



Marine Management Organisation

Extraordinary MMO Board Summary Note: 11 April 2024 (Public)

MS Teams

MMO Board

Hilary Florek (HF), Chair
Belinda Howell (BH)
David Lyall (DL) (People and Stakeholders only)
Peter Judge (PJ), PIC Chair
Tony Delahunty (TD)
William Roberts (WR), ARAC Chair

MMO Executive Leadership Team

Michelle Willis (MW) – Acting CEO

Apologies

Rob Wilson (RW), RemCom Chair

Board Secretariat

Julia Templeton (JT), Governance Lead
Gemma McKenzie (GM), Secretariat

1. Welcome and Introductory Remarks/Declaration of Interests

- 1.1 HF welcomed attendees to the meeting.
- 1.2 BH declared her recent MoD appointment as Non-Executive Director for Sustainability and Net Zero on the Deference Safety and Environment Committee.
- 1.3 There were no real or perceived conflicts in relation to the agenda, no further new declarations were made.

2. Pollack Compensation Scheme Update

- 2.1 The executive updated the Board on the MMO Pollock Compensation Scheme, which was soon to launch in response to a recent Ministerial Direction. The business arrangements implemented to go live were discussed, MMO awaits its formal delegation from the Department before going live.
- 2.2 Statistics leads have determined the approximate number of vessels that would be eligible for the scheme, analysis to reach the final figure continues. Eligible fishers will receive contact from the MMO grants team.
- 2.3 Operational leads have been tasked to determine an appropriate and proactive engagement approach to ineligible entities.
- 2.4 The Board considered the Defra policy position and involvement of MMO Grants and Operational colleagues in delivering the scheme on behalf of the Department, the importance of an effective comms approach to support MMO people was agreed.
- 2.5 The Board thanked the executive for their efficient response to the Ministerial Direction and requested that this be passed on to delivery teams. Further scheme products would be shared with the Board once available, including the formal delegation.

3. People

MMO3Cs

- 3.1 The executive gave an update on the progress of MMO3Cs, which is being tracked by the Planning and Investment Committee (PIC). Positive progress has been made with the introduction of a new performance framework in 2024/25 which will improve the quality and outcomes from reportee/line management conversations with an increased focus on growth and development.
- 3.2 MMO have invested in internal communications to improve employee engagement in MMO3Cs, supporting the movement from a programme-led initiative to an employee-led story, 3Cs objectives have been simplified to enable this.
- 3.3 The Board unanimously welcomed the programme re-focus and simplification, it was suggested that MMO redefine its senior leadership to include executive directors and their deputies.

People Survey

- 3.4 The executive briefed the Board regarding the People Survey, highlighting positive outcomes including staff engagement in the survey (80%) and an improvement in empowerment and enablement and internal communications. Forthcoming investment in training and development was discussed including progressing inclusivity (particularly around neurodiversity)
- 3.5 Commitment to improving ELT survey results were discussed, and the measures taken to understand the directors results and develop action plans to address colleague concerns.

Health, Safety and Wellbeing (HSW)

- 3.6 The executive updated the board on HSW, bringing attention to the good progress happening though a range of regular staff forums allowing the business to identify and analyse trends.
- 3.7 Conflict management training is in its early stage of development supporting staff in frontline positions.
- 3.8 MMO are about to undertake a deep dive into stress and neurodiversity and how as an organisation these are being addressed. The Board provided a show of support for this work, the executive was encouraged to engage its neurodiverse workforce to propose solutions.
- 3.9 The Board was advised that the search for a permanent "Head of People and Culture" will go live shortly.
- 3.10 A further discussion was had into flexible working.

4. Stakeholders

- 4.1 The executive set out the stakeholder commitments provided to the Board since July 2022, noting the Board have championed a simplified approach to stakeholder engagement.

- 4.2 To enable this, the executive presented an approach using a simplified MMO narrative, using three leading goals to create a clear link between the MMO remit, Ministerial priorities and how MMO people contribute, framed around four leading objectives. It was clarified that the four remaining goals would not be lost but would be viewed as “supporting”.
- 4.3 The approach and “next steps” outlined were welcomed for bringing the organisation together around a central, simplified point of focus with its stakeholders. The executive was encouraged to build flexibility and co-ordination to the engagement calendar to plan for unforeseen events and manage the varied pressures that may emerge.
- 4.4 The leading goal of “sustainable fisheries” was discussed further for its ability to encompass MMO’s domestic and international remit.
- 4.5 Board support to progress the proposed approach was granted.

5. AOB, Forward Look and Date of Next Meeting

- 5.1 Confirmation was given for the Spring Stakeholder Event: 15 May Event at Fishmonger’s Hall. The executive shared that a narrative is being developed to frame the event.