

**From:** [REDACTED]  
**Sent:** 25 September 2018 11:18  
**To:** [REDACTED]  
**Subject:** Last meeting of CWG-STS group

Hi [REDACTED],  
How are you getting on with the minutes from the last meeting? Are you able to look at dates for the next meeting in Perth? I am looking to follow up on actions, so would be good to see what you recorded from the last meeting.  
Best regards  
[REDACTED]

---

**From:** [REDACTED] >  
**Sent:** 03 September 2018 10:00  
**To:** [REDACTED]  
**Subject:** Re: IMPROVED CONTAINMENT WORKING GROUP: SCOTTISH TECHNICAL STANDARDS : MEETING 2pm Monday 3 SEPTEMBER 2018 VQ Edinburgh: Agenda and papers

Good morning [REDACTED],  
Unfortunately I am not now able to attend the meeting this afternoon please pass on my apologies. I would appreciate it if you could forward the minutes when they become available.  
Many thanks  
[REDACTED]

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 26 September 2018 06:30  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Re: Non-Tariff Trade Barriers - EHOs - Quadrupling

Hi –

[REDACTED]

Regards

[REDACTED] Sent from my iPad

---

On 20 Sep 2018, at 12:10, [REDACTED]  
> wrote:

Hi - [REDACTED]

,

The First Minister appreciated her meeting with - [REDACTED] last week and has asked me to follow-up on one of the points raised.

I believe SSPO has assessed that in the face of a no-deal Brexit, we would need to see a quadrupling of EHOs in order to ensure our exported salmon gets to market on time.

Please can you give me more details on where that quadrupling figure came from? This will help us with wider discussions.

Best wishes,

- [REDACTED]

**Policy Manager**  
**Aquaculture Industry Engagement**  
Scottish Government  
Area 1B North, VICTORIA QUAY  
EDINBURGH  
EH6 6QQ

- [REDACTED]

---

**From:** - [REDACTED] >  
**Sent:** 09 November 2018 13:07  
**To:** - [REDACTED]  
**Subject:** Re: Number for - [REDACTED]

Hi

It is - [REDACTED]

Regards

- [REDACTED]

Sent from my iPhone

---

On 9 Nov 2018, at 11:13, "- [REDACTED]  
> wrote:

Hi - [REDACTED],

Just looking for a phone number for - [REDACTED] please.

All the best,

- [REDACTED]

**Policy Manager**  
**Aquaculture Industry Engagement**

Scottish Government  
Area 1B North, VICTORIA QUAY  
EDINBURGH  
EH6 6QQ

- [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 09 November 2018 09:36  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018

- [REDACTED],

Do we have a time / office location pinned down yet for Monday?

Regards

- [REDACTED]

**From:** [REDACTED]  
**Sent:** 07 November 2018 15:47  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** RE: Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018

- [REDACTED],

I can be there

Regards

- [REDACTED]

---

**From:** [REDACTED] >  
**Sent:** 07 November 2018 15:00  
**To:** [REDACTED]  
**Cc:** [REDACTED]  
**Subject:** Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018  
**Importance:** High

Hello all,

Monday 19<sup>th</sup> of November looks like it suits the majority.

Can you please put this into your diaries.

I'll firm-up timings with John and issue these ahead of the meeting.

Monday 19 November at South Shian, time tbc

Best wishes,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 05 November 2018 13:42  
**To:** - [REDACTED]  
**Subject:** RE: FFHF : Team 5 : Meeting Design

Hi folks,

Grateful if those who have not already completed the below doodle poll can do so at their earliest convenience.

Best wishes,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 31 October 2018 10:36  
**To:** - [REDACTED]  
**Subject:** RE: FFHF : Team 5 : Meeting Design

Hi folks,

Another poll unfortunately:

- [REDACTED]

I've left the times open as I know we were wanting an all-day session but perhaps you could add-in comments on your availability on those options.

Best wishes,

- [REDACTED]

---

**From:** - [REDACTED] >  
**Sent:** 31 October 2018 08:55  
**To:** - [REDACTED]

**Subject:** FFHF : Team 5 : Meeting Design

Hi all,

I have heard from all but - [REDACTED] (I think) that the notes were accurate so let's get going with your 10 votes as below...

