

# Sustainable Seafood

## Serving the Seafood Industry

### 2010 – 2013



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## Introduction



Our remit at Seafish is to support the seafood industry for a sustainable, profitable future. As part of this process, we continuously consult with industry to ensure that our activities are focused on your needs and represent a sound investment of the levy we receive.

This document sets out how we intend to serve your needs over the next three years. It is an important stage in a year-long consultation process, which has to date included individual meetings with many companies and trade associations. The consultation process also engaged 120 delegates in our inaugural Industry Business Conference in September 2009. I am delighted to say that this conference was a great success, and has greatly helped to shape the contents of this document.

Since I became Chief Executive of this organisation in 2002, we have rationalised our operations and worked hard to deliver projects and services that are relevant and that represent a good investment for industry.

I am confident that this document sets out how we intend to deliver in those areas where we can make a difference to the seafood industry. We also explain how we intend to manage and measure what we do so that industry can more readily understand how our work benefits your business.

There are now three months in which we welcome your responses to this document. I would like to invite you to contact any member of the Seafish team, either in writing or in person, to express your views on this plan. We will then take account of your thinking in the final version of our plan, due to be presented to ministers of the four UK administrations in February 2010.

Thank you for your support of our organisation as we seek to continue to serve your needs in the years ahead.

Sincerely,

John A Rutherford  
Chief Executive  
Seafish

# Serving industry across the whole supply chain

Based on your comments to date, we propose to re-balance our operations to reflect your changing business priorities. No longer can any country or individual business consider itself as operating in isolation, and to enhance our existing service we are offering this shift.

Our seven service areas are explained in detail in the following pages.

Our goal is to deliver where we can make a difference for you. We will support your goals across the supply chain by providing seafood market data, economic analysis and insight wherever it is required. We will work with the catching sector to create a safer working environment. We will also work with the entire industry to help protect the environment at sea and on land. We will work with you to understand, interpret and respond to legislation, and help establish international standards for quality and sustainability.

In the consumer arena, we will act as the authoritative voice of industry, ensuring that public debate about issues such as fish stocks and fishing methods is accurate, and we will deliver the message to consume two portions of seafood a week to opinion formers, working closely with retailers on this objective.

Above all, we will continuously measure our delivery against the resources employed to ensure that our investments on industry's behalf are returning continuous improvements in value.

Raw Materials Wild catch Aquaculture	Importing Processing Distribution	Retail Restaurants Foodservice	Consumers
		<b>INFORMATION:</b> support for your business decisions	
		<b>SAFETY:</b> create a safer working environment at sea	
		<b>ENVIRONMENT:</b> protect the environment at sea and on land	
		<b>REGULATION:</b> understand, interpret and respond to legislation	
		<b>STANDARDS:</b> support quality and efficiency standards	
		<b>CONSUMERS:</b> the authoritative voice on seafood	
		<b>HEALTH:</b> promote health messages about seafood to consumers	

## Directors

Our executive team are your first port of call.



Paul Williams Research Director  
Jon Harman Development Director  
John Rutherford Chief Executive  
John Campbell Finance Director

Our Executive Directors are responsible for the management and development of our relationships with you. Collectively, they act as the front line for all of your needs, leading our response on issues such as the Marine Bill, illegal fishing, sustainability, training and seafood promotion.

The executive team is also responsible for the sound financial management of the organisation, and for laying our Annual Report and Accounts before parliament each year. They are responsible for the collection of levy under the Fisheries Act 1981, as well as human resources and management development.

Over the next three years, our Executive team will drive continuous improvements in the value for money we deliver, and continue to ensure the efficient and effective operation of the organisation.

## Afterword



Charles Howeson Chairman

The challenging period we have experienced over the past decade has left us in a good position to face the current economic challenges, and there are many reasons for optimism about our future.

