

# Board Meeting

Held on Wednesday 4 September at 0900-1215 hours at Seafish, 18 Logie Mill, Edinburgh, EH7 4HS

## **Present:**

Brian Young (BY) (Chair)  
Michael Sheldon (MS) (Depute Chair)  
Jonathan Shepherd (JS)  
Alison Austin (AA)  
Mike Mitchell (MM)  
Nathan de Rozarieux (NdR)  
Linda Rosborough (LR)  
Jimmy Buchan (JB)  
Peter Hajipieris (PH)

## **Executive:**

Marcus Coleman (MC), CEO  
Aoife Martin (AM), Operations Director  
Declan Byrne (DB), Finance Director  
Hazel Curtis (HC), Interim Corporate Relations Director  
Linsey Neill (LN), HR Director

## **In attendance:**

Chris Lamb (CL), Panel Chair: Supply Chain and Consumers  
Jon Parker (JP), Panel Chair: Importers  
Jerry Percy (JP2), Panel Chair: Domestic  
Lesley Cunningham (LC), EA to Declan Byrne (Minutes)

### **1 Welcome and Apologies**

BY welcomed everyone to the meeting.

There were no apologies.

### **2 Declarations of interest**

There were no declarations of interest.

### **3 Minutes from the Previous Meeting – 23 May 2019**

LC to include Peter Hajipieris to the attendance list on the minutes.

#### **3.1 Seafood Week, page 5**

LC to incorporate *“Seafood Week 2019 would be delivered using the Seafish and Fish is the Dish brands”* to the end of the second paragraph.

### **3.2 Chair's Report**

LC to change the minutes to read: *"The Chair shared his appraisal documentation with AA as an independent member and with MC as part of the Executive Team"*.

The minutes from the previous meeting were agreed with the above amendments.

### **3.2 Action Tracker**

MC reported the Action Tracker status is on schedule.

## **4 Consumer Marketing Strategy and Next Steps**

HC stated the strategy document encapsulates amendments and comments received previously from the Board and Panel Chairs and to inform the Board of how Seafish is progressing with the agreed the strategic approach to the consumer marketing of seafood.

To implement the strategic approach Seafish will:

- work in collaboration with industry representatives from the whole of the UK to understand business and consumer needs when planning future seafood campaigns including the launch of Love Seafood;
- develop a new brand platform;
- design and run campaigns, eg seafood heroes, Seafood Week.

The Board requested for the following factors to be taken into account when implementing the strategy:

- to ensure the language terminology in relation to consumer marketing activities is clear and concise;
- to focus on the promotion of seafood as a lifestyle/diet choice;
- the need to shift attitudes, culture and perceptions in relation to eating seafood;
- to raise awareness of seafood as a protein;
- not to promote sustainable food;
- the need to keep up-to-date with public debates regarding environmental sustainability.

HC stated the new version of MOG will be created with full terms of reference drafted before the first meeting in November 2019. The new group will be chaired by Chris Lamb.

The Chair asked to note that Greg Smith, Head of Marketing's presentation to the Board on Planned Marketing Activity was extremely helpful and well presented at the Pre-Board meeting.

## **5 Digital Transformation Road Map**

Earlier in 2019, the Executive Team interviewed 21 applicants to find a digital partner who would identify opportunities to make the most of digital transformation and deliver efficiencies for Seafish.

Edinburgh based, Storm ID's compelling presentation highlighted their design, development and how to deliver digital services with ongoing support for Seafish.

The paper highlights key messages from a recent presentation by Storm ID to the Executive Team on the development, planning and definitions of a Digital Transformation Road Map for Seafish.

### **5.1 Research and engagement**

Storm ID delivered workshops with Executive presence to Seafish staff and external stakeholders. The data collected during these workshops including desk research has been consolidated into potential projects varying in different magnitudes.

### **5.2 Phase 1: Foundational (18 months)**

Ensure digital governance and key processes are capable to manage the digital transformation process and enable efficient delivery.

DB stated at the next Spotlight meeting in October, Digital Transformation – Phase 1, Foundation Map will be shared with staff explaining how the project will be funded and rolled out over a 5-year period.

### **5.3 Phase 2: Strengthen (18 months to 2 years)**

Some internal systems may need to be replaced to support the design, to enable the development of solutions and ensure the technology is executed to work for all users' needs.

### **5.4 Phase 3: Stretch (18 months to 5 years)**

The final phase will focus on the delivery of the new digital transformation model.

