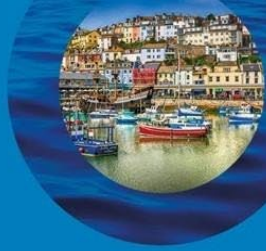




Marine  
Management  
Organisation

# Appointment of Marine Management Organisation CEO 2024

Saxton Bampfylde



...ambitious for our seas and coasts

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# Introduction from Hilary Florek, Chair of the Marine Management Organisation

I am delighted to invite applications for the role of Chief Executive Officer at the Marine Management Organisation (MMO).

As England's principal marine regulator, MMO is dedicated to protecting and enhancing our precious marine environment, ensuring that our seas are healthy, safe, productive and biologically diverse. MMO is a small but impactful organisation with a global reach, our expertise and dedication to delivering world class fisheries management have earned us recognition on the local, national and international stages.

With the UK now firmly established as an independent coastal state, we are presented with unparalleled opportunity to solidify our newfound powers and collaborate closely with our department to deliver reinvigorated policy ambitions. The launch of the MMO2030 Strategy establishes the approach to the work we will do to protect our marine environment, setting seven strategic goals for the organisation.

With our expanded responsibility for the independent management of England's complex, heavily utilised seas, it is more important than ever that MMO receives confident, empowering leadership.

I am seeking a proven leader, capable of overseeing the seamless integration of policy, evidence and operational delivery to provide highly effective and efficient services to our marine users, while striking an essential balance to safeguard our marine environment. This leader will possess a genuine commitment to MMO's mission and purpose.

Together with the MMO Board and Executive Leadership Team, our Chief Executive Officer will set the strategic direction to propel the organisation forwards.

Our ambition is for MMO to expand its influence across the marine system. To achieve this, the ability to build strong and effective relationships across the Defra Group, wider UK Government and with our key stakeholders is paramount.

I am looking for someone with energy, resilience and drive to confidently engage and advocate across MMO's complex stakeholder landscape, unlocking the vast opportunities available to the organisation through effective collaboration.

If you are passionate about driving forward better outcomes for industry, and share our ambitious vision for the future, I look forward to your application.

**Hilary Florek, Chair, MMO**



To learn more, view our video :  
[MMO – bringing our strategy to life.](#)

## Working in Partnership

We work with our marine and fisheries partners to ensure our seas are cleaner, healthier, safer, more productive and biologically diverse.

Our broad range of customers and stakeholders include marine developers, environmental groups, the fishing industry, coastal communities, local authorities and the wider public.

As an Arm's Length Body, we work closely with our sponsor, Defra, as well as other government departments and marine bodies, ensuring that regulatory and advisory functions are carried out efficiently and collaboratively, to achieve government aims and priorities for English seas.

Along with our head office in Newcastle, York and London offices, we have 15 offices around the English coast where we work on a daily basis with local stakeholders.

## Highlights of our Work

MMO has continued to be outcome focused and make a real and lasting positive difference. Key recent highlights include enabling the protection of over 12 million square kilometers of international waters by supporting 22 countries and territories with our marine management expertise (an area more than twice the size of the Amazon rainforest). MMO also awarded over £28 million in grant funding in 2022/23 supporting over 500 projects.

MMO has the lead role to help protect 51 marine protected areas (MPAs) in English waters through the accelerated MPA plan. As England's principal marine regulator, we continued our focus on supporting and assuring marine activities, and last year delivered nearly 4,000 assurance inspections covering fisheries, MMO grants, MMO licences, and marine protection. Our expert services underpin fishing industries and include MMO's support for annual quota negotiations, managing quota outcomes, supporting nearly 2,400 vessel licenses across England, and providing the Fish Export Service that helps deliver £1.7 billion of UK seafood exports.

