actions Programme and Transmission Network Review), Deliver and support evidence projects Review and implement improved ways of working on offshore wind across the MMO	Continued contributions to key external programmes, realising any effectiveness or efficiency benefits from improved ways of working evidence projects Input to planning reform proposals	Continued contributions to priority projects MMO contribution to making planning reform operational
Initiatives			
East Plan – report revision	Data analysis and drafting of 3rd three Yearly Report Scoping revision of East Marine Plan – timing, scope, resources	3rd three Yearly Report laid before Parliament Statement of Public Participation finalised Evidence and Issues stage underway Sustainability Appraisal scoping/baselining	Plan drafting informed by engagement, SA, HRA and MCZ assessments Facilitate Cross-Whitehall input to planning process and plan drafting Support drafting of submission to ministers to accompany draft plan in early 2025
Marine Spatial Planning evolution	Inform and support Marine Spatial Prioritisation Programme (MSPriP). Establish project to undertake further modelling	Continue input to MSPriP as required including activities MMO agrees to lead on Deliver modelling project outputs with partners. Agree follow up actions	Contribute input to MSPriP as required
Planning and Licensing Services	Develop efficiency proposal		

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 UK Government target to produce a total of 40GW (with an ambition of 50GW) of electricity from offshore wind and a total of 1GW (with an ambition of 5GW) 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 British Energy Security Strategy (BESS).

We 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.

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 and more streamlined integration between planning and licensing. This 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 are exploring options to review our charging schemes. This includes 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.

SRU will support implementation of the BESS through our licensing work, particularly through changes to short term management measures related to underwater noise and development of offshore wind environmental standards.

New funding of £1.8m has been provided for Year 2 (2023/24). This is for Nationally Significant Infrastructure Projects (NSIPs) and related to 23 additional FTE. MMO has also received £428,600 from Project Speed for supporting Defra’s work on ongoing efficiencies, modernisation and legislative reform affecting Marine Planning and Licensing.

Delivery Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Core			
Marine Licencing	Ongoing	Ongoing	Ongoing
Harbour Orders	Ongoing	Ongoing	Ongoing
Support to NSIPs	Ongoing	Ongoing	Ongoing
Initiatives			
Licensing Recovery Plan	Performance recovered		
Project Speed	Focus on EIA and HRA reform (funding for one year only)	Ongoing support to Defra Exemptions review, Governments plans for EIA and SEA modernisation, and to licensing efficiencies and potential habitat regulation assessment reform	Continued support to Project Speed subject to Defra confirmation

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
MCMS replacement	Discovery (Subject to approved business case)	Business Justification Business case approval Delivery	Ongoing Implementation (subject to business case approval)
Planning and Licensing step back service re-design	Pre-discovery	Develop proposal Define implementation and delivery proposal Commence delivery and quick wins	Ongoing delivery (subject to business case approval)
Planning and Licensing Charging review / redesign		Align to step back plans	Ongoing delivery (subject to business case approval)

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 are transforming the management of our core services to meet the requirements of the JFS, which includes the development and implementation of Fisheries Management Plans (FMPs).

We will continue to deliver our statutory functions for the licensing of English fishing vessels and operate as the Single Issuing Authority (SIA) on behalf of the UK for UK vessels' access to foreign waters, and foreign fishing vessel access to UK 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.

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.

We continue to oversee quota and effort allocations and support Produce 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 three years of this Corporate Plan we do not expect the number of POs to change significantly, and we will continue to act around derecognition as required or provide guidance to those wanting to become a new PO.

We continue to support the non-sector (primarily inshore) fleet through the provision of timely quota allocations. We 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). Co-management and self-regulation are the long-term goals.

By 2025, we aim to transform fisheries licensing through further digitisation of the process from end to end and reduce the use of paper-based transactions wherever possible. This will provide improved catch insight and evidence, support improvements in traceability and stock/quota management, and support allocations.

