



Department  
for Environment  
Food & Rural Affairs



Marine  
Management  
Organisation

# Appointment of 2 new Board Members of the Marine Management Organisation

REF APPT01-23

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## Briefing pack for applicants

Closing Date: Noon on Friday 29 September



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# Ministerial message to candidates

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**Dear candidate,**

Thank you for your interest in becoming a Board Member of the Marine Management Organisation (MMO).

The MMO is the Government's principal body for managing the seas around England and helps to deliver our ambitious vision for clean, healthy, safe, productive, and biologically diverse oceans and seas.

With the UK's exit from the EU and our new status as an independent coastal state, the MMO holds a key role in enabling fishing activities in UK waters including effective management of fisheries to fulfil commitments under the Fisheries Act and Joint Fisheries Statement. Alongside these activities the MMO supports growth, local communities, the trade in fish, and protecting and enhancing our precious marine environment for the benefit of generations to come.

The successful candidate will become a member of the board through which will provide active direction and leadership to the MMO and work collaboratively with a wide range of stakeholders and partners within the Defra group and beyond.

If you think that you have the ability to take on one of these rewarding roles, then I strongly encourage you to apply.

The Rt Hon Thérèse Coffey  
Secretary of State for Environment Food and Rural Affairs

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# Defra mission statement

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The Defra group is here to make our air purer, our water cleaner, our land greener, and our food more sustainable. Our mission is to restore and enhance the environment for future generations, and to leave the environment in a better state.

This matters because enhancing nature and green spaces enhances lives and livelihoods, contributing to a strong economy. Our wellbeing, our physical and mental health, our love of place and landscape, and our intrinsic need for beauty, awe and wonder, are all intimately bound up with a thriving natural environment.

Appointing high-calibre people from diverse backgrounds with relevant skills, knowledge and experience to the boards of our public bodies will help us to ensure that our work is more effective, resilient and accountable.

## Equal Opportunities

UK government has a policy of equality of opportunity. We aim to promote equal opportunity policies whereby no one suffers unfair discrimination either directly or indirectly, or harassment, on grounds such as race, colour, ethnic or national origin, sex, gender identity, marital status, disability, sexual orientation, religious beliefs or age.

## Diversity

We positively welcome applicants from all backgrounds. All public appointments are made on merit following a fair and open competition as regulated by the Office of the Commissioner for Public Appointments.

## Disability

We guarantee to interview anyone with a disability whose application meets the minimum criteria for the post. 'Minimum criteria' means you must provide sufficient evidence in your application, demonstrating that you meet the minimum level of competence required for each essential criterion, as well as meeting any of the qualifications, skills or experience required. The Cabinet Office and Defra is committed to the employment and career development of disabled people. To show this we proudly display the Disability Confident Leader logo. More information about Disability Confident Leaders is available by clicking the logo above. If a person with disabilities is put at a substantial disadvantage compared to a nondisabled person, we have a duty to make reasonable changes to our processes where possible. If you need a change to be made so that you can make your application, please refer to the ['How to apply and submit your application'](#) section below.

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# About Marine Management Organisation

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## Introduction

We are seeking to appoint two new Board Members to the Marine Management Organisation (MMO).

## What is the Marine Management Organisation?

The MMO is an Executive Non-Departmental Public Body (NDPB) established in April 2010 and given powers under the Marine and Coastal Access Act 2009. Defra and ten of its delivery bodies, including MMO, are working to a group operating model that supports joint working in pursuit of shared outcomes. The MMO also delivers functions on behalf of a number of Government Departments (including the Department for Business and Trade; Department for Energy Security and Net Zero; Department for Transport (DfT); and the Department for Levelling Up, Housing and Communities. The Ministry of Defence (MoD) also has close links with the MMO.

The MMO is responsible to the Secretary of State for Environment, Food and Rural Affairs and has a wide range of responsibilities, which include implementing plan-led marine management, licensing marine works and managing UK fishing fleet capacity and UK fisheries quotas.

One of the MMO's key objectives in the next few years will be to deliver the new MMO2030 Strategic Plan for healthy, productive seas and coasts, new approaches and energy will be needed to achieve our ambitions. We want to become simpler and easier to do business with, embracing digital and data. It must add value in the right place, maximise its impact and act together with the rest of the Defra group, the Inshore Fisheries and Conservation Authorities (IFCAs) and other agencies.

