Marine
Management
Organisation

MMO Strategy 2032

Enabling healthy seas for prosperous communities

Foreword

from the Chair and Chief Executive

England's seas are among our greatest national assets – supporting livelihoods, driving economic growth, enabling energy security, and sustaining a rich and diverse natural environment. They are also central to the prosperity, wellbeing and identity of the vibrant coastal communities that live and work around our coastline.

As pressures on the marine space intensify and expectations of public bodies continue to evolve, the role of the Marine Management Organisation (MMO) has never been more important.

This refreshed strategy sets out a clear and ambitious direction for the years ahead. It reflects our determination to be an expert, confident and authoritative regulator; a trusted partner in enabling sustainable marine growth; and a steadfast custodian of the marine environment. Above all, it recognises that excellent marine management depends on the strength of our people, the quality of our decisions, and the effectiveness of our systems.

Our first ambition is to strengthen our role as an expert regulator. Through smarter, more targeted regulation, we will deliver firm, fair and consistent decision-making that commands confidence. By focusing on risk, improving the timeliness and clarity of our decisions, and ensuring proportionate but robust enforcement, we will enable compliant businesses to meet their regulatory obligations while taking decisive action against harmful behaviour. Modern, data-driven systems and more streamlined pathways will underpin this work.

At the same time, we recognise the vital role that England's seas play in delivering economic growth and supporting coastal communities. Our second ambition is to enable sustainable marine development in a way that balances competing demands.

Whether supporting offshore energy, improving marine spatial planning, or helping to secure the future of the fishing industry, we will ensure that growth is achieved alongside responsible stewardship of our shared marine resources.

Environmental recovery remains fundamental to our mission. Through our third ambition, we commit to supporting a resilient and diverse marine environment. By strengthening our evidence base, applying intelligence more effectively, and working in partnership with others, we will help to deliver meaningful environmental improvements.

Our aim is clear: to contribute demonstrably to healthy, productive seas that can be enjoyed by future generations.

Delivering on these ambitions requires strong organisational foundations. Our fourth ambition focuses on the people, skills and systems that enable success. We will invest in leadership and professional expertise, modernise our digital and data capabilities, and foster an agile, empowered organisation that is responsive to those we serve. In doing so, we will enhance both our resilience and our impact.

By 2032, we expect to see tangible results: increased confidence in our regulatory decisions, faster processes and clearer outcomes for stakeholders, stronger links between economic growth and environmental stewardship, and a workforce equipped to meet the challenges ahead. We also aspire to be widely recognised as a leading marine regulator—trusted, effective and forward-looking.

This strategy has been shaped by the dedication of our people and the insights of our partners and stakeholders. Its success will depend on continued collaboration, openness and shared commitment.

We are proud to present this vision, enabling healthy seas for prosperous communities, for the future of MMO and the marine environment we serve. With clarity of purpose and confidence in our direction, we look forward to delivering on these ambitions in the years ahead.



Les Philpott
Chair



Elysia McCaffrey
Chief Executive Officer

1 Strategic ambition

Expert regulators for excellent marine management

Through smarter regulation MMO will demonstrate continued firm, fair and consistent decision-making that balances the increasingly complex demands on the marine environment and serves the public interest. We will be a confident and authoritative regulator that secures the respect of government, industry and coastal communities. We will support compliant businesses to meet their regulatory obligations and take decisive action against damaging and non-compliant behaviour.

We will:

- Make clear, timely and evidence-led decisions that focus on the highest risks;
- Strengthen compliance, enforcement and regulatory consistency through streamlining regulatory pathways; and
- Modernise marine regulation through digital and data-led services, and by working through others to deliver co-management and earned recognition.

What success looks like by 2032:

- Greater confidence and certainty in MMO's regulatory decisions;
- Faster regulatory decisions and firmer consequences for harmful practices; and
- Recognition of MMO as a strong marine regulator.

2 Strategic ambition

Enabling sustainable marine growth

England's seas are central to economic growth, energy security and coastal prosperity.

MMO will support sustainable marine development that balances competing demands and respects both coastal community and national needs.

