



# Marine Management Organisation Corporate Plan 2011 – 15



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## Foreword

Dr Derek Langslow CBE



James Cross



The creation of the Marine Management Organisation (MMO) on 1 April 2010 represented an unprecedented opportunity to move

towards securing a sustainable future for our seas.

Increasing pressures for development on land are focusing public attention on the potential of the marine area. Whilst development on land and at sea is necessary for human progress, it needs to be achieved in ways that do not damage the marine area for future generations.

Our role is to ensure that, for certain activities taking place at sea and around our coasts, the needs of the economy, society and the environment are incorporated into our decision making. This is reflected through our work in fisheries management, licensing of particular developments and leading on the production of new marine plans.

We will continue to be open and transparent in our decision making, sharing our evidence base to help those with an interest in the marine area understand our decisions and their impacts. We will also clearly set out the benefits of our work so that the taxpayer and our customers are able to recognise the value that we deliver.

Like other public bodies, the MMO is operating within a tight budget and as a result we will need to work harder to deliver our existing remit and new duties over the period of the Corporate Plan. We will achieve savings over the next four years by ensuring the services we buy deliver value for money and by refocusing our work to deliver new duties.

To achieve our outcomes effectively and efficiently, we will collaborate with a wide range of delivery partners at local, national and international levels.

We look forward to working with you.

A handwritten signature in blue ink that reads "Derek Langslow".

Dr Derek Langslow CBE  
Interim Chair

A handwritten signature in blue ink that reads "James Cross".

James Cross  
Acting Chief Executive Officer

## Executive Summary

### The UK Government's vision for the marine area:

## Clean, healthy, safe, productive and biologically diverse oceans and seas

[Our seas - a shared resource: High level marine objectives, Defra, 2009]

High Level Marine Objective 1	High Level Marine Objective 2	High Level Marine Objective 3	High Level Marine Objective 4	High Level Marine Objective 5
Achieving a sustainable marine economy.	Ensuring a strong, healthy and just society.	Living within environmental limits.	Using sound science responsibly.	Promoting good governance.



### MMO Strategic Outcomes

1	Marine resources are managed effectively and regulated proportionately.
2	People and customers of our services are engaged and understand decisions which impact on the marine area.
3	Marine biodiversity is protected and maintained.
4	Fish and shellfish stocks are managed sustainably.
5	European funding brings benefits to the fishing industry and coastal communities.
6	Marine emergencies are responded to in a prompt and co-ordinated way.
7	Decision making is based on the best available evidence.
8	Data and information are well managed and disseminated.
9	Corporate services, governance and control procedures drive efficient use of resources.
10	Staff and Board members are fully equipped to contribute to sustainable development of the marine area.

**Our mission:**

**Enabling sustainable development in our seas.**



**Our values:**

**We are committed to providing leadership in the marine area.**

**We deliver value for money.**

**We collaborate with partners to achieve shared goals.**

**We place local people at the heart of our decision making.**

**We seek feedback from our customers and we act on it.**

**We value our colleagues and we work as a team.**

## Corporate Plan 2011-15

Our mission: Enabling sustainable development in our seas

Our statutory purpose, taken from the Marine and Coastal Access Act 2009, is to manage marine activities “with the objective of making a contribution to the achievement of sustainable development, taking account of all relevant facts and matters, and in a manner which is consistent and co-ordinated.”

Our role is to work collaboratively to achieve the UK Government’s vision for clean, healthy, safe, productive and biologically diverse oceans and seas.

Our first year since vesting has seen the MMO integrating a number of existing marine management activities from across Government and new duties into a single organisation. We have ensured that the benefits of this integration are realised, such as increased efficiency and improved collaboration with other organisations while communicating our new role and functions to our customers and all those with an interest in the marine area. We have also prepared for the delivery of our new functions of marine planning and licensing which expand from 1 April 2011.

As an executive non-departmental public body, we will help deliver the priorities of the Government. In particular we will help to tackle the budget deficit by delivering services more

efficiently and in collaboration with other delivery bodies. We will play our part in Government initiatives such as Big Society and Localism by working with local communities and the Inshore Fisheries and Conservation Authorities (IFCAs). We will also demonstrate how we deliver against the priorities of our sponsoring Government departments, as set out in their respective business plans.

We will operate in an open and transparent manner, meeting our legislative and service delivery obligations, in accordance with the principles of better regulation, following Defra’s (Department for Environment, Food, and Rural Affairs) statutory guidance to the MMO on sustainable development.

The statutory guidance on sustainable development given to the MMO by Government contains a set of principles which the MMO must demonstrate it has taken into account and these are:

- ecosystems approach
- good regulation
- evidence-based decision making
- facilitating information and data sharing
- use of sound science
- building expertise
- participative working

The MMO will play a key role in the implementation of the Marine Policy Statement which outlines the policy framework for the delivery of our activities in the marine area. This key piece of national policy sits alongside important European Legislation, such as the Marine Strategy Framework Directive, the Common Fisheries Policy, the Habitats and Wild Birds Directives, the Environmental Impact Assessment Directives and the Renewable Energy Directive which are all taken into account during our decision making process.

The MMO carries out functions informed with technical expertise, impartiality and transparency, at arm's length but accountable to ministers led and directed by a Chair and Board. The MMO Board are advised by a Chief Scientific Advisor whose role is to ensure that the scientific evidence on which MMO decisions are based is robust.

We have a guiding set of values which shape the way we work:

- We are committed to providing leadership in the marine area.
- We deliver value for money.
- We collaborate with partners to achieve shared goals.
- We place local people at the heart of our decision making.
- We seek feedback from our customers and we act on it.
- We value our colleagues and we work as a team.

Our Corporate Plan describes the specific activities, resources and partnerships we will pursue to achieve our statutory purpose and play our part towards achieving the vision for the marine area. All of the drivers and values outlined above have shaped the strategic outcomes and objectives set out in our Corporate Plan.

## Working with sponsoring departments

The MMO is an executive non-departmental public body delivering a range of functions on behalf of a number of Government departments; the Department for Environment, Food and Rural Affairs (Defra), Department of Energy and Climate Change (DECC), Department for Transport (DfT), Communities and Local Government (CLG) and the Ministry of Defence (MoD). Defra is our lead sponsor and provides resources and sponsorship to the MMO. A Cross-Government Sponsorship Group advises Ministers who are accountable to Parliament for the MMO's performance.

The MMO will also work closely with Devolved Administrations and public bodies which have a role in the marine area. This will ensure consistent and transparent decision making which is widely understood and trusted.