The plans set out in this document explain how we intend to serve you over the next three years. But we can only serve your interests if you engage with us and challenge and debate these plans. This year, we want our consultation to go wider and deeper than before. Already, we have met with major trade associations and our key partners in the retail, importing, processing, foodservice and catching sectors.

in Edinburgh last September. Based on the comments we received from all of these meetings, we are now presenting our plans for the next three years to you, the industry we serve. Now is your chance to shape the future of the body that serves your interests. Please get in touch with me, my executive team or any member of staff at Seafish to share your views – it's only by engaging with us that we can take your views in to account and make sure that this organisation best serves your needs, delivering value for money and effective services right along the supply chain.

Thank you for your continued support of our work.

Sincerely

Charles Howeson, Chairman

We then extended this consultation to include 120 of the top leaders in all sectors of our industry at our inaugural Industry Business Conference held

# Financial Projections

Set out below is an income and expenditure forecast for the three year plan. We have based this projection on prudent assumptions and on recent financial results.

Levy is paid on the first sale in the UK and therefore is a function of the consumption of seafood in the UK. Prior to our last three year plan levy had increased each year for a considerable period. Since then we have seen levy plateau at just over £8m. We expect levy will continue broadly at this level for the period of the plan and have therefore assumed a prudent but stable levy income of £8m. We monitor levy receipts daily and will ensure any variance in levy income is offset either by increased activities income or reduced activities costs.

Our staff, department and location costs reflect our current structure and facilities. We continually look for opportunities to save costs or benefit from efficiencies but to be prudent have forecast the existing cost base with 2.5% inflation.

Our activities costs represent the direct spend we have available for projects and services and are forecast to increase slightly during the period whilst delivering a broadly balanced budget. We are able to forecast an aggregate net deficit for the period of the plan at £345k because we have £2.5m in cash at the start of the plan. However, we will manage income and expenditure to ensure any actual deficit incurred is appropriate and affordable at that time.

Cost Summary (£'000s)	2010-11	2011-12	2012-13
<b>INCOME</b>			
Levy	8,000	8,000	8,000
Activities Income	1,750	1,750	1,750
Total Income	9,750	9,750	9,750
<b>EXPENDITURE</b>			
Staff Costs	3,870	3,967	4,066
Activities Costs	3,671	3,723	3,776
Department & Location Costs	1,846	1,892	1,939
Total Expenditure	9,387	9,582	9,782
Operating Surplus/(Deficit)	363	168	-32
<b>NON TRADING ACTIVITIES</b>			
<b>INCOME</b>			
Investment etc	45	45	45
<b>EXPENDITURE</b>			
Pension Funding	409	317	253
Total Non Trading Activities	-364	-272	-208
Net Surplus/(Deficit)	-1	-104	-240

# Information

## Outcome

Support for your business decisions.

## How we get there

We will continue to consult with industry and government to determine their needs. We will conduct new primary research and collate information from secondary sources to create information for the seafood industry.

We will work with industry to understand priority issues and ensure that existing relevant sources of information are available. Where new information is required, we will conduct research to provide the information that will help you improve business performance.

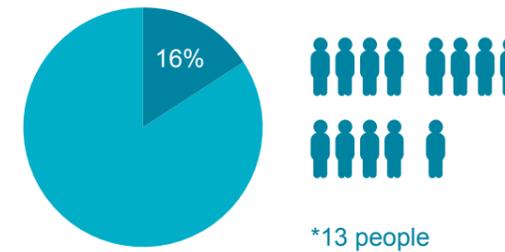
We will create a risk register to help identify the most pressing issues you face. Each year, industry can expect reliable analysis of the most important issues you face, and regular reviews of our business environment to ensure that our research and analysis is timely, relevant and insightful.

## What industry said:

- This theme is a key activity and a core competence for the industry and Seafish activities.
- Focus changes to build capability, address data gaps, improve visibility, and access.
- This theme should collect information, and collate other sources.

## Resources

Percentage spend of levy received



\*Supplemented by income from grants and earnings

## Deliverables:

- Industry issues risk register and matrix published online.
- Easy access to skilled and knowledgeable analysts.
- Expert insight based on robust evidence and analysis.
- Access to relevant evidence bases.
- All Seafish reports available online.
- Timely responses to requests for information.