We will:

- Support sustainable growth across marine developments and offshore energy;
- Strengthen marine spatial planning and strategic decision-making; and
- Enable a prosperous and sustainable commercial and recreational fishing industry.

What success looks like by 2032:

- Improved confidence and security for marine industries and investors;
- A stronger link between growth and the stewardship of natural resources; and
- A clear understanding of marine spatial priorities.

3 Strategic ambition

A resilient and diverse marine environment

Healthy seas are fundamental to environmental recovery and long-term prosperity.

MMO will apply informed regulation and effective oversight to support marine recovery and resilience.

We will:

- Strengthen our understanding and use of evidence and intelligence;
- Identify the protection and recovery measures that work best; and
- Maximise marine environmental improvements through partnerships and integrated management.

What success looks like by 2032:

- Stronger, evidence-based environmental decisions and policies;
- Clearer environmental standards; and
- Demonstrable contribution to good environmental status.

4 Strategic ambition

People, digital and organisational capability

Exceptional marine management depends on outstanding people supported by modern systems, technology and data.

We will:

- Invest in leadership, expert skills, and professionalism;
- Modernise digital systems, data capability and customer-focused services; and
- Create a more agile, empowered and accountable workforce.

What success looks like by 2032:

- A confident skilled and engaged workforce;
- Significantly improved digital and customer focused services that anticipates needs and hones our response; and
- Stronger organisational resilience and effectiveness.

Our plan

To meet the needs of today and the future, we must change and improve how we deliver our services. This means improving accessibility, supporting better management of the marine environment, and delivering greater value through innovation.

Our approach is built on four clear principles that guide how we design and deliver change:

1. **Connect – Act early:** Shape demand rather than react to it
2. **Collaborate – Design with people:** Co-produce solutions that reflect different needs
3. **Commit – Work smarter:** Maximise value and opportunities to innovate for the benefit of all
4. **Focus – Target what matters:** Direct effort where it has the greatest impact

Together, these principles will help us deliver more effective, sustainable and user-focused services.

1. Act early and shape the future

We will lead change by acting early, not reacting late. By listening and identifying needs early, we can reduce avoidable demand and improve the delivery of outcomes. This approach creates opportunities to test innovative ideas and invest in people and marine sectors sooner, helping to avoid more complex and costly interventions later.

2. Design around people, not processes

We will design services around people's needs, not processes. By working with individuals, industry and communities, we will develop solutions and create services shaped by what matters to the people who use them. By involving people in decisions that affect them, we will ensure our services are inclusive, trusted and effective. Co-production will be at the heart of delivering lasting change.

3. Make every opportunity count

We will make the best use of our resources by working smarter. By simplifying processes, reducing duplication and embracing new technologies, we will improve efficiency and deliver better value. Using performance monitoring, insight and innovation, we will continually improve how we work, delivering better outcomes without increasing costs.

4. Target effort where it has the greatest impact

We will focus our efforts where they will have the greatest impact. Using evidence and data, we will prioritise areas of greatest need while continuing to support wider services. Recognising that different people, sectors and places need different approaches, we will direct resources where they can make the biggest difference, helping to improve outcomes for all.

Working together

MMO is an organisation with great ambition. Our colleagues are recognised for their commitment, expertise, and professionalism. As we strive to be an excellent marine manager, how we work with people is just as important as the services we deliver.

Our core values

1

We are accountable

We act responsibly so people can have confidence in how we manage and regulate marine activities, supporting sustainable growth for all marine users.

2

We are engaging

We build trust and lasting relationships by working in partnership with marine and coastal communities and drawing on their local knowledge and needs.

3

We are innovative

We find and apply new ways to improve how we work, adopting technology and new approaches to protect sustainable businesses and create opportunities.

4

We are inclusive

We recognise that collaboration leads to better outcomes. We value diverse perspectives, experiences, and ideas, helping everyone learn and grow. We want the marine environment to grow and thrive. This means listening to what matters most to our partners, communities, and industries, and making it easier for everyone to be involved in decisions.

By building strong relationships, working collaboratively, and making the most of shared knowledge and expertise, we can create a fairer, more integrated approach to managing the marine environment in England, now and for the future.

MMO Strategy 2032 is published by:

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