**Some further recent highlights can be seen below:**



**661 marine development**  
activities licensed every year



**£128m grant funding**  
delivered since 2016, supporting  
**500 projects** each year



**51 MPAs** protected through  
fisheries management action by  
2024



**2,400 fishing vessels** licensed,  
**600k tonnes landed and £1.6b in UK**  
exports of fish products supported every year



**1k UK vessels**  
licensed to  
fish in EU waters



**+50 nationally significant**  
infrastructure projects  
being supported



**22 countries & territories** supported  
by the Blue Belt & Ocean Country Partnership  
programmes – helping protect **12m km<sup>2</sup> of**  
international waters



**11 integrated Marine**  
Plans covering **all of England's**  
seas and coasts



**4k assurance inspections**  
completed every year (fisheries, grants,  
licenses and protection)

## Useful Links

Marine and Coastal Access Act: [Marine and Coastal Access Act 2009 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2009/23/contents)

Fisheries Act 2020: [Fisheries Act 2020 \(legislation.gov.uk\)](https://www.legislation.gov.uk/ukpga/2020/12/contents)

Environmental Improvement Plan 2023: [Environmental Improvement Plan 2023 – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/environmental-improvement-plan-2023)

25-Year Environment Plan: [25 Year Environment Plan – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/25-year-environment-plan)

UK Marine Policy Statement: [UK marine policy statement – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/uk-marine-policy-statement)

Defra/MMO Framework Document: [MMO framework document – GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/mmo-framework-document)

MMO Annual report and accounts: [Marine Management Organisation Annual Report and Accounts](https://www.gov.uk/government/consultations/marine-management-organisation-annual-report-and-accounts)



## The Role

**Job Title:** Chief Executive Officer

**Salary:** £120,000 – £130,000

**Contract Type:** Permanent

**Location:** Newcastle-Upon-Tyne – Lancaster House

Regular travel to London and Coastal Regions should be expected



## Role Summary

The Chief Executive Officer has responsibility for the day-to-day executive leadership, management, and performance of MMO. The Chief Executive Officer is also expected to be the Accounting Officer, with responsibility and accountability to the Principal Accounting Officer (who is the Departmental Permanent Secretary) for internal governance and financial probity. The Chief Executive Officer directly reports to the Chair of MMO and is accountable to the board. In addition, as Accounting Officer, the Chief Executive Officer is answerable directly to the Defra Permanent Secretary. The Secretary of State for Environment, Food and Rural Affairs will approve this appointment.

The Chief Executive Officer will need to ensure that MMO is well positioned to achieve its aspirations to become a world class fisheries regulator, including delivering on Departmental priorities such as the 25-Year Environmental Plan, recently launched Environmental Improvement Plan, and UK Government 30-by-30 commitment.

MMO is a geographically dispersed and complex organisation, with around 500 staff across the country and an annual budget of approximately £40 million. The Chief Executive Officer will need to be able to lead a geographically dispersed team through a period of significant opportunity, coupled with challenges, as MMO delivers against its range of existing statutory duties, whilst implementing and managing new marine and fisheries policies and regulation.

Like other public bodies, MMO operates within the wider context of government's efficiency and reform agendas. MMO is sponsored by Defra and the two organisation's work closely together to deliver an effective partnership relationship at all levels. We also work across government and undertake duties on behalf of other departments including Department for Transport.