We contribute to delivering the priorities of our Cross-Government sponsors as set out in their structural reform plans, for example:

- Defra lead on the development of marine policy which provides the context for much of our delivery in the marine area. In addition to our own duties, we will also help to support reform of the Common Fisheries Policy and delivery of a network of ecologically coherent Marine Protected Areas.
- DECC - we are working with groups and industry interested in renewable energy to ensure that our regulation activity supports renewable energy targets. We provide advice connected with offshore oil and gas, gas storage and unloading of carbon dioxide storage.
- CLG - we are working together to assist the integration of marine planning with terrestrial planning. We encourage and take steps to involve local communities in decisions about the marine area. We also publish the evidence behind decisions so people have the opportunity to understand our decisions and how they are affected.
- DfT - we work closely on a number of areas relevant to marine-based industries including shipping and harbours. We work with the Maritime and Coastguard Agency as a key delivery partner.
- MoD - national security issues will be considered in the development of the marine planning system.

## How we deliver for our customers

The ways in which we deliver our contribution to sustainable development of the marine area are:

- Enabling and regulating - we work with customers and partners to balance the impact of marine activities on conservation (species, features and habitat), human health and other users of the sea. We undertake fisheries management and enforcement of the Common Fisheries Policy in order to ensure that the sustainability of fish stocks is secured for the future. We issue and enforce marine licences in order to regulate the use of the marine area and encourage better compliance.

Customers of these activities include people applying for licences, the fishing industry, local authorities, port and harbour authorities, offshore wind and energy companies, sea outfall operators, marine mineral companies, other marine based industries and those with an interest in social, environmental and economic development of the marine and coastal area.

- Planning - we are developing marine plans which will provide a strategic context for marine management decisions, ensuring that the process is inclusive and takes account of the needs of the economy, society and the environment.
- Advice and support - as a result of our delivery experience we share information and expertise with other delivery partners and the public in order to raise awareness and understanding of marine and fisheries management issues that we identify as a result of our delivery activity.
- Funding - we provide funding incentives to the fishing industry and coastal communities to resource innovation and the development of new ways of increasing the sustainability of the fishing industry. Customers of our grants include the fishing industry, coastal communities, fish processing companies, aquaculture producers, fishermen's associations and harbour and port authorities.

## Strategic outcome 1

### Marine resources are managed effectively and regulated proportionately

#### We will:

- Realise the benefits of a new marine planning system for England through the production of high quality marine plans.
- Make continuous improvements to deliver licensing and planning more efficiently.
- Regulate development in the marine area informed by marine plans and the best available evidence.

We are leading the development of a new marine planning system for England which will, through the new marine plans, enhance marine licence regulation and enforcement. Marine plans will be informed by the best available evidence and extensive engagement with interested local people and organisations.

From 1 April 2011 we will issue marine licences which will regulate key activities taking place in the marine area. This will be for marine minerals, dredging, renewable energy and other construction activities and we will regulate the activities through risk-based compliance of licence conditions. We will recover the costs of issuing licences from applicants in order to ensure that the burden does not fall on the taxpayer.

We will deliver a continuously improving service on marine licensing activities, harbour revision orders and section 36 of the Electricity Act 1989 consents.

#### Strategic objectives

- 1.1** Enable sustainable development in the marine area through efficient and effective marine planning and licensing.
- 1.2** Carry out proportionate, risk-based and timely enforcement of marine activities.
- 1.3** Encourage innovation and sharing of best practice between interested parties in the development of the marine planning and licensing functions.

#### Who we will work with

The views of people who have an interest in the marine area and marine-based industries will be essential in achieving sustainable management of marine resources. Alongside statutory consultation, we will engage with coastal communities through coastal partnerships, local authorities and by creating local engagement activities such as workshops for marine planning. We will work with Defra, DECC, other government departments, The Crown Estate and others to ensure that government priorities, including climate change mitigation, are addressed in a sustainable way. As an enabling regulator, we will work with industry and partners to identify solutions, for example in renewable energy, which take account of the needs of the economy, society and the environment.

### Key steps over the plan period

1. Implement marine plans in the Eastern regions supported by sound evidence and sustainability appraisals by April 2013 (pending the need for an independent investigation).
2. Build on this planning experience to deliver the third and fourth marine plans by April 2015 (pending the need for an independent investigation).
3. Publish the overall delivery timetable for all marine plans around England by March 2012.
4. Announce third and fourth marine plan areas by December 2012 with a clear evidence base for selection.
5. Consult on East Inshore and East Offshore marine plans in October 2012.
6. Publish Statement of Public Participation for third and fourth marine plan areas by April 2013 and keep under review to ensure it achieves transparency and supports engagement.
7. Consult on third and fourth draft marine plans in October 2014.
8. Move to full cost recovery of marine licences from April 2012.
9. Initiate a streamlined marine licensing system from April 2011.
10. Develop a comprehensive set of performance indicators to monitor marine licences by October 2011.
11. Develop a comprehensive set of performance indicators for marine enforcement activity by October 2011.

### Key performance measures

1. The number of marine licence applications determined in accordance with published standards.
2. The number of enforcement investigations carried out in accordance with published standards.
3. High quality marine plans are in effect for every part of the English Inshore and Offshore marine planning regions.



## Strategic outcome 2

### People and customers of our services are engaged and understand decisions which impact on the marine area

#### We will:

- Provide opportunities for people and customers of our services to inform and understand our decisions.
- Be open and transparent, sharing the evidence base informing our decision making.
- Improve customer satisfaction with our services.

We are committed to being transparent and open in our marine management decisions. Importantly, we are engaging with coastal communities, including marine industries and other groups with an interest in the East Inshore and Offshore areas, to develop our first marine plans. This engagement will broaden as we undertake marine planning in other areas around the coast.

We seek input to inform decision making for marine licences to ensure that the full range of views regarding the potential impacts of marine-based activities are taken into account in our decisions. We will continue to review the ways in which we work in response to feedback and our experience.

#### Strategic objectives

- 2.1** Enable local communities to contribute to decisions and plans which affect their local marine area.
- 2.2** Deliver marine plans in accordance with the requirements of the Marine and Coastal Access Act, Marine Policy Statement and Statements of Public Participation.
- 2.3** Inform local communities of licensing applications and decisions affecting their areas.
- 2.4** Maintain effective relationships and external communications with customers, including working within a customer service framework.

