



**SEAFOOD INDUSTRY  
AUSTRALIA**

**MEMBERSHIP  
INFORMATION**



# LETTER FROM SEAFOOD INDUSTRY AUSTRALIA ACTING CHAIRPERSON

Dear Prospective Member,

On behalf of the Seafood Industry Australia board, I am pleased to provide you with information on becoming a member of your national industry peak-body.

Seafood Industry Australia (SIA) was designed through a consultation process with the seafood industry to be a strategic, national peak-body that represents wild catch, aquaculture and post-harvest sectors. We are the only peak industry body that represents the entire Australian seafood industry from catch to plate, and we are the voice of industry.

We strive to promote, protect and develop the Australian seafood industry both domestically and internationally. We provide the Australian seafood industry with a united and respected voice which is critical to ensuring our industry is heard by consumers, Government and other stakeholders alike.

SIA exists for our members and because of our members, to produce outcomes that are real, measurable and valued by industry. We leverage our members and their organisations to achieve scale and influence for industry, while maximising operational efficiency. SIA considers every membership dollar received as a dollar invested in the future.

We have a strong Board of Directors who are committed to working towards outcomes aligned with our members' priorities. The first meeting of the inaugural board of directors was held in March 2017. From here, we developed SIA's constitution, and SIA was incorporated on May 12, 2017. I am confident the governance policies of SIA will provide industry with a national peak-body that has the integrity and responsiveness sought by members.

I'd like to acknowledge the many people and organisations who worked together to bring SIA to life, and to support us in our initial years. Our thanks to all involved in the Industry Forums, Taskforce, Implementation Group, the Director Selection Committee and to the National Seafood Industry Alliance. Without you, SIA would not have become a reality.

The support of the Federal Government, the Department of Agriculture and Water Resources, Australian Fisheries Management Authority, Australian Maritime Safety Authority and Fisheries Research and Development Council, has been unfailing. We acknowledge their commitment to working with us to achieve better outcomes for the entire Australian seafood industry.

The time has come for the Australian seafood industry to acknowledge and be acknowledged for our contribution to Australian society in providing healthy, clean, sustainable, high-quality seafood, and real jobs in regional Australia and our capital cities.

Our strength comes from our unity, and from working together on issues which are critical to the growth and development of our industry. To do this effectively we need the continued involvement and support of the entire Australian seafood industry. To that end, I invite you to review our membership information and confirm your support for SIA by completing the Membership Application, so that we can move forward on the national issues of priority to seafood businesses, while defending, promoting and growing the Australian seafood industry both domestically and internationally.

**CHAUNCEY HAMMOND**  
Acting Chairperson of Seafood Industry Australia



## BACKGROUND

In mid-2015, the National Seafood Industry Alliance received funding from the Australian Government for a project to develop a national peak representative body for the seafood industry. This project involved a structured and intensive process led by industry.

It included:

- desktop research, connecting with many industry people and organisations (through a web presence, regional visits and communications/ engagement strategy) and targeted industry consultations;
- a national Industry Forum held in Adelaide in March 2016, which was attended by Australian business leaders and opened by the Assistant Minister for Agriculture and Water Resources, Senator the Hon Anne Ruston. Here, industry leaders committed to the development of a national peakbody;
- a Leadership Taskforce (**Taskforce**) was formed at the Industry Forum, including nine seafood business leaders. The purpose of the Taskforce was to consider options and develop the recommended structural and funding models for consideration at a second Industry Forum in July 2016. It met six times between 11 April and 30 June 2016, with members actively involved between meetings in subcommittees to develop ideas and options;
- an industry Forum in July 2016, where industry leaders considered the Taskforce report and agreed on the proposed vision, mission, structure and funding model;
- the second Industry Forum agreed to form and task an Implementation Group led by Veronica Papacosta to engage and consult with the wider industry between August and December 2016;
- the Implementation Group worked towards a target of \$500,000 as a minimum pledged membership threshold to indicate broad industry support. The target was achieved and exceeded by the target deadline of December 15, 2016;
- a Board Selection Committee, consisting of two original Taskforce members and the project manager Brian Ramsay, was formed to consider the protem directors nominations submitted from pledged members. The inaugural board of SIA was then selected through this process; and
- SIA was incorporated on May 12, 2017.

## MISSION and VISION

*“To build a strong organisation with an engaged membership base across the Australian seafood industry and be recognised by the government and industry as the national peak body”*

**MISSION** to Promote, Protect and Develop the Australian seafood industry  
**VISION** to be United, Effective and Respected.

