

Briefing pack for the appointment of

Chair of the Marine Management Organisation

CLOSING DATE: Midday on 31 March 2025

REFERENCE: APPT08-24



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Defra Group leads on the fundamentals: the food we eat, the water we drink, the air we breathe. It encompasses food, environment, biosecurity, trade and more. Defra is a policy, growth, science, delivery and international department.

Defra's work is fundamental to delivering the government's five missions – by building economic resilience through better flood defences, protecting against biosecurity risk, climate adaptation and nature-based solutions; creating jobs and attracting investment in our water and waste sectors; working with our sectors, such as food and drink; and ensuring that all missions are rural-proofed.

To achieve these goals, we are committed to appointing high-calibre individuals from diverse backgrounds to the boards of our public bodies. By drawing on a wide range of skills, knowledge, and experiences, we can make our work more effective, resilient, and accountable to the public.

Equal Opportunities and Diversity

The UK government is committed to promoting equality of opportunity and ensuring that no one experiences unfair discrimination or harassment on the grounds of race, ethnicity, national origin, colour, sex, gender identity, marital status, disability, sexual orientation, religious beliefs, or age.

We actively encourage applications from individuals of all backgrounds and are committed to fostering diversity in public appointments. All appointments are made on merit, following a fair and open competition process regulated by the Office of the Commissioner for Public Appointments.

Disability Commitment

We are dedicated to supporting candidates with disabilities and are proud to hold Disability Confident Leader status. We guarantee an interview for any applicant with a disability whose application meets the minimum criteria for the post.

To ensure an inclusive process, we are committed to making reasonable adjustments where possible for candidates with disabilities. If you require any adjustments to support your application, please refer to the 'How to Apply and Submit Your Application' section below. Further information about the Disability Confident Leader scheme is available via the Disability Confident logo displayed above.

Dear candidate,

Thank you for your interest in becoming Chair 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.

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 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 can take on this rewarding role, then I strongly encourage you to apply. I particularly encourage applications from talented people from all backgrounds to ensure the Board reflects our diverse society and takes an inclusive and equitable approach. Boards of public bodies are most effective when they reflect the diversity of the society they serve, and this is part of the Government's agenda.

Daniel Zeichner MP
Minister of State for Food Security and Rural Affairs



MMO's purpose is to protect and enhance our precious marine environment and support UK economic growth by enabling sustainable marine activities and development.

MMO are responsible for:

- Managing and monitoring fishing fleet sizes and quotas for catches
- Ensuring compliance with fisheries regulations, such as fishing vessel licences, time at sea and quotas for fish and seafood
- Managing funding programmes for fisheries activities
- Planning and licencing for marine construction, deposits and dredging that may have an environmental or social impact
- Making marine conservation byelaws
- Dealing with marine pollution emergencies, including oil spills
- Helping to prevent illegal, unregulated and unreported fishing worldwide
- Producing marine plans to include all marine activities, including those we don't directly regulate.



About the Marine Management Organisation

The Non-Executive Chair of the Marine Management Organisation (MMO) is responsible for leading the Board and setting the strategic and operational direction of the MMO. The Chair will work closely with the Board, the executive team, Defra, and other key stakeholders to ensure the MMO fulfils its statutory duties, promotes good governance, and delivers its objectives effectively. Key responsibilities include:

Leadership and Strategic Direction

- Provide strong, effective leadership to the Board, fostering a collaborative and cohesive approach.
- Set the overall strategic direction of the MMO. Ensure the organisation aligns with Ministerial and government priorities, with a focus on driving sustainable economic growth, supporting nature's recovery, and contributing to the Clean Energy Superpower mission.
- Facilitate a culture of innovation, encouraging the exploration of new, efficient ways of working to ensure the organisation operates within its financial means while maximizing impact.
- Lead the Board in formulating and delivering the MMO's strategy, ensuring compliance with the Marine and Coastal Access Act 2009 and other relevant legislation.