Please find link for Survey Monkey. This was part of our meeting design : our expectations of each other when we meet in this process. We use these as a reminder at the start of each meeting.

- [REDACTED]

if you have already voted you are an over-achiever and need to pay more attention to detail. - [REDACTED]

[REDACTED] ... do we have a next meeting date ?

- [REDACTED]

---

**From:** - [REDACTED]

**Sent:** 19 September 2018 12:36

**To:** - [REDACTED]

**Subject:** RE: Fish morts feedback

Thanks - [REDACTED] - I'll look at this later today/tomorrow, and look forward to meeting on Friday.

Cheers

- [REDACTED]

- [REDACTED]  
- [REDACTED]  
- [REDACTED]

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---

**From:** - [REDACTED]

**Sent:** 19 September 2018 12:29

**To:** - [REDACTED]

**Subject:** RE: Fish morts feedback

Hi All

Please see attached report with some comments from me. As previously mentioned, these are not substantial. I think it will be worthwhile to meet on Friday one last time if everyone is happy to? I think this will help us tie things off.

Cheers

- [REDACTED]  
Aquaculture Health, Welfare and Innovation Policy Manager  
Marine Scotland – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe

- [REDACTED]  
Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ



---

**From:** - [REDACTED] >  
**Sent:** 14 September 2018 16:17  
**To:** - [REDACTED]  
**Subject:** RE: Fish morts feedback

Hi - [REDACTED],

I've attached the email (with the docs attached) sent on the 31<sup>st</sup> of Aug.

Look forward to catching up next week.

Cheers

- [REDACTED]

- [REDACTED]

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**From:** - [REDACTED]  
**Sent:** 14 September 2018 16:12  
**To:** - [REDACTED]  
**Subject:** RE: Fish morts feedback

I don't think I received the latest version following our last meeting

Regards

- [REDACTED]

**From:** - [REDACTED]  
**Sent:** 14 September 2018 16:09  
**To:** - [REDACTED] >  
**Subject:** RE: Fish morts feedback

Sorry,

I haven't had a chance to look at this yet, would be happy to discuss on Friday

Regards

- [REDACTED]

---

**From:** - [REDACTED]

**Sent:** 14 September 2018 16:08

**To:** - [REDACTED] >

**Subject:** Fish morts feedback

Hi,

Does anyone have more feedback on the latest version of the report? If you do, do you want to send it to me to collate or would you rather just discuss them on Friday?

Thanks

- [REDACTED]

- [REDACTED]

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**From:** - [REDACTED]

**Sent:** 28 September 2018 15:20

**To:** - [REDACTED]

**Subject:** "Marine Economy Workshop – maximising the aquaculture value to Scotland – Please SAVE THE DATE" 1 November 18

Dear SAIC Collaborators,

You have been selected to attend the above workshop on Thursday 1st November in Edinburgh in the Waterloo Apex Hotel. 23-27 Waterloo Pl, Edinburgh EH1 3BG

The workshop, hosted by Highlands and Islands Enterprise and supported by EMEC, WES, SAIC and IBioIC will look to bring together influential industrialists, selected academics and government agencies all who have an interest in maximising the value of the Marine Economy to Scotland, particularly focusing on the fast growing sectors of aquaculture, wave and tidal power and marine bio-technology.

The workshop follows the recently BEIS published Marine Economy SIA (Science and Innovation Audit) for the Highlands and Island Marine area and will explore opportunities for these exciting sectors to work more closely. Specifically it all look at cross sector growth opportunities, collaborative project opportunities, regulatory issues and opportunities with the intention for creating a roadmap for future cooperation and collaboration.

Please save the date and a formal invitation via eventbrite will be issued in a few weeks."

Thanks

Regards

- [REDACTED]

Senior Innovation Manager

(t- [REDACTED]) [scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)



*Delivering industry success through research partnerships.*



---

**From:** - [REDACTED]

**Sent:** 12 October 2018 13:01

**To:** - [REDACTED]

**Subject:** RE: "Marine Economy Workshop – maximising the aquaculture value to Scotland – Please register 1 November 18 Edinburgh

As per my previous request to save the date please see registration link below: venue queries to Heather St Clair.

Best - [REDACTED]

The link to the Eventbrite invite is here:

- [REDACTED]

Please forward the link to anyone you'd like to invite. Note that spaces are limited, so encourage all contacts to sign up as soon as possible.