We will continue to work with Defra to delivery improvements to the way we manage our fisheries as well as to create new opportunities to support a thriving industry including the recreational sector.

Delivery Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Core			
Regional Fisheries Groups	Establish and embed	Engage and action	Engage and action
Domestic and Foreign vessel licensing	Ongoing	Ongoing	Ongoing
Quota Management	Ongoing	Ongoing	Ongoing
Non-Quota Species (NQS) and Effort Management	Ongoing BAU delivery and input to development of future policy approaches	Ongoing BAU delivery and in input to future policy approaches including the development and implementation of FMP management measures	Ongoing BAU delivery and in input to future policy approaches including the development and implementation of FMP management measures
PO Assurance	Ongoing BAU delivery. Input to CMO/PO Review and implementation of outcomes	Ongoing BAU delivery. Input to CMO/PO Review and implementation of outcomes	Ongoing BAU delivery. Input to CMO/PO Review and implementation of outcomes

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Dispensations	Ongoing	Ongoing	Ongoing
RFMO compliance & coordination	Coordinating MMO input into RFMO compliance coordination / implementing outputs from annual contracting party meetings	Coordinating MMO input into RFMO compliance coordination / implementing outputs from annual contracting party meetings	Coordinating MMO input into RFMO compliance coordination / implementing outputs from annual contracting party meetings
Initiatives			
Front Runner FMP	Lead development of Channel NQS FMP / contribute to development of other front-runners (Tranches 1 & 2)	<p>Front Runner FMP: Finalise and implement Channel Demersal NQS FMP and implementation of other Tranche 1 and 2 FMPs (developed by other Organisations) post consultation.</p> <p>Lead / contribute to development of further Tranche 2 and 3 FMPs (including leading on Southern North Sea Demersal NQS FMP)</p> <p>Implementation - Develop, implement and monitor management measures arising from frontrunner and UK FMPs</p> <p>Requirement specifications</p> <p>Develop delivery plan</p>	Lead / contribute / implement further T3 FMPs
Establish MMO as a National Fisheries Authority (NFA)	Establish and scope roles	Establish and scope roles	Ongoing BAU delivery
Service Re-design of Vessel Licensing	Pre-discovery	Business justification Business Case approved	Deliver (subject to business case approval)
SIA Process Redesign and System Improvement	Tactical change. Redesign (optional)	Tactical changes complete 22/23. Further strategic changes to be delivered through vessel licensing re-design	
Licensing System Replacement		Discovery and Business Case	Implement (subject to business case approval)

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Bluefin Tuna (BFT)	Supporting Defra in policy development	Implement small scale commercial fishery pilot and support the development of a recreational BFT fishery	Implement recreational BFT fishery. Commercial element TBC
Trade and Cooperation Agreement (TCA) review			Support Defra in planning and reporting preparation for the TCA review

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 nm by providing advice and quality assurance of IFCA byelaws. 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).

In 2021, MMO responded to 234 pollution incidents, and as such a key role working alongside partners in the National Contingency Plan for responding to Marine Pollution incidents. 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.

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.

The implementation of measures to support MPA management required to meet Government ambitions requires additional resource. Following implementation (end of 2024), our focus is extending to assurance, monitoring and periodic review. We plan to deliver cost reductions and some FTE efficiencies by year three of the spending review period.

For HPMAs, designation orders for the first three HPMAs have been formally made and the MMO have the lead role in developing, consulting and implementing byelaws to manage fishing within them. We are also supporting Defra on identification of additional HPMAs. Defra recognise that this will add a delivery pressure to the MMO that will be managed alongside Defra through the SR21 review period, with all management measures for MPAs in place by the end of 2024.