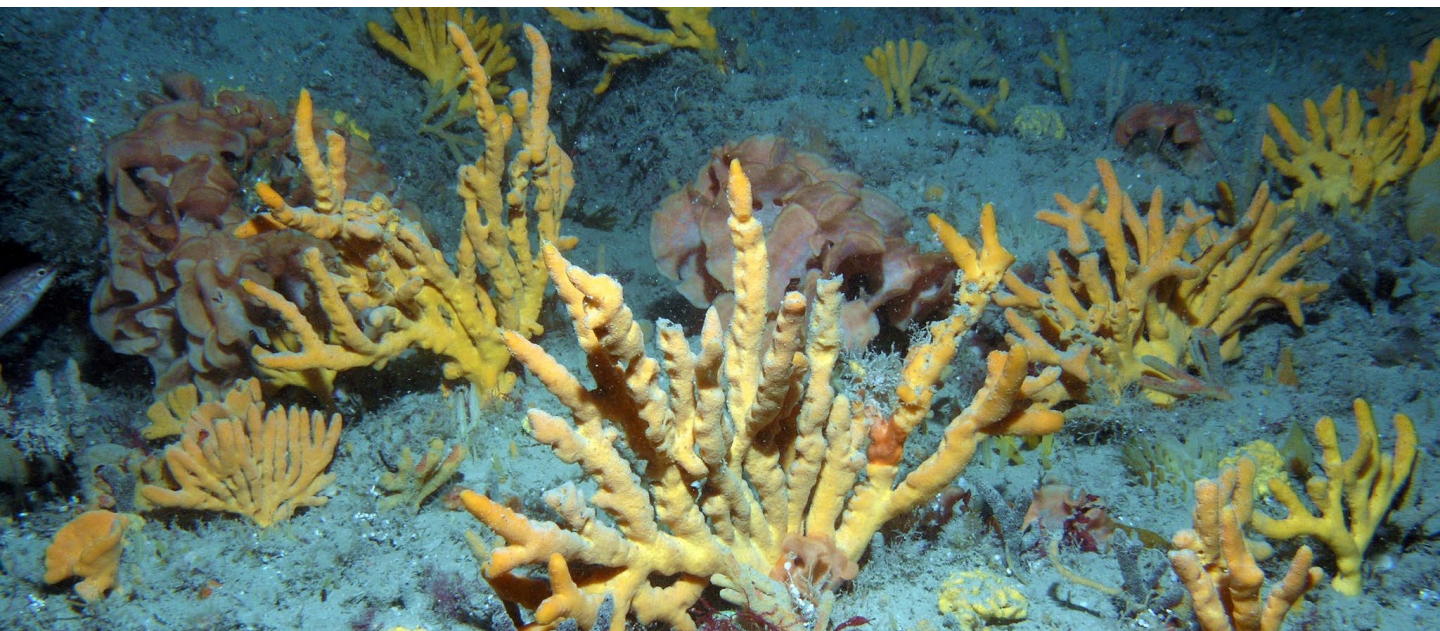
# Key Tasks and Principal Accountabilities

## Leadership and Management

- Work with the board and with Defra to define and deliver the organisation's strategy, aims and objectives.
- Ensure that the organisation has the capacity and capability to enable it to deliver its aims and objectives. Lead the development of credible, evidence-based cases for future resourcing needs.
- Lead, manage and motivate the executive team in their delivery of performance outcomes.
- Be an inspirational, enthusiastic role model to MMO's people. Exhibit the values and behaviours expected in the organisation and be at the forefront of initiatives to enhance the culture of the organisation.
- Demonstrate the ability to make difficult decisions and justify them at the highest level.
- Be a leader in the marine management space, influencing stakeholders to willingly aim for clean, healthy, safe, productive, and biologically diverse oceans and seas.

## Delivery

- Balance competing agendas of sustainable economic development and environmental protection in an open and transparent way.
- Deliver our regulatory services in line with wider government priorities making best use of available evidence in accordance with government guidelines.
- Develop the business planning processes and performance measurement systems required for delivery.
- Ensure the effective application of robust management discipline including risk management and performance management arrangements and controls.
- Ensure the organisation discharges its statutory and legal obligations.
- Maintain and develop best practice, value for money and continued business improvement to the highest ethical and professional standards.
- Ensure that the day-to-day operations of MMO are effectively and efficiently coordinated and implemented and conducted in line with agreed policies. Monitor service provision and drive efficiencies and productivity across the organisation.
- Develop, participate and oversee strategic industry, government and public partnerships and frameworks to improve regulatory services.





### **Financial Stewardship and Governance**

- Take personal responsibility as the Accounting Officer for financial probity and regularity and value for money on MMO expenditure, risk and internal governance.
- Support the implementation of appropriate cost recovery for regulated services.
- Ensure that all duties are carried out in line with the agreed internal governance rules (Scheme of Delegations).
- Ensure that all financial and non-financial reporting requirements are met on a timely and regular basis.

