

SEA FISH INDUSTRY AUTHORITY
Minutes of the Board Meeting
held on Wednesday 27 February 2019
in Seminar Room 1, Humber Seafood Institute, Grimsby, DN37 9TZ

- Present:** Michael Sheldon (MS), (Deputy Chair)
Alison Austin (AA)
Jimmy Buchan (JB)
Mike Mitchell (MM)
Linda Rosborough (LR)
Nathan de Rozarieux (NdR)
Jonathan Shepherd (JS)
- Executive:** Marcus Coleman (MC), CEO
Declan Byrne (DB), Finance Director
Hazel Curtis (HC), Interim Corporate Relations Director
Lindsey Ferries (LF), Interim HR Director
Aoife Martin (AM), Operations Director
Linsey Neill (LN), HR Director
- In attendance:** Chris Lamb (CL), Panel Chair: Supply Chain and Consumers
Jon Parker (JP), Panel Chair: Importers
Brian Young (BY), Chairman (by Skype)
- Minutes:** Lesley Cunningham, (LC), (EA to Declan Byrne)

WELCOME

1. Welcome and Apologies

MS welcomed everyone to the meeting.

Apologies were received from Peter Hajipieris and Jerry Percy.

2. Declarations of interest

There were no new declarations of interest.

3. 3.1 Minutes of the previous meeting dated 28 November 2018

The minutes from the last meeting were agreed with the following typo amendments to be made to the Chair's Report:

**ACTION: LC to make the following amendments to the minutes:
The recruitment of two new board members should read three and to correct the spelling of Linda's surname to Rosborough.**

3.2 Action Tracker

3.2.1 Acronym Information

MM emailed the acronym information to LC on 26 February.

STRATEGY AND PLANNING

4. Seafish Annual Plan for 2019/20: Proposed Development Process

The Annual Plan for 2019/20 is currently being developed. This is the second Annual Plan to be produced as part of the Corporate Plan.

The first Annual Plan identified five key challenges including the incorporation of flexible budgets for the challenge groups/work programmes. These five key challenges were agreed after collaboration and discussions with the UK seafood sector, Board and Panel members.

Budget flexibility is to ensure the Challenge groups are in a better position to react to:

- industry changing landscapes
- assist with planned workload commitments and the absorption of additional work
- engagement with government
- demands from Defra in relation to Brexit

Staff have welcomed the new way of working and connecting with colleagues in the different challenge groups. It was noted that while the intended flexible and agile approach to Seafish operations has been a success and is welcome, care needed to be taken not to overload the organisation with an ever expanding portfolio of projects.

ACTION: MS, BY and the Exec to arrange a conference call ahead of the next Board meeting to review any activities that may need to be stopped or deferred. These would then be brought to the Board in May.

The draft Annual Plan 2019/20 will be discussed at the next Panel meetings and with Regional Advisory Committees to ensure there are clear links within the five challenge work programmes.

The Board agreed for the draft 2019/20 Annual Plan to be approved at the next meeting in May.

5. **Update on Proposed Direction of Travel for Seafish Consumer Marketing Strategy**

5.1 Seafood Week – 2018

CL reported the Consumer & Supply Chain Panel members were disappointed to learn there was a reduction in seafood sales during Seafood Week and recommended Seafish revisits its approach to consumer marketing.

The Exec recognises there is a need for Seafish to take a 'fresh look' at consumer marketing and to work with the Seafish Marketing Optimisation Group. The Group will focus on the future marketing strategies and activities for the seafood sector in line with the feedback received from the Panel.