Delivery Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Core			
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
Initiatives			
Offshore (6-200 nm) MPAs	Stage 1: measures for first four fast track sites come into effect (June)	<p>Offshore MPAs (6-200 nm):</p> <p>Stage 2: Make and implement byelaws for 13 MPAs covering sensitive sites to bottom towed gear.</p> <p>Review of delivery plans for Stages 3 & 4</p> <p>Stage 3: Launch formal consultation of potential management measures for 41 MPAs</p> <p>HPMAs:</p> <p>Create, consult and implement byelaws for 3 designated HPMAs</p> <p>Support Defra in identification of additional HPMAs</p>	<p>Offshore MPAs (6-200 nm):</p> <p>Stage 4: launch formal consultation</p> <p>Final management implementation of Stage 3 and 4 sites</p> <p>HPMAs:</p> <p>Ongoing support to Defra in identification and assurance of additional HPMAs</p>
Voluntary measures for Studland Bay MCZ.	Review adoption of voluntary measures for Studland Bay MCZ	Support Studland Bay Marine Partnership on the voluntary measures	Support Studland Bay Marine Partnership on the voluntary measures
Management of marine non-licensable activities impacting MPAs (additional to Studland)	Assess 30 sites potentially requiring management action	Develop and establish a strategy and plan for the management of the highest risk MPAs	Continued implementation of plan

6.4 Administering Marine Support Funds

MMO supports delivery of funds to help England's seafood sector deliver sustainable growth in the catching, processing, and aquaculture sectors. The Fisheries and Seafood Scheme (FaSS) strategic aim is 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); closing for applications in December 2023. Note that the EMFF also supports improving data collection and regulatory compliance with fisheries policies. After EMFF application closure, MMO will continue as the competent authority for England for the continued support to applicants in concluding 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.

MMO administers 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, with £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. 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 provide Defra with expert support and advice on improving the UKSF effectiveness, including post project monitoring and external evaluation.

FaSS will operate to at least March 2025. MMO will assess, evaluate, and award applications taking account of criteria set by Defra. We 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 provide Defra with expert support and advice on improving the FaSS effectiveness, including post project monitoring and external evaluation.

Over the three-year period, MMO will support Defra to improve and harmonise how grants are delivered and managed. 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).

Delivery Summaries

Activity	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 Impact the removal of the fund across MMO	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. This includes guidance and support, remote surveillance, and physical patrols and assurance inspections in-port and at-sea; assuring compliance of conditions outlined in marine licences, and wildlife licences. 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 help demonstrate the sustainability and traceability of fish caught in English waters. We will complete the roll out 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.

MMO will manage and improve the UK Fish Export Service (FES). This includes maintaining the customer contact centre. We will work with Defra, the Devolved Administrations and Crown Dependencies to further develop FES from Year 2 onwards (subject to approvals of business case and funding). We will continue to act as the single liaison office for Illegal, Unreported, and Unregulated (IUU) matters with the EU, and imports, including support to Port Health Authorities.

We play a key role in helping to shape, simplify and improve future rules and legislation for the fishing industry. We are taking the opportunity to work 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 POs on different ways to manage compliance by members.

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.

MMO also discharges our statutory enforcement function to provide a proportionate response and disincentive to continued poor performance and disrupt illegal activity.

In the next three years, we also expect our more targeted, intelligence-led approach to begin to have a deterrent effect. We are more accurately identifying 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 Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Core			
Regulatory assurance inspections and monitoring	Ongoing	Ongoing	Ongoing
Initiatives			
Redefining Compliance		Develop cross-MMO compliance definition Develop proposal for compliance measurement and baselining	
IVMS roll out	Roll out	Continue Roll out Utilise & assure data	Utilise data
Under 10 catch app	Support implementation	Collate improve opportunities and identification of change propositions	Ongoing support
Mobile working	Phase 1 & 2 completion	Phase 3 completion Final release under EMFF funding Business case bid for additional funding	Deliver (subject to business case approval)
Fish Export Service	Mandatory certificate changes Case management	Design and delivery of mandatory certificate changes and enhancement to the FES case management system (subject to business case approval) Undertake Shadow running through 23/24 Prepare Industry Pathfinder plans	Complete shadow running through 24/25 (subject to business case approval) Begin Industry Pathfinder (subject to business case approval) Continual improvement
End to end service design	Admin functions review and delivery		Admin functions review and delivery Review and redesign