#### Who we will work with

We will provide opportunities for those with an interest in the marine area, including local authorities, Inshore Fisheries and Conservation Authorities (IFCAs), marine industries, organisations and groups concerned with the environment, to engage in our activities. We will work with existing individuals and forums, such as coastal partnerships and fishermen, in order to understand local concerns and needs and to make the best use of their evidence and views to inform our marine management decisions. We will continue to engage locally with our delivery partners and key customers of our services, including introducing a programme of coastal engagement with the fishing industry.

### Key steps over the plan period

1. Review effectiveness of Memoranda of Understanding and annexes to support relationships with delivery partners by March 2012 and establish annual review processes thereafter.
2. Conduct and publish results of customer and stakeholder satisfaction surveys annually.

### Key performance measures

1. The number of people engaging with us agree that we have taken all reasonable steps to enable interested parties to engage in the planning and decision making process effectively.
2. The number of our partners that are satisfied with the quality of the working relationship they have with us.
3. The number of requests for information, enquiries and complaints that we respond to in accordance with published standards.
4. The number of main customer groups that are satisfied with our services.
5. The MMO recruit and appoint members to IFCA's in accordance with Defra guidance.



## Strategic outcome 3

### Marine biodiversity is protected and maintained

#### We will:

- Protect the marine environment and the living resources it supports, including those protected by European and National designations.
- Enable people and organisations to engage in the development and implementation of MMO management measures.
- Increase understanding of both the impact of marine activities on the state of the marine environment and the most appropriate MMO management measures.

We have a number of duties to protect and conserve habitats and species in the marine area through a range of enforcement activities. We will continue to enforce licence conditions in a proportionate and targeted way across the marine area, including in already designated Marine Protected Areas (MPAs). We will take on new duties to enforce MMO management measures in the new Marine Conservation Zones (MCZs) to protect features of national importance. We will work with the four regional MCZ Projects to inform the recommendations that they make to the Secretary of State for Environment, Food and Rural Affairs.

We will continue to implement byelaws and other MMO management measures to conserve features in the marine area, following consultation, to protect specific features in local areas. This activity is expected to increase when the

new MCZs are designated. The MCZs will need to combine with existing and future designations of special areas of conservation and special protection areas to form an ecologically coherent MPA network. The MMO is contributing to the delivery of this network by working with marine partners.

We are responsible for appointing volunteer members to Inshore Fisheries and Conservation Authorities (IFCAs) and ensuring that each IFCA has the right balance of expertise. We also have MMO representatives on each IFCA, so we are well-placed to enable them to put in place sustainable marine management measures in the inshore area. From April 2011 we will also have new duties to support IFCAs in the creation and enforcement of byelaws, which include the protection of local features in the inshore area. The next four years will also see the introduction of marine plans, starting with the East Inshore and East Offshore areas, which will enable further integration of social and economic needs alongside the protection of environmental features.

#### Strategic objectives

- 3.1** Work with delivery partners and local groups to identify appropriate MMO management measures, including voluntary measures to manage activities and features within future Marine Protected Areas.
- 3.2** In line with legislation, carry out effective risk-based and timely marine nature conservation enforcement in Marine Protected Areas and in the wider marine area.

- 3.3** Decisions about the use of the marine area are informed by economic, social and environmental evidence and relevant legislation.

#### Who we will work with

We will continue to engage with people, environmental interest groups and the four regional MCZ projects in delivering our role in marine biodiversity. We will also work closely with the statutory nature conservation bodies, the Joint Nature Conservation Committee and Natural England, and other public authorities enforcing regulation of the marine area in the period leading up to designation of the MCZs. We will continue to engage with local people and organisations including the IFCA to ensure that local management measures, byelaws and other MMO management measures are appropriate to the range of benefits that the marine area provides including resources to support marine-based industries such as ports, aggregates and fishing.

#### Key steps over the plan period

1. Work with MCZ project groups to inform options for management measures to be enforced by the MMO.
2. Implement and enforce relevant management measures in proposed MCZs.
3. Develop baselines and targets for a comprehensive set of performance indicators to measure the effectiveness of marine nature conservation enforcement outcomes by October 2011.
4. Quality assurance of IFCA byelaws within 28 days of receipt.

#### Key performance measures

1. The number of wildlife licence applications determined in accordance with published standards.
2. The number of responses to allegations relating to wildlife and marine nature conservation offences in accordance with published standards.
3. The number of MPAs enforced effectively.



## Strategic outcome 4

### Fish and shellfish stocks are managed sustainably

#### We will:

- Seek to ensure a balance between managing and harvesting stocks in ways which maximise the fishing opportunities for the UK industry, whilst ensuring stocks are not overfished.
- Demonstrate a risk-based and proportionate approach in collaboration with other enforcement authorities.
- Implement changes to fisheries management arising from reform of the Common Fisheries Policy and domestic fisheries management reform.
- Enhance engagement with the fishing industry, for example in our annual survey of quota needs.

Fisheries management constitutes a significant proportion of our activity. A key role is in advising policy at European Union (EU) and National level and the dissemination of information to the industry once it is in place.

We enforce the EU Common Fisheries Policy through risk-based and targeted measures in order to achieve sustainable management of fisheries. Quotas are set annually by the European Commission and we seek to ensure that stocks are not overfished so that the industry, UK Government and the taxpayer do not have to pay penalties.

We implement the EU marketing regime by inspecting and verifying withdrawal of fish from the market, and by ensuring compliance with marketing standards through routine checks. Buyers and sellers of fish are monitored at the initial point of sale as required by EU rules. The next four years will include domestic fisheries management reform as well as reform of the Common Fisheries Policy which may drive changes in the way that fisheries are managed, in particular an increased focus on fisheries management at the local level for the inshore fleet. We will play a key role in implementing any such changes to ensure that their needs are taken into account in decisions.

#### Strategic objectives

- 4.1** Implement UK and EU Fisheries Legislation through effective, risk-based, targeted enforcement and management of fisheries.
- 4.2** Work with interested parties to implement the reform of fisheries management arising from the reform of the Common Fisheries Policy.
- 4.3** Work collaboratively with delivery partners and industry to deliver effective fisheries management measures arising from domestic fisheries management reform.

#### Who we will work with

In delivering our role we will collaborate with other regulatory bodies including the ten Inshore Fisheries and Conservation Authorities (IFCAs), the devolved administrations and crown dependencies. Where we deliver

our activities alongside other we will work to agreed Memoranda of Understanding and localised work plans, for example, with each of the ten IFCA's who lead on sustainable management of fisheries in the inshore environment. We will also engage with coastal communities to ensure that local views and concerns are reflected in our fisheries management activities. We will continue to work with the fishing industry directly and through its representative bodies such as the National Federation of Fishermen's Organisations (NFFO), the New Under Ten Fishermen's Association (NUTFA) and the United Kingdom Association of Fish Producer Organisations (UKAFPO) by undertaking regular engagement locally and nationally to ensure that the needs of the industry inform our decisions.