### **5.5 Themes of the Roadmap**

The following key themes emerged from workshops and data collected:

- Theme 1: Process of transformation
- Theme 2: Digital workplace
- Theme 3: Internal systems and processes
- Theme 4: Audience-facing activities
- Theme 5: Organisational outcomes

Over Phase 1 and Phase 2 of the project (18 months to 2 years) the strategic vision would include new projects/services, technologies, with organisational focus to support and manage the implementation of the digital process.

### **5.6 External Stakeholder Workshop**

MS reported his attendance at the workshop where stakeholders asked for clear and prompt information including easy access to the Seafish website.

MS confirmed he would like to continue with his involvement in the Digital Transformation project.

### **5.7 Digital Board**

DB confirmed MC will chair the Digital Board with representation from across Seafish. The group will look at projects, the approach to digital transformation to ensure foundations and governance are followed.

MC pointed out Storm ID have confirmed that Seafish's current technology is not fit for purpose and would not support the digital transformation journey required to take Seafish forward in the future.

The Board welcomed and thanked DB for a well presented paper.

## **6 Confidential Item: Report on Progress**

AM and LN updated the Board on progress and asked the Board and Panel chairs not to discuss the item out with the meeting.

## **7 Review of Strategic Register**

MC stated this year; the Internal Auditors reported a positive audit and identified good practice during their review. MC referred the Board to page 2 of the paper where the Internal Auditors stated:

*"The Risk Management Strategy has provided example instances where risks should be identified, and the assessment model for risks has been clearly documented. Risks are appropriately categorised, and mitigating controls have been documented within the risk registers".*

The Auditors also identified areas for improvement. One of their observations from reviewing Seafish Board minutes could not identify evidence to support that the Risk Registers were discussed at a strategic level.

MC stated the Risk Register identifies the strategic risks with actions to manage each risk. The pension deficit and Brexit risks entries require rewording.

<b>ACTION:</b> The Executive Team to revisit the Risk Register and discuss at the next ARC meeting in November 2019.
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MS asked if Seafish is required to comply with ISO 31000 Risk Management.

<b>ACTION:</b> DB to clarify with the NAO the requirements of ISO 31000 Risk Management.
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The Chair asked Board members if there are critical factors that could be incorporated onto the Risk Register for future Board discussion. The Board suggested:

**\* Horizon Scanning**

The Horizon Scanning document highlights specific issues that are common to all sectors in the industry including trends in consumption brands and demands on proteins.

Inclusion of income consumer purchase changes in relation to the market of proteins and the purchase of cheaper proteins.

HC stated a Horizon Scanning dashboard will be included in the next Board papers.

**\* Levy Payers**

Disappointed levy payers who have sufficient cohesion could collect levy.

**\* Emergency requirements**

Seafish having the ability and agility to flex staff time and expertise to meet possible emergency requirements, eg Brexit.

DB stated the operational insurance map includes scenario planning if there is a requirement to use monies and adjust the organisation by 10%.

DB reminded the Board of Seafish's financial commitments in relation to pension liability and DEFRA's guarantee to support the liability, possible redundancies and monies for the implementation of the digital transformation project.

<b>ACTION:</b> DB to produce an overview of scenarios for discussion with DEFRA.
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## **8 New Industry Careers Strategy**

AM stated the purpose of the paper is to address labour challenges in the seafood supply chain and highlight the pressures facing the sector as a result of labour shortages.

A labour shortage in the seafood industry is a longstanding factor with some sectors relying heavily on EU/EAA labour. However, due to the EU Exit referendum and uncertainty over residency/employment rights, a fall in sterling and other job opportunities being available beyond the UK all have incorporated to the reduction in the labour force.

Seafish has committed in both its Corporate and Annual Plans to help promote positive career opportunities and campaigns in the seafood sector to:

- school leavers
- people seeking temporary employment including retirees
- those returning to the workforce or looking for a career change
- Relocation

The Board agreed there is a need to reposition the reputation about the sector and encourage people to consider employment in the industry. To promote careers in the seafood industry to schools and recruitment events.

MC stated the National Skills Academy has a Tasty Careers website where ambassadors represent the career opportunity in every aspect of the food industry. Does this drive Seafish to build a career website specifically related to the seafood industry?

The Board suggested profiling Young Seafood Leaders Network on the website.

The Board supported the elements of the strategic campaign that will focus on long-term career opportunities in the UK seafood sector. Working in partnership with recruitment agencies, job centres and seafood businesses to assist in the promotion of the positive opportunities that employment in the sector can offer.

## 9 Seafish Brussels Office

AM stated the Brussels office was established in 2015 at the request of the Processors & Importers Sector Panel to address concerns in relation to the import sector.