Kind regards,

- [REDACTED]



- [REDACTED]

Senior Innovation Manager

- [REDACTED]

[scottishaquaculture.com](http://scottishaquaculture.com) [Connect+Collaborate](#)





*Delivering industry success through research partnerships.*



The Scottish Aquaculture Innovation Centre is hosted by the University of Stirling and based at Unit 19, Scion House, Stirling University Innovation Park, Stirling FK9 4NF.

---

**From:** - [REDACTED]  
**Sent:** 22 October 2018 13:07  
**To:** - [REDACTED]  
**Subject:** RE: Action Required - MGSC - Documents for Review - Meeting 1 - ToR, Actions + workplan

Hi - [REDACTED],

A couple of comments to add into the mix.

- [REDACTED]

Hope this helps.

Kind regards

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 17 October 2018 16:16  
**To:** - [REDACTED]  
**Subject:** Action Required - MGSC - Documents for Review - Meeting 1 - ToR, Actions + workplan

Hi All

With thanks for your participation in the first meeting of the mortalities, gill health, sea

- [REDACTED]

- [REDACTED]

Aquaculture Health and Innovation Policy Manager

Marine Scotland – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe

- [REDACTED]

Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ



---

**From:** [REDACTED]

**Sent:** 03 September 2018 16:08

**To:** [REDACTED]

**Subject:** Farmed Fish Health Framework – Mortality, Gill Health and Sea Lice

Dear [REDACTED],

Mortality, Gill Health and Sea Lice subgroup

You will be aware that in May the Scottish Government published Scotland's 10 Year Farmed Fish Health Framework - <https://www.gov.scot/Topics/marine/Fish-Shellfish/Strategic-Framework> and that the next step would be that sub-groups would be established to take forward the key initial priority objectives, determining milestones and long term work streams to help meet the aims of the Framework.

It is with this background in mind that I would like to invite you to become a member of the Mortality, Gill Health and Sea Lice subgroup. The aims of this subgroup will be to progress workstream(s) from the framework – please see below for ease of reference.

### **Work Stream 1: Information Flow and Transparency**

Mortality in farmed salmonids has many causes and is a primary area of focus for fish farming businesses. There has been a recognised deterioration (in the years to and including 2017) in farmed fish survival in Scotland.

Although this marine survival data has historically been collected in Scotland, the information has never been pulled together into one single reference point of mortality across the entire sector. The Farmed Fish Health Working Group (FFHWG) aims to work towards presenting the annual mortality rates in the fish farming industry by cause. This will require standardised data collection. The FFHWG will set out clear ambitions to reduce mortality.

The FFHWG will work to ensure that the industry, Government and principal regulators agree ambitious targets to achieve a significant and evidenced reduction in mortality for salmon and trout, which will be world-leading and based on international comparisons of major farmed salmonid producing nations.

### **Work Stream 2: Gill Health**

Gill health has emerged as the key challenge to the farmed fish industry in the marine environment and is the most significant contributor to increasing marine mortality.

### **Work Stream 3: Sea Lice**

Sea lice treatment strategies have evolved from one which was based predominantly on medicinal control to a more balanced strategy, including the use of cleaner fish and physical removal, alongside the use of licensed medicines. This transition has brought with it a number of challenges related to biosecurity and welfare, primarily because it has increased the need for fish to be handled, which is a contributory factor in mortality. The activities of this work stream aim to continue improving control of sea lice on Scottish fish farms, building on and recognising current good practice and the wider environmental benefits, including a potential reduction in farmed – wild fish interactions.

Invitations to join the group will also go to Scottish Salmon Producers Organisation (SSPO), British Trout Association, Scottish Environmental Protection Agency (SEPA), Fisheries Management Scotland (FMS), Scottish Innovation Aquaculture Centre (SAIC), SNH, the Fish Vet Society and representatives from a salmon farming company. We envisage that membership of each the Sub-Groups will be adaptable and able to reflect the areas of work.

We envisage the group will meet about four times within a calendar year.

In anticipation that you are happy to accept the invitation, I attach a doodle poll outlining potential dates for the inaugural meeting of the group.