#### **Key steps over the plan period**

1. Improve our marine and fisheries enforcement processes by implementing a national risk-based operating model from October 2011.
2. Publish quota management rules by December each year.
3. Support IFCA's to complete a review of byelaws carried over from Sea Fisheries Committees by March 2015.
4. Begin to implement changes arising from reform of the Common Fisheries Policy.
5. Implement and manage the 2011 Catch Quota scheme and provide analysis of the practicality of expanding the system into 2012.

6. Implement domestic fisheries management reform from January 2012.
7. Undertake an annual baseline survey of inshore fishermen's quota requests to inform quota management.
8. Develop baselines and targets for a comprehensive set of performance indicators to measure achievement of sustainable management of fisheries by October 2011.
9. Ensure appropriate IT systems in place to manage data.
10. Effective representation of an agreed UK position at European meetings.

#### **Key performance measures**

1. The number of quota species managed within annual allocations.
2. The number of swaps and transfers undertaken within agreed timeframes in consultation with Defra.
3. Effectiveness of the management system in place that minimises the risk of non-compliance by the fishing industry.
4. The amount of timely and quality assured advice on fisheries policies policy issues provided to Defra.
5. Appropriate and effective advice to industry.
6. Effectiveness of fishing activity data processing.

## Strategic outcome 5

### European funding brings benefits to the fishing industry and coastal communities

#### We will:

- Effectively fulfil the role as the EFF UK managing authority on behalf of Defra.
- In England, encourage more grant applications to maximise funding delivered to the fishing industry and coastal communities to deliver increased benefits.

We deliver the European Fisheries Fund (EFF) in England and we are also the managing authority for the UK, responsible for ensuring that funds issued across the UK are administered in accordance with the requirements of the European Council and European Commission. In England, funding is available through the MMO towards a wide range of projects to support the fishing industry. Examples include marketing of fisheries products, testing methods of reducing discards and also support for those coastal communities dependent on fisheries.

#### Strategic objectives

- 5.1** Deliver and implement grant schemes in England which contribute effectively to sustainable development of the marine area and prepare for the delivery of future schemes.
- 5.2** Maximise uptake of EFF and minimise the risk of disallowance.

#### Who we will work with

We will work closely with industry and delivery partners to ensure that those eligible for funding are aware of the opportunities available. We will seek to ensure that individuals and groups are supported through the application process and that projects are resourced and able to deliver their objectives. We will work to improve and develop relationships with the European Commission, Defra, the UK Audit Authority, the UK Certifying Authority and the devolved administrations to maximise the benefits that grant schemes can bring to the fishing industry and coastal communities. We will also work closely with the devolved administrations on behalf of Defra to ensure that delivery is in accordance with European Commission rules.

### Key steps over the plan period

1. Develop and operate an online grant application service by April 2012.
2. Carry out an annual review of service level agreements with intermediary bodies.
3. Spend over 90 per cent of the grant resources committed by December 2011 for England by 31 December 2013 in line with the operational plan.
4. MMO is recognised by the European Commission as an improved and effective managing authority.
5. Deliver the interim evaluation to the European Commission by 30 June 2011.
6. Management control system is approved by the European Commission in April 2011.

### Key performance measures

1. The percentage of EFF funds committed in England that are spent.
2. Amount of funds allocated to England that are committed for expenditure.
3. The number of impact assessments of UK EFF funding and appropriate recommendations made as a result.
3. Level of compliance with project and financial controls.
4. The number of EFF functions managed and delivered in accordance with the requirements of the scheme's European Commission and European Council regulations and the UK operational programme.



## Strategic outcome 6

### Marine emergencies are responded to in a prompt and co-ordinated way

#### We will:

- Provide timely and effective advice on the use of oil spill treatment products.
- Encourage the registration of new and effective products to treat oil spills.
- Facilitate remediation of environmental damage where it occurs in the marine area.
- Review and test contingency plans on a regular basis.

We prepare for and co-ordinate responses to marine pollution incidents and administer the approval of oil spill products should a marine pollution incident occur. We also maintain a contingency plan in order to be prepared for such events and work with delivery partners to inform the contingency plans of others, including the Maritime and Coastguard Agency's national contingency plan, port and harbour contingency plans and offshore installation contingency plans. We are members of local environment groups and we work together to resolve serious marine pollution incidents. We lead on the cross-government and industry project to create a Marine Pollution Incident Information Portal, bringing together relevant online information into one accessible website.

#### Strategic objectives

- 6.1** Deliver effective responses to environmental damage in the marine area through the implementation and updating of the MMO's Marine Pollution Contingency Plan.
- 6.2** Collaborate with local stakeholders in developing and reviewing measures for prevention, enforcement and remediation of environmental damage.

#### Who we will work with

We will work with the Maritime and Coastguard Agency who lead on marine safety issues in undertaking our marine pollution role. We will also work with the Department of Energy and Climate Change to ensure that the offshore industry use oil spill treatment products appropriately.

Salvage operations are led by the Secretary of State for Transport's representative who takes advice from the MMO and other standing environment group members (including the Environment Agency, Natural England and local authorities) to ensure groups are prepared to provide quality environmental advice promptly during marine pollution incidents. We will continue to work with the Centre for Environment, Fisheries and Aquaculture Science (Cefas) and statutory nature conservation bodies to ensure the best possible environmental advice is used as the basis for decision making.

### Key steps over the plan period

1. Review MMO Marine Pollution Contingency Plan by March 2012.
2. Launch pollution incident web portal by March 2012.
3. Develop baselines and targets for performance indicators to measure delivery achievement of marine emergency obligations by October 2011.

### Key performance measures

1. The number of emergencies responded to in accordance with procedures as set out in the MMO Marine Pollution Contingency Plan.
2. Response time for oil spill treatment product applications.



## Strategic outcome 7

### Decision making is based on the best available evidence

#### We will:

- Make decisions in accordance with legislation and guidance on both sustainable development and the use of evidence.
- Ensure that our decisions are underpinned by the best technical expertise available.
- Increase collaboration and sharing of marine evidence with other bodies and contribute to the marine evidence base.