It will have an increased focus at an international level as we embark on managing the Blue Belt Programme in partnership with Cefas to support the UK Overseas Territories in delivering a demonstrable increase in the protection of their marine biodiversity. Managing our seas to support sustainable economic growth and care for and protect our precious marine habitats will be as important as ever when we leave the EU.

The MMO is based in Newcastle but has an extensive presence and profile in English coastal areas and London.

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## About the board

The MMO board is the highest decision-making body at the MMO.

Meeting at least seven times over the reporting year; Non-Executive Board Members guide the MMO taking a broad perspective of the organisation. They bring objectivity, creativity, and perspective to the future management of our seas.

MMO Board Members have a strong track record of leadership in business, public service or have specialist knowledge about our seas and provide strategic direction and hold the MMO leadership to account on how the organisation is managed, how business plans are delivered and how our budget is spent. They also represent the work and views of the MMO to key stakeholders and the wider public.

## Further information

For further information about the Marine Management Organisation, including the Board's Terms of Reference and Standing Orders, you may wish to visit the MMO web site: [www.gov.uk/government/organisations/marine-management-organisation](http://www.gov.uk/government/organisations/marine-management-organisation)

For further information on the role of the MMO Board please telephone Patrick Schneiders on 07388 854890 alternatively e-mail: [patrick.schneiders@marinemanagement.org.uk](mailto:patrick.schneiders@marinemanagement.org.uk)

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# Role specification

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## Description of role

The Board of the MMO has collective responsibility for the overall performance and success of the MMO, for ensuring it carries out its statutory duties and delivers its priorities as agreed with the Secretary of State. The Board is also responsible for holding the Chief Executive to account, ensuring that the MMO is properly and effectively managed, and provides stewardship for the public funds entrusted to it. More specifically, and in pursuit of its wider corporate responsibilities, the Board is responsible for:

- establishing and taking forward the strategic aims and objectives of the MMO consistent with its overall strategic direction and within the policy and resources framework determined by the Secretary of State
- demonstrating high standards of corporate governance at all times, operating within the limits of its statutory authority and any delegated authority agreed through the sponsor departments, and in accordance with any other conditions relating to the use of public funds (including taking into account guidance issued by the sponsor departments)
- ensuring effective arrangements are in place to provide assurance on operational and strategic risk management, governance, and internal control, such as setting up an Audit Committee to provide independent advice; and
- appointing, with the Secretary of State's approval, a Chief Executive. The Board, with support from the Sponsorship Group, sets performance objectives for the Chief Executive which give due weight to the proper management, use and utilisation of public resources.

## Individual Board members

As well as fulfilling their collective role described above, individual Board Members shall:

- act in the public interest and always uphold the seven principles of public life: selflessness; integrity; objectivity; accountability; openness; honesty and leadership.
- comply at all times with the Code of Practice adopted by the MMO and within Treasury and Cabinet Office rules relating to the use of public funds and to conflicts of interest;
- not misuse information gained in the course of their public service for personal gain nor for political profit, nor seek to use the opportunity of public service to promote their private interests or those of connected persons or organisations;
- comply with the Board's rules on the acceptance of gifts, hospitality and of business appointments; and

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- act in good faith and in the best interests of the MMO;

The successful candidate must abide by the Nolan principles of public service and the 12 Principles of Governance for all Public Body non-executive directors (attached at [Annex A](#) and [Annex B](#)) and the [Code of Conduct for Board members](#).

In addition to the day-to-day role of the MMO Board, the MMO are also seeking to add significant skills, knowledge and experience to the Board in the three following areas:

- Strategic communication, public relations, or stakeholder management, desirable experience within the marine, conservation, or fisher industry.
- Strategic human resources, including change management and improving organisation culture, capacity, and capability.
- Audit and Risk Assurance Committee Chair experience, with an understanding of the committee's role and value to an organisation, including providing a strong diversity of thought and a fresh perspective to the work of the ARAC.
  - To be suitable for the Audit and Risk Committee Chair you will need significant expertise in audit, governance, risk assurance and financial reporting and must be a qualified accountant.