### **Stakeholder Engagement and Relationships**

- Advocate for MMO across the stakeholder landscape, building effective, productive relationships at the most senior level.
- Promote productive stakeholder and partner relationships that support more collaborative ways of working to achieve the government's aims for the marine environment.
- Work collaboratively with Defra as the sponsoring government department, as well as other public bodies in the Defra group, for the benefits of customers and colleagues.
- Represent the organisation credibly to a complex and varied stakeholder group including customers, central government staff and other arm's length bodies.
- Build and strengthen key stakeholder relationships and promote a wide understanding of the work that MMO does and the role that it plays.
- Drive organisation-wide commitment to customer service excellence, transparency, and value for money.



# The Person Specification

To be successful in this role you will need to be an outstanding, energetic and inspirational leader. You will demonstrate a clear appreciation of the respective roles of both the Chief Executive Officer, Chair and Board to create a strong, sustainable working partnership to bolster the organisation's continued success. This should be reinforced by a track record of success in working in an environment requiring diplomacy, political acumen, and sensitivity, with the ability to build and maintain positive working relationships that reconcile a wide range of views.

Your written application will be assessed against the following criteria:

## Part One – Experience

### Essential

- Proven experience operating at board-level within an organisation of comparable size and complexity.
- Strong strategic capability and judgement, with a track record of using evidence and analysis to develop a clear view of the context and priorities, setting the strategic direction and vision to ensure effective decision making.
- A proven track record of leading a complex organisation to deliver new responsibilities, including complex funding and budgetary arrangements.
- A successful record of building and leading high performing, collaborative teams within a geographically dispersed organisation with effective delegation and empowerment of colleagues.
- A proven track record of operational delivery, management of business performance and judgement of risk with excellent analytical and problem-solving skills.
- A proven track record of successfully operating in a dynamic environment with the ability to engage, influence and develop effective relationships at the board and ministerial level, as well as external stakeholders from a range of organisations.

### Desirable

- Proven experience as a Chief Executive Officer or Managing Director within an organisation of comparable size and complexity, or equivalent senior experience.
- Previous experience of having worked for or with the public sector.
- A background within the marine, fisheries, or environmental regulatory industry.
- A successful track record in regulatory services, or other comparable field.



## Part Two – Skills and Attributes

- A collegiate progressive leader, who naturally engages and takes people with them.
- An effective communicator who uses diverse channels to convey an impactful message but who is mindful of the need of high personal visibility.
- Excellent change management skills with the ability to use soft influencing skills to bring staff and stakeholders through periods of significant change.
- An outstanding strategic thinker with the ability to challenge the status quo and speak truth to power.
- Strong business acumen and commercial awareness. The ability to understand what makes a business or organisation successful. Understanding of the commercial implications of large-scale contracts and working practices.
- Enthusiastic, motivated, adaptable and proactive with the ability to work flexibly in a changing environment.
- Excellent communication skills with the ability to engage with credibility and sensitivity at all levels from front-line staff through ministers within a geographically dispersed organisation.
- Strong political acumen with the ability to be an ambassador for MMO, actively promote the organisation's work across the Defra family and beyond.
- Ability to actively manage wellbeing and create an environment where diversity of thinking and perspective is both valued and nurtured.
- The ability to balance a wide range of agendas from regulating fishing fleet sizes through to maritime conservation projects and incident management.