Consumer marketing is a strategic challenge for Seafish with a need to get best value communication processes in place to shift consumer attitudes towards eating fish as a healthy protein food option. There is also a need to focus on new opportunities, raise awareness and challenge existing activities within the following sectors:

- Retailers
- Stakeholders / Industry
- Liaising with fish & chip providers
- Food / hospitality services
- Tourism industry
- Food & Drink industries

Seafish high level approach to marketing

- Ultimate aim: 2-a-week consumption levels
- Our part to get there:
 - as a public body we don't do what businesses could do. We do what businesses (the market economy) won't or can't do. We address gaps not filled by businesses
 - Therefore, we don't sell seafood or fish
 - We aim to shift attitudes and awareness to make people more willing to buy seafood, more interested in buying seafood, place a higher value on seafood
- The way we measure the success of our efforts has to relate to what we're trying to achieve – awareness, willingness, good sentiment, etc

Approach to marketing

	Seafish	Industry / retailers
Aim	Shift attitudes and awareness	Sell seafood produce
How	Interventions to raise awareness, influence the acceptability of seafood, desirability of seafood, interest in seafood, aware of seafood, place a higher value on seafood, consumer confidence in sustainability, social licence, etc	Advertise products, run promotions, discounts, BOGOFs, two for one, etc
 Co-ordinate these efforts to maximise impacts A partnership – not just a service by Seafish to industry		
Measures of success	Survey or other evidence gathering, measures of attitudes and awareness, willingness to try & buy seafood. No. of people reached in campaigns, engaging with campaigns.	sales of seafood, value and quantity

ACTION: HC agreed to produce a paper from deliberations held at the Seafood Marketing Optimisation Group meeting on 28 February 2019. To review the documentation at the next Panel meetings in April/May with further discussions with the Board in May.

6. Stakeholder Survey 2019 – Proposed Approach

MC stated the outcome of the 2017 Stakeholder Survey featured a decrease in overall stakeholder satisfaction.

6.1 Planned Approach

The Stakeholder Survey 2019 will encompass a 3-stage planned approach:

6.1.1 State 1: Pre-survey Communications

It is proposed to carry out a pre-survey campaign to raise awareness of initiatives that support Stakeholders and encourage them to provide up-to-date contact details to ensure data accuracy.

6.1.2 Stage2: Selecting the Stakeholders

Telephone interviews and an online survey will be carried out by Assenti Research. This is to ensure full sectoral coverage and ensure Seafish have the appropriate contact within businesses who engage with Seafish.

6.1.3 Stage 3: Survey Questionnaires

To assist in the completion of the online survey the questions have been reduced to 10. Respondents will be invited to enter into a draw to win vouchers. Assenti Research will manage the draw on behalf of Seafish.

ACTION: Executive to amend the questionnaires and email Board members and Panel Chairs seeking feedback w/c 4 March 2019.

7. Digital Transformation Strategy: Phase 1 – Road Map Development

Digital transformation is the integration of digital technology into businesses, fundamentally changing operation, delivery and cultures.

Seafish recently started a procurement process to find a Digital Partner. The process selected 3 potential digital partners to develop a Digital Road Map for Seafish. The companies have been invited to interview by a scoring committee chaired by DB. The interview process will take place on Tuesday 19 March in the Edinburgh office.

DB invited Board members to input into the process of the Digital Road Map. MS agreed to attend the panel process.

ACTION: DB to invite MS to the Digital Transformation meeting and email the proposals.

DB reminded the Board of notable digital investment by Seafish over the past few years in the following areas:

- the Levy System
- Customer Relationship Management (CRM)
- Click Dimensions, a CRM platform for the delivery of newsletters
- Automation bulletin for Kingfisher
- P2P: purchasing package for finance

AA, stated as Chair of RemCom, there is a need to take into consideration how the Road Map may affect employees and employment at Seafish.

AA asked for the Digital Transformation Road Map to be added to the Forward Plan for future discussion.

ACTION: LC to add Digital Transformation Road Map to the Forward Plan.

The Board supported the Digital Transformation Committee's creation of a Road Map and for Seafish's commitment to invest in the programme.

