



Extraordinary Board Meeting Minutes: 16 December 2025 [Public]
Location: By TEAMS

MMO Board

Les Philpott (LP), Chair
Tony Delahunty (TD)
David Lyall (DL)
Peter Judge (PJ), PIC Chair
Rob Wilson (RW), RemCom Chair
Mark Ripley (MR), ARAC Chair
Judith Petts (JP)

MMO Executive Leadership Team

Michelle Willis (MW), Acting CEO and Accounting Officer
Pete Clark (PC), Director of Operations
Paul Errington (PE), Acting Director of Finance and Resources

Additional Attendees, by invitation

Sue Shaw (SS), Head of Legal
Julia Templeton (JT), Governance Lead and Advisor to Chair

Board Secretariat

[Redacted], Board Secretariat

Apologies

None

1. Welcome and Declarations of Interest

- 1.1 The Chair welcomed attendees to the meeting.
- 1.2 RW and PJ declared recent appointments as Social Value Commissioner at the Thames Freeport Social Value Commission and Company Secretary at the National Housing Bank Ltd respectively, both appointments were confirmed in writing to the secretariat in advance of the meeting. There were no new declarations.
- 1.3 There were no apologies for absence.

Action

MMOB-45 [Redacted]

2. CEO Update

- 2.1 **Fish Export Service:** PC outlined preparations for the Fish Export Service changes planned for January 2026, noting that while reforms will improve traceability and labelling, they are likely to create challenges for the industry, particularly around transport documentation and compliance. Positively, the EU have agreed to an initial period of simplified reporting to ease this burden, and MMO have established support mechanisms for industry. The Board welcomed the work of the Operations and Communications teams, agreed that the risks had been well anticipated, and noted that coastal MPs have now been informed of the changes.
- 2.2 **Outcome of Fisheries Negotiations 2025:** MW highlighted the Defra SoS letter on annual fisheries negotiations, noting that it includes technical measures for the first time, which require further analysis of their practical impact beyond quota changes. MMO will work in partnership with Defra to review.
- 2.3 **Seafish Update:** MW noted the update from the Seafish CEO confirming changes to Seafish operations, leading to potential for further Fisheries Management Plans (FMPs) to be undertaken by MMO. Departmental discussions are underway, with confirmation that any transfer of responsibility would be subject to appropriate funding and would be brought back to the Board for consideration in due course.
- 2.4 **DESNZ Letter:** MW drew Board attention to a letter from the SoS for Energy Security providing a government steer following the Nuclear Regulator Review. The letter highlights MMO's cross departmental responsibility emphasising the need for coordination.
- 2.5 There was a further Board discussion to the efficiency of the complex regulatory framework the MMO is responsible to enact and enforce, the matter will continue to be discussed at forthcoming Board sessions.

3. IVMS Decision

- 3.1 [Redacted]

Decision

MMOB-19D [Redacted]

4. Chair's Briefing

- 4.1 The Chair provided an update on recent MMO Board Member recruitment, confirming a submission had been made to Ministers to determine new appointees.
- 4.2 The remaining agenda items were deferred, with updates on the MMO Deputy Chair Position, Committee Membership and Deputy Chair's briefing to be provided in writing.

Action

MMOB-46 JT and TD to provide written updates to the Board setting out recent changes to Board Membership and Deputy Chair engagement with Minister Eagle in November 2025.

5. Meeting Close

- 5.1 The Chair closed the meeting.