Decision making in the MMO concerns both the exercising of our legislative functions and the advice we provide to Government and key partners. We take our decisions informed by the best available evidence and collaborate with other bodies and groups to gather existing data and to commission new research and evidence to inform gaps in the evidence base. The marine evidence base is less comprehensive than evidence available for the terrestrial environment and more information, in particular about the social and economic aspects of marine based activities, is required. The MMO buys in data and evidence from a range of sources and as such, operates an 'intelligent customer' model to ensure that we secure the best available evidence to inform our decisions which we then interpret and apply in our delivery decisions. We will work with partners to ensure accessibility of our joint evidence base as it develops.

#### Strategic objectives

- 7.1 Produce an annual strategic evidence plan that prioritises future operational evidence needs.
- 7.2 Provide the technical expertise needed to maintain and enhance an appropriate and robust marine evidence base.
- 7.3 Provide the strategic expertise needed to engage with emerging Government policy and deliver risk-based, open and transparent decision making.
- 7.4 Collaborate with sponsoring departments and delivery partners to prioritise and align evidence programmes.

#### Who we will work with

We will continue to establish and develop links with organisations collating and gathering marine evidence, including the Centre for Environment, Fisheries and Aquaculture Science (Cefas) and other providers of marine science. This will include local and voluntary groups alongside national and international bodies who also research and collate evidence regarding the marine area. In doing so, we will engage with a full range of bodies to strengthen the marine evidence base including academia, industry, environmental groups and the marine science community.

### Key Steps over the plan period

1. Implement a process for quality assurance of decision making with regard to the principles of sustainable development by July 2011.
2. Implement a corporate quality assurance process to ensure the robustness of evidence used by all MMO teams in their decision making by July 2011.
3. Publish report highlighting future pressures on the marine area by August 2011.
4. Increase marine evidence base year on year.
5. Publish a report highlighting future long term scenarios for the marine area by September 2011.
6. Continually update, use and maintain a comprehensive evidence base for decision making and ensure transparency and access.

### Key performance measures

1. Accessibility of evidence to people with an interest in the decisions we take (excluding commercially sensitive data).
2. The number of decisions taken in accordance with adopted operational guidance.



## Strategic outcome 8

### Data and information are well managed and disseminated

#### We will:

- Ensure that data we hold, generate or commission is effectively used to support decision making.
- Increase the use of technology to speed the time between collection of data and its use in informing our decisions.
- Utilise the wealth of existing data which adheres to quality standards.
- Improve modelling to inform fisheries management decisions.

The secure and efficient management of data, evidence and knowledge is integral to the decision making of the MMO. We manage our data and evidence base in line with recognised quality standards and collaborate with key organisations to work towards a shared marine evidence base. During the next four years, we expect to increase our collaboration and the sharing of data and evidence with other bodies and anticipate that new technologies will help speed the collection of raw data to inform our decision making.

We prepare and co-ordinate a number of reports on fishing activity to inform our fisheries management duties, such as quota allocation. We analyse this information for trends and issues which we share with organisations involved in the delivery of the Common Fisheries Policy.

#### Strategic objectives

- 8.1** Accurate statutory and non statutory returns, reports and statistics are issued on a timely basis.
- 8.2** Establish and implement data quality and knowledge management procedures.
- 8.3** Implement and operate an information assurance programme to safeguard the confidentiality, integrity and availability of information.

#### Who we will work with

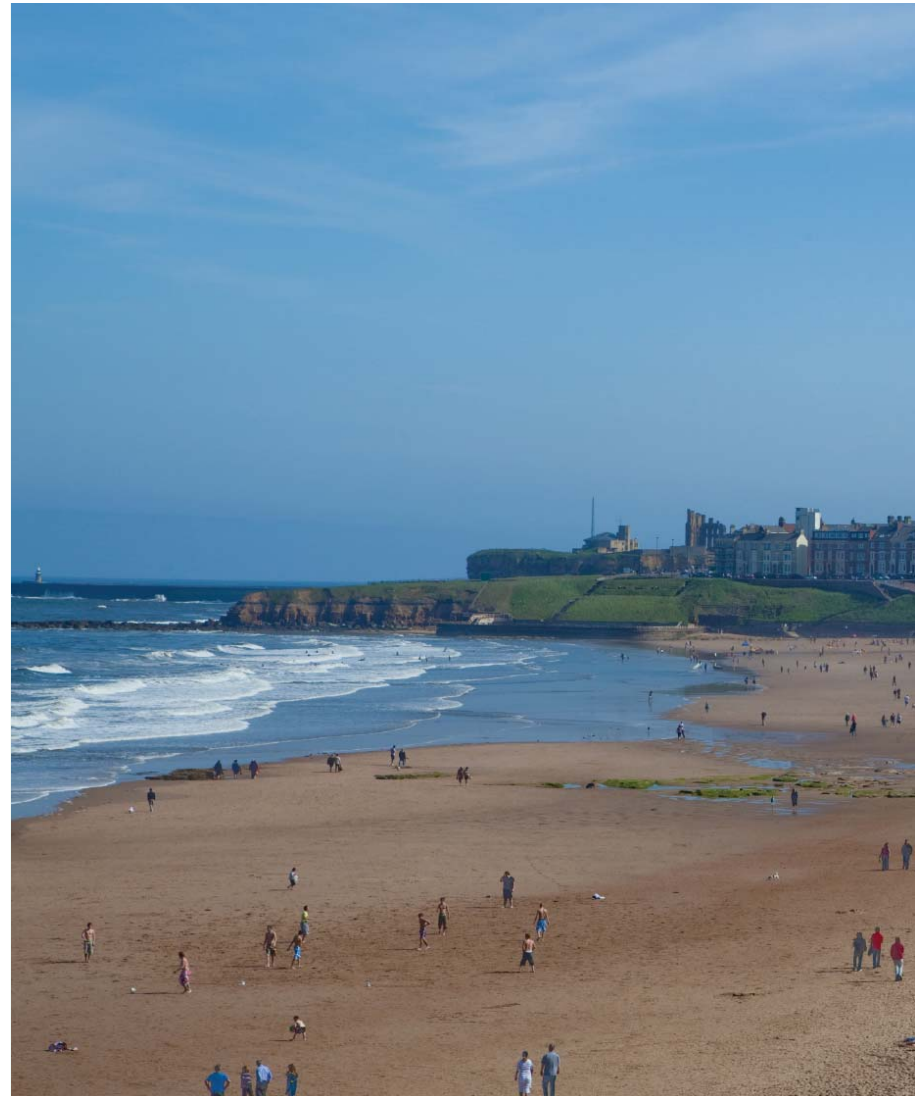
We will continue to collaborate with our delivery partners such as the Environment Agency, Centre for Environment, Fisheries and Aquaculture Science (Cefas), Natural England, Maritime and Coastguard Agency and the Joint Nature Conservation Committee to share our data in order to improve the marine evidence base. We will work closely with key partners across Government to further marine datasharing and participate in initiatives such as the UK LOCATION programme, the EC INSPIRE Directive, the Transparency Agenda and data.gov.uk. We will also continue to work with key sectors and their representative bodies, such as fisheries and offshore renewables, to ensure that the methods for gathering and disseminating evidence are efficient and user-friendly. We will ensure that all data used to support our decision making is made available on our website where possible.

