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PROMOTE CONSUMPTION • ENHANCE REPUTATION • INFORM DECISIONS
Welcome from our Chair

I am delighted to introduce this Seafish Corporate Plan for the coming three years and I am confident that the work programmes we set out here will meet our industry’s needs. The Plan is the result of our long partnership with stakeholders, not just in the months that preceded its publication, but over the years during which Seafish has positioned itself at the heart of the industry it serves.

This second iteration of our Corporate Plan builds on the strengths of the first, following the themes of fewer, bigger, better, and on the good work we have delivered over the past three years. Through consultation with our Sector Panels our existing programmes have been fine-tuned to match even more closely the industry’s requirements.

The Seafish Board is committed to ensuring Seafish work programmes continue to reflect the needs of our levy payers and, with that in mind, we have put in place a suite of key performance indicators that will allow us to properly measure, and manage, performance.

Keeping the seafood industry at the forefront of our work, whilst also taking account of the views of all of the Fisheries Administrations, is key and I am immensely proud of our bold approach to engaging stakeholders through our Sector Panels. This inclusive approach to delivery allows our staff to draw on the considerable expertise and resources of industry partners and, crucially, gives the Board confidence that the work of Seafish truly reflects requirements. By working together in this way Seafish, the Board and Panels can add great value and shape a better delivery for industry and consumers.

As we go to print with this Plan, the UK Government and our four Administrations are considering the option of devolving additional powers. While it may well be necessary to amend this document, our current focus continues to be on meeting the needs of our levy payers.

The Board will continue to provide scrutiny and sound governance to ensure that Seafish is fit for purpose, and that we remain in a strong position to maintain our successful delivery.

Elaine Hayes
Chair
Welcome from our Chief Executive

This Corporate Plan was developed in partnership with industry. It sets out an ambitious programme of work that reflects the real-world opportunities and challenges we share, and the collective aspirations of our stakeholders.

Having attended all of the industry Panel meetings that led to the formulation of this new Corporate Plan, I was interested to note how few changes were proposed from our previous 2012 - 2015 Plan. Industry opinion was clearly that the main drive of Seafish work did not need to change and that the focus on enhancing the reputation of the seafood industry, promoting the consumption of seafood, and providing industry information remained appropriate.

However, there was one new message that came back loud and clear from our Panels: the requirement to address all elements of responsible sourcing, both ethical and environmental, and to do so across all areas of the supply chain. This clear commitment is marked by the inclusion of the words ‘socially responsible’ in our mission statement, a small but important change that reflects our common wish to ‘do the right thing’.

Although Seafish cannot solve all the problems, we can be an active hub for that shared industry goal. And shared industry goals are where Seafish can be at our most powerful. Of course, there are always going to be issues that are of more importance to one sector than to another, but where Seafish can really make a difference is in those areas where we can forge agreement and bring all parts of the seafood industry together. Through this Plan, that is exactly what we will seek to do.
Introducing Seafish
Seafish sits at the heart of the seafood industry, bringing all sectors together in support of a shared agenda. As the authority on seafood, we offer a central pool of expertise that can support our stakeholders and drive improvement across all areas of the industry.

We are a non-departmental public body and, while we are led by industry and governed by an independent board, we are accountable to the four fisheries ministers who, in turn, must answer to their respective parliament or assembly for the overall performance of Seafish.

Our area of work spans everything from catch to plate and our 80-plus professional staff work alongside their industry colleagues in pursuit of a range of objectives.

We are funded through a statutory levy made on the first sale of sea fish, shellfish, sea fish products and from landings destined for subsequent sale outside the UK.

Our current structure resulted from the broad industry discussion held by the Fisheries Administrations in autumn 2011, which established our Board and the three industry Sector Panels that shape our work: Domestic and Exporters, Importers and Processors, and Consumers and Supply Chain.

The Seafish Board is responsible for ensuring good governance of Seafish and for setting the broader strategy within which the operational direction is defined. The Board also provides oversight and challenge to the Executive to drive performance in delivering against corporate objectives and targets.

The role of the Panels is to help define the operational programme for Seafish within the strategic outline provided by the Board. This includes suggesting work programmes and also debating the appropriate level of resource. New Terms of Reference will help keep our panel process fresh and ensure a good mix of industry representation.

Outwith our core work, a new Strategic Investment Programme will allow us to respond to new and unforeseen priorities, giving us greater flexibility.

Our mission, vision and High Level Objectives encapsulate our delivery commitment, while our Seafish values set how we go about our work.
Our Mission: supporting a profitable, sustainable and socially responsible future for the seafood industry

When Seafish was established in 1981, the Fisheries Act defined its role as ‘promoting the efficiency of the seafood industry... so as to serve the interests of that industry as a whole’ whilst at the same time giving ‘regard to the interests of consumers of sea fish and sea fish products’.

Our mission summarises that original purpose, bringing in the concept of a socially responsible industry, a move initiated and supported by industry but one that speaks to the need to take regard of consumers’ concerns.

Vision: the authority on seafood

The work that Seafish carries out to provide reliable information to industry, media and regulators, underpins everything that we do. Seafish should be the first organisation that comes to mind when seafood data, interpretations or advice are required, so that we become recognised as ‘the authority on seafood’. Only by having a high level of expertise can our work on educating consumers and dealing with the public image of the seafood industry be convincingly authoritative.

High Level Objectives: promote consumption, enhance reputation, inform decisions

The three pillars of Seafish operations were first defined in 2009 and were confirmed with both industry and Board in 2012 as part of developing the previous Corporate Plan. In working with industry representatives to define the present Plan, only minor changes were suggested to the High Level Objectives (HLOs), mainly to clarify that reputation work should be aimed at enhancing the image and profile of seafood and the industry, rather than simply protecting it.

Seafish Values: the guiding principles by which we work

Our values have been developed with our staff and are a guide to how we go about our work; they set out the behaviours we need to exhibit if we are to be at our best for industry - accountable, driven, expert, collaborative, innovative and always working with integrity.
Working together better: our Seafish values

**Accountable**
- **What it looks like in practice:**
  - Results-focused and take action and initiative to achieve them
  - Consistently meet expectations and deliver to high standards
  - Proactively overcome barriers to achieving results
- **What it doesn’t look like in practice:**
  - Unreliable, fail to deliver or don’t do what we say we’ll do
  - Pass the buck or avoid resolving issues
  - Indifferent or passive, waiting for others to initiate

**Collaborative**
- **What it looks like in practice:**
  - Recognise the value each person brings and respect each other
  - Build positive and synergistic relationships
  - Proactively and openly communicate with all key stakeholders, internally and externally
- **What it doesn’t look like in practice:**
  - Unhelpful or unresponsive to requests for support
  - Unengaged with others
  - Don’t listen or be flexible to meet others’ needs

**Driven**
- **What it looks like in practice:**
  - Care about what we do and the service we offer
  - Show dedication, energy and enthusiasm
  - Proactive and get things moving, with ‘oomph’ where needed
- **What it doesn’t look like in practice:**
  - Disinterested or apathetic
  - Cynical or overly focused on the negatives
  - Focused on the past, rather than moving things forward

**Integrity**
- **What it looks like in practice:**
  - Honest and fair, building a trustworthy reputation
  - Take a values-based or ethical stance
  - Make decisions transparently based on the evidence
- **What it doesn’t look like in practice:**
  - Hide mistakes or work without transparency
  - Behave in a manner inconsistent with our values
  - Say or do things that are detrimental to others

**Expert**
- **What it looks like in practice:**
  - Knowledgeable and keep up to date, including benchmarking our practice
  - Use expertise to influence, authoritatively and credibly
  - Impartial about the facts but hold where needed
- **What it doesn’t look like in practice:**
  - Lack credibility
  - Not forth coming with knowledge
  - Keep a low profile or don’t use expertise to influence

**Innovative**
- **What it looks like in practice:**
  - Desire to continually improve our service
  - Willing to challenge the status quo and open to new ideas
  - Stay curious, try new things and generate new solutions
- **What it doesn’t look like in practice:**
  - Favour ‘the way it’s always been’ rather than taking risks
  - Closed to thinking about new solutions or new approaches
  - Just do what we’ve always done or what’s needed to tick the box
The Bigger Picture
Our mission is to support a profitable, sustainable and socially responsible seafood industry and we seek to address this aspiration through this Plan.

Our mission statement has been updated to include the words ‘socially responsible’, reflecting industry’s strong wish to address every aspect of best practice; not just to be environmentally sustainable, but to be responsible in terms of social and welfare requirements, and in supplying product of suitable quality and integrity.

This drive towards responsible behaviour has come in response to a growing awareness of unacceptable practices in some parts of the global seafood supply chain. Ensuring that the UK seafood industry leads on responsible behaviour is a concept that unites all parts of the industry and one where we have made a strong commitment through our new Seafood Ethics Common Language Group, which is driving good work in this important area.

The seafood industry is unique in being largely dependent on wild-caught product, and even aquaculture takes place mainly in areas that are perceived as part of our natural resources.

Any method of producing food for the growing global population will have an effect on the natural environment and fishing and aquaculture are no exceptions. We recognise this impact and accept that sustainability is central to the safe future of our industry.

Our new Risk Assessment for Sourcing Seafood (RASS) provides information on stock status, management and environmental impacts, and over time will include more data on ethical aspects of the industry, such as worker welfare and aquaculture profiles.

Seafish’s Responsible Fishing Scheme (RFS) has been a successful driver in improving standards in the catching sector and, through the life of this plan, will be revised to include traceability criteria through the chain of custody as well as standards on the social elements of fishing, including welfare and safety.
The UK seafood industry

Our aim is to strike a balance between acceptable footprints (levels of ecosystem impact) and the return in terms of food, jobs, community cohesion and economic success.

The UK seafood industry supports around 110,000 jobs and makes a substantial contribution to the UK economy, with four out of five UK households consuming seafood at least once a month, and total purchases of seafood amounting to more than £6.2billion.