- [REDACTED]

The Secretariat for this group will be administered by – [REDACTED]

[REDACTED]

Kind regards

- [REDACTED]

- [REDACTED]

Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ

---

**From:** - [REDACTED]

**Sent:** 03 September 2018 16:10

**To:** - [REDACTED]

**Subject:** Farmed Fish Health Framework – Mortality, Gill Health and Sea Lice

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Mortality, Gill Health and Sea Lice subgroup

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[REDACTED] if you have any questions, [REDACTED] will be happy to discuss them with you.

Kind regards

- [REDACTED]

- [REDACTED]

Web: <http://www.scotland.gov.uk/marinescotland>

---

**From:** [REDACTED]

**Sent:** 03 September 2018 16:09

**To:** [REDACTED]

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- [REDACTED]

The Secretariat for this group will be administered by – [REDACTED]

[REDACTED] if you have any questions, [REDACTED] will be happy to discuss them with you.

Kind regards

[REDACTED]

Web: <http://www.scotland.gov.uk/marinescotland>

Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ

---

**From:** [REDACTED]  
**Sent:** 19 September 2018 12:36  
**To:** [REDACTED]  
**Subject:** RE: Fish morts feedback

Thanks [REDACTED] - I'll look at this later today/tomorrow, and look forward to meeting on Friday.

Cheers

[REDACTED]

[REDACTED]

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**From:** [REDACTED]  
**Sent:** 19 September 2018 12:29  
**To:** [REDACTED]

**Subject:** RE: Fish morts feedback

Hi All

Please see attached report with some comments from me. As previously mentioned, these are not substantial. I think it will be worthwhile to meet on Friday one last time if everyone is happy to? I think this will help us tie things off.

Cheers

[REDACTED]

Aquaculture Health, Welfare and Innovation Policy Manager

[REDACTED]

Web: <http://www.scotland.gov.uk/marinescotland>

Mail: Scottish Government, 1B North, Victoria Quay, Edinburgh EH6 6QQ



---

**From:** - [REDACTED]  
**Sent:** 14 September 2018 16:17  
**To:** - [REDACTED]  
**Subject:** RE: Fish morts feedback

Hi - [REDACTED],

I've attached the email (with the docs attached) sent on the 31<sup>st</sup> of Aug.

Look forward to catching up next week.

Cheers

- [REDACTED]

- [REDACTED]

Web: [www.enscape.eu](http://www.enscape.eu)

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**From:** - [REDACTED]  
**Sent:** 14 September 2018 16:12  
**To:** - [REDACTED]  
**Subject:** RE: Fish morts feedback

I don't think I received the latest version following our last meeting

Regards

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 14 September 2018 16:09  
**To:** - [REDACTED]  
**Subject:** RE: Fish morts feedback

Sorry,

I haven't had a chance to look at this yet, would be happy to discuss on Friday



Regards

- [REDACTED]

---

**From:** - [REDACTED]

**Sent:** 14 September 2018 16:08

**To:** - [REDACTED]

**Subject:** Fish morts feedback

Hi,

Does anyone have more feedback on the latest version of the report? If you do, do you want to send it to me to collate or would you rather just discuss them on Friday?

Thanks

- [REDACTED]

- [REDACTED]

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**From:** - [REDACTED]

**Sent:** 25 September 2018 14:20

**To:** - [REDACTED]

**Subject:** Acknowledgement Text (and outstanding items?)

Hi All,

- [REDACTED]

Cheers

- [REDACTED]

- [REDACTED]

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**From:** - [REDACTED]  
**Sent:** 26 October 2018 16:11  
**To:** - [REDACTED]  
**Subject:** EU animal welfare - fish subgroup

Hi - [REDACTED]

I spotted this update on the EU Animal Welfare Platform;  
[https://www.eurogroupforanimals.org/government-representatives-and-other-stakeholders-agree-to-develop-guidelines-to-improve-fish-welfare?\\_cldee=amlsbC5iYXJiZXJAZ292LnNjb3Q%3d&recipientid=contact-d51dae580e9be81180f900505684117c-40c650a21e33467ab289ac9f71160b0b&esid=cd412d16-2ad9-e811-80fa-00505684117c](https://www.eurogroupforanimals.org/government-representatives-and-other-stakeholders-agree-to-develop-guidelines-to-improve-fish-welfare?_cldee=amlsbC5iYXJiZXJAZ292LnNjb3Q%3d&recipientid=contact-d51dae580e9be81180f900505684117c-40c650a21e33467ab289ac9f71160b0b&esid=cd412d16-2ad9-e811-80fa-00505684117c)

I was aware of previous EU work looking at transport and slaughter, however this appears to be moving in the direction of handling. Are you plugged into this group at the moment via FEAP (Brexit aside)?