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# Essential criteria

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## Candidates must be able to demonstrate all of the following essential criteria:

- Enthusiasm and genuine interest in MMO's role in delivering a sustainable marine development and an ability to drive delivery of change whilst maintaining a top quality service to customers;
- An ability to analyse issues at a strategic level; able to provide honest and constructive challenge within a Board setting of a large and complex delivery organisation.
- High standards of integrity and impartiality to ensure transparency, strong governance, and efficiency.
- An ability to successfully influence, engage a strong and diverse network of stakeholders and partners in a complex stakeholder environment.
- A demonstrable commitment to promote and increase equality, diversity and inclusion.

### ARAC Chair specific criteria:

- Significant expertise in audit, governance, risk assurance and financial reporting and must be a qualified accountant.

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# Time commitment and term of office

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The Board Members are appointed by Ministers.

## Terms and conditions

The draft terms and conditions for the appointment can be supplied on request. Key points to be aware of are set out below:

### Period of appointment

Terms of appointment are normally for three years, with the possibility of re-appointment, subject to satisfactory performance and attendance. No individual will serve in any one post for more than ten years.

### Meetings

The Board will meet at least seven times a year.

### Location of Office

The MMO is based at Lancaster House, Hampshire Court, Newcastle upon Tyne, NE4 7YH. Board meetings may be held at this office or at other locations in the UK.

# Remuneration and expenses

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Remuneration for all Board Member posts is set at £11,040 per annum. This is based upon a time commitment of 3 days per month. Where additional time input may be required for those who are appointed to Board Committees, remuneration will be on a pro rata basis for those who serve.

Your fee will be paid into your nominated bank account by BACS transfer monthly in arrears.

All remuneration relating to the appointment is taxable and PAYE in respect of income tax and National Insurance Contributions will be deducted at source.

Legitimate travel and other expenses will be fully reimbursed in line with the MMO's travel and subsistence policy.

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# The recruitment process

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The closing date for applications is noon on Friday 29<sup>th</sup> September. We expect to shortlist applications in the middle of October with Panel interviews towards the end of November. Confirmed dates in due course.

It is essential that your statement of suitability gives full but concise information relevant to the appointment, clearly demonstrating how you meet each of the [essential criteria](#). **Please also specify for which role you are applying.**

The Advisory Assessment Panel will consist of Mike Rowe (Defra Director for Marine and Fisheries), as chair, Hilary Florek (MMO Chair), and an independent panel member to be confirmed. At the Shortlist meeting the Panel will assess each application against the essential criteria in order to decide who to invite for interview.

Interviews are expected to take place at 2 Marsham, London, Horse Ferry Road, London, SW1P 4DF and will last for approximately 45 minutes. Further details about the format will be provided to you in advance.

These are Ministerial appointments and all candidates deemed appointable by the Panel may be required to meet with the Minister before a final decision is made.

You will be able to claim reasonable travel expenses incurred travelling to and from the interview (please note you may be asked to justify travelling costs if Defra considers the claims excessive). Please let Defra know beforehand if you are likely to claim, along with the approximate costs by contacting [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk) and by quoting reference number: MMO\_2BM\_APPT01-23

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# How to apply and submit your application

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In order to apply you will need to [create an account](#) or [sign in](#) and submit your application by the deadline of noon on Friday 29<sup>th</sup> September.

Once you are logged into your account, click on 'apply for this role' and follow the on-screen instructions. To apply, all candidates are required to provide:

- a Curriculum Vitae (CV)
- a supporting statement of no more than 1,000 words, setting out how you meet the [essential criteria](#) – make sure you refer to the contents of this document and provide specific examples;
- equality information
- information relating to any outside interests or reputational issues

We will ask you to check and confirm your personal details to ensure your application is accurate.

You will also have the opportunity to make a reasonable adjustment request or apply under the disability confident scheme before you submit your application.

The Advisory Assessment Panel reserves the right to only consider applications that contain all of the elements listed above, and that arrive before the published deadline for applications.

If you have any questions about the appointments process please contact the Defra Public Appointments Team at: [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)

For an informal discussion about the role please contact: Patrick Schneiders, MMO Relationship Management on: 07388 854890 or: e-mail [patrick.schneiders@marinemanagement.org.uk](mailto:patrick.schneiders@marinemanagement.org.uk)

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# Conflicts of interest and due diligence

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If you have any interests that might be relevant to the work of the MMO, and which could lead to a real or perceived conflict of interest if you were to be appointed, please provide details in your application. If you have queries about this and would like to discuss further please contact the [Public Appointments Team](#).