Across the industry, there is a real desire not only to thrive and grow but also to ‘do the right thing’.

Seafish supports that aspiration in a number of ways: by working with UK and EU legislators to establish a workable regulatory framework; and by supporting industry to manage compliance. Good examples of this work in action include our Discard Action Group, our gear technology programme and our economic analysis, which are all helping industry meet the demands of the new Landings Obligation.

Sources:
Neilson Scantrack MAT 04.1.14, Crest Dec 13
Marine Management Organisation, Fisheries Administration in the UK
** FAO - Fisheries and Aquaculture Information and Statistics Service FIGIS 2012
*** No Shrimp code data for 2012 to calculate % charge
N.B. Percentage change figures relate to 2013 v 2012
A flexible approach to delivery

Our focus is on those outcomes that deliver the greatest benefit for the greatest number and the vast majority of our work is managed from a single pan-UK platform and delivered from our two main sites in Edinburgh and Grimsby. However, we recognise that our industry is far from homogeneous and sector and regional variances are best served by a second layer of local delivery.

To meet these very different requirements, Seafish operates Regional Delivery Teams in Scotland, Northern Ireland, Wales and South West England, each working to a bespoke strategy developed by local stakeholders. In addition, we will operate an ‘account management’ system for the rest of England to build long-term relationships with these levy payers, understand their needs and address requests for support. This regional delivery complements our pan-UK work and allows equitable access to core Seafish services for all stakeholders.

Our Scottish regional strategy will be built around Seafood Scotland, Seafish’s delivery partner in Scotland. The establishment of a new Seafish Scotland programme will provide greater clarity on work that is undertaken in Seafish’s name and exclusively benefits the Scottish industry, strengthening the relationship with Seafood Scotland and our shared delivery of the Scottish Seafood Partnership (SSP) Strategy.
Operational Delivery
This programme of work sets out to deliver ‘fewer, bigger, better’ and has been devised in partnership with our three Sector Panels, who have prioritised key issues, identified areas of focus, and allocated resources accordingly.

Our work is aligned to three High Level Objectives and is subject to regular review by Sector Panels and Board, allowing our objectives to be refined and tightened as the programmes develop.

The full suite of work programmes that Seafish will undertake in this Corporate Plan can be found on pages 35 to 89.
Promote consumption

More people eating more fish more often

A sustainable increase in the consumption of fish and seafood is one of our primary concerns because, without consumer demand, there would be no industry to support. Our work to get more people eating more fish more often is shared between our marketing and communications teams, with strong support from our international work programme, which helps exporters deliver their goods to market, and our regional teams, which help spread Seafish value across the UK.

Our promotional work brings together our marketing and PR activity, drawing on a range of tools to grow consumption across all audiences and all industry sectors:

- Our successful Fish is the Dish digital campaign will continue to build our social networks, growing the web audience for our key messages.
- We will expand our Fish and Chip campaign to target the wider foodservice market, and further develop our national awards.
- We will target the trade press to build the profile of seafood and to ensure it is valued by retailers and foodservice.
- A full range of support materials will allow our industry partners to add volume to our consumer messages, culminating in a Seafood Week campaign.
- We will expand our acclaimed education programme, engaging schools and further education colleges.
A trusted and resilient industry

The UK seafood industry has a lot to be proud of and can rightly claim to be leading the world in developing innovative solutions to the challenges of sourcing and supplying seafood.

Our work to enhance this reputation is twofold: to support our industry partners to make informed and responsible decisions; and to work with the media to help ensure the industry is better understood. In both strands of work, industry partnership is key.

Our technical teams are supporting that aim through a number of key work programmes:

- Our Responsible Fishing Scheme (RFS) will be revised to include standards on social elements of fishing, including welfare and safety, allowing certified vessels to demonstrate their compliance with best practice and the seafood supply chain to demonstrate its commitment to the same.

- Our Fishermen’s Safety and Training programmes will continue to reduce the risks associated with what is one of our most dangerous professions.

Our communications programme helps to ensure this good work is better understood by media and consumers:

- We will develop a range of innovative tools, helping to communicate the industry through film, infographics, reports, case studies and other web-based resources.

- Our proactive PR campaigns will focus on ‘world-class’ delivery within the seafood industry.

- We will actively monitor media coverage on the seafood industry and respond where necessary to protect our industry’s interests.

- Our Advocacy programme will support our communications work, fostering a network of champions to promote the industry.
Inform decisions

Data to inform decision-making is readily available

Accurate, timely data to inform decision making is the foundation of a successful industry, and the basis of all our Seafish work.

As the authority on seafood, we pride ourselves on the quality of the data we provide, and we will continue to work with all stakeholders to ensure they have access to the information they need.

An ambitious agenda of work includes:

- The Seafish Risk Assessment for Sourcing Seafood (RASS), which will enable commercial buyers to make informed choices with regard to purchasing seafood. The RASS tool will be our primary source of information relating to seafood sourcing and includes data on biological factors (stock status, management, bycatch and habitat impact).

Over the course of the life of this Corporate Plan, RASS will be expanded to include aquaculture, social and welfare factors, as well as nutritional signposts and culinary information.

- Our Regulation team brings together industry and Government, helping inform the legislative process.

- Our Integrity programme will provide information and advice on issues relating to product integrity, social ethics and animal welfare.

- We will continue to communicate key industry performance information under the EU Data Collection Framework, and provide the economic analysis and advice relied upon by industry.

- Through our Horizon Scanning Programme we will seek to identify key areas of future activity and forward plan for longer term strategic thinking.
Resourcing Seafish Delivery
The vast majority of our income comes directly from a statutory levy charged on the first sale of seafood produced, landed or imported into the UK. In this way, our work is funded directly by the industry we serve, allowing us to operate a budget built around our levy payers’ requirements. By working with our Sector Panels, we have been able to concentrate resources on those issues that cut across all sectors and are important in improving the efficiency of the whole industry.

Of course, there remain areas where Seafish work can be seen as benefiting one sector more than another but, taken as a whole, our work adds value to as wide a spread of levy payers as possible, whilst taking note of the needs of the consumer and our role as a trusted and honest source of information.

**Levy review**

Seafish is still awaiting the conclusion of our industry consultation on proposals to reduce the levy by 10% on all relevant products except cockles, mussels, whelks, pelagic fish, fish for fishmeal and imported fishmeal.

The response from our levy payers was mixed and, while there was significant support for a reduction, there was also opposition, including one of our three Sector Panels voting unanimously against the proposal.

In line with a broad consensus, Seafish proposed a reduction in levy, with a report going to the four Fisheries Administrations in October 2013.
**External funding**

Seafish increases its operational effectiveness and productivity by using levy to lever additional external funding into our work programmes. We have made good use of EU structural funds for this purpose, particularly in supporting our work on fishermen’s training. Funding will be sought from the new European Maritime and Fisheries Fund (EMFF) while other funding opportunities will be used to enhance the work being carried out under this Corporate Plan.

Seafish will continue to work with Defra and the devolved Administrations to help ensure effective delivery and utilisation of EMFF, actively promoting its availability to industry, and participating in the EMFF Programme Monitoring Committee.

**Commercial services**

At present, the Marine Services section of Seafish, comprising the Marine Surveyors and the Kingfisher Information Service, is run as a semi-commercial service, not drawing on levy but funded by charges to users or contractors of the service. We are currently reviewing whether this concept can be extended to other Seafish operations, whether Marine Surveyors and Kingfisher can be placed upon a more effective commercial foundation, and how this could all be best structured within the confines of Seafish as a Non-Departmental Public Body.

The primary intention of the review is to ring-fence liabilities from these operations rather than to increase income, but any additional income that might subsidise levy could support industry projects via the new Strategic Investment programme. A commercial entity within Seafish will also be useful in defining the transition point, where levy support given to initiate a project might not be appropriate in the longer term, thus allowing Seafish to start new work that is of benefit to the UK industry, without necessarily committing to perpetual funding for the area.

The final proposal as to how to take commercialisation forward will be for the Seafish Board and for the Sponsor Group from the Fisheries Administrations, but industry and partner agencies will also be consulted.
Financial Overview

Seafish financial projections for the next three years achieve a small deficit of £36k, made on the basis that levy income remains stable at £8m per annum.

Any major reduction in the levy income will require a revision of the work programmes, and any increase will allow for an increase in the Strategic Investment Fund. The net levy income after the deduction of levy collection costs is £23.3m.

The delivery of the programme of work as agreed with the three Sector Panels is costed at £23.7m, giving a net operational deficit of £0.4m.

The operational deficit is covered by income from Commercial Services of £39k, and £360k in relation to other income (interest/income on investments).

Systems are in place to control overheads, with a commitment to reduce certain variable overheads by 10%.

After making prudent provision for pension deficits, Seafish will have reserves of £2.6 million, enough for approximately six months’ operations.

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<th>2017 (£000)</th>
<th>2018 (£000)</th>
<th>Total (£000)</th>
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<td>Non Project Salaries £000s</td>
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<td>MAR 2018 (£000)</td>
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<td>Restructure &amp; Early Retirement</td>
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<td>Net Pension Liability (FRS 17)</td>
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<td><strong>Capital &amp; Reserves</strong></td>
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<td>Revaluation</td>
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<td>Accumulated Fund</td>
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<tr>
<td>IAS 19 Benefits</td>
<td>(5,594)</td>
<td>(5,594)</td>
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<td><strong>Total</strong></td>
<td>2,718</td>
<td>2,705</td>
<td>2,620</td>
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Governance
and Accountability
As an executive Non-Departmental Public Body, Seafish operates to both Treasury and Cabinet Office guidance.

Seafish is led and directed by an independent Board consisting of nine non-executive Board members, including the Chair and Deputy Chair. The Fisheries Act 1981 specifies that four of the members must be financially independent of the seafood industry.