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Future technology for surveillance	Scope areas for potential and bid for innovation funding	Capture requirement of surveillance arrangements	Implement recommendations
Intelligence system	Scoping	Procure, deliver and implement	Ongoing implementation
Charging Approach			Develop charging model that reflect operator risk and performance including potential for operator / customer self-monitoring / regulation and earned recognition
Data services	Discovery	Deliver	Utilise data

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 four areas:

- Extension and expansion 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
- OCP where Defra is delivering £12.33m p.a. over the next three years

- In addition to our programmes, the Global Marine Team provides our expertise to the UK Government through several international working groups and by direct engagement with policy teams.

Delivery Summaries

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
OCPB Biodiversity theme Provide advice and assistance on MPAs, including IUU fishing	OCPB 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 (Senegal, Mozambique, Ghana, Solomon Islands, Vanuatu)	Delivery of agreed work packages Additional scoping as directed (Sierra Leone and Madagascar)	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	Delivery of agreed work packages Additional scoping as directed Scoping for Cayman Islands	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 OCPB 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, data and analysis, project delivery, communications and engagement, governance and assurance, legal services, planning, performance, administrative support services, Business Continuity Management and the co-ordination of the MMO Climate Change Adaptation Plan (see below).

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.

The ability of these services to support service delivery will be dependent on the prioritisation of resources across the wider range of MMO change initiatives and core duties described in this plan.

Climate Change Adaptation actions and commitments

From the MMO Climate Change Adaptation Report, MMO have identified actions and commitments as mitigations against identified climate change adaptation risks.

Adaptations planned are summarised here:

Term	Adaptations
Short < 9 months (Jan – Sep 2023)	<ul style="list-style-type: none"> • Incorporate climate risks into MMO risk register • Set up Climate Ready group • Present climate scenario analysis and risks to ELT • Develop process for corporate level CCA activity monitoring • Refresh climate related sections of Business Continuity Plans • Conduct climate change skills audit • Develop strategy for addressing gaps in partnerships and external funding • Explore scope for strategic alliances with external partners • Develop a defined ambition for MMO in CCA
Medium 9 – 15 months (Jul 2023 – Mar 2024)	<ul style="list-style-type: none"> • Directorates to review CCA risks and prioritise activities • Review high and low emission data scenarios • Establish high and low emission scenarios to 2025, 2050 and 2080
Long > 15 months (Apr 2024 onwards)	<ul style="list-style-type: none"> • Forecast additional resource needs in preparation for SR 2025 • Develop inventory of existing data sets • Build on existing digitisation and automation • Ensure all climate related commissioning has practical application for MMO • Support other ALBs on CCA work • Exploit MMO experience and data to inform further CCA risks • Continue discussions with Defra on infrastructure climate resilience

Term	Adaptations
	<ul style="list-style-type: none"> • Continue and identify higher value funding opportunities for research • Work innovatively with external stakeholders on incorporating and incentivising CCA measures • Continue to administer grant funds for CCA to the fishing fleet • Share knowledge of international CCA with MMO • Continue to support climate smart MPAs • Continue to integrate climate issues and research into international programmes • Ensure that all marine plans are aligned to Government ambitions • Continue to include and evolve climate policies in the marine plans • Improve stakeholder engagement to allow application of CCA measures • Build on existing Blue Carbon and Natural Capital projects • Consider the scope with other stakeholders to begin trend analysis beyond the 20-year marine plan horizon

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 several MMO driven modernisation / transformation activities, specifically:

- Design and implement a Target Operating Model (TOM);
- Consider the overall behaviour change driven through our fees and charges;
- IT stabilisation delivery including continuing to move legacy data into the Strategic Reporting Database
- Improvement of data (quality; storage; sharing and exploitation) across the MMO; including the development of an organisational wide vision and strategy for data that assesses the costs and benefits of future plans
- Setting out our digital, IT and Technology ambitions in a new Digital and IT Roadmap
- Improve the analysis and evidence operating system and its integration across the MMO

Delivery of these change initiatives will be dependent on the prioritisation of resources across the wider range of MMO change initiatives and core duties described in this plan.