Governance and Accountability

- Ensure high standards of governance and propriety across the MMO.
- Lead the Board in scrutinising and holding the executive team accountable for the delivery of business plans and strategic objectives.
- Ensure decisions are evidence-based and take into account guidance from Ministers and Defra.
- Promote alignment with Defra's wider Group Corporate Services model by identifying and implementing more efficient and cost-effective approaches to delivering essential corporate services, such as finance, HR, and IT

Stakeholder Engagement and Representation

- Represent the MMO, engaging with key stakeholders to ensure the organisation's role and objectives are clearly understood.
- Build strong relationships with delivery bodies and partner organisations, ensuring cohesive policy implementation and service delivery.
- Act as an advocate for the MMO's work on marine conservation, sustainable fisheries, and sectoral development.

Board and Executive Oversight

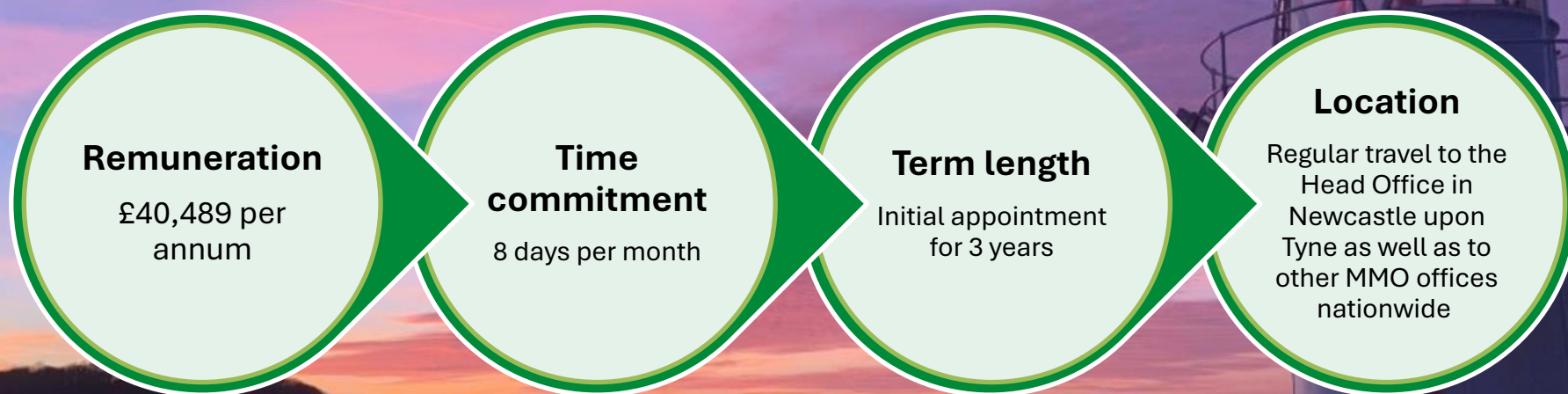
- Oversee the timely development of realistic and costed business plans and forward corporate plans, ensuring effective performance monitoring.
- Lead oversight of change and reform programmes, ensuring these are effectively implemented while maintaining focus on MMO's core objectives.
- Support and challenge the CEO in driving the organisation's operational and strategic goals.
- Ensure the smooth functioning of the Board, ensuring Members are managed and deployed effectively

Engagement with Ministers and Parliament


- Maintain regular contact with Defra Ministers and the Secretary of State, providing updates on progress delivering against priorities and key issues on a no-surprises basis.
- Accompany Ministers, when required, to Select Committee hearings or other parliamentary engagements.
- The Chair will play a pivotal role in ensuring that the MMO delivers its statutory duties efficiently while contributing to the UK's marine and environmental goals.