# Benefits and Terms and Conditions

Join us in this role and you will enjoy the following benefits:

<b>Leave entitlement</b>	Your leave allowance in this role will be 30 days annual leave plus options to bank additional leave. You will also be entitled to 8 days public holidays per year, plus 2.5 privilege days
<b>Performance pay</b>	The CEO will be eligible for discretionary non-consolidated performance payments determined by the Remuneration Committee of the MMO Board, under the terms of any Cabinet Office guidance senior Civil Service pay framework Currently this is a maximum of £17,500.
<b>Pension</b>	You will have the opportunity to join Civil Service pension arrangements, which include a valuable range of benefits. To find out more about Civil Service pensions, see the Civil Service pension's website.
<b>Hours of work</b>	You are normally required to work a five-day week of 37 hours. However, the individual would be expected to work such additional hours as may from time-to-time be reasonable and necessary for the effective performance of their duties. In view of their seniority and managerial duties and responsibilities, the individual would be regarded as a "managing executive" for the purposes of the Working Time Regulations 1998.
<b>Salary sacrifice schemes</b>	Bicycles - This scheme allows you to sacrifice part of your salary and instead receive the reduced amount as a voucher to pay for a bicycle to cycle to work. As a result, you can save money because the salary you sacrifice for a voucher is free from both tax and National Insurance contributions.
<b>Employee discount schemes</b>	Our staff benefits provider offers a wide range of employee retail discounts.
<b>Health cash plans and insurance</b>	MMO has agreed competitive rates with a number of health insurance/cash plan providers.
<b>Professional subscriptions</b>	MMO encourages and reimburses membership in relevant bodies where it is an essential requirement of the role.
<b>Employee Assistance Service</b>	MMO's Employee Assistance Programme provides professional support and guidance for people experiencing work related emotional, health and social problems.
<b>Equality, diversity and inclusion</b>	We are committed to creating an environment where everyone feels valued and respected and see this as a good place to work. MMO has a responsibility to ensure that we have an inclusive culture where discrimination, harassment, bullying and prejudice will not be tolerated. Our selection process is determined on ability and regardless of age, disability, gender reassignment, pregnancy and maternity, race, religion or belief, sex, sexual orientation, marriage and civil partnership.
<b>Trade union</b>	MMO has entered into a partnership agreement with its recognised Trade Unions Prospect, PCS and FDA.

# Benefits and Terms and Conditions

<b>External interests and compliance</b>	<p>The post holder must disclose promptly to the MMO Board in writing all interests in any business other than that of MMO and will notify the Board immediately of any change in external interests.</p> <p>Except with the written consent of the Board (such consent not to be unreasonably withheld) the post holder will not during their employment under this contract be directly or indirectly engaged (on their own account or on behalf of or in association with any other person) in any trade, business or occupation other than the business of MMO.</p>
<b>Disclosure and confidentiality</b>	<p>The role carries with it a requirement that certain information about the individual's salary and pension entitlements will be disclosed in the annual accounts of MMO.</p> <p>Confidentiality will cover key information about MMO and that of its employees, sponsors and key contacts which is secret, confidential or commercially or politically sensitive and which may not be readily available to the business community, press or to the general public and which, if disclosed, will be liable to cause significant harm to MMO, its sponsors or its key contacts as well as being subject to the Official Secrets Act 1989.</p> <p>In circumstances where a new or outside appointment would require the individual to use or divulge confidential information belonging to MMO then they are required to obtain the agreement of the Chair of the MMO Board before accepting any offer of employment outside MMO or which would start within two years of leaving its employment. The Chair will not unreasonably withhold their consent.</p>
<b>Conflict of interest</b>	<p>If the post holder or their spouse have any business interest or potential conflict of interest with the activities of MMO or Defra, you will be expected to declare this at a later stage. You will also be asked to inform us if you have any indirect association of this kind through any other family member or partnership.</p>

# Diversity and Inclusion

## **The MMO is committed to becoming an inclusive employer**

We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Public Sector. Our vision is to ensure the MMO represents modern Britain and is a truly inclusive employer – an example to other employers. We will create an organisation where diversity is not only respected and valued – but celebrated

## **What's in it for Me?**

We want to maximise the potential of everyone who chooses to work for us – regardless of background. If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things differently and inspiring colleagues, then the MMO is the place for you.

## **What's Next?**

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours.

*Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.*



# The Selection Process

The Selection Panel for this role will be Chaired by Hilary Florek, MMO Chair.