Our Board is responsible for the strategic direction of Seafish, and for the oversight of operational delivery through the Executive, challenging this where appropriate.

The Audit and Risk Committee (ARC)

The Board delegates any area that requires further assurance to our Audit and Risk Committee, whose standard areas of governance are:

- External audit and the annual accounts - submitting the Seafish annual accounts for audit by the National Audit Office and laying them before Scottish and UK parliaments.
- Internal audit - agreeing the scope of work to be carried out, reviewing the reports and monitoring the implementation of recommendations.
- Risk Management - ensuring that risk management is embedded throughout the whole organisation and that risks are identified, managed, escalated and reported as appropriate.

ARC also identifies areas for ‘drill down’ by the Executive team, providing greater clarity and assurance, and highlighting areas for improvement.

The Remuneration Committee

Our Remuneration Committee ensures that the staffing structure is appropriate for the delivery of the Corporate Plan, paying particular attention to the effectiveness of performance management, training and development.

The Executive Directors

Our executive team sets strategy and vision for the organisation. The Chief Executive acts as our Accounting Officer and ensures that the organisation meets all of its statutory obligations and delivers the Corporate Plan. Our three divisions are led by Executive Directors, who are accountable for strategic delivery and organisational performance.
**Budgets**

The work programmes and resource allocations set by our Sector Panels are submitted with full budgets to the Board and reviewed, agreed or amended as appropriate.

Annual Plans and associated budgets are produced each year.

The financial and operational performance of our work programmes is closely monitored and quarterly reports are submitted to the Board for scrutiny.

Twice a year, the delivery of the Corporate Plan is discussed with the Sector Panels, and any feedback is considered by the Executive, with budget re-allocations submitted to the Board if necessary.

Seafish budgets are prepared for Board approval each March, in respect of the year to the following March.

**Performance, improvement and reporting**

Robust management, information and accounting systems ensure that Seafish can review in a timely and effective manner all financial and non-financial performance against the budgets and indicators set out in the Corporate Plan.

We follow a cycle of continuous improvement, with performance in every area of the organisation monitored against key indicators on a month-by-month basis.

Monthly progress reports are completed for every project we undertake and from these we are able to produce progress and financial dashboards each quarter to gauge exactly how well each workstream is performing.

Our project management system has been externally audited to ensure we are complying with our internal guidelines.

**People measures**

Creating and sustaining a high performance culture is at the heart of our strategy and will ensure that we are at our best to serve industry with maximum impact. Our Performance Management Framework ensures that every member of our staff has a clear and direct thread linking their role to the High Level Objectives set out in this Plan.

We will continue to invest in leadership and management development, whilst retaining and enhancing technical expertise within our teams to support the strategic direction of Seafish.

Our internal communications programme helps ensure that our staff are fully engaged in our programme of work and, through our new Seafish Values, we are able to deliver together in a vibrant working environment.

During the life of this Plan, we will be updating our strategies on reward and recognition, talent management and succession planning.
Joint Working
Seafish actively seeks to engage stakeholders in all areas of operation, for it is only through partnership working that we can truly meet our objectives for the UK seafood industry.

One of the most valuable roles that Seafish performs is in acting as a hub to bring together industry sectors, Government, Fisheries Administrations, data providers and NGOs. The Seafish issues groups, such as the Common Language Group, the Discard Action Group and the Aquaculture Common Issues Group, all provide neutral environments where key issues can be discussed, common understanding achieved, and actions defined by policy-makers, industry leaders, and other stakeholders.

Seafish also works with the Fisheries Administrations, using our expertise to collect information and synthesise reports. Good examples of this work in action are found in the annual Fleet and Processor Surveys, which are used by Defra to fulfil statutory EU reporting and to model legislative changes at EU level.

We foster close working relationships with other Government bodies, including the Maritime and Coastguard Agency (MCA). The MCA and Seafish have a memorandum of understanding to oversee the construction of new fishing vessels and provide a network of approved fishermen’s safety trainers throughout the UK. As part of this role, we maintain and upgrade the suite of training materials required to maintain this network and keep a register of all trained fishermen in the UK. We also act as a conduit for Department of Transport funding to upgrade the skills of fishermen.

We work alongside partner organisations and statutory nature conservation bodies, providing match funding and support for projects aimed at helping us achieve our High Level Objectives. We have also helped to fund Fisheries Innovation Scotland, a new organisation researching innovative solutions for selective fishing, and support the Scottish Aquaculture Research Forum.

We work closely with the Food Standards Agency to ensure maintenance of a network of trained officers capable of inspecting shellfish depuration facilities. We have developed a pilot text alert system with a regional water authority to notify industry of emergency storm water discharges. Both are essential for maintaining the integrity of our inshore shellfish fisheries.
Supporting our Stakeholders

Promote Consumption: more people eating more fish more often

International trade

Our Export Support team works with UK businesses to support their success in international markets. Such trade has never been more important to the UK’s economic prospects.

- Seafish plays a pivotal role in facilitating the growth of the international seafood industry. We focus on building relationships and on providing information to our overseas and domestic buyers, fisheries and administrators, to support growth in both the import and export markets.
- Our export guides give industry the insight it needs to target BRIC countries, in line with Department for Business Innovation & Skills policy.
- Our Regulation Advisor in Brussels helps create better understanding of regulations affecting the import and export of seafood, thereby increasing trade opportunities for UK industry.
- Our seafood pavilions and exhibitions are designed to increase exports from the UK helping address Government targets to reduce the balance of payments.

Fish is the Dish

Our marketing campaigns highlight the nutritional value of seafood, encouraging consumers to buy and cook seafood at home, and to make it the meal of choice when dining out.

- Our promotions are supporting FSA Healthy Eating guidelines by encouraging a balanced diet and communicating the valuable contribution seafood can make, particularly in reference to vitamin D and omega-3. Our Fish is the Dish campaign targets mums and families to help ensure a healthy balanced diet for children.
- Our schools programme is taking the Fish is the Dish healthy diet message straight to primary school children, with teachers’ resources supporting the National Curriculum for England, the National Curriculum for Wales, the Northern Ireland Core Syllabus and the Curriculum For Excellence in Scotland.
- Our Fish is the Dish family eating campaign is breaking down consumer barriers to seafood, making fish easy to buy, easy to prepare and easy to eat at home.
National Fish & Chip Awards

The UK’s most iconic takeaway meal is championed through the ever popular National Fish & Chip Awards.

• Our F&C Awards are supporting the Department for Business Innovation & Skills to grow British business: last year’s winner employed 12 new staff as a result of a growth in business following the awards, while others opened new premises and took part in trade missions.

• The Awards bring much-needed promotional support to the sector, helping grow sales across the UK’s 10,500 F&C outlets. Media coverage brings the F&C message to more than 50m people through traditional print and broadcast alone.

Regions

Seafish regional delivery teams in Scotland, Northern Ireland, Wales and England are supporting local business to promote their goods and services. Our bespoke regional strategies are developed by local stakeholders and complement our pan-UK work, ensuring equitable access to core Seafish services for all stakeholders.

• We work closely with the Devolved Administrations, aligning strategy to local priorities.

• Working through Seafood Scotland and our Seafish Scotland team, our support is central to the Scottish Seafood Partnership.

Enhance Reputation: a trusted and resilient industry

Sustainability, social responsibility and the ethics of seafood production

Seafish is working on a number of projects that will help promote social responsibility and good practice across the seafood supply chain.

• Our Risk Assessment for Sourcing Seafood (RASS) tool enables buyers to understand the risks concerning social issues in fisheries. By only buying from low-risk fisheries we can utilise market pressure to raise standards.

• Our Seafood Ethics Common Language Group has brought together key stakeholders, including major supermarket chains, smaller retailers, producers, suppliers, NGOs, development organisations and charities, with the aim of establishing a common understanding of the issues and agreeing a clear agenda for future action.

• Our ethics team is supporting the Home Office’s Modern Slavery is Closer Than You Think campaign, using Seafish channels to promote key messages.

• Our updated Seafish Responsible Fishing Scheme (RFS) focuses on health, safety and welfare of crew to provide a vessel-based accreditation scheme for the UK market. The scheme has generated widespread support from across the industry.

• Our ‘social’ Fishery Improvement Projects (FIPs) empower fisheries with social problems to work with potential buyers to eliminate these challenges.
Fishermen’s Safety Training

Seafish is the named authority in fishermen’s training, and has statutory duties under a number of safety and training regulations.

- Seafish works with the Maritime & Coastguard Agency to develop safety training for fishermen, approving courses, instructors and training providers across the UK and developing training materials and online learning resources.
- As a founding member of the Maritime Skills Alliance, we are driving the development of qualifications for seafarers: we work with MCA to simplify the qualifications framework, allowing greater transferability of qualifications between different maritime industries.

Onshore Training

Our Seafood Training Academy is approved by the National Skills Academy for Food and Drink Manufacturing as the recognised Champion for the seafood industry.

- Our onshore training team is working to raise standards in the seafood industry, helping ensure that employees are safe at work and deliver high-quality products.
- From health and safety certificates to degrees and NVQs, Seafish is supporting industry professionals to gain the qualifications they need to progress to bigger and better roles.
- Seafish promotes training and learning opportunities, setting standards for training delivery, sharing best practice, and helping achieve economies of scale with a ‘one-stop-shop’ for industry.

Personal Flotation Devices

Our multi-award-winning Sea You Home Safe campaign has delivered key safety messages around the wearing of PFDs, gaining great coverage for this important issue in both the trade and national press and ensuring a good take-up of PFDs by fishermen.

- Our PFD campaign supports the Merchant Shipping and Fishing Vessels (Health and Safety at Work) Regulations 1997 and is helping save lives, with more than 6,000 PFDs issued to fishermen across the UK.
- The award-winning PR campaign supporting the roll-out of PFDs has helped raise the profile of our catching sector, promoting the industry and highlighting the courage of the men and women who make their living at sea.
Inform Decisions: Data to inform decisions is readily available

Better Regulation

Working in support of the Better Regulation Executive, our regulation experts are helping all sectors of the industry to comply with statutory requirements.