TOM Delivery Summary

Year 2 (2023/24)	Year 3 (2024/25)
Discovery	Roadmap for implementation
Design	Commence implementation

The MMO will continue to deliver resilience improvements to enhance its legacy estate and replace legacy IT platforms built on old technology. We will create a holistic Digital and IT Roadmap to capture and manage our improvement plans across our estate, which will build upon previous change delivery, including improving data availability and maximising data exploitation opportunities. The MMO Change Plan 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 (E&E) central to our decision making and transformation. During 23/24 we will identify where E&E can be more effectively incorporated into decision making to deliver MMO's services. MMO's E&E team are delivering a programme of requested evidence products for marine planning, fisheries and MPA management funded through SR21 R&D funding. E&E are also delivering the Marine Natural Capital Ecosystem Assessment (mNCEA) programme with Defra, Natural England, JNCC, the Environment Agency and Cefas. MNCEA work is focused on transforming decision making so it supports a thriving marine environment with people and nature at its heart. In 23/24 the E&E team will be working with MMO teams to apply learning and expertise from the E&E programme to support more evidence-based decision making at a practical level and implement feedback from evaluations.

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.

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 and other stakeholders that our decisions impact.

Our [Customer Charter](#) ensures 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; and
- Making things easier for you.

This puts customer needs at the heart of how we modernise our services, including around accessibility, 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.

Delivery Summary

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
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.			
Customer Charter	Publish the Customer Charter Develop and implement customer feedback forms	Publish and launch the Customer Charter Implement customer feedback forms	Ongoing review and input to service design improvement
Service Standards	Initial definition	Initial definition of cross-MMO measurable standards	Improvement delivery
Customer Facing Skills (MMO Essentials)	Design and trial	Rollout Definition of what to include in 24/25	Rollout Part 2/2
Customer Service Surveys	Design survey and gather baseline	Complete survey design 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	Improve method for using complaints data	Use feedback from complaints to deliver a customer handling improvement plan for all our key services
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			

Activity	Year 1 (2022/23)	Year 2 (2023/24)	Year 3 (2024/25)
Engagement Strategy	Develop strategy	Implement initial strategy as approved by MMO's Board <ul style="list-style-type: none"> • Stakeholder database reviewed, updated and mapped • Launch MMO wide Stakeholder Hub SharePoint site • Calendar of events and engagement opportunities agreed and implemented • Stakeholder Strategy drafted and launched 	Revise strategy as required
Engagement Plan	Develop and deliver annual plan centred on key MMO events	Develop and deliver annual plan centred on key MMO events	Develop and deliver annual plan centred on key MMO events
Communications Strategy	Develop strategy	Develop, Publish and implement strategy	Revise strategy as required

9. How we will measure our success – MMO Performance Framework

We have developed a MMO Performance Framework to support the delivery of the MMO Strategy and this Corporate Plan. The Performance Framework details how we measure progress in delivering our six 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 are 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 currently under development. 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 has been staged over the first year of this corporate plan – with all initial service measures and outcome and impacts indicators developed and delivered in phases by March 2024. Subsequent measures

will be added as the Framework evolves as part of the annual review cycle. 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 Analysis (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.
- 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 Full baselining of Strategy goals by August 2023 – D&A are developing baselines for each MMO goal that detail the current status in relation to that goal, the MMO's remit in terms of changing that current status and the kinds of activities we are doing and could do to move from the baseline to delivering the goal.

Phase 2 Goal Outcome indicators by March 2024 Measurable indicators for the tracking progress toward achieving the goals will be agreed and a suitable reporting plan developed.