- 8. Progress Update on the Responsible Fishing Scheme and Global Seafood Assurances**
MC updated the Board on the history of the voluntary scheme for the purpose of new members. It was noted there are 119 UK fishing vessels who are RFS certified which represents around 30% of seafood landed in the UK by those registered vessels.

In 2017, the Board was involved in discussions for a not-for-profit organisation outside the UK to develop the standard and work with other international fisheries and stakeholders. The successful bidder, Global Aquaculture Alliance (GAA) signed a memorandum of understanding with Seafish.

8.1 Transition Plan

Seafish continues to deliver on the day to day operational management of the current UK RFS certification standard. This includes the RFS Oversight Board and Technical Committee.

Seafish and GSA have formally committed to complete the transition by May 2020 with 4 key essential stages incorporated in to the transition plan:

- *Stage 1:* Ongoing management of the current RFS programme
- *Stage 2:* The Development of Version 2 of the RFS Standard
- *Stage 3:* Aligning RFS Management and the Certifying Body to GSA Controls, Policies and Procedures
- *Stage 4:* The conclusion of the transfer of RFS to GSA

Once the transition is complete, Seafish will be no longer responsible for the UK operation. The Board raised concerns about a possible cost risk to industry due to Seafish diminishing its responsibility in May 2020.

AM pointed out, as GSA is a not-for-profit organisation, they are aware that if the standard is unaffordable and not recognised there will be no interest from UK and international supply chains, retailers or vessels to join the scheme.

8.2 Formation of the GSA Board

The formation of a Board was agreed to oversee the management and direction of the standard with Seafish occupying a seat in order to ensure the continuation of the ethics of the scheme. MC stated the next meeting may be held at the Expo in Brussels or at the Boston Seafood Expo/Conference.

The Board agreed to continue to support the projects and its direction of travel.

9. Confidential Item

The paper provides an update on progress.

The Chair and the Exec asked Board members to keep the paper confidential as the information has not been shared with Seafish staff.

ACTION: MC to circulate the May 2018 Confidential Board paper to members.

ACTION: Exec to prepare a paper which identifies the costs and risks for the May 2019 Board meeting.

OPERATIONS AND GOVERNANCE

10. Chair's Report

BY's annual appraisal with the Minister will take place in April 2019. The Minister has not informed BY of the process, but BY envisaged Board members being contacted individually by the Minister's office.

11. Overview of Recent Governance Developments

MC updated the Board in relation to various committees and groups that form governance arrangements and invited members to take a view on the future appointment of Advisory Committee and Panel Chairs.

The view of the Board is that Advisory Committees and Panels should be chaired by a Seafish Board member. The Chair should initially be appointed on a 3-year term and renewed at the anniversary where consultation with the Chair would take place to ascertain if there is still interest to continue in the role or not.

11.1 Governance Map for Seafish – Oversight of Seafish

AA stated that RemCom is missing from the structure diagram.

ACTION: MC to include RemCom to any diagrams illustrating the Governance Structure for Seafish and will advise Defra of the omission from the diagram in the Framework Document if that is ever reviewed.

12. CEO Report

The document is the CEO's perspective of the period since the last Board meeting held in November 2018 and highlighted the following items in the report:

- UK Seafood Industry Guide Preparing your Business for EU Exit

The online tool produced by the Regulation team provides topics to prepare businesses for Brexit.

- International Trade & Tariff Tool

The Economics team created the Trade & Tariff Tool. Positive feedback has been received and it is hoped to make the tool publically available at the end of March 2019.

- UK Scallop Management Conference

Seafish was a key sponsor at the recent conference which identified key issues in the scallop fishery with UK and global best practice management models shared.

- Scottish Seafood Summit

The event will take place in Aberdeen on 26/27 March 2019. The key note address will be delivered by the Cabinet Secretary, Fergus Ewing. The Summit will focus on key issues for the Seafood industry and transition out of the EU.

- National Fish & Chip Awards Competition

Another successful event was held in London.