- The guidance we have written in consultation with Government colleagues, and our work to communicate the new food labelling requirements, will help ensure that UK industry reaches compliance.

- Seafish is helping the UK accommodate the new Common Organisation of the Markets requirements, working with Defra to produce guidance for producer organisations.

- Our work with Defra on the new European Maritime and Fisheries Fund is opening up millions of pounds of EU funding for UK fisheries projects to help them adapt to change.

Economics

Our economists deliver a crucial service to Government and industry, helping improve marine and fisheries management and seafood supply chains to enhance the sustainable profitability of UK seafood businesses.

- Our fleet profit forecast informs Defra ahead of the December Council, setting out the economic impact of proposed Total Allowable Catch and fishing opportunities to inform negotiations.

- Our work under the Data Collection Framework is fulfilling the UK’s obligations to submit economic variables for the fleet and processing sectors.

- Our economists support Government and industry on a range of projects including: over 15m scallop vessels in Area VII; quota management consultation; sustainable access to inshore fisheries; landing obligation of the Common Fisheries Policy.

Technical Advice

Seafish expertise is central to a wide range of industry initiatives and statutory requirements, and our staff provide technical advice to Government and industry bodies:

- Fisheries Innovation Scotland Technical Advisory Committee.

- Scottish Aquaculture Research Forum.

- Fishing Industry Safety Group.

- Maritime and Coastguard Agency.

- Marine Management Organisation.

- Marine Accident Investigation Branch (Vessel Safety).
**Gear Technology**

Seafish supports the implementation of the Landings Obligation through our work on gear technology.

- Our support, advice and training is delivering improvements in the efficiency, selectivity and environmental credentials of gear.
- Our online database ensures that information and data on gear modifications are readily available and easily accessible to all.
- Our training programme in trawl gear technology supports compliance with the Landings Obligation, with an emphasis on selectivity and discard reduction devices.

**Marine Mapping**

For over 40 years, Kingfisher Information Services has provided the industry with invaluable information regarding subsea structures and the seabed, delivered without charge to fishermen.

- Kingfisher products improve safety and raise awareness of surface and subsea hazards around the coasts of the UK and Northern Europe.
- Kingfisher works with all the offshore industries, including oil and gas, subsea cable, renewable energy and marine aggregates to bring the latest news and most accurate information to the hands of fishermen.

**Industry Issues Groups**

The Seafish industry issues groups provide a discussion platform for some of the most important issues facing our supply chain, bringing together all stakeholders to find workable common ground.

- Our Seafood Common Language Group develops consensus positions on a range of important issues.
- The Discard Action Group is a forum for the discussion of industry-wide problems relating to discards.
- The Seafood Ethics Common Language Group is seeking a collective response to growing concerns regarding unethical practices within the global seafood market.

**Aquaculture**

Seafish’s Domestic Aquaculture Strategy programme enables informed decisions by representing aquaculture interests to all key stakeholders, both in Government and industry.

- We are the primary contact for Government bodies and key industry stakeholders, facilitating a collaborative approach to delivery of the national aquaculture strategies.
- We represent Seafish in the UK Aquaculture Forum and other relevant meetings of stakeholder groups, including the Shellfish Association of Great Britain (SAGB) and the Association of Scottish Shellfish Growers (ASSG).
Seafish strives to provide complete transparency in all of its activities. We work closely with the seafood industry through our Sector Panels, which also include membership from NGOs and retail representatives; we ensure these colleagues are not only involved in formulating our work programmes but also have access to regular updates on progress.

For industry and consumers, Seafish has a strong online presence, with information and contact points available via our corporate website and our consumer portal Fish is the Dish, and also through our social media channels.

Seafish holds regular local and national events, bringing us directly into contact with the industry and other stakeholders. In particular, our Common Language Group is the main forum for industry, policy-makers, NGOs and regulators to meet and discuss issues related to the seafood industry.

The finances of Seafish are audited by the National Audit Office and all annual reports and audited accounts are publically available on the Seafish website, as are the minutes of all Board and Panel meetings.
Work Programmes
Seafish is strongly focused on increasing the frequency of seafood consumption and delivering the strategic outcome of getting more people eating more fish more often. Our campaigns will bring together our marketing and PR activity to communicate the value of fish as food, drawing on a range of promotional tools to grow consumption across all audiences and all industry sectors. Our promotional strategy will establish a Seafood Week, which will be the focus of much of our campaign work.

**Consumer promotions**  
We will deliver three joint marketing and PR consumer campaigns, targeting all audiences and all sectors. As part of this work, we will expand our Fish and Chip campaign to target the wider foodservice market, and further develop our national awards. We will continue to deliver our successful Fish is the Dish digital campaign, building our social networks and growing the web audience for our Fish as Food messages.

**Trade promotions**  
We will deliver a powerful joint marketing and PR campaign built around Seafood Week, targeting the trade press to build the profile of seafood and to ensure it is valued by retailers and foodservice.

**Educational resources**  
We will expand our acclaimed Fish as Food education programme, engaging schools and further education colleges.

**KPI: ‘Before and after campaign’ consumer research demonstrates a positive impact on seafood consumption**
## Consumption: Seafish Campaigns

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<tr>
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<td>A trusted and resilient industry.</td>
<td>More people eating more fish more often.</td>
<td>Information and data readily available to inform decision-making.</td>
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<tr>
<td><strong>Seafish Objective</strong></td>
<td>Enable the industry to make informed and ethical business decisions.</td>
<td>Ensure the industry is better understood by regulators, media and consumers.</td>
<td>Create the tools to help industry increase the consumption of seafood.</td>
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<td></td>
<td>Ensure seafood is well trusted and understood by regulators, media and consumers.</td>
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<tr>
<td></td>
<td>Our consumer campaigns will help communicate key messages on sustainable sourcing.</td>
<td>Our trade promotions will communicate positive messages on a world class industry.</td>
<td>Provide information to ensure the strongest foundation for the delivery of Seafish goals.</td>
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<td>Our key messages will enhance the reputation of seafood.</td>
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<td></td>
<td>Our campaign work will communicate the true value of seafood, undo negative misconceptions and drive the frequency of consumption.</td>
<td></td>
<td>We will ensure our campaigns are built upon a solid evidence base, using existing consumer insight and commissioning new research to understand the barriers to consumption and better target appropriate audiences.</td>
</tr>
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</table>
Consumption: Industry Support

Our industry support programme will add weight to Seafish’s consumer campaigns, enabling industry to deliver their own promotional work alongside ours and, in so doing, leverage the Seafish campaign spend.

Seafish will deploy an innovative campaign toolkit that can support a range of consumer activation work, supporting industry to increase the consumption of seafood through two key areas of work:

**eCampaign suite**
We will develop a web-based resource that will enable industry partners to plan and deliver their own Fish is the Dish campaigns, offering training, insight and support in delivering local and sector specific promotions. This will allow industry partners to promote their own seafood products to their local target markets, with downloadable resources that can be easily personalised to species, formats or provenance messages. It will provide a go-to source for insight into consumer behaviour, ensuring that industry partners can deliver informed activities.

**Seafood Week**
We will promote our annual Seafood Week campaign to industry partners, supplying a suite of web-based resources and a range of marketing materials. We will work with industry partners to plan joint activity across all sectors.

**KPI: ’Before and after campaign’ consumer research demonstrates a positive impact on seafood consumption**
## Seafish Objective
Enable the industry to make informed and ethical business decisions.

Ensure the industry is better understood by regulators, media and consumers.

Create the tools to help industry increase the consumption of seafood.

Ensure seafood is well trusted and understood by regulators, media and consumers.

Provide information to ensure the strongest foundation for the delivery of Seafish goals.

## How will this programme meet Seafish objectives?

### Enhance Reputation
- A trusted and resilient industry.

- Enable the industry to make informed and ethical business decisions.

- Our key consumer messages will help communicate sustainability and ethical sourcing.

### Promote Consumption
- More people eating more fish more often.

- Ensure the industry is better understood by regulators, media and consumers.

- Our consumer work will highlight good practice across the industry.

- Our campaign tools will empower industry to communicate the true value of seafood, undo negative misconceptions and drive the frequency of consumption.

### Inform Decisions
- Information and data readily available to inform decision-making.

- Create the tools to help industry increase the consumption of seafood.

- Ensure seafood is well trusted and understood by regulators, media and consumers.

- Our campaign tools will empower industry to communicate the value of their own products, and help drive our increased consumption targets.

- We will supply consumer insight and campaign-planning information that will empower industry to successfully promote seafood.

### Strategic Outcome
A trusted and resilient industry. More people eating more fish more often.

Information and data readily available to inform decision-making.

Consumption: Industry Support
The Responsible Fishing Scheme (RFS)

The Responsible Fishing Scheme will enable seafood buyers to source seafood that has been independently certified as having been harvested, handled and processed to industry-agreed best practice standards, on vessels where crew health, safety and welfare, as well as quality and environmental impact, are of paramount importance.

Serving the whole UK seafood market, RFS will provide the onshore supply chain with the ability to make informed decisions in respect to their responsible sourcing strategies and the development to a chain of custody that will incorporate traceability and quality to provide the industry with a key mechanism to build trust and enhance reputation. Compliance guides will assist specific sectors in achieving RFS certification.