### Key steps over the plan period

1. Publish annual statistics report by September each year.
2. Publish MMO data onto Direct Gov website by March 2012.
3. Continue to improve information security through establishing an information security management group by March 2012.
4. Develop, maintain and update a transparent and accessible marine plan area evidence base for the Eastern regions by April 2013 and for the third and fourth plan areas by April 2015.

### Key performance measures

1. The number of statutory and non-statutory reports and returns that are submitted within agreed timescales.
2. The amount of EU funding received under the Data Collection Framework that is transferred to partner organisations.
3. The number of MMO's reports and returns subject to a quality assurance review.
4. The number of issues identified through quality assurance reviews rectified.



## Strategic outcome 9

### Corporate services governance and control procedures drive efficient use of resources

#### We will:

- Deliver our role and duties in compliance with statutory requirements and within budget.
- Manage risks to the effective delivery of MMO functions.

As an executive non-departmental public body, we are required to undertake our duties in accordance with a number of drivers, for example Cabinet Office requirements on the operation of public bodies and Treasury guidance on managing public money.

We will be open and transparent to enable all those with an interest in the marine area to understand how we take decisions and their impacts. We will use our resources effectively and efficiently to ensure that public finances are used with maximum impact and value for money.

#### Strategic objectives

- 9.1** Establish and publish an effective strategic planning, performance and risk management framework.
- 9.2** Operate robust control and management procedures to ensure the MMO achieves good governance, value for money and appropriate financial regularity and propriety.

- 9.3** Ensure methodology is in place to maximise the use of internal and external ICT resources and to ensure value for money, alignment with the Cabinet Office ICT strategy and effective services to customers.
- 9.4** Rationalise MMO estates in line with business objectives, whilst contributing to Defra estates strategy and making full use of co-location opportunities with delivery partners.
- 9.5** Ensure that the MMO is operating lawfully.
- 9.6** Maximise the recovery of costs.

#### Who we will work with

We will continue to work with the sponsoring departments, including the Shared Services Directorate, to buy in increasingly efficient and effective corporate services. We will absorb best practice from other organisations progressing towards achieving the target of reducing our carbon emissions and we will monitor the delivery of efficiency savings. We will also work with people and organisations with an interest in our fees and charges through the undertaking of an annual review.

### Key steps over the plan period

1. Publish Financial Accounts and Annual Report each year.
2. Adopt IT Systems and infrastructure strategy by March 2012.
3. Develop estates strategy and implement the estates change programme by March 2012.
4. Publish and implement a sustainability plan and reporting framework by March 2012.
5. Carry out an annual review of fees and charges.

### Key performance measures

1. The number of audit recommendations implemented.
2. The amount of agreed efficiency savings delivered.
3. The costs of our estates each year.
4. Carbon dioxide emissions from our operations each year.



## Strategic outcome 10

### Staff and Board members are fully equipped to contribute to sustainable development of the marine area

#### We will:

- Provide our staff and Board members with the training and support they need to undertake their role.
- Undertake and act on an annual staff survey to identify training needs and organisational development challenges.
- Be an organisation that people want to work for.

We have a culture of continuous improvement which enables us to be ready for current and future challenges. We provide opportunities for staff to be engaged in key decisions and policies, such as those affecting the working environment and the work we deliver. We operate a health and safety committee and are implementing an equality scheme as a continuing commitment to ensure fairness and tackling equality and diversity issues.

The non-Executive MMO Board provide the overall strategic direction for the organisation and ensure that governance processes are in place to provide assurance over the use of public funds. The Board is supported by Audit and Risk Committee which ensures appropriate risk awareness and

governance procedures are in place and the Remuneration Committee, which deals with the control of remuneration, employee performance management and recruitment issues.

#### Strategic objectives

- 10.1** Maximise the potential of all employees and Board members.
- 10.2** Enable the Chair and MMO Board to undertake their corporate governance role with maximum impact.
- 10.3** Implement a procurement framework which enables the MMO to access expertise and services as required.
- 10.4** Fully develop an inspection regime on the risk assessment process for health and safety matters.

#### Who we will work with

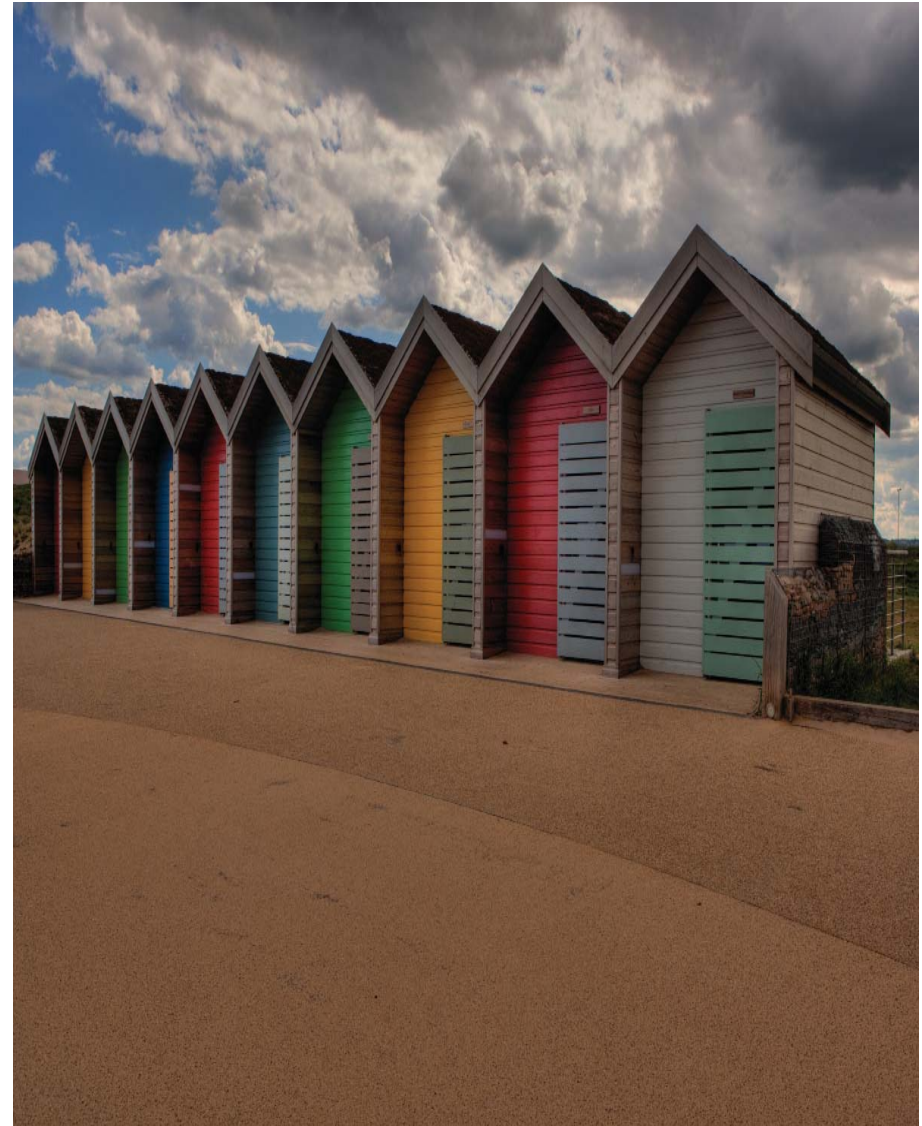
Our staff and Board members enable us to contribute to sustainable development of the marine area. We work with organisations like the National School of Government to equip our staff with the skills they need to meet the challenges that we face and we learn from the experiences of our delivery partners. We continue to work with our trade union colleagues to further employee participation.