- UK Young Seafood Chef of the Year 2019

MC invited Board members to the Grand Final in Grimsby on 7 June.

ACTION: Board members to inform MC if they would like to attend the Grand Final of the UK Young Seafood Chef of the Year event on 7 June in Grimsby.

- Update: Horizon Scanning Steering Group

MC invited Board members to join the Steering Committee's next meeting in London. The Steering Group to consider the future direction of Horizon Scanning, review the current role/remit of the work areas, its governance including membership.

- New Deputy Director for Defra, Colin Faulkner

MC introduced the new Deputy Director for External Fisheries Negotiations & Trade Policy by organising visits to the Port Authority, Grimsby Fish Market, training facilities and meetings with seafood processors.

- Internal Matters

The Exec are continuing to work on the Grimsby office move and Phase 2 of the Pay Progression.

- Staff Changes

HC has been appointed as interim Director of Corporate Relations. [REDACTED]

[REDACTED]

- Malcolm Large has left Seafish [REDACTED] and is now working for Frozen at Sea Fillet Association. His role is filled by Lynn Gilmore, former Regional Seafish Manager for NI.

- Key Dates in 2019

It was noted that the Domestic Panel meeting (1 May 2019) is missing from the key date's calendar.

12.1 Challenge Quarterly Report and Dashboards

MC explained the front slide of each challenge summarises an overview of key project issues and progress including financial budgets.

Currently, all the Challenge budgets are underspent.

ACTION: BY agreed for the flexible budget to be placed on the next ARC agenda.

ACTION: BY and MC to meet and discuss the logistics regarding the opportunities for teams to present their work at future Board meetings.

ACTION: It was agreed that we should no longer use seafood sales figures as a performance indicator for Seafish marketing activity.

HC reported that some users are still unable to fully interact with the website 3 months after its launch. It became clear; the web build company did not understand the extent of the problems being experienced and were not as responsive as they should have been to address the required fixes to enable the site to fully function.

Further remedial work has been agreed with the web build company to address the issues and Seafish have been assured by the contractor that the website should be delivered by the end of March 2019.

Board members recognised the problems with the website and welcomed the update.

12.2 Finance, Levy, IS and GDPR – Report and Dashboards

12.2.1 Corporate Risk Register

AHDB are currently in the process of a 'Call for Views'. There is no plan to start that same process for Seafish, but noted it could be a risk.

13. Committee Updates

13.1 Remuneration Committee

13.1.1 Pay Progression Update

RemCom supported the recommendations and consultations with staff in relation to pay progression.

13.1.2 Values Refresh

AA stated the Seafish Values posters are displayed in the Edinburgh and Grimsby offices and circulated to homebased members.

13.2 Audit and Risk Committee

13.2.1 BDO, Internal Auditors

The new Internal Auditors, BDO have been appointed as Head of Internal Audit.

13.2.2 Grimsby Property

The Executive will continue to negotiate and secure the move to the new office at Origin 2.

13.2.3 IS Update

BY stated ARC welcomed the update on IS and for the team continuing to deliver projects including the incorporation of a digital transformation partner.

14. Forward Plan

DB presented the Forward Plan and the Board agreed for the confidential item to be placed onto the May Board Agenda:

ACTION: BY and MC to discuss the timings and work through the items to be placed on the May agenda.

15. AOB

The Board thanked Lindsey Ferries for all her work during her interim post as HR Director and wished her well for the future.

16. Date and details of next meeting

The next Board meeting and Stakeholder visits will take place at Milford Haven, Wales from 21 to 23 May.

In April, MC, JP and LC will visit the proposed key locations and meet with those as outlined in the programme. Update the Board once the programme has been confirmed.

17. Information Papers

17.1 Health and Safety, Testimonial Report and Acronym List

The Board welcomed sight of the documentation.

MC encouraged Board members to read the testimonial reports.

MS thanked all for their input and attendance at the meeting.

