



Marine  
Management  
Organisation



To: Prof. Sam Evans CBE  
Defra, Sustainable Fisheries & Marine  
Planning Division

07 August 2015

Dear Sam,

### **Joint working between IFCAs and the MMO**

We write further to our letter of 12 June and to the meeting that you attended on 13 July. We are now in a position to expand on the interim response to your commissioning letter.

The initial response to your letter asking for improved working between the MMO and IFCAs made reference to the difference in the funding of the two organisations and the different priority work areas required by national legislation of the organisations. In forming this work programme we have focussed on what the MMO and IFCAs can achieve by enhancing efficiencies and improving our joint working as regulators of the marine environment, whilst maintaining the integrity of the two organisations, IFCAs with their distinctive local remit and accountability and the MMO with their national responsibilities.

This is a substantial piece of work that equates to a change programme because it goes beyond the operational sharing of assets towards joint structures, systems and approaches which will be achieved through cultural change. An indication of the commitment of both organisations to this work is the secondment of an IFCA Chief Officer, Phil Haslam, to the post of MMO Director of Operations for a 6 month period from September 2015. This demonstrates there is a commitment from all organisations to deliver far better integrated working between the organisations.

Whilst recognising the importance of this initial investigation we also believe a great deal more could be achieved through truly joined up working between a range of agencies within the marine sector within the Defra Marine Directorate. The MMO and IFCAs have the appetite to go further than the scope of this piece of work and would respond positively if there was a wider mandate from Defra to the other marine agencies. We would therefore preface this response by asking whether there are plans to review government regulation and management across the marine sector? Such a review could examine any barriers to promoting economic growth caused by agency boundaries, whilst maintaining the protection of the environment. Our aim is to produce plans that stand alone but would also remain valid if other agencies were brought within scope. Where there are relevant existing initiatives to explore joint working with other agencies, for example the Defra and Department for Transport work on Maritime & Coastguard Agency and MMO estates rationalisation, this has been reflected in the programme.



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It is particularly worth stating that there are other developments that might have an impact on the work of IFCA and the MMO. In particular the Strategic Defence and Security Review will build on the existing National Strategy for Maritime Security to consider how to fund and deliver aerial and surface surveillance of the maritime environment. This will be informed by the National Maritime Asset Co-ordination trial that will run until the end of 2015. This work has a potentially profound effect on how at sea enforcement would be conducted and both the MMO and IFCA would need to adapt to a new strategic environment in addition to this response to your letter.

Appendix 1 contains a developed work programme to implement the outline proposals contained in the interim response. This programme can be delivered within existing governance arrangements and annual plans with the majority of the programme being delivered within existing resources. We indicate where some investment would realise future savings and ensure that both agencies are working effectively. As we stated in the interim response we will pursue cost savings across the short, medium and long terms but the focus of the work programme is on effectiveness, service to stakeholders and value for money. The continued scale of responsibilities covered by the MMO and IFCA means that we are required to deliver more for the same resource, these changes will enable that to be delivered. In that context we have not quantified cost savings because that is not the main focus of this work and there is insufficient information on which to make meaningful estimates of efficiency savings. In addition to the work programme the MMO and IFCA will jointly explore the integration of new technology to move towards fully monitored fisheries. This will include technology such as inshore VMS, gear in gear out devices, unmanned aerial vehicles, satellite monitoring, and other monitoring systems to reduce regulatory burdens whilst providing assurance about marine activity.

This ambitious programme is now underway with existing operational joint working groups and senior officials being given a mandate from John Tuckett and the IFCA Chief Officers Group to deliver against the timescales attached. In addition, the work programme will be recommended to the IFCA Committees by the Chief Officers at their next quarterly meetings as well as being presented at the next Association of IFCA meeting on September 23<sup>rd</sup>.

We would be happy to provide further details of any of the elements of this programme should this be required.

Yours sincerely,

John Tuckett (MMO Chief Executive)

Stephen Bolt (Chief Executive Association of IFCA)

Craig McGarvey (MMO Head of Corporate Strategy and Performance)

Tim Robbins (Chair IFCA Chief Officers Group)