## STRATEGIC POLICY

*“SIA has been designed to be a unified and unifying voice for the Australian seafood industry. Communication and interaction with members and stakeholders is central to SIA operations”*

[SIA’s strategic plan \(Strategic Plan\)](#) and setting of specific projects has been formed as a result of member consultation, in conjunction with the board of directors and our CEO.

Our eight key priority areas are:

1. Community perception/social licence;
2. Country of origin labelling in foodservice;
3. Biosecurity;
4. Resource allocation and access;
5. Mental health;
6. Safety;
7. Oil and gas exploration – seismic and
8. Maintaining the fuel tax credit scheme.



## OBJECTIVES

The primary objectives of SIA as set out in its constitution are as follows:

- be the national peak-body for the Australian seafood industry;
- represent and further the interests of the Australian seafood industry, with respect to both national and international issues affecting our Members;
- work to increase the value of the Australian seafood industry;
- actively promote the good reputation of the Australian seafood industry;
- create and maintain an Australian seafood industry that is regarded by its participants and recognized by Members and others to be unified, effective and respected;
- foster understanding and unity within the diverse Australian seafood industry;
- inform and influence government and regulators. Work with government at all levels to ensure the interests of the Australian seafood industry and Members are fully represented with respect to the design and implementation of public policy;
- be prepared for and responsive to current and emerging issues that have a national and sectorial significance for the Australian seafood industry;
- advocate and encourage sustainable practices within the Australian seafood industry and the environment;
- provide advisory forums for all Members to engage with SIA in its capacity as the peak-body for the Australian seafood industry;
- promote improved communication, education and technology transfer to the Australian seafood industry through state associations, sectorial bodies and other appropriate avenues; and
- do all such things as are incidental or conducive to the attainment of all or any objects of the Company set out above.

A copy of the SIA constitution is available on request.

## MEMBERS ADVISORY FORUM

*“Our Members’ Advisory Forums are one of the keys to long-term success for SIA.”*

A full Members’ Advisory Forum that is open to all members will be held annually, in conjunction with the Annual General Meeting (**AGM**). These Advisory Forums will provide the opportunity for Members to voice their thoughts on key issues facing their individual sectors and the larger Australian seafood industry. This advice and comment will assist SIA to prioritise actions and the establishment of policies.

In addition, SIA will hold a Members’ Advisory Forum the day prior to each quarterly board meeting. The location of each Board meeting will rotate between Australian capital cities.



# CORPORATE STRUCTURE

SIA has been incorporated as a company limited by guarantee.

A company limited by guarantee is a form of public company typically used for non-profit organisations. Like all other companies, a company limited by guarantee is a separate legal entity and is subject to regulation under the *Corporations Act 2001* (Cth) and by the Australian Securities and Investments Commission (**ASIC**). Accordingly, the company can be sued, enter into contracts or hold assets in its own name.

Unlike a typical company, a company limited by guarantee does not have shares. Instead, a member guarantees the obligations of the company in the event of a winding up, up to a capped amount of \$10.00.

In addition, each member must pay an annual membership fee as detailed in this Membership information at page 9. These fees are payable for each year of membership from acceptance of your initial application for membership until you resign as a member.

SIA members are also entitled to attend all AGMs and receive a copy of the Company's audited annual reports.

## BOARD and GOVERNANCE STRUCTURE

*"SIA is different from the traditional 'representative' approach to board structure and governance. It is designed as a strategic and skill-based board to provide maximum flexibility and responsiveness to achieve outcomes for its members."*

### Board size and voting

The board of SIA will have of a minimum of four directors and a maximum of seven. Each director will have a vote on all matters considered by the board and where equal votes are cast in favour and against, the Chairperson will have a casting vote.

### Board renewal and rotation

A director will hold office for a term of three years and be restricted to a maximum of two terms (being a total of six years). The initial board of seven directors will begin a rotation process from the second AGM with two directors retiring in order to provide an opportunity for new persons to be considered for appointment to the board.

A Selection Committee will be responsible for the selection of directors based on a skills matrix to be determined by the SIA board from time to time. The Selection Committee will consist of a director (acting as chair of the committee) and four SIA members, appointed by the SIA board. All SIA members will be invited to nominate candidates for appointment as directors to fill any vacancies that may arise over the course of the year and/or as part of the rotation process. The Selection Committee will determine whether those candidates (along with any other candidates identified by the Selection Committee) possess the requisite skills and expertise to fill the vacancies on the board. Following their deliberation, the Selection Committee will make two nominations for each vacancy on the board and the election of new directors by the members will occur at the next AGM.