Due to the UK's political relationship with the EU and concerns regarding the value of the role/office costs, the Executive feel this is an appropriate time to review the future of the Brussels office.

The Executive have explored alternative options for the service to be delivered in the UK with occasional visits to Brussels including subscribing to an EU policy intelligence service.

The Board expressed the following views in relation to the closure of the Brussels office:

- \* The need for Seafish to continue to source commission and parliamentary information from Brussels.
- \* The possibility of sharing an office facility with other organisations, eg AHDB. AM reported discussions had already taken place with Seafish and AHDB.
- \* Seafish to consider collaborating with the Food & Drink Federation (FDF).
- \* Comment received in relation to the quality and standard of information distributed from the current Brussels office.

**ACTION:** JParker to discuss the following with the Processors & Importers Panel at their October meeting:

- \* Is there a need to retain the Brussels office?
- \* The closure of the Brussels office and its service being delivered in the UK.

JParker to report back to the Board at the November 2019 meeting.

## **10 Chair's Report**

The Chair confirmed he met with Robert Goodwill, MP for his appraisal meeting with an engagement meeting at the minister's office where MC attended.

## **11 CEO Report**

MC stated the report provides an overview since the last Board Meeting in May 2019 and highlighted the following areas:

### **11.1 Fishermen's Safety Initiatives**

In July 2019, the UK Shipping Minister announced funding of £1m to support vital safety needs in the fishing industry. AM and Simon Potten are engaged with the Maritime & Coastguard Agency (MCA) in relation to Seafish managing the administration process.

### **11.2 MAIB 2018 – Statistics**

MC stated the sentence in the paragraph in relation to Scottish registered vessels was incorrect and clarified that five of the six UK fatalities had occurred on vessels registered in Scotland and that every fatality this year had taken place on a Scottish vessel.

Lee Haigh, Wales Fishing Safety Officer informed MC from a recent survey of those who participated in the roll-out of lifejackets in Wales he received an overwhelming strong response stating that equipment is being worn and risk assessments completed.

### **11.3 Future of Our Inshore Fisheries**

The conference will take place on 8-9 October 2019 at the Leonardo Royal Hotel, Tower Bridge, London. Registration is open and the conference is free to attend.

AM thanked NdR, JPercy and JParker for their help and support in keeping industry and government engaged in the project and conference.

### **11.4 Potential Grimsby Office Improvements**

The office improvements would replicate the same standard as Edinburgh.

The appointed Absolute Commercial Interiors discussed working requirements with Seafish staff and invited them to visit the empty office space and review their proposals.

Staff raised concerns regarding there not being enough toilet provision, car parking being busier, lack of storage space for training and other materials and the need not to move/change the office.

MC stated Absolute Commercial Interiors confirmed that the current Grimsby office is not a good working environment and is not fit for purpose.



### **11.5 Seafish Website**

HC confirmed Seafish's engagement with an independent website consultant who is contracted to the project.

### **11.6 Panel Meetings**

The Panel meetings will take place in October 2019. MC asked Board members if they require advice or information from the Panel Chairs.

<b>ACTION:</b> The Board to let MC know before October if they require advice from Panel Chairs.
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### **11.7 UK Seafood Summit: 16-17 October**

MC confirmed, JB and JParker's attendance at the Summit and welcomed other Board members to sign up on the Seafish website.

### **11.8 Retirees**

The Board asked for future Board papers to include information on staff retirees.

<b>ACTION:</b> Executive to include information on retirees in future Board papers.
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### **11.9 Seafish Forward Five**

The Board commended the Executive on the Forward 5 Images.

### **11.10 Challenge Quarterly Report and Dashboard**

#### **11.10.1 Enjoy Fish**

Consumer marketing – pause in work and spend has been lower than expected. The launch of the new brand is expected at the end of the business year or Easter.

#### **11.10.2 Safe & Skilled**

An underspend in the first quarter with slight delays in project delivery. Seafish received unexpected funding to support vital safety needs for the fishing industry.

#### **11.10.3 Good Source & Supply**

The Peterhead Port Authority continues to work with RFS certification to support current and new businesses.

#### **11.10.4 Staff Conference**

At the June staff conference, Elizabeth Graham from the UN gave a presentation on "Making a Difference – Why Seafood is the Way Forward" highlighting how Seafish connects through food, security and nutrition globally.



#### **11.11 Finance, Levy, IS, GDPR**

##### **11.11.1 Income Expenditure**

DB summarised the dashboard and highlighted the reasons for underspends.

##### **11.12.2 Levy**

The reduction of levy debtors has become a priority for the levy team with payment plans being set in place to assist companies with cash flow difficulties.