KPI: 1,000 vessels accredited to the scheme by end March 2018
## Responsible Fishing Scheme (RFS)

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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>Working with the Seafish Communications and Regional teams and Head of Advocacy, the RFS will be promoted throughout the UK and internationally. By promoting the RFS and its certified vessels the industry will be better informed in determining procurement choices.</td>
<td>RFS enables vessels and seafood buyers to demonstrate their commitment to and compliance with independently developed ethical, safety, and food production, best practice.</td>
<td>RFS can be used by seafood buyers to enhance their sourcing policies in respect of ethics, production techniques and provenance of seafood. Potential for international applicability. Promotes consumption with confidence.</td>
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</tbody>
</table>
The Risk Assessment for Sourcing Seafood (RASS) will provide the industry with a tool that will make available the wide range of information and data needed to enable seafood buyers to make informed sourcing decisions and develop responsible sourcing strategies. It will also contribute to the resilience of the industry by providing accurate environmental data that can be used to help increase understanding and formulate informed responses to incorrect claims. Furthermore, the scope of data available will provide a gap analysis to inform priorities in fishery management and improvement programmes.

RASS will provide information on seafood of importance to the UK market. The first phase of this work will focus on the environmental impact of wild fisheries and subsequent phases will incorporate ethical and welfare factors and farmed seafood.

**KPI:** Three retailers and/or foodservice companies using RASS for sourcing seafood
### HLO

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<td>How will this programme meet Seafish objectives?</td>
<td>Working with the Seafish Communications and Regional teams, the database will be marketed and promoted throughout the UK. By providing risk scores (and evidence) for fisheries the industry will be better informed in making procurement choices.</td>
<td>RASS can be used by seafood sellers in promoting the environmental provenance of seafood.</td>
<td>Accurate environmental data on fisheries will enable defence of incorrect claims (i.e. ‘avoid skates and rays’).</td>
</tr>
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</table>

**Risk Assessment for Sourcing Seafood (RASS)**

- **A trusted and resilient industry.**
- **More people eating more fish more often.**
- Information and data readily available to inform decision-making.
Fishermen’s Training

This work programme supports delivery of our strategic outcome, a trusted and resilient seafood industry, by providing fishermen with ready access to the skills and knowledge they need to work safely.

Improved worker safety is a key indicator for ethics and welfare in relation to the industry’s workforce and reputation as an employer. Regulation requires all fishermen to complete Seafish basic safety training. This work programme encompasses our delivery of that statutory function, but also covers us actively encouraging fishermen to undertake additional, enhanced voluntary training to increase their safety awareness, knowledge and skills above minimum legal requirements. Our primary objective with this work programme is to help achieve a continued reduction in the number (and rate) of accidents, fatalities and injuries to fishermen through improved training and the adoption of safer working practices.

To increase the efficiency of our work we will research (and if feasible develop and implement) a new digital system for fishermen’s training records. This will also assist fishermen in evidencing to potential employers, the MCA and Responsible Fishing Scheme auditors the training that they have completed.

KPI: Provide 24,000 training places on mandatory and voluntary safety courses for fishermen (8,000 per annum)
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<td>How will this programme meet Seafish objectives?</td>
<td>This work programme will improve fishing safety by increasing workforce skills and knowledge through training and encouraging the adoption of safer working practices.</td>
<td>This will be achieved by working closely with partners in the Fishing Industry Safety Group and by working with colleagues on safety promotions.</td>
<td>By extending our training course portfolio into care of the catch, sustainability and environmental awareness this work programme will complement our work on RFS and help to reassure stakeholders with regard to quality and responsibility.</td>
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Fishermen’s Training

- Enhance Reputation
  - A trusted and resilient industry.

- Promote Consumption
  - More people eating more fish more often.

- Inform Decisions
  - Information and data readily available to inform decision-making.

Strategic Outcome

- A trusted and resilient industry.

Seafish Objective

- Enable the industry to make informed and ethical business decisions.

- Ensure the industry is better understood by regulators, media and consumers.

- Create the tools to help industry increase the consumption of seafood.

- Ensure seafood is well trusted and understood by regulators, media and consumers.

How will this programme meet Seafish objectives?

- This work programme will improve fishing safety by increasing workforce skills and knowledge through training and encouraging the adoption of safer working practices.

- This will be achieved by working closely with partners in the Fishing Industry Safety Group and by working with colleagues on safety promotions.

- By extending our training course portfolio into care of the catch, sustainability and environmental awareness this work programme will complement our work on RFS and help to reassure stakeholders with regard to quality and responsibility.

- Provide information to ensure the strongest foundation for the delivery of Seafish goals.
This work programme supports delivery of our strategic outcome, a trusted and resilient seafood industry, and of more people eating more fish more often, by providing employers and workers with information, advice, guidance and training in the skills and knowledge they need to work safely, effectively and efficiently.

Our activities will raise workforce skills and knowledge, improve the take-up of training programmes and qualifications up to management level and generally support the efficacy and reputation of the onshore sectors of the UK fish and shellfish industry. We will provide advice and guidance to employers and potential trainees on training and skills development opportunities to help them to make better informed decisions on resolving personal training and development needs.

To meet this anticipated demand for training we will maintain and expand our network of approved trainers, recognised apprenticeship providers and other partners, as well as expanding the range of training and learning programmes and materials that our industry can draw upon.

**KPI: 3,000 trainees taking up our training programmes (1,000 per annum)**
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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>This work programme will raise standards by increasing workforce skills and knowledge through training.</td>
<td>By being responsive and ensuring that their concerns are embraced in the training courses and learning materials we produce.</td>
<td>Better trained workforce with the knowledge and skills required to be able to produce a wider variety of seafood products.</td>
</tr>
<tr>
<td></td>
<td>By providing information and training, the skills of the workforce will be raised, reducing the incidence of product contamination and quality losses due to worker error.</td>
<td>We will provide employers with advice, guidance and support to enable them to access the training they need for the staff and facilitate their employment and training of apprentices.</td>
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This work programme supports delivery of our strategic outcome, a trusted and resilient seafood industry, by raising safety awareness and promoting safer working practices in the most dangerous part of the seafood industry.

Fishing is the most hazardous occupation in the UK and therefore represents the highest reputational risk for the industry in terms of health and safety. Whilst there are encouraging signs that our established programmes have helped improve fishing safety (the rolling five-year averages for deaths, injuries, accidents and vessel losses are falling), we need to identify and initiate new safety initiatives if we are to achieve our goal of a year in which no fishermen loses his life.

Specifically, we will instigate new safety initiatives to drive continued improvements in fishing safety. We will use our Regional Delivery teams to organise delivery of a programme of safety roadshows in coastal venues around the UK to communicate and promote these initiatives: face-to-face engagement with fishermen is vital to achieve behavioural change.

KPI: Zero deaths attributed to poor working practices over a 12 month period
Seafish Objective

Enable the industry to make informed and ethical business decisions.

Ensure the industry is better understood by regulators, media and consumers.

Create the tools to help industry increase the consumption of seafood.

Ensure seafood is well trusted and understood by regulators, media and consumers.

How will this programme meet Seafish objectives?

This work programme will improve fishing safety by increasing awareness of the latest information and equipment that is available for fishermen to use and by encouraging the adoption of safer working practices.

This will be achieved by working closely with partners in the Fishing Industry Safety Group and by working with colleagues on safety promotions.

This work programme will complement our work on RFS and help to reassure stakeholders and consumers with regard to the safety of primary producers.

This work programme will enable Seafish to take the lead in driving improvements in fishing safety. This is important given our new role on the Fishing Industry Safety Group. Improving fishing safety is fundamental to evidencing the seafood industry's duty of care for the health and safety of its primary producers. Safety roadshows also provide an excellent platform for promoting Seafish's wider offering. Our Communications team will play an important supporting role in helping to communicate our safety messages to fishermen. Advocacy will be used to influence key decisions and policy-makers.

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Fishing Safety

www.seafish.org
Strategic Investment

The Strategic Investments programme will drive progress across all areas of the Corporate Plan by identifying, scoping and supporting external investment opportunities that will advance the achievement of our agreed goals.

Strategic investment funds will be open to both internal and external submissions and we will consider any projects that can be evidenced to deliver a timely, relevant and viable return on investment. Priority will be given to submissions that address gaps in our knowledge and build our ‘authority’ status. The Strategic Investment programme allows Seafish to target our resources where they can be used most effectively and offers greater flexibility whilst ensuring commissioned work is fully aligned with Seafish Corporate Plan delivery. All supported initiatives will be clearly publicised and there will be a requirement for supported initiatives to provide regular progress reports, including to the Sector Panels.

The Strategic Investment programme now empowers Seafish to expand our support in a consistent, transparent and strategic manner.

KPI: 100% of supported initiatives demonstrably align with Seafish Corporate Plan outcomes
### Strategic Investment

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<td>This programme will support initiatives that provide answers to stakeholders who request complex information on fisheries, aquaculture and seafood issues.</td>
<td>This programme will support initiatives that increase understanding of the industry. Detail will be initiative-specific.</td>
<td>This programme will support initiatives that empower industry to increase consumption. Detail will be initiative-specific.</td>
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Technology

The Technology programme will provide information and data to inform decision-making within the catching sector by supplying support, advice and training to enable improvements in the efficiency, selectivity and environmental credentials of activities. A major theme of this work will be to provide technical support to reduce the impact of the Landings Obligation. This objective will be primarily achieved through the development of an online database of gear selectivity research. The database will be crucial in providing the platform by which we can ensure the information and data is readily available and easily accessible to all.

This programme will also incorporate projects to understand how other technology, including satellites, can be used to improve the quality and availability of information available to key stakeholders on fishing activity and impact.

The training programme in trawl gear technology and selectivity will continue. Taking into account the introduction of the Landings Obligation, the syllabus of the trawl gear technology training course has been altered to put emphasis on selectivity and discard reduction devices. It will include demonstration and discussion of all the selectivity measures that are relevant to UK vessels.

KPI: 100 fishermen undertaken gear technology courses, with follow-up testimonials as to how the course content has translated into improving their catch and/or reduction of discards
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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>This programme will give the industry access to expert knowledge in fishing gear to allow them to make informed decisions on their choice of gear and how to rig it to ensure that it is suitable for them to use to efficiently catch their target species whilst minimising bycatch and discards.</td>
<td>Providing a source of accurate and reliable information on fishing gear to regulators, media and consumers will give them all a better understanding of the industry and the tools it uses.</td>
<td>Information will be imparted to industry through gear technology/selectivity training courses, requests for advice, all forms of media, the Seafish website and through direct contact at meetings, conferences and exhibitions.</td>
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**Export Support**

The Seafish export support programme will assist UK seafood exporting companies in accessing export market data and information and assist them in meeting buyers and regulators in key export markets.