### Board fees and meetings

The directors may be paid a fixed fee per annum for their services as a director. SIA intends to hold four board meetings per year – one face-to-face and three via tele or video conference. The use of teleconference board meetings will allow SIA to minimise travel costs. Locations of face-to-face board meetings will be moved around Australia and a Members' Advisory Forum will be held prior to the in person board meetings. SIA proposes to adopt a Board code of conduct (Code of Conduct) that all board members will be bound to adhere to.



## SIA CEO

### Veronica Papacosta

Veronica is the CEO of Seafood Industry Australia, and the Managing Director of the Sydney Fresh Seafood group. She is a third generation seafood retailer and a Director of OceanWatch Australia. Veronica was a member of the Leadership Task Force that was formed to develop the case for a new peak-body for the seafood industry. She then took on the role of Chair and communications driver of the Implementation Group to build industry support to form SIA. Veronica stepped into the role of SIA Interim CEO in April 2020 and following an extensive recruitment drive was appointed to the full-time CEO position in August 2020.



Veronica brings to the position her experience and perspective as a retailer, with a holistic understanding of the industry and its full spectrum of participants. Veronica has extensive experience in designing and executing effective communication and marketing strategies, and exhibits strong expertise in accounting with experience in both financial and management accounting strategies. Prior to her current role at Sydney Fresh Seafood, Veronica worked in the area of online marketing, customer service and event planning in the telecommunications, motor vehicle and corporate events industries. Veronica has a Bachelor of Economics (major in Marketing and Accounting) from Sydney University and a Diploma in Event Management from University of Technology Sydney. She is a 2015 graduate of the National Seafood Industry Leadership Program (NSILP) and was involved in the Seafood Directions 2017 Organising Committee.

## SIA BOARD

### Chauncey Hammond, Acting Chair



Chauncey operates his own management consulting firm providing strategic and commercial advice to the owners of a variety of significant wild catch fisheries that have operations in Western Australia, Northern Territory, Queensland, Victoria and Tasmania. In addition he sits on three domestic company boards, along with an overseas board.

His background includes experience as a strategic and commercial advisor, with expertise in management across a broad spectrum of industries. Chauncey exhibits strong financial expertise which includes complex financial structuring, hedging, debt and equity funding as well as closing transactions with sustainable, optimised internal rates of return. Chauncey has University degrees in law, engineering and finance and was previously Managing Director of a \$120m turnover company, with 500 employees, which exported Australian Primary produce to Japan, China, Taiwan, Singapore, USA, Brazil and Europe.

### Marshall Betzel, Acting Deputy Chair and Director

Marshall has more than 30 years of seafood marketing experience and is a director of North Queensland Trawlers, based in Cairns. He holds diplomas in Business, Management and Sustainability as well as a Graduate Certificate in Business Administration from Griffith University, Queensland. He is currently completing his Master of Business Administration (MBA), also at Griffith University. Marshall is a former director of the Australian Council of Prawn Fisheries and is currently an industry representative on the Torres Strait Prawn Fishery Management Advisory Committee. He is also the President of the Queensland Seafood Marketers Association.

Marshall's practical experience and knowledge of the seafood industry, coupled with his formal qualifications will bring valuable insights on governance, strategy and operational performance to the work of the SIA board.





### Dennis Holder, Director



Dennis has owned and operated a successful wild catch fishing business from development to maturity, with extensive experience in marketing fresh product throughout Australia. Dennis is now the President of South Australia's peak industry body, Wildcatch Fisheries SA Inc., after joining as a member in 2012.

Dennis and his wife Karen own DM and KL Holder Pty Ltd and operate the FV Silver Spectre. The Silver Spectre is a purpose built 24-metre aluminium vessel built and project managed by Dennis and launched in 2010. The company owns four crab licences with a total of 244 tonnes of crabs (approx. 39 per cent TACC) and fishing operations take place from July 1 – June 30.

For 30 years Dennis has been involved with various aspects of the SA Blue CrabPot Association including internal governance arrangements, development of legislation, management plans and was instrumental in transitioning the fishery from a permit input controlled fishery to a fully legislated output controlled fishery. In 2016, Dennis was awarded a Nuffield Scholarship which gave him the opportunity for extensive insight into primary/food production worldwide.