## Comments from Seafish and industry

"Information and insight on the way the market is changing is vitally important for our business. It allows us to speak knowledgeably with our customers both in terms of specific species or sectors and also about the market in its entirety. The intelligence that Seafish provides us with gives us that overview of what is happening as well as the species specific data we need."

*Tony Wheatley, Managing Director, Royal Greenland*

"The fisheries industry is the most complex of all food sectors. Responsible and balanced interpretation of fisheries related information will be crucial in demonstrating the industry has a sustainable and profitable future."

*Peter Hajjipieris, Director of Sustainability & External Affairs, Birds Eye Iglo*

"In our information-rich economy, strategic and policy decisions in business and government require reliable intelligence. By providing analyses of key issues facing the industry, we hope to support improved performance across industry."

*Angus Garrett, Senior Economist, Seafish*

## Making a Difference:

### 1 Seafish Strategic Outlook (SSO)

Seafish will continue to publish its highly successful series of SSOs, which have recently included work on the financial downturn and the carbon footprint of the industry. Future SSOs will be based on issues highlighted by the issues matrix and risk register.



### 2 Seafood Issues Matrix

We will create a matrix of the most important issues facing industry, complementing this with sources of information relevant to each issue. This matrix will be reviewed annually. We will continue to create unique data sets on business performance which underpin expert advice, impact assessments and analysis.

### 3 Market insight

We will take an international view of supply routes and market demand which are important to seafood businesses.



# Safety

## Outcome

Create a safer working environment at sea.

## How we get there

Seafish is uniquely placed to reduce accidents and injuries at sea, working in partnership with the fishing industry, the Maritime and Coastguard Agency and the Marine Accident and Investigation Branch of the Department for Transport.

Working with key partners, we will enhance our services, including our marine survey of fishing vessels, our sub-sea hazard mapping service, the monitoring of training providers, maintenance of training records for industry and new safety training courses. We will also reduce the cost of this service to levy by actively seeking out other sources of income.

We will publish updated construction standards to encourage greater safety compliance with existing safety requirements and improve the current training syllabus. Our aim is to create a safer working environment at sea and reduce the number of accidents and injuries suffered by fishermen.

## Comments from Seafish and industry

"The safety of fishermen should be a high priority and there must be no compromise in achieving this aim. Quality training is of paramount importance in the safe operation of fishing vessels, and this should begin with new entrants."

*Jim Hudson, Safety & Training Officer  
National Federation of Fishermen's Organisations*

## What industry said:

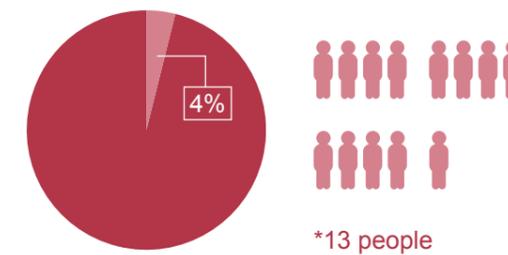
- Agreed that Seafish is uniquely placed to deliver on the objectives.
- Seafish needs to inform government on industry concerns rather than spending levy on this objective.
- Need to develop new training courses as circumstances are constantly changing.
- Review use of resources; other organisations may be better placed to fund certain courses.

"Fishing remains one of the most hazardous peace-time occupations. Seafish is well placed to work with fishermen and safety agencies on specific initiatives to improve safety at sea."

*Simon Potten, Training & Accreditation Manager,  
Seafish*

## Resources

Percentage spend of levy received



*\*Supplemented by income from grants and earnings*

## Deliverables

- 2,000 training grants every year.
- Update analysis of risks facing fishermen and improve existing training programmes on this basis.
- 500 under-16.5m skipper's tickets delivered each year through Seafish e-Academy.
- Update construction standards for vessels and generate new inspections of vessels.
- Reduce dependence on levy every year by further alternative sources of funding.