Within this programme, Seafish will maintain a library of export guides providing market and trade information to key export markets and establish a mailing list of UK seafood exporting companies to ensure that they are kept fully informed of Seafish export assistance and any other relevant work being undertaken by partner organisations such as UKTI.

UK seafood will be supported at international exhibitions through provision of UK seafood pavilions, allowing companies the advantage of taking bespoke stand space. The quality of seafood from the UK will be demonstrated at Seafish organised receptions where buyers will be invited to witness preparation methods, taste the product and meet the suppliers. To assist SMEs in the sector, Seafish will provide an information stand/meeting facility at four selected international seafood exhibitions per year. This service will allow UK visitors to have a base at which they can book time to conduct meetings. Through the use of eye-catching infographics it will also provide a platform to showcase the UK industry.

**KPI:** Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey
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<td>Trade receptions in particular provide a platform for regulators to meet representatives from the UK industry and to get a better understanding of the modern, professional UK industry.</td>
<td>Export missions and receptions will assist exporting companies (particularly from the pelagic sector, which exports over 95% of production) sell fish in markets where there is a demand.</td>
<td>The engagement with international buyers will help build relations and ensure that the quality and provenance of UK seafood is fully understood in export markets.</td>
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<td>How will this programme meet Seafish objectives?</td>
<td>The programme will assist new-to-market companies to have the knowledge foundation on which they can base their export development plans. It will also help participating companies meet buyers and regulators in the respective markets, build relationships and understand the requirements of the export markets.</td>
<td>Export support will ensure that the UK exporters have a good understanding of the requirements and potential of identified export markets and will provide a forum to meet, do business and develop relations. Furthermore, it will help UK exporters develop a better understanding of the requirements of the target markets while allowing buyers from those markets to sample the seafood from the UK and better understand the ethical, sustainable UK seafood industry.</td>
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Market Insight

Market insight is a vital part of business planning and strategy.

This work programme will provide a series of reports, information and insight on a range of seafood market data, covering the following main areas:

• Retail; a series of reports with insight on the key retail trends in the seafood sector.

• Foodservice; quarterly reports on key trends in the foodservice sector.

• Trade; make reports available on trade data, covering UK landings and imports/exports.

We will continue to work with stakeholders to evolve the service, ensuring the data and reports we generate are in line with their requirements. We will be making some of the data more widely available in simple formats to inform a wider audience, and also producing regular media columns, special reports on key sectors such as fish and chips and considering longer term trends.

KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey
### Market Insight

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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>Market data is a vital part of business planning. Working closely with the Communications team will help to improve access and awareness of this service.</td>
<td>Working with the Communications team to increase engagement with the media and raise awareness of the seafood trade.</td>
<td>Providing up-to-date data on the seafood market is critical for businesses to make informed decisions in their overall business strategy. Our data and reports are made freely available to seafood businesses and, based on surveys of existing market data users, are used directly as part of their business planning and decision-making.</td>
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Economic Analysis and Evidence

This programme aims to contribute to the Seafish strategic outcome of a trusted and resilient industry, with a focus on resilience. Seafish economic advice is dependent on robust and relevant primary data on business performance and industry structure. This programme will build upon the outputs of our Data Collection programme to generate high-quality UK fleet and processing sector economic performance analyses, showing which parts of industry are more or less profitable and highlighting the drivers of higher or lower profit with an emphasis on making those outputs easily accessible to a wide audience.

Outputs will also include economic impact assessments of fisheries management options, for example, impacts of possible Council outcomes, impacts of adopting Landings Obligation rules. We will enhance our outputs both analytically (increased focus on economic and business issues), and visually (infographics, web-based data visualisation tools). We will undertake specific ad hoc studies on emerging economic issues that arise during the next Corporate Plan life cycle.

The Landings Obligation is the key fisheries management challenge which will require economic analysis and evidence for sound fisheries management and regional discards plans. We will increase our work on this issue. We will also undertake a comprehensive UK-wide (fleet, processing, aquaculture) input-output multiplier study, which will provide quantitative estimates of the contribution of these sectors to the overall economy. This study would provide the necessary evidence base to demonstrate the economic importance of the UK seafood sectors compared to other sectors, for example sea angling.

KPI: 80% of service users express satisfaction
## Economic Analysis and Evidence

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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>By providing appropriate economic evidence-bases on specific issues affecting industry, enabling them to respond in an informed manner.</td>
<td>The format of our analysis and evidence bases will be tailored appropriately to the correct audiences.</td>
<td>Availability of robust, up-to-date economic analysis and evidence is essential for business owners and policy makers to make informed decisions that will ultimately help improve the profitability of UK seafood businesses.</td>
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Economic Advice

This programme aims to contribute to the Seafish strategic outcome of a trusted and resilient industry, with a focus on resilience. Under this work programme Seafish Economics will continue its provision of expert economic advice to industry, UK Fisheries Administrations and EU institutions, via various forums, groups and meetings, including the European Commission’s Scientific, Technical and Economic Committee for Fisheries (STECF). Team members will answer the many ad hoc enquiries we receive, either using in-house resources or utilising the expertise of members of the UK Fisheries Economics Network (UKFEN), a Seafish initiative which we will continue to support and maintain.

We recognise the need to continually improve and expand our offerings to individual seafood businesses. Currently the only regular advice we provide direct to businesses is the vessel financial benchmark reports. We will seek to improve the usefulness of annual fleet performance reporting to individual vessel owners using novel techniques for presenting data and a case-study approach.

Finally, we recognise the need to communicate our analyses, evidence bases and advice quickly and effectively to the right people involved in business and policy decision-making. We aim to improve how we ‘get the message out’ by developing a series of webinars and presentations for our major outputs and making use of a range of data visualisation and infographics techniques.

KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey
Economic Advice

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<td>How will this programme meet Seafish objectives?</td>
<td>Provision of advice to stakeholders who request information or clarification on economic issues affecting the industry.</td>
<td>Advice will be communicated effectively in a format that is most appropriate for the intended audience.</td>
<td>The provision of economic expertise and advice that is impartial, relevant and trusted will assist business owners and policy makers to make informed decisions that will ultimately help improve the profitability of UK seafood businesses.</td>
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Economic Data Collection

This programme aims to contribute to the Seafish strategic outcome of a trusted and resilient industry, with a focus on resilience. By collecting quality evidence we increase the likelihood that decisions made by business owners and policy makers will support successful, resilient businesses in the seafood industry, with particular focus on the catching, processing and importing sectors of the industry. Seafish economic advice is dependent on robust and relevant primary data on business performance and industry structure, which is what this programme will deliver.

Under this work programme the Economics team will collect the data and information required to assess the economic performance of the UK fleet and processing sectors. Under contract to UK Government, we will collect and submit data to fulfil UK obligations under the EU Data Collection Framework. This data enables us to conduct robust analyses such as profit forecasting and economic impact assessment (captured under the Economic Advice programme).

Producing and owning these economic datasets will continue to ensure we are the principle expert source of UK seafood industry performance information; can conduct the work detailed in the evidence and advice work programmes; and are visibly engaging with industry on a regular basis, ensuring that we stay in touch with current issues and concerns, thereby enabling us to plan and prioritise economic analyses to support decision making in the most challenging or significant management scenarios. Our vision is to ensure that we are the UK source of economic information, analysis and advice on the UK seafood sectors.

KPI: The UK complies with DCF data submission and data quality requirements
### Economic Data Collection

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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>By providing datasets that can be used to demonstrate industry performance through the use of appropriate economic, social and technical indicators.</td>
<td>Data dissemination will be tailored appropriately to the correct audience.</td>
<td>Ensure seafood is well trusted and understood by regulators, media and consumers.</td>
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<td>Availability of robust, up-to-date data on the economic performance of the catching and processing sectors is essential for business owners and policy makers to make informed decisions that will help improve the profitability of UK seafood businesses.</td>
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The UK seafood industry has a lot to be proud of and can rightly claim to be leading the world in developing ethical, innovative and responsible solutions to the challenges of sourcing and supplying seafood. This programme brings together all areas of the organisation’s work to deliver a powerful ‘world class’ reputation message that will inspire informed and ethical business decisions and champion the good work being delivered across all sectors of the industry.

Our reputation campaigns will be delivered in partnership with industry through three core areas of work:

**Insight**
We will develop a range of innovative communication tools that can help communicate the ‘world class’ message, producing films, infographics, reports, case studies and other web-based resources to ensure our campaigns are simple to understand and easy to use.

**Proactive campaigns**
We will deliver three proactive reputation campaigns each year, focusing on responsible sourcing, ethics, innovation and other areas of world class delivery within the seafood industry. We will continue to develop our digital channels to maximise engagement with key audiences.

**Reactive campaigns**
We will actively monitor media coverage on the seafood industry and respond where necessary to protect our industry’s interests.

**KPI: 85% positive/balanced media coverage towards industry**
## Enhance Reputation: Seafish Campaigns

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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>Our engagement strategy will ensure our stakeholders have the information they need to do the right thing.</td>
<td>Our reputation campaigns will target all key audiences and communicate our world class seafood industry.</td>
<td>Our insight will help promote key ‘fish as food’ messages.</td>
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<td>Our campaigns will help communicate key reputation messages.</td>
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<td>We will successfully deliver core Seafish data for all stakeholders, using innovative means to communicate the value of seafood, the work of the industry and the role of Seafish.</td>
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Enhance Reputation: Industry Support

Our reputation campaigns will bring together resources from across the industry, using the considerable expertise of our colleagues to add weight to our messages and leverage the Seafish campaign spend for their benefit. Our ongoing media training programme will develop web and social media skills and empower our industry partners to add their voice to joint campaigns.