Cheers

- [REDACTED]  
Aquaculture Health and Innovation Policy Manager  
Marine Scotland – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe  
- [REDACTED]



---

**From:** - [REDACTED]  
**Sent:** 21 September 2018 09:52  
**To:** - [REDACTED]  
**Subject:** Re: Possible Visit to Cooke Aquaculture - 27 September

I did, thanks – the plan is that I will draft a company release and Mr Ewing will contribute a quote to it. I'm working on the draft now.

I also have a respected local photographer booked to take the photo. I thought of one other option to Scapa Pier, if you are concerned about timings. There is a sweeping beach right next to the office, with the Scapa Distillery on the hilltop in the background, so if the weather is dry we could have that as our backdrop.

Ideally, I'll have all our Modern Apprentices in position then Mr Ewing can simply step into the photo when ready, minimising the demands on his time. That's easier to do at the pier or by the beach than in the office where the pre-meeting will be underway.

Best wishes,

- [REDACTED]

- [REDACTED]

[scottishseafarms.com](http://scottishseafarms.com) | [Twitter](https://twitter.com) | [LinkedIn](https://www.linkedin.com) | [Facebook](https://www.facebook.com)

---

**From:** - [REDACTED]  
**Date:** Friday, 21 September 2018 at 09:37  
**To:** - [REDACTED]  
**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

Thanks [REDACTED], did you manage to liaise with [REDACTED]  
[REDACTED]?

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 20 September 2018 18:27  
**To:** - [REDACTED]  
**Subject:** Re: Possible Visit to Cooke Aquaculture - 27 September

That's correct - [REDACTED], the visit to our Westerbister farm will depart at 1pm and is due back at 2.40/2.45pm giving Mr Palmer an hour between trips.

I hope this helps.

Best wishes,

- [REDACTED]

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**From:** - [REDACTED]  
**Sent:** Thursday, September 20, 2018 5:20:21 PM  
**To:** - [REDACTED]  
**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

Mike, the boat trip timings are departing at 1pm, arriving back at 3pm, the Cooke meeting is not until 3.45, so I think you would still have time to do the boat trip. - [REDACTED], can you confirm that I have the correct timings for the boat trip?

Thanks

- [REDACTED].

---

**From:** Palmer MR (Mike)  
**Sent:** 20 September 2018 17:01  
**To:** - [REDACTED]  
**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

Thanks - [REDACTED] – I think I should support the Cab Sec in this visit to Cooke but I guess it means I will have to forego the SSF trip to Westerbister?

**Mike Palmer**  
**Deputy Director for ACRE – Aquaculture, Crown Estate, Recreational Fisheries, EMFF and Europe**  
**marinescotland**  
Scottish Government | Area 1B-South | Victoria Quay | Edinburgh EH6 6QQ  
- [REDACTED]  
w: <http://www.gov.scot/marinescotland>

---

**From:** - [REDACTED]  
**Sent:** 20 September 2018 13:20  
**To:** Palmer MR (Mike)  
**Subject:** FW: Possible Visit to Cooke Aquaculture - 27 September

TBA

- [REDACTED]  
Head of Marine Grants Team  
ACRE Division  
Marine Scotland  
Victoria Quay  
Area 1B North  
Edinburgh  
EH6 6QQ  
- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 20 September 2018 13:00  
**To:** - [REDACTED]

**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

Hello - [REDACTED],

Yes, this is viable and we'd be happy to host a visit. We'll prepare some information re the site and give him an up to date progress report.

Cheers

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** Wednesday, September 19, 2018 4:09 PM  
**To:** - [REDACTED]

**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

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Hi - [REDACTED], further to this and to avoid confusion – if this is a viable option, then perhaps Mr Ewing could meet with Cooke in Kirkwall, Crowness Point, to discuss the high energy site (at the specified time below) as a visit to Skelwick would be too far away.