"We must ensure that safety awareness and training for the catching sector is given due attention to reduce the number of accidents at sea."

*Ian Wightman, RFS skipper*

## Making a Difference:

### 1 Seafish e-Academy

The Seafish e-Academy was created in 2008 to help fishermen train for their under-16.5m skipper's tickets without having to spend days away from sea. This online training portal makes it possible for fishermen to study anywhere, at any time. To date, more than 700 fishermen have signed up to our e-Academy and our ambition for the next three years is to deliver an under 16.5m skipper's ticket to 500 fishermen a year with the help of this new portal.



### 2 Training Grants from the Department for Transport

The DfT has been working closely with Seafish to provide a suite of training courses to address specific serious safety issues identified by the Marine Accident Investigation Branch. DfT has also match-funded delivery of this free training with Seafish to the extent of £250k p.a. over the past two years, leading to the delivery of 2,800 grants for training places over the past 18 months.

*Department for  
Transport*

# Environment

## Outcome

Protect the environment at sea and on land.

## How we get there

Working together, we will support your efforts to maintain a sustainable marine environment. We will increase our efforts to protect the marine environment by promoting the use of selective fishing gear. We will also develop measures that reduce catching's impact on vulnerable habitats.

In the public policy arena, we will champion the Responsible Fishing Scheme as a condition of access for fishers in Marine Protected Areas. We will also promote the principle of fishers as custodians of the seas, and the concept of adaptive management, in which changes in the marine environment are reflected in changing regulations.

We will work with processors and retailers to identify and minimise carbon footprint and improve their management of waste.

We will work to raise awareness of what industry has done to improve the sustainability of our ocean resources.

## Comments from Seafish and industry

"Seafish should work with the fishing industry to get the essential message of sustainability across. The industry is fully committed to sustainability and working on it daily – our future depends on the public receiving the factual truth."

*Bertie Armstrong, Chief Executive of the Scottish Fishermen's Federation*

## What industry said:

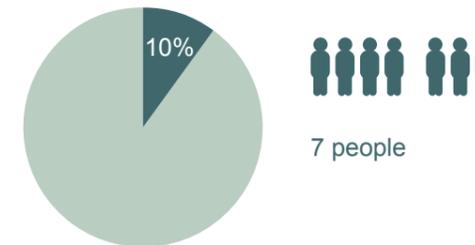
- There is scope for greater collaboration with industry on valuable initiatives such as the Discard Action Group and gear technology.
- A need to work in partnership to deliver on this theme.
- There is an overlap with the healthy food theme, particularly the link between sustainability and seafood messages to the consumer.

"Seafish will support the seafood industry in meeting environmental challenges. This can only be achieved through a clear understanding of the issues. We must build on successes such as support for the eradication of IUU, MSC engagement and the Responsible Fishing Scheme."

*Tom Rossiter, Research & Development Manager, Seafish*

## Resources

Percentage spend of levy received



## Deliverables

- Reduce cost and protect the environment by providing assessment data and advice on fuel efficiency, energy and CO<sub>2</sub> emissions.
- Develop the Responsible Fishing Scheme in the context of the UK Marine Bill and work with international partners on the promulgation of the scheme.
- Promote the use of gear technologies that reduce environmental impact.
- Establish sustainability criteria that enable fishers to access Marine Protected Areas.
- Work with industry to assess the environmental impact of their businesses and offer help to reduce these impacts.

"The work Seafish does in the environmental arena is vital to ensure the continued viability of the catching and seafood processing sector."

*Peter Merrick, AM Seafoods*

## Making a Difference:

### 1 Common Language Group

The Common Language Group includes representatives from all major processors and retailers, catching sector organisations, importers and the main environmental NGOs. Its aim is to discuss and agree common approaches to the most important issues facing our industry. Our intention is to expand the work of this group over the next three years.

### 2 Responsible Fishing Scheme

To date, the Responsible Fishing Scheme (RFS) has engaged with 650 vessels in Britain with a further ten joining every month and more than 380 boats fully certified. Our intention is to introduce mitigating measures to the RFS to ensure compliance with future Marine Protected Area legislation, and to further internationalise this standard working with partners across Europe and in the developing world.