This collaborative approach will be delivered through three key areas of work:

Industry Response Group
We will establish a task force of key contacts from across the industry to respond to media opportunities on both proactive and reactive bases, ensuring we can leverage all available expertise in support of better understanding.

Industry events
We will deliver a series of engagement events geared to communicating a world class seafood industry to key stakeholders.

KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey

e-Media suite
We will develop a digital resource for industry, making our innovative insight collateral available for bespoke campaigns and offering training and support in reputation management. We will further develop our web offer to include an innovative media resource centre that can grow the media’s understanding of the industry.
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<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>We will ensure our core data is available to industry partners and support them to improve their own businesses.</td>
<td>We will ensure our campaigns are available to industry partners and support them to build their own reputation campaigns.</td>
<td>Our insight will help industry partners to promote their products and services.</td>
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<td>Our insight will help industry partners to enhance their reputation.</td>
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The English Account Management programme will ensure there is continuity of contact and a defined conduit between core Seafish services and key levy payers in England. The programme’s most important role is to encourage ‘value for levy’ by ensuring as many key levy payers in England as possible are able to benefit from the wealth of information and services offered by Seafish.

The English Account Manager will facilitate one-to-one meetings with key levy payers, attend industry group meetings, and facilitate workshops and seminars on subjects of interest. The Account Manager may also facilitate specific bespoke project work as required.

**KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey**
# English Account Management

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<td>How will this programme meet Seafish objectives?</td>
<td>The Account Manager will ensure that the principals in the identified accounts have access to all the relevant services, information and advice from Seafish.</td>
<td>The English Account Management programme will ensure that key stakeholders have a first point of contact within Seafish to address questions and issues. The Account Manager will liaise with internal and external colleagues to ensure that issues are addressed/sorted in a timely manner and that accounts have all the information available upon which to base their business decisions.</td>
<td>The Account Manager will identify and provide expert knowledge to better inform stakeholder decisions.</td>
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Using the Fish is the Dish platform and working with identified accounts and stakeholders to raise the profile of seafood.
Seaﬁsh Northern Ireland

Seaﬁsh Northern Ireland is our regional delivery platform for projects that beneﬁt the Northern Irish seafood industry. Our work in Northern Ireland will be deﬁned by a Northern Ireland Regional Strategy that will be aligned to the Seaﬁsh Corporate Plan and developed in consultation with key stakeholders through the Seaﬁsh Northern Ireland Advisory Committee (SNIAC). The delivery of the Regional Strategy will be coordinated by Seaﬁsh Northern Ireland and may involve Seaﬁsh staff from the core workstreams as necessary.

In addition to delivering the Northern Ireland regional strategy, Seaﬁsh Northern Ireland will be a conduit between the core Seaﬁsh workstreams and the Northern Ireland seafood industry, facilitating one-to-one or group meetings/workshops/seminars as appropriate.

To ensure that the Seaﬁsh Northern Ireland Regional Strategy is aligned to the devolved administration’s policies, DARD will be represented on SNIAC and will have input to the decision making process through that committee and through regular bilateral meetings with Seaﬁsh Northern Ireland. When appropriate, Seaﬁsh Northern Ireland may be contracted by DARD to deliver projects on the department’s behalf.

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<td>Ensure the industry is better understood by</td>
<td>Provide information to ensure the strongest foundation for the delivery of Seafish goals.</td>
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<td>meet</td>
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<td>Seafood NI in conjunction with SNIAC will identify areas of priority for the</td>
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<td>the identified issues. Seafish NI will work closely with all stakeholders and</td>
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<td>coordinate efforts to ensure efficient delivery and eradicate duplication of effort.</td>
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Seafish Scotland

Seafish Scotland is our regional delivery platform for projects that benefit the Scottish seafood industry. Our Scottish regional strategy will reflect the project delivery work that Seafish Scotland staff are contracted to deliver on behalf of Seafood Scotland, particularly in delivering the Scottish Seafood Partnership (SSP) strategy, as well as the work undertaken in Seafish’s name that exclusively benefits the Scottish industry.

The Head of Seafish Scotland/Seafood Scotland will meet regularly with officials at Marine Scotland and the Food and Drink Team at Scottish Government to ensure that there is an alignment with Marine Scotland policy and facilitate meetings with the Seafish Executive as required.

An integral element of the Seafish Scotland strategy will be ensuring that all the major seafood hubs in Scotland have a named Regional Manager assigned to them to ensure that they benefit from the relevant services on offer from Seafish on a national and regional basis and are represented in the Seafish Scotland decision-making process.

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<td><strong>Seafish Objective</strong></td>
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<td>Enable the industry to make informed and ethical business decisions.</td>
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<td>Ensure the industry is better understood by regulators, media and consumers.</td>
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</tr>
<tr>
<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>Priorities within Scotland have been defined and cover sourcing, business efficiency, supply and environmental issues. Seafish regional staff will also coordinate the delivery of the core workstreams in Scotland.</td>
<td>Seafish, on behalf of Seafood Scotland, will engage with Marine Scotland and manage the Inshore Fisheries Coordinator on their behalf. Seafood Scotland employ a communications consultant to maximise PR opportunities and coordinate with Seafish Communications.</td>
<td>Using the Fish is the Dish platform in Scotland and working with schools in Scotland on a number of educational projects.</td>
</tr>
<tr>
<td></td>
<td>The Head of Seafish Scotland will engage with Marine Scotland and manage the Inshore Fisheries Coordinator on their behalf.</td>
<td></td>
<td>Work priorities, outputs and outcomes have been defined within the SSP strategy and funding streams have been identified.</td>
</tr>
</tbody>
</table>
Seafish South West England

Seafish South West England is our regional delivery platform for projects that benefit the seafood industry in England’s South West. Our work will be defined by a South West England Regional Strategy that will be aligned to the Seafish Corporate Plan and developed in consultation with key stakeholders in South West England through a local advisory committee. The delivery of the South West England Regional Strategy will be coordinated by Seafish South West England staff and may involve Seafish staff from the core workstreams as necessary.

In addition to delivering the South West England Regional Strategy, Seafish South West England will be a conduit between the core Seafish workstreams and the local seafood industry, facilitating one-to-one or group meetings/workshops/seminars as appropriate.

Seafish South West England liaising with Defra will be undertaken by the Seafish Head of Advocacy while the Seafish South West England staff will ensure that delivery in the South West is aligned to Government policies and the Seafish Corporate Plan.

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<tr>
<td><strong>How will this programme meet Seafish objectives?</strong></td>
<td>Priorities within South West England will be defined by an Advisory Committee made up of representatives from the off-shore and processor/distributor sectors. Work areas covered will cover include sourcing, supply and environmental issues.</td>
<td>Seafish South West England will engage with Defra via the Head of Advocacy and through direct contact with industry stakeholders at an association or group level. Seafish South West England will work closely with the central Seafish Communications team to ensure all media opportunities are exploited.</td>
<td>Seafish South West England in conjunction with stakeholders will identify areas of opportunity for the industry in South West England providing a point of contact with Seafish and facilitating the delivery of bespoke projects to address the identified issues. Seafish South West England will work closely with all stakeholders and coordinate efforts to ensure efficient delivery and eradicate duplication of effort.</td>
</tr>
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**Seafish South West England**
Seafish Wales

Seafish Wales is our delivery platform for projects that benefit the Welsh seafood industry. Our work in Wales will be defined by a Welsh Regional Strategy that will be aligned to the Seafish Corporate Plan and developed in consultation with key stakeholders through the Seafish Wales Advisory Committee (SWAC). The delivery of the Welsh strategy will be coordinated by Seafish Wales and may involve Seafish staff from the core workstreams as necessary.

In addition to delivering the Wales strategy, Seafish Wales will be a conduit between the core Seafish workstreams and the Wales seafood industry, facilitating one-to-one or group meetings/workshops/seminars as appropriate.

To ensure that the Seafish Wales strategy is aligned to the Wales Marine and Fisheries Strategic Action Plan, the Marine Transition Programme, and ‘Towards Sustainable Growth: an Action Plan for the Food and Drink Industry’, the Welsh Government will be represented on SWAC and will have input into the decision-making process through that committee and through regular bilateral meetings with Seafish Wales. Seafish Wales will be partly funded by Welsh Government.

KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey
### Seafish Wales

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<td>Provide information to ensure the strongest foundation for the delivery of Seafish goals.</td>
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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Priorities within Wales will be defined by SWAC and will cover sourcing, supply and environmental issues. Ensuring that, where appropriate, work undertaken within the core workstreams is applied to the industry in Wales.</td>
<td>Seafish Wales will engage with the Welsh Government, research institutions and trade and local media. Using the Fish is the Dish platform and adapting it to reflect the Welsh industry working bilingually. Taking an active role in the delivery of the Welsh Food and Drink Action Plan alongside other food sector leaders.</td>
<td>Seafish Wales in conjunction with SWAC will identify areas of priority for the industry in the region and facilitate the delivery of bespoke projects to address the identified issues. Seafish Wales will work closely with all stakeholders and coordinate efforts to ensure efficient delivery and eradicate duplication of effort.</td>
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Seafood Integrity

This work programme will provide information and advice on a range of seafood integrity issues, covering the following:

**Product integrity**
There are a number of product-related issues in the supply chain, including adulteration, substitution and mislabelling. These can be challenging for businesses to tackle and result in a negative media response, ultimately affecting the reputation of the industry.

**Social responsibility**
Over the past five to ten years the seafood industry has been implicated in a number of high-profile media campaigns, highlighting a number of labour issues in the supply chain ultimately damaging to the reputation of the industry.

**Animal welfare**
Animal welfare issues are emotive and can result in high-profile media campaigns. We are working with stakeholders, including policy makers, on this issue to reach an agreed way forward.