The Role continued



Terms of Appointment



We are looking to attract dynamic candidates from a range of diverse backgrounds, who can demonstrate the following essential criteria:

1. Influential Leadership and Change Management

Ability to provide strategic leadership and drive change in a complex organisation while maintaining high-quality services. Able to lead and inspire diverse teams, clearly communicate vision and objectives, and develop innovative approaches to improve performance and operational delivery.

2. Strategic and Analytical Thinking

Exceptional analytical skills, with the ability to assess complex issues impartially and creatively. Able to work at a strategic level, focusing on solutions and driving substantial, long-term changes that align with the organisation's objectives.

3. Stakeholder Engagement and Influence

The ability to command the confidence of senior stakeholders. Skilled at building strong relationships, fostering collaboration, and influencing decision-making at senior levels.

4. Integrity and Strong Governance

A commitment to upholding the highest standards of integrity, transparency, and impartiality. Able to ensure effective governance, promote accountability, and drive efficiency across the organisation.



Advert close

31 March 2025

- Candidates must demonstrate how they meet the essential criteria. Refer to the ‘Recruitment Process’ section to understand how to apply

Shortlist

11 April 2025

- The Panel will assess all applications against the criteria and decide who they would like to invite for interview
- Ministers must be consulted on the shortlist before we can confirm who has been successful at this stage.
- Detailed feedback will not be provided at this stage

Interviews

13 & 14 May 2025

- Held at 2 Marsham Street, Westminster
- Will last approximately 45 minutes

Ministers’ decision

By 24 June 2025

- The Panel will decide who they deem to be appointable. It is then up to Ministers to decide who they would like to appoint
- Ministers may wish to meet candidates before deciding

Successful candidate in post

8 August 2025

The Timeline

How to apply

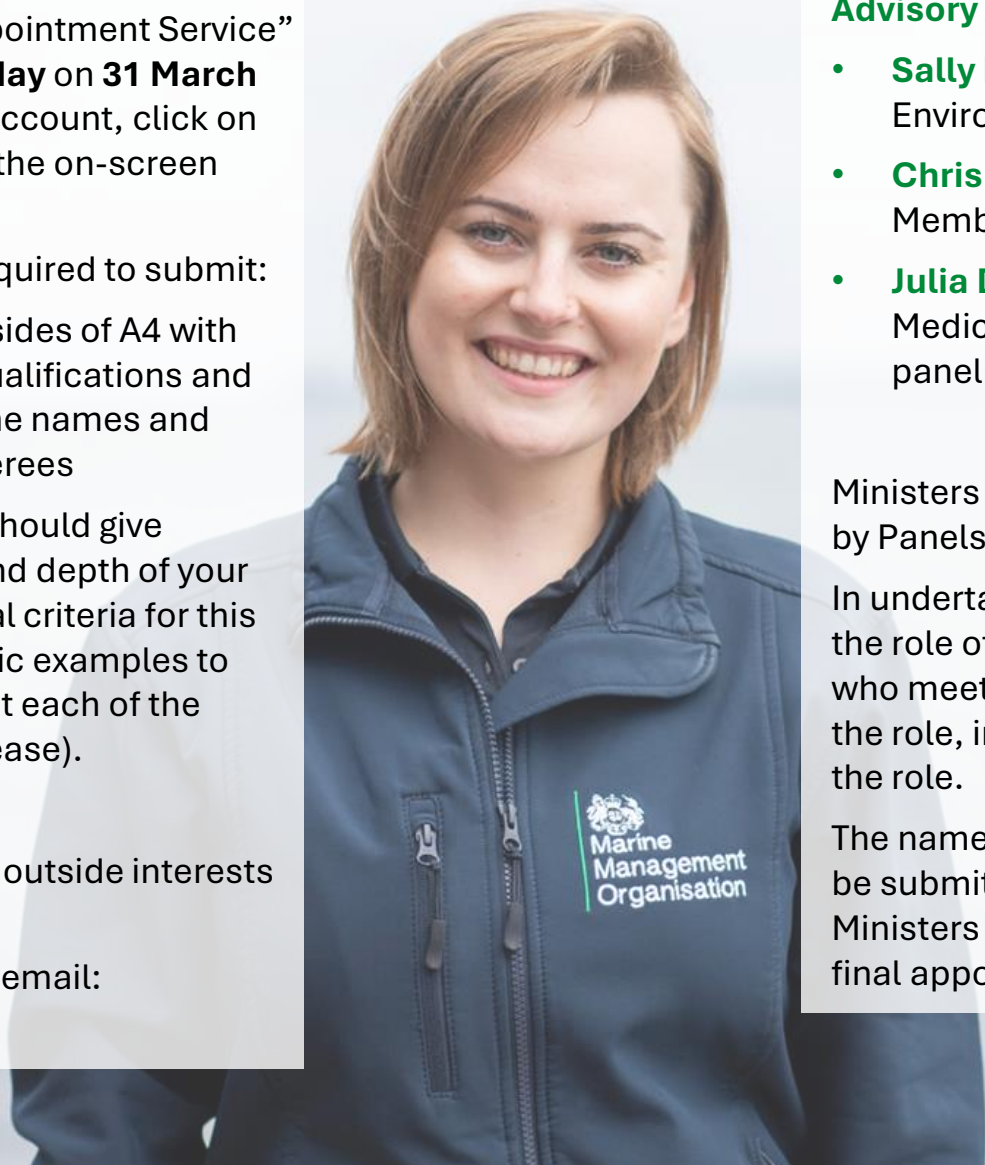
To apply you will need to [create an account](#) or [sign in](#) to “Apply for Public Appointment Service” gov.uk by the deadline of **midday on 31 March 2025**. Once logged onto your account, click on ‘apply for this role’ and follow the on-screen instructions.