### 3 Scallop Gear Competition

Seafish launched this competition in collaboration with our industry partners in October 2009, with a closing date in late 2010. This competition is one example of the work we are doing to reduce the environmental impact of fishing gear on the marine environment, and we intend to complement this with other innovations over the next three years.



# Regulation

## Outcome

Understand, interpret and respond to legislation.

## How we get there

Seafish will represent industry and facilitate dialogue with legislators on your behalf. We can do so thanks to our strong relationships with bodies such as the Food and Drink Federation, the British Frozen Food Federation, the National Federation of Fishermen's Organisations and the Scottish Fishermen's Federation.

Working with these industry bodies, we will support your needs in the legislative arena, helping to interpret and respond to legislation. We will help regulators to understand your position on key issues, and foster better partnerships with British and European industry bodies. We will aim to influence the regulatory process by providing regulators with data about industry's activities.

Overall, we want to foster a legislative environment in which your views are listened to, considered and acted upon.

## Comments from Seafish and industry

"European regulation has hugely affected the seafood industry. Through having a greater influence on the development of legislation, our aim is to minimise any negative impacts on the industry. We also will continue to keep industry informed of developments so they have time to adapt to any changes."

*Fiona Wright, Food Standards Officer, Seafish*

## What industry said:

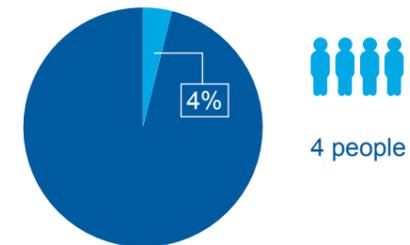
- Agreed that Seafish is uniquely placed to deliver on these aims and objectives.
- There should be greater clarity on the scope of this theme, the role of Seafish, and ensuring appropriate resource.
- Interpretation and facilitating dialogue are key roles for Seafish.
- Collaboration is a key requirement in delivering on this theme.

"I have witnessed the value of the Seafish legislation team's proactive work with legislators in the UK and Europe from their joint efforts with FDF on listeria regulation and their input into fisheries reforms. The role that Seafish has in defending our industry's reputation is critical. We need effective legislation that is achievable and adds value to our industry."

*Nigel Edwards, Technical Director, Seachill*

## Resources

Percentage spend of levy received



## Deliverables

- Increased industry involvement in pre-consultative exercises.
- Positive outcomes for industry from legislative consultations.
- Greater involvement in European trade organisations.
- Consult with industry on reform of the Common Fisheries Policy and its effects on our business.

"I consider the work that Seafish does in the legislation area to be extremely valuable for our members, and for the industry more generally. This includes both the monitoring and interpretation of developments, and increasingly a positive influence on legislators and policy makers."

*Ian Farley, Technical and Legislative Coordinator, British Frozen Food Federation*

## Making a Difference:

### 1 Common Fisheries Policy

Seafish will work in collaboration with representative organisations to promote industry's views on this reform. We have already been active in keeping industry informed and will continue to do so over the course of the review.

### 2 Marine and Coastal Access Bill

Seafish has worked in collaboration with other representative organisations to promote industry's views on this Bill to parliamentarians. Over the course of the next three years, we will represent industry during debates about secondary legislation that could affect this industry, including access rights to fishing grounds, Marine Protected Areas and other issues.

### 3 European Legislation

In 2008, Seafish intervened with European legislators regarding precautionary measures for risks to waste handling at sea. We successfully argued that the measures proposed were overly complex and unnecessarily cautious, saving industry millions of pounds in the process. Over the next three years, we will continue to promote industry's views and challenge any proposed legislation which industry may regard as unnecessarily burdensome and overly complex.