### Mark Ryan, Director

Mark is the Managing Director and CEO of Tassal Group Ltd, a publicly listed salmon production company, and Australia's largest seafood and aquaculture business.

Tassal is a vertically integrated business based in Tasmania, with an organisational focus on environmental sustainability and stakeholder engagement. Recently Tassal has expanded its footprint to include other seafood through acquisition of De Costi Seafoods. Mark has more than 30 years' experience in strategy, finance and operational matters across many industries, with experience gained through PriceWaterhouseCoopers, Arthur Andersen and Korda Mentha. Mark currently sits on four additional boards, including the Tasmanian Salmonid Growers Association and the Tasmanian Development Board.



### Belinda Wilson, Director



Belinda has her own strategy consulting business and has previously worked as CEO of Port Phillip Bay Scallops, which is Victoria's only hand dived wild caught scallop fishery. She has familiarity with the industry from wild catch to post-harvest sector, reinforced through engagement with government at the state and national level.

Belinda holds a Bachelor of Law from Melbourne University and is the President of the Law Institute of Victoria, which is the peak body for the Victorian legal profession with some 19,000 members.

Belinda is a graduate of the Australian Institute of Company Directors and sits on a number of government and statutory boards including the Victorian Fisheries Cost Recovery Standing Committee.



### Clayton Nelson, Director

Clayton Nelson is the General Manager – Policy and External Affairs at Austral Fisheries.

Clayton has been involved in the Australian fishing industry since 1980. He has extensive experience in the seafood industry, with roles including Skippering prawning vessels, partner and Executive Director of ASX listed Deep Sea Fisheries Ltd, and Director of Operations for Tiger Fisheries. In 2008, Clayton launched Jamaclan Marine Services to provide consultancy services to the Australian fishing industry. In 2011, he established a small boutique fishing company to fish for Rottnest Island Scallops out of Fremantle, WA. Clayton was a Director of the Western Australian Fishing Industry Council from 2011 – 2017 and also served as Chairman in 2017. Clayton has played a significant role in establishing Austral's newest fishing operation in the Timor Reef Fishery.



Throughout 40 years of hands on experience in the Seafood Industry, Clayton has been active in roles from operations, catching, marketing and business development in primarily the Wildcatch sector. Industry representation in both state and commonwealth sectors has built networks throughout Australia based on trust, reputation and integrity. Clayton is currently Vice Chair of the Commonwealth Fisheries association and sits on the National Agricultural Labour Advisory Committee.

### Bryan Skepper, Director



Bryan has worked in the seafood industry since 1973 and over this time has amassed a long list of accomplishments, the most significant of which was driving the realisation of Sydney Fish Market's (SFM) vision to build a new \$750million facility, funding for which was approved by the NSW Government in 2019.

Bryan retired from his position as General Manager at SFM in September 2019, but still maintains an active involvement in the Australian Seafood Industry. He is chair of NSW Seafood Industry Council, a former director of the Australian Seafood Co-operative Research Centre, and former company secretary of OceanWatch Australia.

Bryan was awarded the Industry Ambassador Award at the National Seafood Industry Awards in 2019.

Bryan holds professional qualifications in accounting, human resource management and environmental auditing.



## MEMBERSHIP STRUCTURE

### Voting Members

In pursuing its primary objectives, SIA's focus will be to engage in direct membership with businesses and associations on a tiered membership structure, based on the size and scale of a business or association.

The fees payable for obtaining a Voting Membership will be linked to the annual revenue generated by the applicant's business. Each member will have one vote allocated for every \$1,000 in annual membership fees paid.

### Non-voting Members

In order to ensure the fair representation of view across the industry beyond those of large scale influence SIA will seek to encourage individual persons, or other small scale businesses, to become a Non-voting Member.

The primary forum for their participation and voice will be at the Members Advisory Forum and participation in the AGM.

## RIGHTS OF MEMBERS

Members will have the following key rights:

- Annual General Meetings - All members can attend and participate in the AGM, however only voting members will be eligible to vote on AGM matters as per the membership structure.
- Members Advisory Forum - All members will have the right to equally participate in the Members Advisory Forum which will advise and assist in SIA's strategic direction. Where possible a Members Advisory Forum will be held in conjunction with the timing of SIA board meetings including the AGM.
- Director nominations – all members have the right to nominate candidates for election to the board of directors in accordance with the Selection Committee process outlined on page 5.
- Communications – members will receive regular updates on SIA's progress and outcomes via e-newsletter.
- Governance – members are entitled to attend all AGMs and receive a copy of the Company's audited annual reports as outlined on page 4.