To apply, all candidates are required to submit:

- A CV of no more than two sides of A4 with education, professional qualifications and employment history and the names and contact details for two referees
- A statement of suitability should give evidence of the strength and depth of your ability to meet the essential criteria for this role. Please provide specific examples to demonstrate how you meet each of the criteria (max two pages please).
- equality information
- information relating to any outside interests or reputational issues

For further information please email:

publicappts@defra.gov.uk



Advisory Assessment Panel

- **Sally Randall** – Director General for Environment, Defra as the chair
- **Chris Tyas** – Non-Executive Board Member, Defra
- **Julia Drown** – former Chair, Veterinary Medicines Directorate as the independent panel member

Ministers are assisted in their decision making by Panels.

In undertaking their assessment of candidates the role of the Panel is to decide, objectively, who meets the published selection criteria for the role, in other words, who is appointable to the role.

The names of all appointable candidates must be submitted to Ministers. It is then for Ministers to determine merit and make the final appointment.

Conflicts of Interest and Due Diligence

If you have any interests that might be relevant to the work of the Marine Management Organisation, 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 publicly 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.

Complaints

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/>
- [Governance Code on Public Appointments](#)

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

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.

Ineligibility Criteria

You cannot be considered for a public appointment if:

- you become bankrupt or make an arrangement with creditors;
- your estate has been sequestrated in Scotland or you enter into a debt arrangement programme under Part 1 of the Debt Arrangement and Attachment (Scotland) Act 2002 (asp 17) as the debtor or have, under Scots law, granted a trust deed for creditors;
- you are disqualified from acting as a company director under the Company Directors Disqualification Act 1986;
- you have been convicted of a criminal offence; the conviction not being spent for the purposes of the Rehabilitation of Offenders Act 1974 (c. 53);
- you become subject to a debt relief order or a bankruptcy restriction order;
- you fail to declare any conflict of interest.

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.

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



Tony Delahunty
(interim chair)



Belinda Howell



David Lyall



Mark Ripley



Peter Judge



William Roberts



Professor Dame
Judith Petts



Rob Wilson



Department
for Environment
Food & Rural Affairs