# Standards

## Outcome

Support quality and efficiency standards

## How we get there

The seafood industry is a global business and approximately three-quarters of the seafood consumed in Britain is imported. We will work with you on the development of new international standards in areas such as aquaculture and review existing international and local standards in partnership with you to make sure that these are meaningful and relevant.

To provide consistency throughout the industry and improve efficiency, we will establish standards and help people to achieve these objectives.

Over the next three years, we will actively support industry's efforts to eradicate Illegal, Unreported and Unregulated (IUU) fishing. We will undertake benchmarking studies across the industry at both domestic and international levels to help companies gauge their performance against their peer groups.

## Comments from Seafish and industry

"At the Food and Drink Federation, we expect Seafish to be the industry experts, providing information and advice in everything from health and consumer information through to market intelligence and legislation. This will include a particular emphasis on standards and quality."

*Cliff Morrison, Chairman of FDF Seafood Group*

## What industry said:

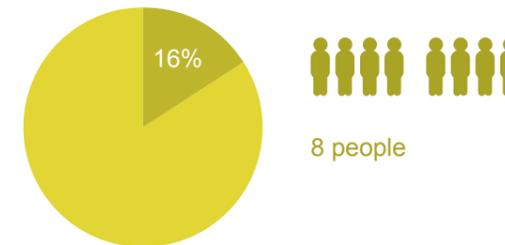
- Industry recognised that Seafish had improved responsiveness and delivery.
- Move from supply-chain focus to standards that will enhance quality throughout the industry.
- Need greater clarity on what Seafish will offer on top of commercially available expertise.
- Seafish must avoid duplication of activities across this theme and other work.
- Seafish to review the validity of various accreditation schemes world-wide.

"As our industry becomes increasingly globalised, we will develop international standards that promote best practice and foster continuous improvement. By focusing on these standards, businesses throughout the supply chain will be set up to succeed."

*Chris Stevens, Commercial Manager, Seafish*

## Resources

Percentage spend of levy received



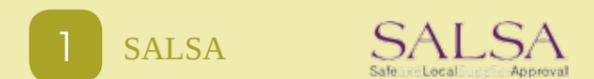
## Deliverables

- Support for international supply.
- Export development including trade show activities.
- New codes of practice and work on new international standards with industry (eg aquaculture).
- Promote excellence through the supply chain.
- Assessment of seafood accreditation schemes in third countries where seafood is harvested and processed.
- Develop bespoke versions of the Responsible Fishing Scheme at home and abroad.

"Moody Marine audits the Responsible Fishing Scheme on behalf of Seafish; we have seen this standard grow to cover over 50% of UK landings and we look forward to building the scheme in the areas of management and environment over the next three years."

*Andy Hough, Managing Director, Moody Marine*

## Making a Difference:



Developed in conjunction with the British Retail Consortium, the Safe and Local Supplier Approval scheme was established to provide companies with greater control over the quality and health and safety accreditation of their suppliers. Seafish has been supporting UK suppliers to achieve accreditation.



Working in partnership with the Food and Drink Federation and leading retailers, Seafish has helped to create new guidelines to combat IUU in the UK and elsewhere. Over the next three years we will ensure greater quality and confidence in the provenance of seafood along the supply chain.



This self-funding competition has continuously raised standards and improved practices in the frying sector. Over the next three years, we will continue to use this competition to raise awareness of the importance of sustainability in the marine environment, at the same time as promoting the importance of high standards and quality.



# Consumers

## Outcome

The authoritative voice on seafood.

## How we get there

In 2010 we will establish a panel of industry experts to guide Seafish work with consumers. This group will also rate our effectiveness based on a set of pre-agreed criteria.

We will be the voice of scientific accuracy in the public debate about the marine environment, fishing methods and the future of the seafood industry.

We will help you to communicate what sustainability means to consumers and retailers, and create an annual survey of consumer concerns about seafood, tracking trends on your behalf.

In partnership with scientists and NGOs, we will publish scientific papers written in language that can be easily understood by consumers. These papers will focus on trends in seafood stocks and seafood purchasing patterns to better educate consumers about how to purchase and consume seafood responsibly.