<b>ACTION:</b> DB to update the dashboard.
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##### **11.12.3 HR Dashboard**

Staff Survey: The survey is open from 2-22 September for staff completion.

#### **12 Testimonials**

MC confirmed the Testimonial Report is an internal document.

##### **12.1 Discard Action Group**

The group is seeking new initiatives to be able to continue providing valuable services to the industry and government.

#### **13 Committee Updates**

##### **13.1 Remuneration Committee**

The Committee met on 21 August and reported staff turnover reduced from 22% to 4%. The reasons for the downturn were due to short term contracts ending and staff retirement.

##### **13.1.1 Staff Induction**

AA stated S Lawrence joined the committee for this item.

Seafish recently provided leadership training for managers and as part of this he undertook a project looking into the new staff induction process. The project identified areas where the organisation excels, such as making new staff feel welcome. However, there were a few areas that were highlighted as needing improvement such as structure, welcome packs and training materials. An action plan has been put together as a result of the review and some preliminary design work has been done for the welcome pack. The new process will be launched at the staff conference in December.

AA noted thanks to SL for the great work on the project.

##### **13.1.2 Health, Safety & Well-Being**

RemCom continues to support the ongoing work in these areas.

### **13.1.2 Equality, Diversity and Inclusion**

RemCom discussed the report and agreed to support the recommendations.

### **13.1.3 Board Development Day Proposal**

RemCom agreed for a Board Development Day to take place early in 2020 with a mixture of strategy and skills topics to be discussed.

**ACTION:** AA to ensure:

- RemCom minutes are circulated after the next meeting to Board members;
- To ensure the most up to date RemCom minutes are included in future Board papers.

### **13.2 Audit and Risk Committee**

MS stated the relationship between Seafish and BDO is working well to support and improve performance. The NAO continues to be constructive.

The only area of concern is the pension deficit and it was confirmed that Seafish does not need to seek further advice from the actuaries regarding pension liability. The ARC Committee recommended for the Executive Team to look at the impact this liability will have on cash flow.

There will be a teleconference to lay the accounts in September/October 2019 with a further ARC meeting being held in November in York.

DB stated the laying of the accounts and NAO sign off will be delayed due to a Seafish life assurance fund that ended in 1990. The actuaries could not disclose the fund as there are no terms and conditions. DB has made contact with Aviva to ascertain documentation in relation to the life assurance. Aviva have 10 days to respond. If they do not respond in this timescale, DB will then write to the ombudsman.

DB stated the Finance Team have done a great job.

## **14 Forward Plan**

The Board suggested the following topics could be incorporated into the Forward Plan.

- Presentations from the Young Leaders Forum, responsible and regulations team
- strategic risk if consumption falls
- should the levy paper be shared with Government
- Board Development day

27 November 2019	February 2020	May 2020	September 2020
LONDON	GRIMSBY	LONDON?	EDINBURGH
Devolved administrations update including progress with each nation's strategic plan	Seafish Annual Plan for 2020/21: Proposed Development Process	Industry visits and presentations	Digital Transformation Update
Approval of the Pension Payment Plan for 2020-23	Future Planning: Beyond CP1821	Delivery Update for 2019/20	Risk Register
Horizon Scanning	Health and Safety Training	Final Draft of Annual Plan 2020/21	
Digital Transformation Update	Risk Register	Draft Accounts 2019/20	
Staff survey		Draft Budget 2020/21	

The Board discussed if Horizon Scanning should be presented to the devolved administrations in November with a carefully managed presentation.

## 15 AOB

There was no other business items.

## 16 Date and Details of next Meeting

### 16.1 Seafish Pre-Board Meeting – 26 November, London 2019

It was agreed for the Pre-Board meeting to start at 3pm and finish at 5pm with the devolved administrations invited to dinner at 6.30pm.

It was also suggested to invite some HoTs to present at the next Pre-Board meeting.

#### 16.1.1 Seafish Board Meeting – 27 November

MC stated due to slow trading on Wednesday's at Billingsgate Market, CJ has suggested meeting early at the market. The trip to the market is voluntary.

### 16.2 Seafish Board – May 2020: Proposal

The Board considered the proposal as set out in the paper presented by MC and agreed to:

- visit the new Border Inspection Post at Heathrow to see what is involved in the importing process;
- engaging with levy payers through a seminar/workshop;
- off-site evening reception;
- visits to major seafood companies in Chessington and West London.

The Board asked if it may be possible to have some major retailers to present at this time.

**17 Acronym List**

The list was circulated for information.