Grateful if you could confirm,  
Thanks,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 19 September 2018 12:06  
**To:** - [REDACTED]  
**Subject:** Possible Visit to Cooke Aquaculture - 27 September

Hello - [REDACTED],

Our Cabinet Secretary Mr Ewing will be visiting Orkney on 27 September as part of Scottish Sea Farms' 10 year fish farming on Orkney celebrations. It has been suggested that a visit to Cooke's high energy site would be a worthwhile visit for him whilst he is there. Do you think this would be something you would be able to host?

The proposed timing for the visit to fit with Mr Ewing's itinerary would be 3.45 on Thursday 27<sup>th</sup> September, the visit is expected to last 45 minutes. Beforehand he will possibly be travelling from The Brig Larder as he has a potential visit there from 2.45 until 3.30.

I'd be grateful if you could let me know as soon as possible whether this would be suitable.

Many thanks,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 25 September 2018 13:41  
- [REDACTED]  
**Subject:** Orkney anniversary - draft media release for quote

Alan, hello.

Apologies for the delay in getting this to you. I wanted it to be as strong and reflective as possible but couldn't get the time to devote to it.

Proposed draft attached now. Could you let me know if Mr Ewing would still be happy to provide a comment?

I've also attached a PDF of our Impact Summary which the media release refers to and which will be distributed in hard copy format at the evening reception. It's confidential for now but I thought it might be of interest to Mr Ewing ahead of his own address being prepared.

Best wishes,

- [REDACTED]

- [REDACTED]

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SSF Orkney 10yr  
Impact v1\_250918.doc



Orkney Impact  
Summary 2018.pdf

---

**From:** - [REDACTED]  
**Sent:** 21 September 2018 09:52  
**To:** - [REDACTED]  
**Subject:** Re: Possible Visit to Cooke Aquaculture - 27 September

I did, thanks – the plan is that I will draft a company release and Mr Ewing will contribute a quote to it. I'm working on the draft now.

I also have a respected local photographer booked to take the photo. I thought of one other option to Scapa Pier, if you are concerned about timings. There is a sweeping beach right next to the office, with the Scapa Distillery on the hilltop in the background, so if the weather is dry we could have that as our backdrop.

Ideally, I'll have all our Modern Apprentices in position then Mr Ewing can simply step into the photo when ready, minimising the demands on his time. That's easier to do at the pier or by the beach than in the office where the pre-meeting will be underway.

Best wishes,

[REDACTED]  
[REDACTED]

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**From:** "[REDACTED]"  
**Date:** Friday, 21 September 2018 at 09:37  
**To:** [REDACTED]  
**Subject:** RE: Possible Visit to Cooke Aquaculture - 27 September

Thanks [REDACTED], did you manage to liaise with [REDACTED]  
[REDACTED]?

[REDACTED]

---

**From:** "[REDACTED]"  
**Date:** Tuesday, 18 September 2018 at 14:30  
**To:** [REDACTED]  
**Subject:** RE: Orkney

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Hi [REDACTED], roughly how long is he expected to talk at the evening do – 5 mins?

---

**From:** [REDACTED]  
**Sent:** 18 September 2018 12:59  
**To:** [REDACTED]  
**Subject:** Re: Orkney

He should be – Scapa Pier is less than five minutes' drive along the road and I could have all my Modern Apprentices ready and waiting there for Mr Ewing, along with the photographer, so that Mr Ewing simply needs to step into shot. We can also arrange for umbrellas to be on hand in case of wet weather.

It would certainly give a far more 'Orkney' setting than our offices, which I think [REDACTED] in the press team was keen for.

Getting from Scapa Pier to Kirkwall would then take no more than 10 minutes.

Best wishes,

- [REDACTED]

- [REDACTED]

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---

**From:** "[REDACTED]"

**Date:** Tuesday, 18 September 2018 at 12:43

**To:** [REDACTED]

**Subject:** RE: Orkney

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Hi [REDACTED], just a quick question if he was to do it at Scapa Pier – would he be on time for his next appt at 12.45 at the local office?

---

**From:** [REDACTED]

**Sent:** 18 September 2018 12:30

**To:** [REDACTED]

**Subject:** Re: Orkney

That sounds good, [REDACTED].

I've reflected those amends in the attached letter which went out last week, in case it helps.