## Comments from Seafish and industry

"There are few things more important than the food you eat. We now know that we really "are what we eat" and the combination of high protein, low fat and Omega-3 oils in seafood offers a good way to eat healthily whilst at the same time enjoying the delicious variety of flavours and textures that seafood offers."

*Quentin Clark, Central Buyer Poultry, Fish and Eggs, Waitrose*

## What industry said:

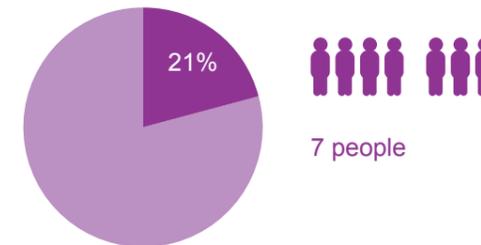
- Clarify scope of this theme, for example the theme could focus on species, but may benefit from maintaining a more generic seafood perspective.
- Seafish needs to be the authority on seafood amongst consumers, not just in its own peer group.
- The theme would benefit from additional actions, such as promoting and developing standards and reputation management.

"Consumers have been presented with a wide range of often conflicting and confusing information about seafood from many different sources. As the authority on seafood, our challenge is to provide clear, trustworthy information about seafood – information that is based on sound science from reliable sources."

*James Wood, Marketing Communications Manager, Seafish*

## Resources

Percentage spend of levy received



## Deliverables

- Establish an industry panel to guide our work.
- Ensure scientific information is available through Seafish and reported accurately.
- Help industry to communicate sustainability issues to consumers.
- Create an annual survey of consumer concerns about seafood.
- Publish material to improve consumer understanding of the marine environment.
- Establish industry responses on seafood issues.

"Providing accurate and trusted information to consumers is essential in ensuring they can enjoy responsibly produced seafood; Seafish has a vital role in providing such information, good and bad, in a fair, balanced and unemotional way – thereby fulfilling its aim to become 'the authority on seafood'."

*Dr Tom Pickerell, Director, Shellfish Association of Great Britain*

## Making a Difference:

### 1 Responsible Sourcing Guides

Seafish has created a set of 26 guides for industry to help them source seafood responsibly. Over the next three years, we will continue to develop these guides and make them more widely available, as well as expanding the range of guides available for other key issues.



### 2 Influencing

Seafish has experience working with nutritionists, the media and academics. Over the next three years, we will organise structured programmes of meetings with these and other audiences, such as health professionals, to explain the industry's point of view.

### 3 Consumer information

We have completely refreshed our information to consumers, and intend to expand the range of outlets and formats in which this information is available online.

### 4 Informing public debate

Seafish has successfully promoted your point of view on a wide range of issues, including the sustainability of seafood, inaccurate reporting of scientific fact and issues relating to buying, cooking and eating seafood. We aim to further extend our position as 'the authority on seafood' in the years ahead.



# Health

## Outcome

Promote health messages about seafood to consumers.

## How we get there

We will raise awareness of the health messages by targeting those who influence consumers, such as health professionals, the Food Standards Agency, and Departments of Health in the four UK administrations.

We will work with processors, retailers and foodservice operators to ensure that health messages are displayed on packs and menus.

We will promote the wide range of health benefits available from Omega-3 oils, including benefits for the heart, brain, skin, eyes and central nervous system.

By developing enhanced relationships with nutritionists and nutritional groups, we will persuade the public of the health benefits of seafood. We will also continue to work with the media to promote the health benefits of seafood.

## Comments from Seafish and industry

"We will continue to communicate the wide range of health benefits of seafood to consumers and will work to ensure these messages are communicated through the point of purchase. We will co-ordinate with key influencers to ensure the information and advice they have is up to date and relevant."