Given the nature of public appointments, it is important that those appointed as members of public bodies maintain the confidence of Parliament and the public. If there are any issues in your personal or professional history that could, if you were appointed, be misconstrued, cause embarrassment, or cause public confidence in the appointment to be jeopardised, it is important that you bring them to the attention of the Advisory Assessment Panel and provide details of the issue(s) in your application. In considering whether you wish to declare any issues, you should also reflect on any public statements you have made, including through social media.

As part of our due diligence checks we will consider anything in the public domain related to your conduct or professional capacity. This will include us undertaking searches of previous public statements and social media, blogs or any other publically available information. This information may be made available to the Advisory Assessment Panel and they may wish to explore issues with you should you be invited to interview. The information may also be shared with ministers and Cabinet Office.

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# The Commissioner for Public Appointments

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This appointment is regulated by the Commissioner for Public Appointments, to ensure that it is made on merit after fair and open competition. More information about the role of the Commissioner and the Governance Code on Public Appointments can be seen at:

<http://publicappointmentscommissioner.independent.gov.uk/>

[https://www.gov.uk/government/uploads/system/uploads/attachment\\_data/file/578498/governance\\_code\\_on\\_public\\_appointments\\_16\\_12\\_2016.pdf](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/578498/governance_code_on_public_appointments_16_12_2016.pdf)

For full details of the complaints process for public appointments, please click on the following link which will take you to the Commissioner for Public Appointments website

<https://publicappointmentscommissioner.independent.gov.uk/complaints/>

## Data protection

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Defra is committed to protecting the privacy and security of your personal information and does so in accordance with data protection law including the General Data Protection Regulation (GDPR). All the information you provide will be used to proceed with the public appointment listed in this information pack and in the case of diversity monitoring information may be anonymised and used

solely for monitoring purposes. For more information about the way we collect and hold your information, please read the Privacy Notice accessible through the Cabinet Office's Public Appointments Website (<https://publicappointments.cabinetoffice.gov.uk>) or request a copy of Defra's Public Appointments Privacy Notice from [publicappts@defra.gov.uk](mailto:publicappts@defra.gov.uk)

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# Annex A – The seven principles of public life

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## **Selflessness**

Holders of public office should act solely in terms of the public interest.

## **Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

## **Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

## **Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

## **Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

## **Honesty**

Holders of public office should be truthful.

## **Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

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## Annex B – 12 Principles of Governance for all Public Body NEDs

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### 1. Expertise

- Consider and act in the best interests of your organisation and its objectives; delivering the outcomes expected by your sponsor department, ministers and ultimately the public.
- Consider the broader mission and duties of your sponsoring Secretary of State, his or her Department and the Government.
- Ensure compliance with statutory duties and the organisation's Framework Document and act within its powers.
- Exercise reasonable care, skill and diligence in the exercise of their authority and judgement.

### 2. Scrutiny and challenge

- Maintain independence from the executive to allow scrutiny of management and in meetings agree goals and objectives, and monitor performance and the reporting of performance so that the public who use your organisation receive a high quality service.
- Satisfy yourself on the integrity of budget setting to deliver objectives and financial information and reporting against budgets, and that financial controls and systems of risk management are robust and defensible. Meet the requirements of [Managing Public Money](#), including supporting the Accounting Officer in fulfilling their duties to provide propriety and value for money in the use of public funds.
- Champion high standards of risk management by ensuring your organisation has effective risk reporting, controls and governance, risk expertise and risk tolerances to effectively manage risk.
- Represent your organisation to the department and to Ministers, as well as ensuring Ministers' views are considered by the executive team of the organisation, as appropriate.

### 3. Support

- Support the board in succession planning and be prepared to put yourself up for re-appointment, as well as promoting the need for a diverse board.
- Participate in and promote regular reviews of your organisation, as well as the board's own effectiveness, with particular focus on the organisation's purposes and its efficiency in meeting these purposes. Engage in the appraisal process, including self-reflection on your own abilities.
- Listen carefully to, ask appropriate questions of and support management to encourage discussion in a manner that promotes a culture where all perspectives are listened to, while fulfilling the individual Director's duties and responsibilities and respecting and valuing the expertise of the executive team.
- Promote the success of the entity having regard to the interests of all members and stakeholders, and all risks.

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## Annex C – Current membership of the Board

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The current membership of the MMO Board can be found at: [Marine Management Organisation - GOV.UK \(www.gov.uk\)](http://www.gov.uk)



Department  
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