Re. the photoshoot, we've arranged for the private coach to be on standby for 12.15, in case the weather is dry and bright and Mr Ewing is able to make the quick trip along to Scapa Pier, which might give you a better photograph. But if things run on, or the weather is poor, there's also the option of a photo opportunity at the office.

Best wishes,

- [REDACTED]

- [REDACTED]

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**From:** - [REDACTED]  
**Date:** Tuesday, 18 September 2018 at 12:20  
**To:** - [REDACTED]  
**Subject:** RE: Orkney

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Hi - [REDACTED], I'll amend the agenda to reflect the fact that the meeting will end at 12.15 and the presentations will take place from 12.15—12.30 at the regional office, does that sound okay?

Thanks,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 12 September 2018 12:51  
**To:** - [REDACTED]  
**Subject:** Re: Orkney

I'll get that arranged.

Can I quickly check, Mr Ewing is still happy to give a short address at the evening event, before dinner?

Best wishes,

- [REDACTED]

- [REDACTED]

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**From:** " - [REDACTED]  
**Date:** Wednesday, 12 September 2018 at 12:44  
**To:** - [REDACTED]  
**Subject:** RE: Orkney

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Hi - [REDACTED], yes that would be better. Then he would be in time for his next visit at 12.45.

Regards

- [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 September 2018 12:39  
**To:** [REDACTED]  
**Subject:** Re: Orkney

Ah, sorry, my mistake - [REDACTED].

The 11.15-12.30 slot is for Mr Ewing to meet with our Norwegian Board members but we could cut that short by 15mins to do the presentation, if he would prefer?

If so, I'll arrange for the apprentices to come to the regional office where Mr Ewing will already be.

Best wishes,

- [REDACTED]

- [REDACTED]

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**From:** "[REDACTED]"  
**Date:** Wednesday, 12 September 2018 at 12:36  
**To:** [REDACTED]  
**Subject:** RE: Orkney

Hi [REDACTED], just spoke with PO – the presentations would have to take place during the slot we have down for SFF – which is 11.15-12.30 – so even say from 12.15-12.30 – as he then goes off to the local office for 12.45. No need for any managerial folk to be present during the photos and yes please liaise with Alan on the media release.

Thanks,

- [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 12 September 2018 11:57  
**To:** [REDACTED]  
**Subject:** Re: Orkney

Apologies for the delay, [REDACTED].

2pm would work well for the presentation of the IIP Platinum award to our Orkney employees undertaking Modern Apprenticeships, if you still have that slot available?

The first farm visit would still be underway at that time, and the second group won't arrive at the pier until 2.45pm, meaning we would have relative privacy to do it.

I've not been involved in a Scottish Government photo opportunity before so just keep me right:

- Given that my key personnel will be out on the farm visits, would Mr Ewing be comfortable making the presentation to our apprentices minus any managerial positions? If he would prefer someone from our management team be in the photo, I can arrange for our Head of Human Resources, Tracy Bryant-Shaw, to be present.
- We have a local photographer, Ken Amer, booked to take photographs of the evening event. Would you like me to ask him to take the 2pm photos of Mr Ewing with the apprentices, then send those photos on to whoever needs them within Scottish Government?
- How long should we allow for the presentation and photos, before Mr Ewing needs to go to his next visit?
- Lastly, could you tell me who to liaise with in terms of the media release – Alan Bannon, perhaps? Thanks loads.

I'll be there in the background to help the photoshoot run to plan.

Best wishes,

- [REDACTED]

- [REDACTED]

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---

**From:** "- [REDACTED]"

**Date:** Wednesday, 12 September 2018 at 11:39

**To:** - [REDACTED]

**Subject:** RE: Orkney

Hi - [REDACTED], would you be able to get back to me on this today, our office is closed half day Friday and all day Monday – so helpful if I can get a draft programme to Mr Ewing by today.

Many thanks.

- [REDACTED]

---

**From:** - [REDACTED]

**Sent:** 11 September 2018 10:01

**To:** - [REDACTED]

**Subject:** Orkney

Hi [REDACTED], as previously mentioned Mr Ewing will be undergoing other visits whilst in Orkney, I'm conscious we need to factor in the presentations to the modern apprentices, when would be the best time for that? Below is a rough outline of his day.