*Karen Galloway, Seafish*

## What industry said:

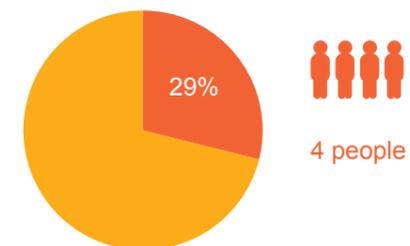
- The aims and objectives of this theme were considered important to industry and Seafish is uniquely placed to deliver them.
- The theme should emphasise consumer education and balance the message with the sustainability agenda.
- Seafish should collaborate and co-ordinate rather than generate information.
- Collaboration is key, particularly with the Food Standards Agency.

"Most consumers are aware that seafood is good for them but as an industry we need to continually remind them of the health benefits of regular seafood consumption. Seafish needs to work with the Food Standards Agency, Department of Health and other key influencers on this message and it is appropriate that resource is increased in this area."

*Mike Berthet, Fish & Seafood Director, M&J Seafood*

## Resources

Percentage spend of levy received



*This funding will pay for outsourced services such as market research and media buying to promote the industry's position.*

## Deliverables

- We will increase awareness of the health message in the general population, year-on-year.
- More of the under-55 population will consume seafood year-on-year.
- More seafood packaging will carry the health messages each year.
- We will speak at three health conferences each year.

## Making a Difference:

### 1 Influencing

During the FSA's 2008-2009 review of its advice to consume two portions of seafood a week, we argued for shellfish to be included in the scope of the advice, in partnership with the Shellfish Association of Great Britain (SAGB). This resulted in separate nutritional advice for shellfish being included on the FSA website. We now intend to argue that shellfish must be fully included as part of this dietary advice.

### 2 Health benefits

In 2009, our approach to communicating the health benefits of seafood led to 120 million 'opportunities to see' the '2 a week' message in the first six months of this year. We intend to continue promoting the health benefits of seafood on behalf of industry in an effective and cost-efficient manner.



### 3 Foodservice and retail

2009 was our first foray into promoting the health benefits of seafood to purchasing staff in the foodservice sector. We also worked with retailers on bespoke research projects designed to improve the offerings in their seafood categories. From 2010, we will continue our work with both of these sectors, helping to put seafood on the foodservice menu and improve sales volumes with our partners in the multiple-outlet retail sector.



"Seafood is proven to be one of the best sources of minerals and vitamins, essential for a health lifestyle. Having a good level of long-chain Omega-3 from seafood helps to keep blood fat levels down and the heart and arteries in great shape."

*Dr Ray Rice, Consultant Food Scientist*

# Central Services

Our Finance, Administration and Information Technology teams provide the infrastructure to allow Seafish to operate effectively.

The pie charts you've seen are based on people, spend and income directly and primarily attributable to activities within each theme.

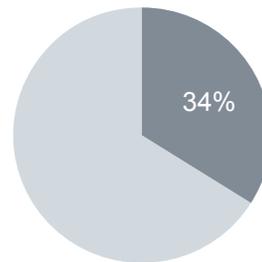
We want to be clear with you that there are people and spend which are indirectly attributable to each theme. We have not sought to allocate these resources to particular themes. Any allocation method would be subjective. Indeed, it is likely to result in an allocation identical to the existing pie charts, reflecting the theme focus of our activities.

All of the people and resources which we have are directed at serving your industry. The cost of resource identified as a Central Service is based on our existing staffing, buildings and facilities. Spend on this area has reduced over the years but we have faced normal inflation on wages and costs against a real term decline in our income.

We have not assumed any increase in these costs or any significant decrease. Rather we will seek savings opportunities from staff turnover or by aligning ourselves with other organisations to make savings or deliver value.

## Resources

Percentage of levy funding received



## Making a Difference:

### 1 Managing Resources

Over the past seven years, Seafish has significantly reduced its cost base. We will continue to seek out opportunities to work as efficiently as possible.

### 2 Industry Project Fund

Created in 2007, the Industry Project Fund has invested in projects with £4 million of levy income, delivering a total benefit to industry of more than £7 million over three years. Over the next three years, our intention is to continue to focus these funds on projects that target consumer concerns, healthy food and standards to the benefit of our industry partners.