### Key steps over the plan period

1. Review baselines and targets for a comprehensive set of performance indicators to measure corporate health by October 2011.
2. Develop and implement a revised competency framework for all staff by March 2012.
3. Produce and implement a workforce plan by March 2012.
4. Achievement of Investors in People status by March 2013.
5. Achievement of Gold Health Award by March 2014.
6. Carry out an annual staff survey and implement action plan.

### Key performance measures

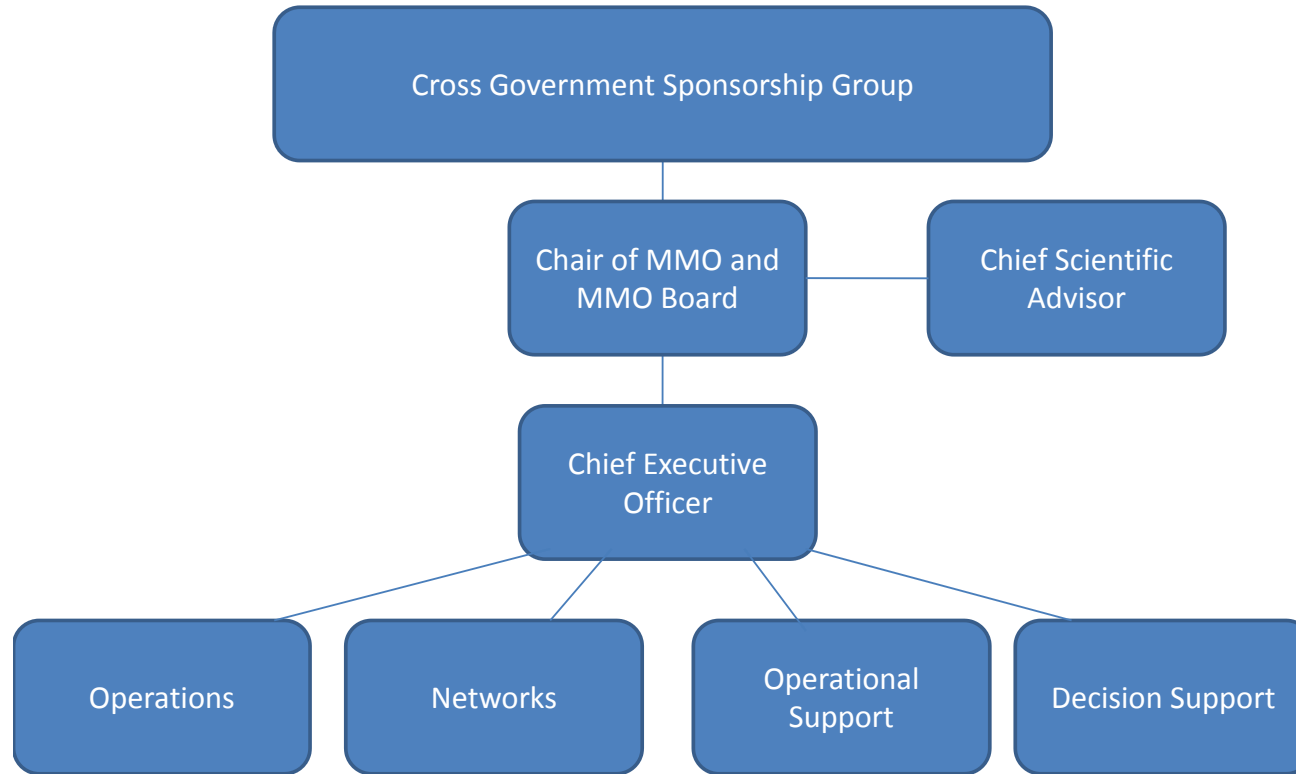
1. The number of staff who understand their role and how it contributes to the delivery of the Corporate Plan.
2. The number of staff who have identified learning and development requirements and have plans to address them.
3. The number of health and safety incidents that are investigated.
4. The proportion of staff that are proud to work for the MMO.



