

**SEAFISH INDUSTRY AUTHORITY
Minutes of Board Meeting
Held on Thursday 28th September 2017
At Seafish, Humber Institute, Grimsby**

- Present:** Brian Young (BY), Acting Chair
Clare Dodgson (CD)
Mike Park (MP)
Stephen Parry (SP)
Jonathan Shepherd (JS)
James Wilson (JW)
- Executive:** Marcus Coleman (MC), CEO
Aoife Martin (AM), Operations Director
Declan Byrne (DB), Finance Director
- In attendance:** Chris Lamb (CL) (Panel Chair – Supply Chain and Consumers)
John Goodlad (JG) (Panel Chair – Domestic and Exports)
Jon Parker (JP) (Panel Chair – Imports and Processors)
- Minutes:** Louise Hickson, PA to Marcus Coleman

WELCOME

1 Welcome and Apologies

The Acting Chair welcomed everyone to the meeting introducing AM in her new Operations Director role for Seafish.

Apologies were received from Peter Hajjipieris, Linsey Neill and Alison Austin.

2 Declarations of Interest

JW declared he is now a member of the Welsh Food Advisory Board which is part of the Food Standards Agency Wales.

JS corrected previous minutes under declarations of interest that he is actually on the Independent Scientific Panel for the Scottish Aquaculture Innovation Centre.

3 Minutes from Previous Meeting

(i) 07th March and 24th May 2017

Amendment noted for declarations of interest from JS. The remainder of the minutes were agreed as a true and accurate record.

(ii) Action Tracker

The Board reviewed the action tracker and commented on that good progress has been made with all but two being completed. Item 27 on circulating an up-date on the Responsible Port Scheme can now be completed. Item 22 The Scottish Advisory Committee is on the agenda and will be discussed within this meeting.

STRATEGY AND PLANNING

1 Draft Corporate Plan 2018-2021

AM introduced the draft Corporate Plan and briefed the Board on the different approach and two main changes. In comparison to the previous Corporate Plan, this plan has been made much shorter, punchier and easier to follow. It is also now much easier to follow and to see how Seafish are supporting its stakeholders with the issues they are facing. The paper is brought to the Board to seek advice and input on the direction of the Corporate Plan.

The Board agreed that the different format and content will be welcomed and are supportive of the way the plan is shaping up. The Board offered a few minor points for improvement.

- Page 1 – To elaborate and be more comprehensive on UN Sustainability goals.
- Page 3, paragraph 2 – In the vision for the seafood sector to elaborate on Health cost savings.
- Page 4, paragraph 3 – To be more specific on other sectors.
- Page 5, 1st bullet point – Amend wording to be more positive.
- Challenge 2 - Increasing consumption to be more explicit.
- Page 12 – To be more specific on which part of the Aquaculture sector.
- Page 15 - Clearer headings and deliverables.
- Page 17 – Research and academic communities funding.
- Goal 14 – Be clear it's business to business and ensure any work does not replicate the work of other agencies.
- In the 'how we work' section more should be added to specifically reference communication with stakeholders.

The draft corporate plan will also be further discussed within the planned Pan-Panel meeting on the 10th October to ensure the challenges identified are in line with the sector's expectations. The Board agreed after this the final draft text version should be sent to DEFRA for approval.

Action Point: Exec to make suggested amendments and take the draft to the Pan Panel meeting on 10th October for feedback, then send final text draft to DEFRA in order to seek formal approval from the four Fisheries Ministers .

2 Seafood 2040

MC presented the Seafood 2040 document. The Board put a vote of thanks to AA and MG for all their considerable work with Industry Expert Groups to bring this to fruition. The final draft is currently with the minister, Mr Eustice, for approval and indication of his continued support of this initiative. The paper had been brought to the Board meeting in order to steer Seafish's role alongside the strategy.

Discussions between Seafish and DEFRA are on-going around governance arrangements. Although not certain, the discussions are leaning towards Seafish possibly being Secretariat for the strategy and to manage the process. Discussions took place regarding the operation, level of contribution, resources implications, funding and Home Nation balance matters relating to Seafood 2040. It was noted the importance of the high level industry representation, with the Minister, to drive the initiative and long term vision forward in the English Seafood Industry Leadership Group.

The Board agreed that Seafish could be the Secretariat for the strategy provided that a clear partnership was established with DEFRA. The Board also agreed that utilising remaining EMFF funding to complement existing Seafish activities would be required.

Action Point: Exec to drive the Seafood 2040 Strategy forward in partnership with the Minister and DEFRA.

Action Point: Exec to run final edit checks on the content of the document.

3 Review of Seafish Science

The Board reflected on the informal discussions held between AM and Dr M Kaiser. It was agreed that an alternative approach would be preferable to the current narrow focus.

Action Point: It was agreed that AM would take forward an action to work with Dr M Kaiser to design an operating model that would provide Seafish with a broad base of scientific expertise. AM would bring a further paper to the Board in due course.

4 Seafish Annual Stakeholder Survey Results

MC explained that in the recent survey there has been a notable drop in stakeholder satisfaction. Although there are a few mitigating factors it is felt the most prominent reason lies with Seafish not communicating its event, products, services and achievements effectively enough.

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Some of the mitigating circumstances include:

- the Survey being undertaken shortly after election the purdah period when communication had to be curtailed
- The quality of the Seafish database from which the surveyed stakeholders are selected
- The industry, in general, is experiencing an uncertain trading environment at the moment with the changing political climate.

MC explained that the survey results are being taken as a wakeup call and Seafish is reassessing the way in which it engages with its stakeholders. The Communications and Marketing team is creating an internal group together to look at Seafish products, services, the audiences Seafish are trying to reach and the channels and methods of communication.