The results of this programme will be used to identify and manage risks in sourcing seafood. Outputs from the Integrity work programme will be integral to the second phase development of RASS (page 42), enabling the full spectrum of responsible sourcing issues to be readily available and accessible in one place. The outputs from the Integrity work programme will also directly inform ongoing developments of the RFS work programme (page 40).

KPI: Social/ethical risk factors developed and populated on RASS
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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Production of guides and raising awareness on best practice and avoiding existing and emerging issues in the supply chain will help business make informed and ethical decisions in sourcing global supplies of seafood.</td>
<td>Working with the Communications team to raise awareness of the steps industry are taking to tackle integrity issues and refute, where possible, negative media.</td>
<td>RFS and its future focus on integrity will be a pivotal mechanism to build trust in supply from accredited vessels.</td>
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*Seafood Integrity*
The Domestic Aquaculture Strategy programme will enable informed decisions by the promotion and representation of aquaculture interests to all key stakeholders, both in Government and industry, to facilitate a collaborative approach to the delivery of local and national strategies.

In line with the Seafish Aquaculture Review, which was commissioned to make recommendations on where Seafish should/could be focusing on domestic and imported aquaculture, this programme will identify viable, sustainable and effective opportunities for Seafish to effectively support the UK aquaculture industry in identification and the addressing of key issues and constraints. Support for imported farmed seafood will continue to be incorporated into programmes within the Regulation Workstream.

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<td>Provide information to ensure the strongest foundation for the delivery of Seafish goals.</td>
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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Co-ordinate understanding of key issues and opportunities across stakeholder groups and the wider sector to ensure a collaborative approach, ensuring alignment to the Seafood Integrity work programme.</td>
<td>Work on regional strategies will ensure that regulators are informed and aware of the requirements of the industry. A dedicated, well qualified, aquaculture manager will field all media enquiries in this area.</td>
<td>Supporting the sector to achieve responsible and sustainable growth will allow it to promote increased consumption with confidence.</td>
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<td>Continuing and strengthening our work on viral and algal toxins will provide reassurance to the supply chain.</td>
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<td>The purpose of the proposed aquaculture programme is to be the one-stop-shop for Seafish’s aquaculture work.</td>
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### Domestic Aquaculture Strategy

**Strategic Outcome**

- A trusted and resilient industry.
- More people eating more fish more often.
- Information and data to inform decision making is readily available.

**Seafish Objective**

- Enable the industry to make informed and ethical business decisions.
- Ensure the industry is better understood by regulators, media and consumers.
- Create the tools to help industry increase the consumption of seafood.
- Ensure seafood is well trusted and understood by regulators, media and consumers.
- Provide information to ensure the strongest foundation for the delivery of Seafish goals.

**How will this programme meet Seafish objectives?**

- Co-ordinate understanding of key issues and opportunities across stakeholder groups and the wider sector to ensure a collaborative approach, ensuring alignment to the Seafood Integrity work programme.
- Work on regional strategies will ensure that regulators are informed and aware of the requirements of the industry. A dedicated, well qualified, aquaculture manager will field all media enquiries in this area.
- Supporting the sector to achieve responsible and sustainable growth will allow it to promote increased consumption with confidence.
- Continuing and strengthening our work on viral and algal toxins will provide reassurance to the supply chain.
- The purpose of the proposed aquaculture programme is to be the one-stop-shop for Seafish’s aquaculture work.
The development of regulation is a continuous process in which the seafood industry needs to be involved at the earliest stage possible to ensure any proposals are proportionate and do not present unnecessary burden. Our core goals are: to horizon scan to acquire information and identify areas of relevant work; to inform the legislative process; to help business achieve and maintain compliance; and to communicate key issues to industry and regulators.

Our areas of focus and objectives under these key roles include:

**Food regulation**
We will continue the current work delivered under the Corporate Plan 2012/15, engaging with all stakeholders to help shape fit-for-purpose legislation and to ensure it is properly understood by industry and regulators.

**Environmental regulation**
The development of environmental regulation on land and in the marine environment can have impacts on the viability of the supply chain. We will seek to identify the main issues and opportunities and to successfully communicate them to industry.

**Facilitate imports and exports**
Providing insight to help industry overcome the barriers to importing and exporting seafood, with a particular focus on new markets and new categories of product.

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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Reducing the amount of red tape and keeping industry informed of developments aids compliance and reduces costs.</td>
<td>Working with EU and UK regulators on drafting legal text, interpretation and implementation to understand impact and avoid unintended consequences.</td>
<td>Facilitating exports will make expanding into new markets easier for business.</td>
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<td>A compliant industry reduces bad news stories and builds trust and confidence in seafood.</td>
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<tr>
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<td>Reducing red tape aids compliance with legal requirements, reducing potential costs from fines.</td>
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Industry Issues Groups

Seafish industry issues groups are well respected and valued by stakeholders. The groups provide an essential basis for sharing information and for knowledge exchange across a range of stakeholders, and also help to highlight where there are gaps in information which enables further work to be undertaken by Seafish.

This work programme facilitates a number of industry groups to provide information and knowledge exchange, with the aim of addressing issues in the supply chain. All the groups meet each year, varying from quarterly to annually, depending on the subject area. We currently facilitate seven active working groups covering a wide range of issues that cross the whole industry. A review of all the groups in 2014 will define the scope and remit of each group, the terms of reference under which they operate, and whether they are influenced by other factors that may reduce the need for certain groups to continue. The review will also identify any requirement for new groups.

KPI: Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey
## Industry Issues Groups

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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Working directly with a wide range of stakeholders provides a basis for raising awareness and informed decision making in the supply chain.</td>
<td>Working with the Communications team to increase engagement with the media, raise awareness of the groups and provide a better position to respond to associated issues.</td>
<td>The groups provide a basis for a wide range of stakeholders to meet and include all parts of the supply chain, regulators and NGOs to share knowledge and insight.</td>
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<td>The meetings provide a basis for information sharing and knowledge exchange. In addition, regular updates are produced and directly sent to relevant stakeholders to raise awareness of issues and areas of interest as/when they happen. The information and presentations from the meetings are made publicly available to increase availability across a wider audience.</td>
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</table>
This sector is a vital route for fishery products entering the supply chain in the UK but it can be challenging to comprehend. This work programme aims to coordinate activities for the sector, initially working with relevant stakeholders to identify and prioritise specific issues. Over the three years of the Corporate Plan, specific packages of work will be undertaken to address these.

The aims of this work programme are:

- Clarify and confirm the importance of this sector in the seafood supply chain.
- Identify issues affecting the sector (which will no doubt be cross-cutting with other work programmes).
- Undertake areas of work to address issues.
- Use Seafish resources to co-ordinate activities for this sector.

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<tr>
<td>How will this programme meet Seafish objectives?</td>
<td>Production of guides and information will help this sector make informed decisions.</td>
<td>The information produced will help demystify this sector. Working with stakeholders and Communications team to raise awareness and understanding of this sector.</td>
<td>Working with stakeholders to raise awareness and understanding of this sector.</td>
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<td></td>
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<td></td>
<td>Issues in this sector will be identified in conjunction with relevant stakeholders. Identifying these issues and commissioning studies to produce up-to-date information on the issues will directly help and benefit this sector with its decision making.</td>
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Bivalve Mollusc Safety

This work programme will help improve molluscan shellfish safety; it will work with regulators and industry on water quality in harvesting areas and ensure that controls such as testing methods and acceptable limits are proportionate to risk and achievable by industry.

Our core goals are:

• Horizon scanning, building and maintaining networks to acquire information and identifying areas of relevant work.

• Informing the legislative process.

• Helping business achieve and maintain compliance.

• Communicating key issues to industry and regulators.

KPI: Reduction in poisoning incidents relating to bivalve mollusc safety
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<td>How will this programme meet Seafish objectives?</td>
<td>Keeping the industry informed of potential threats to human health from harvesting waters. Produce safe food.</td>
<td>We will work with regulators in the implementation of controls to ensure the impact on industry is understood and unintended consequences avoided.</td>
<td>Ensure seafood is well trusted and understood by regulators, media and consumers.</td>
</tr>
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<td></td>
<td></td>
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<td>A compliant industry, reduces bad news stories and builds trust in the sector and confidence in seafood integrity when buying seafood.</td>
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</table>

Bivalve Mollusc Safety

Ensuring threats to human health from eating shellfish are subject to proportionate controls will ensure a safe product and reduce outbreaks which can damage public perception of seafood. The risk-based approach will minimise the burden to business.
Seafish Workstream and Programme Structure
Business Services Division

- Levy
- Information Systems
- Finance
- Human Resources
Corporate Relations Division

- Regulation
  - Bivalve Mollusc Safety
  - Reducing Red Tape

- Comms & Marketing
  - Enhance Reputation – Industry Support
  - Enhance Reputation – Seafood Campaigns
  - Promote Consumption – Industry Support
  - Promote Consumption – Seafood Campaigns

- Advocacy
  - Comms & Marketing
  - Responsible Sourcing
  - Information
  - Seafish SW England

Promote Consumption – Industry Support
Enhance Reputation – Seafood Campaigns
Enhance Reputation – Industry Support
Promote Consumption – Seafish Campaigns
Enhance Reputation – Industry Support
Promote Consumption – Seafish Campaigns

Corporate Plan 2015-18
Contact us

We regularly request feedback on our work and encourage the contributions of all stakeholders.

Contact us through the following channels:

**Seafish**

18 Logie Mill, Logie Green Road, Edinburgh, EH7 4HS
Tel: +44 (0)131 558 3331   Fax: +44 (0)131 558 1442

Origin Way, Europarc, Grimsby, N.E. Lincs, DN37 9TZ
Tel: +44 (0)1472 252 300   Fax: +44 (0)1472 268 792

www.seafish.org | www.fishisthedish.co.uk
email: seafish@seafish.co.uk

@Seafishuk | @fishisthedish