## MEMBERSHIP FEES

The payment of membership fee is on an annual basis as set out in the membership categories table below:

MEMBER CATEGORIES	ANNUAL REVENUE	ANNUAL FEE
<b>Voting members</b>		
Largest business	>\$50mil	\$20,000 + GST
Large business	\$5mil - \$50 mil	\$10,000 + GST
Medium business	\$1mil - \$5 mil	\$2,000 + GST
Small business	<\$1mil	\$1,000 + GST
Large association/ industry sector	\$150k - \$1mil	\$5,000 + GST
Small association/ industry sector	<\$150k	\$2,000 + GST
<b>Non-voting members</b>		
Individual member	N/A	\$200 + GST
Affiliated/ allied small business		\$1,000 + GST
Affiliated/ allied large business		\$10,000 + GST

Membership fees can be paid with electronic funds transfer or cheque. A tax invoice will be issued for payment once your membership application is received.

Any prospective SIA members who join after the start of the financial year will be invoiced at a pro-rata rate of the annual fee for the remainder of the year.

Please complete and return this form to SIA via email to [info@seafoodindustryaustralia.com.au](mailto:info@seafoodindustryaustralia.com.au), indicating your membership category and details.

## APPLICATION FOR MEMBERSHIP

I \_\_\_\_\_ of \_\_\_\_\_ organisation/  
business (*if applicable*) hereby confirm my/our application to join Seafood Industry Australia Limited (Company),  
the national peak body for the Australian seafood industry as described in the Membership information.

I/we:

- Commit to join Seafood Industry Australia from acceptance of application until June 30, 2021.
- Will make payment of the membership fee.
- Agree to be bound by the Constitution of the Company.
- Agree to have our name and/or business name listed on SIA's website and associated marketing materials.

\_\_\_\_\_  
NAME (Director/ CEO / Authorised Signatory)

\_\_\_\_\_  
SIGNATURE



## MEMBERSHIP DETAILS FORM

SURNAME	
FIRST NAME	
COMPANY NAME	
ABN	
INDUSTRY SECTOR <i>(please circle)</i>	Wild catch                      Aquaculture                      Post-harvest
MEMBERSHIP CATEGORY <i>(please write your category from table on page 9)</i>	
BUSINESS / ORGANISATION MAIN INTEREST <i>(please provide a brief description of your main business and your organisation's interests and activities)</i>	
BUSINESS ADDRESS	
POSTAL ADDRESS	
STATE	
MOBILE NUMBER	
EMAIL	
FAX	
WEBSITE	



ADDITIONAL CONTACTS

*You may nominate additional persons in your business or organisation to be kept up to date with SIA's communication. Please advise Rachel if you would like more contacts added.*

Name:
Contact Number:
Email:
Name:
Contact Number:
Email:
Name:
Contact Number:
Email:
Name:
Contact Number:
Email:

PAYMENT METHOD

<input type="checkbox"/> Cheque Enclosed
<input type="checkbox"/> Bank Transfer
Account Name: Seafood Industry Australia
BSB# 062-595
AC# 1051-6819

Please email the membership application form to [info@seafoodindustryaustralia.com.au](mailto:info@seafoodindustryaustralia.com.au)

A tax invoice will be provided to you once your application is received.

For more information please visit [www.seafoodindustryaustralia.com.au/join-sia](http://www.seafoodindustryaustralia.com.au/join-sia)



## DISCLAIMER

Although SIA has endeavoured to provide Industry Participants with all material information regarding the decision of membership of SIA, neither SIA, nor any of its directors, officers and advisers, make or give any representation, warranty or guarantee, whether express or implied, that the information contained in this Membership Information document, or otherwise supplied to an Industry Participant, is complete or accurate. Each Industry Participant must make their own assessment of whether it is appropriate for it to subscribe for membership of SIA.

This Membership Information document is not a disclosure document for the purposes of the *Corporations Act 2001* (Cth).

SIA and its directors, officers and advisers disclaim, to the fullest extent permitted by law, all liability, direct or indirect (whether or not arising out of the negligence or fault of any of them), for any loss or damage suffered by any Industry Participant, or other person, arising out of, or in connection with, any use of or reliance upon any information contained in this Membership Information document.

This Membership information was originally released on Monday, June 5, 2017, and this version is up to date as of July 2020.