In more positive news, the survey flags up that many of the issues that matter most to stakeholders are the same ones that now feature in the proposed new Corporate Plan.

The Board is pleased that Seafish is viewing this as an opportunity. All agreed with the plans for improvements which include enhancing the quality of the sample on the Customer Relationship Management system, seeking opinions of levy payers specifically, targeting the people who attend and engage in Seafish Groups and meetings to get a more meaningful result. The results will be taken to the Pan Panel meeting in October to stakeholders who may be able to elaborate further on the results.

Action Point: MC to take Stakeholder results to the Pan Panel meeting 10th October for review and feedback.

Action Point: MC to report back to the Board in due course regarding the details of the proposed improvements.

5 RFS Procurement Up-date

DB gave a brief overview of the progress for the RFS Procurement process. Libby Woodhatch, Seafish's Head of Advocacy, has been leading on this tender process.

After review from the Exec, Lawyers and RFS Sub-Group the Invitation to Tender is due to be issued on Monday 2nd October. The Board were asked for their guidance regarding the members of the Tender Evaluation Panel and the Board were asked if they would delegate the Contract Award decision to the Tender Evaluation Panel.

The Board agreed that BY as the chairman of the board will be unable to be involved in the process from a governance perspective as a non-independent. The panel would benefit from another member with impartiality and specific procurement

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experience. A few different options were discussed and it was decided to seek advice from Procurement Scotland who had been providing their services in this process.

The Board were satisfied with the objectivity of the process and were happy for the Executive to commence the panel selection process.

The Board were advised that the 100th RFS Vessel has just been certified. The Board enquired to what percentage of landings these 100 vessels contribute as this would be of interest and further demonstrate the influence of the RFS, the Executive will calculate and feedback.

MC also informed the board that the International Working Group are now up and running with Jodie Campbell contracted to work them formally. The IWG are working to provide an up-date to the Board towards the end of the year of how RFS could work in different regions and what their key observations are.

Action Point: Exec to seek advice on an independent Tender Evaluation Panel Member.

Action Point: Exec to seek figures for the percentage of landings of the 100 vessels in the RFS compared to the overall UK fleet.

OPERATIONS AND GOVERNANCE

1 Acting Chair's Report

BY gave the up-date for the Board Appointments. SP and JW have had their terms extended a further 6 months. BY has had his acting Chair position extended for 6 months also.

DEFRA has been in contact with BY and have asked him to be chair of the interview panel of the two board members. The adverts have been published on the day of this meeting 28th September. Shortlisting for the interviews will take place week commencing 23rd October and the interviews will take place week commencing 27th November.

BY announced the results of the Board Effectiveness Review. The conclusions were that Board performance is perceived by all members to be strong, supportive and effective. With regard to improvements it was felt that a more thorough induction process for new members of the board would improve overall effectiveness. In addition the Board would like more involvement with the Heads of Teams and have suggested adding the presentations to the board into personal development plans.

Action Point: BY to check adverts for the Board and Chair and to forward plan successions.

Action Point: LN to work with BY as Chairman and RemCom to develop an induction process for newly appointed Board Members.

Action Point: Exec to increase Heads of Teams exposure to the Board.

Action Point: MC to invite Marilyn and Heather from Marketing to the next Board meeting in December.

2 CEO Report

The report informed the Board of Seafish's highlights since the last meeting in May including RFS, Corporate plan, Brexit, Seafish Scotland Advisory Committee, Regulation, Responsible Sourcing, Ethics, Export, Economics and recent recruitment.

In addition to MC's usual round-up and the previously mentioned 100th vessel being certified for RFS, there have been 12 consecutive months of no fatalities at Sea which unfortunately has stood until very recently this week. The industry had previously never gone, as far as records go back, 12 months without a fatality so it has been a huge achievement dampened by the recent losses in Kilkeel and Plymouth. Overall fisherman's safety is a steadily improving picture.

MC drew the Board's attention to the Brexit item which has collected all input Seafish is having in leaving the EU. MC wanted to show the Board Seafish's level of input and that the teams are pulling together to co-ordinate the work more thoroughly. The Board would like to applaud all involved in this work.

AM up-dated the Board on the current recruitment for the Seafish Scotland Advisory Committee Members and Chair. Both adverts are now closed. There have been a number of applicants to hopefully provide between 8-12 committee members to ensure both sector and geographical representation. AM is leading on this process.

The Board all agreed that they would like the CEO to continue to provide the CEO Report as it provides a useful update on all Seafish's work.

Operations, Finance and HR Reports and Dashboards

The reports gave an immediate overview of major work streams happening throughout Seafish currently. These assure the Board that everything is going well. The Board agreed the value of the reports and volume of information included.

Action Point: LN to include annual figures for headcount, recruitment costs, sickness and turnover stats for future HR dashboards.

3 Committee Updates

CD updated the Board on the work of RemCom and will continue to feedback on important issues such as changes in data protection legislation.

The ARC report and minutes have been included for information also. The Board

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commended the work of the Finance Team, HR Team, Levy Team and IS Team in all their projects, improvement and management.

4 Forward Plan

The forward plan gave information to the Board for a sense check of the contents. The Board discussed possible dates for 2018 Board meetings and agreed the following:-

London	27 th -28 th February
Oban	15 th -16 th May
Grimsby	25 th -26 th September
Edinburgh	27 th -28 th November

5 AOB

MC reminded the Board that the Lease for the Grimsby Offices will be coming to an end in March 2018. This will present an opportunity for a possible change of premises, improvements or savings. MC to give a verbal update at the next ARC meeting.


Action Point: Executive to provide update at the next ARC meeting

6 Date of Next Meeting

The next Board meeting will take place on Wednesday 06th December 2017 in Edinburgh.

Signed:

Date:


28/2/18