# Financial Information

Strategic Outcomes	Totals	2011/12 (£'000)	2012/13 (£'000)	2013/14 (£'000)	2014/15 (£'000)
Marine resources are managed effectively and regulated proportionately	Total Cost	5,407	5,554	6,907	5,585
	FTE	49.9	52.0	52.8	50.4
	Income	2,086	2,637	2,751	2,836
People and customers of our services are engaged and understand decisions which impact on the marine area	Total Cost	1,563	1,562	1,685	1,582
	FTE	18.0	17.2	17.7	17.5
	Income	193	245	255	262
Marine biodiversity is protected and maintained	Total Cost	1,486	1,534	2,224	1,530
	FTE	17.4	18.3	18.0	16.8
	Income	966	1,224	1,274	1,310
Fish and shellfish stocks are managed sustainably	Total Cost	14,927	15,097	10,884	9,835
	FTE	134.9	129.0	121.8	113.8
	Income	102	107	113	118
European Funding brings benefits to the fishing industry and coastal communities	Total Cost	752	751	735	749
	FTE	9.5	9.5	9.0	9.0
	Income	52	54	54	56
Marine emergencies are responded to in a prompt and co-ordinated way	Total Cost	198	204	296	204
	FTE	2.3	2.4	2.4	2.2
	Income	50	50	50	50
Decision making is based on the best available evidence	Total Cost	1,228	1,279	1,383	1,420
	FTE	15.4	15.4	15.0	15.0
	Income	35	36	37	38
Data and information are well managed and disseminated	Total Cost	299	278	278	287
	FTE	5.5	5.5	5.1	5.1
	Income	35	36	37	38
Corporate services, governance and control procedures drive efficient use of resources	Total Cost	5,913	5,917	6,105	6,102
	FTE	28.7	28.3	27.3	27.3
	Income	4	5	6	7
Staff and Board members are fully equipped to contribute to sustainable development of the marine area	Total Cost	1,790	1,818	1,780	1,821
	FTE	19.6	20.1	19.1	19.1
<b>Total Cost</b>		<b>33,623</b>	<b>33,994</b>	<b>32,277</b>	<b>29,115</b>
<b>Total Income</b>		<b>3,523</b>	<b>4,394</b>	<b>4,577</b>	<b>4,715</b>
<b>Total net operating expenditure</b>		<b>30,100</b>	<b>29,600</b>	<b>27,700</b>	<b>24,400</b>
<b>Total Full Time Equivalent (FTE)</b>		<b>301.20</b>	<b>297.70</b>	<b>288.20</b>	<b>276.20</b>

# Our Structure



## Our performance standards for 2011 - 12

Strategic Outcomes	Key performance measures	Indicator
SO1	1. <b>The number of marine licence applications determined in accordance with published standards.</b>	Increase to 95 per cent.
	2. The number of enforcement investigations carried out in accordance with published standards.	Increase to 95 per cent.
	3. High quality marine plans are in effect for every part of the English Inshore and Offshore marine planning regions.	Increasing area with 4 marine plans adopted by 2015.
SO2	1. <b>The number of people engaging with us agree that we have taken all reasonable steps to enable interested persons to engage in the planning and decision making process effectively.</b>	80 per cent agree (survey).
	2. The number of our partners that are satisfied with the quality of the working relationship they have with us.	80 per cent satisfied (survey).
	3. The number of requests for information, enquiries and complaints that we respond to in accordance with published standards.	Increase to 95 per cent.
	4. The number of main customer groups that are satisfied with our services.	75 per cent satisfied (survey).
	5. The MMO recruit and appoint members to IFCA's in accordance with Defra guidance.	100 per cent within three months of notification of vacancy.

SO3	1. The number of wildlife licence applications determined in accordance with published standards.	Increase to 95 per cent.
	2. The number of responses to allegations relating to wildlife and marine nature conservation offences in accordance with published standards.	Increase to 95 per cent.
	3. <b>The number of MPAs enforced effectively.</b>	MPAs will be managed through risk-based enforcement. Performance will be measured by inspections and infringements.
SO4	1. The number of quota species managed within annual allocations.	Number of overfishes limited to no more than 2 per cent.
	2. The number of swaps and transfers undertaken within agreed timeframes in consultation with Defra.	Tonnage of additional quota obtained.
	3. <b>Effectiveness of the management system in place that minimises the risk of non-compliance by the fishing industry.</b>	Decreasing infringements and positive evidence from EU mission reports. 100 per cent of fishing vessel licenses and variations issued in accordance with agreed deadlines.
	4. The amount of timely and quality assured advice on fisheries policy issues provided to Defra.	100 per cent requests for advice responded to within deadlines and responses quality assured.
	5. Appropriate and effective advice to industry.	Amount of clear and appropriate written guidance available to industry in advance of policy changes.
	6. Effectiveness of fishing activity data processing.	100 per cent of fishing activity data fully processed and cross-checked within agreed deadlines.

SO5	1. The <b>percentage of EFF funds committed in England that are spent.</b>	Increase to at least 90 per cent by 2013 (of funds committed by December 2011).
	2. Amount of funds allocated to England that are committed for expenditure.	Increase to at least 65 per cent committed in 2011/12.
	3. The number of impact assessments of UK EFF funding and appropriate recommendations made as a result.	100 per cent of EFF projects evaluated before approval and impact assessed after completion with recommendations made.
	4. Level of compliance with project and financial controls.	100 per cent compliance with published guidelines as UK Managing Authority (internal audit).
	5. The number of EFF functions managed and delivered in accordance with the requirements of the scheme's European Commission and European Council regulations and the UK operational programme.	100 per cent of requirements met as UK Managing Authority.
SO6	1. The number of emergencies responded to in accordance with procedures as set out in the MMO Marine Pollution Contingency Plan.	100 per cent of emergencies.
	2. Response time for oil spill treatment product applications.	100 per cent responded to within eight weeks.
SO7	1. Accessibility of evidence to people with an interest in the decisions we take (excluding commercially sensitive data).	85 per cent of people agree that evidence is accessible .
	2. The number of decisions taken in accordance with adopted operational guidance.	100 per cent of decisions (internal review).

SO8	1. The number of statutory and non-statutory reports and returns that are submitted within agreed timescales.	Statutory: 100 per cent. Non-statutory: Increase to 90 per cent.
	2. Amount of EU funding received under the Data Collection Framework that is transferred to partner organisations.	100 per cent transferred within 2 weeks of receipt.
	3. The number of MMO's reports and returns subject to a quality assurance review.	20 per cent reviewed.
	4. The number of issues identified through quality assurance reviews rectified.	100 per cent within three months of notification.
SO9	1. The number of audit recommendations implemented.	100 per cent within agreed timescales.
	<b>2. The amount of agreed efficiency savings delivered.</b>	Deliver £1.9 million of the £7.6 million of agreed efficiency savings (Annual Accounts).
	3. The costs of our estates each year.	Reduce the cost each year within an objective of 20 per cent reduction by 2015 from a baseline of £1,188,353.00 of estates costs for 2010-11.
	4. Carbon dioxide emissions from our operations each year.	20 per cent reduction in current baseline by 2015.
SO10	1. The number of staff who understand their role and how it contributes to the delivery of the Corporate Plan.	100 per cent answer yes (survey).
	2. The number of staff who have identified learning and development requirements and have plans to address them.	100 per cent answer yes (survey).
	3. The number of health and safety incidents that are investigated.	100 per cent investigated and action taken as appropriate (survey).
	4. The proportion of staff that are proud to work for the MMO.	No more than 20 per cent disagree with this statement.

## Contact us

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