We expect the process for this role to be as follows:

- **The closing date for applications will be midday on Monday 20 May 2024**
- A longlist of the applications will take place during the week of 20 May 2024.
- Longlisted candidates will be invited to informal interviews with Saxton Bampfylde.
- A shortlist of the applications will then take place during the week of 10 June 2024.
- Shortlisted candidates will then be invited to the following sessions between the 23 June to 12 July 2024.
  - A **Board engagement panel** meeting key board members you will be expected to build a positive relationship with if successful. This will be an opportunity for you to gain a better understanding of the importance of the CEO relationship with the MMO Board, as well as to gain the board perspective on what it is like to work at the MMO.
  - You, will be asked to **submit a video** sharing your passion for the role and the organisation and **provide a presentation** as part of the assessment and formal interview process.
  - A **formal interview** asking technical questions and considering your capabilities regarding the [Civil Service Competency Framework](#), Level 6. The following four competencies have been identified as most relevant to the role; Seeing the bigger picture; Leading and communicating; Collaborating and partnering; Delivering value for money.

Full details about the assessment phase will be provided to shortlisted candidates. The steps outlined above have been designed to bring together a stronger picture of strengths and experiences and may be slightly different to what you may have experienced in during other Public Sector or Civil Service recruitment campaigns.



# How to apply

Saxton Bampfylde Ltd is acting as an employment agency advisor to the Marine Management Organisation on this appointment.

Candidates should apply for this role through the website at:

[www.saxbam.com/appointments](http://www.saxbam.com/appointments) using code **GBNYA**. Click on the 'apply' button and follow the instructions to upload your application.

The closing date for applications will be **midday on Monday 20 May 2024**. Your application should include:

- Your CV, with educational and professional qualifications and full employment history, including an explanation of any gaps in your employment history.
- A covering statement of no more than two sides of A4 (Arial, 11pt) explaining why this appointment interests you, and how you can evidence your suitability

for the role, with particular reference to the criteria referenced in the "the person specification" section.

- As a mandatory part of the application process, we ask candidates to complete equal opportunities monitoring information. This will help us to follow the recommendations of the Equality and Human Rights Commission, that employers should monitor selection decisions to assess whether equality of opportunity is being achieved. All data is reported in an anonymous and aggregate format and will not be seen by anyone assessing your application. The Marine Management Organisation is a Disability Confident Committed Employer, and applicants with disabilities who opt in are guaranteed interviews where they meet the essential requirements of the role as set out in the candidate pack
- A Candidate Supporting Information Form (Annex A).

## FAQs

### **Can I apply if I am not currently a public servant?**

Yes. This role is open to suitably qualified people in the external market, to civil servants and those in accredited Non-Departmental Public Bodies.

### **Is this role suitable for part-time working?**

This is a full-time role.

### **Can I claim back any expenses incurred during the recruitment process?**

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

### **What nationality do I need to hold in order to apply?**

The role is open to UK, Commonwealth and European Economic Area (EEA) and certain non-EEA nationals. Further information on whether you are able to apply is available here <https://www.gov.uk/government/publications/nationality-rules>.

### **Is security clearance required?**

No. However the successful candidate will undergo Baseline Personnel Security Standard, pre-employment checks aimed to provide an appropriate level of assurance as to the trustworthiness and integrity of prospective employees.

### **What reasonable adjustments can be made if I have a disability?**

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include allowing extra time during selection tests; ensuring that information is provided in an accessible format or; by providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance. If you wish to receive a hard copy of the information, or in an alternative format e.g. audio, braille or large font then please contact: [victoria.blunt@saxbam.com](mailto:victoria.blunt@saxbam.com)

If you cannot apply online, please post your application recorded delivery to –

Victoria Blunt  
Saxton Bampfylde  
9 Savoy St, London  
WC2E 7EG

### **What should I do if I think that I have a conflict of interest?**

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the department. If you believe that you may have a conflict of interest, please contact our advising consultants Saxton Bampfylde before submitting your application.





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Saxton Bampfylde