#### Thursday 27 September

09:20 - 10:35 Flight - Edinburgh to Kirkwall  
11:15 - 12:30 10 Year Anniversary of Fish Farming in Orkney ([REDACTED])  
12:45 - 13:45 Visit to Local Office and meeting with [REDACTED]  
14:00 - 16:30 Available for visits  
16:30 - 18:30 Downtime  
18:30 - 21:30 Evening Reception ([REDACTED])

#### Friday 28 September

09:00 - 10:00 Available for visit  
11:05 - 12:15 Flight - Kirkwall to Edinburgh

Thanks,  
[REDACTED]

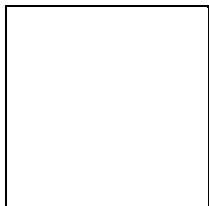
\*\*\*\*\*

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Dh'fhaodadh gum bi teachdaireachd sam bith bho Riaghaltas na h-Alba air a chlàradh neo air a sgrùdadh airson dearbhadh gu bheil an siostam ag obair gu h-èifeachdach neo airson adhbhar laghail eile. Dh'fhaodadh nach eil beachdan anns a' phost-d seo co-ionann ri beachdan Riaghaltas na h-Alba.

\*\*\*\*\*



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**From:** - [REDACTED]  
**Sent:** 09 November 2018 09:37  
**To:** - [REDACTED]  
**Subject:** RE: Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018

South Shian lets say from 09:45 until you can't cope with anymore ?

---

**From:** - [REDACTED]  
**Sent:** 09 November 2018 09:36  
**To:** - [REDACTED]  
**Subject:** RE: Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018

- [REDACTED]

Do we have a time / office location pinned down yet for Monday?

Regards

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 07 November 2018 15:47  
**To:** - [REDACTED]  
**Subject:** RE: Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018

- [REDACTED]

I can be there

Regards

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 07 November 2018 15:00  
**To:** - [REDACTED]  
**Subject:** Date secured - 2nd meeting - Team 5 - FFHF - Production Cycle - 19 November 2018  
**Importance:** High

Hello all,

Monday 19<sup>th</sup> of November looks like it suits the majority.

Can you please put this into your diaries.

I'll firm-up timings with John and issue these ahead of the meeting.

Monday 19 November at South Shian, time tbc

Best wishes,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 05 November 2018 13:42  
**To:** - [REDACTED]  
**Subject:** RE: FFHF : Team 5 : Meeting Design

Hi folks,

Grateful if those who have not already completed the below doodle poll can do so at their earliest convenience.

Best wishes,

- [REDACTED]

---

**From:** - [REDACTED]  
**Sent:** 31 October 2018 10:36  
**To:** - [REDACTED]  
**Subject:** RE: FFHF : Team 5 : Meeting Design

Hi folks,

Another poll unfortunately:

- [REDACTED]

I've left the times open as I know we were wanting an all-day session but perhaps you could add-in comments on your availability on those options.

Best wishes,

- [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 31 October 2018 08:55  
**To:** [REDACTED]  
**Subject:** FFHF : Team 5 : Meeting Design

Hi all,

I have heard from all but [REDACTED] (I think) that the notes were accurate so let's get going with your 10 votes as below...

Please find link for Survey Monkey. This was part of our meeting design : our expectations of each other when we meet in this process. We use these as a reminder at the start of each meeting.

- [REDACTED]

if you have already voted you are an over-achiever and need to pay more attention to detail. [REDACTED]  
... do we have a next meeting date ?

- [REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 September 2018 12:35  
**To:** [REDACTED]  
**Subject:** RE: MMPA

Hi [REDACTED],

I will be in the office until 5pm,

Regards

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 September 2018 12:34  
**To:** [REDACTED]  
**Subject:** RE: MMPA

Hi [REDACTED],

Looks like [REDACTED] didn't have a signal on the train. I'm sure when signal returns he will be in touch.

What time are you out the office today?

All the best,

[REDACTED]

---

**From:** [REDACTED]  
**Sent:** 14 September 2018 12:21  
**To:** [REDACTED]  
**Subject:** MMPA

Hi [REDACTED]

I was looking to speak with you today regarding the current position on MMPA as I will be at an ISFA meeting on Tuesday and I would like to express the latest position.

Regards

[REDACTED]  
Scottish Salmon Producers' Organisation

[REDACTED]