

SEAFOOD — 2040

Annual Report

September 2018 – September 2019

The future is a seafood industry that is sustainable and thriving

Seafood Industry Leadership Group

CHAIR – Alison Austin, OBE, Independent Member, Seafish Board

SECRETARY – Kimberly Cullen, Seafish

PROCESSING – Stuart Caborn, Chief Procurement & Supply Chain Officer, Youngs Seafood

FOOD SERVICE & HOSPITALITY – Victoria Cook, Central Procurement Manager, M&J Seafoods

PROCESSING – Nathan de Rozarieux, Sustainability Advisor, FalFish Ltd.

RETAIL – Ally Dingwall, Aquaculture & Fisheries Manager, Sainsbury's Supermarkets Ltd.

SUSTAINABILITY – Nigel Edwards, Group CSR Director, Hilton Food Group

AQUACULTURE – James Fox Davies, Fowey Shellfish

YOUNG SEAFOOD LEADERS NETWORK – Sarah Hussey, Fisheries Biologist, Sea Farms

WILD CATCH – Andrew Pascoe, Skipper and Chair of the National Federation of Fishermen's Organisation

WILD CATCH – Paul Trebilcock, Chief Executive, Cornish Fish Producers' Organisation

SCIENCE – Mark Berry, Chair, Seafish Expert Panel

SEAFISH LEAD – Hazel Curtis, Corporate Relations Director

DEFRA LEAD – Nicola Robinson, Assistant Director, Domestic Fisheries Policy, Marine and Fisheries Division

Aquaculture Leadership Group

CHAIR - James Fox Davies, Fowey Shellfish

SECRETARY – Kimberly Cullen, Seafish

OFFSHORE MUSSELS – John Holmyard, Managing Director, Offshore Shellfish Ltd.

SHELLFISH TRADE ASSOCIATION – David Jarrad, Director, Shellfish Association of Great Britain

FIN FISH – Oliver Robinson, Chairman, British Trout Association

OYSTER FARMER – Martin Syvret, Aquaculture Development Officer, Dorset Coast Forum

OYSTER HATCHERIES – Kelsey Thompson, Managing Director, Morecambe Bay Oysters

REGULATOR – Roger Covey, Natural England

REGULATOR – Michael Gubbins, Cefas

REGULATOR – Dr Christopher Sweeting, Evidence, Marine Management Organisation

DEFRA LEAD – Sara Catahan, Policy Advisor Aquaculture, Freshwater Fisheries, Shellfish & Aquaculture Team, Fisheries Conservation

SCIENCE – Professor Lewis Le Vay, Director, Centre of Applied Marine Sciences, Bangor University

SEAFISH LEAD – Dr Stuart McLanaghan, Head of Responsible Sourcing

DEFRA LEAD – Rebecca Redrup, Policy Advisor Aquaculture, Freshwater Fisheries, Shellfish & Aquaculture Team, Fisheries Conservation

Foreword

The origins of Seafood 2040¹ (SF2040) date back to a request to contribute to a Defra food and farming strategy. This was subsequently fleshed out into the SF2040 Strategic Framework for England with a two-page vision of a sustainable and thriving seafood industry. Key industry and government stakeholders set out a vision for a thriving seafood sector, the potential size of the prize, and 25 recommendations that would help make progress towards a shared destination.

SF2040 is not an organisation but an umbrella strategy. Its value is twofold – firstly raising awareness of seafood and keeping it in the forefront of policy makers minds and secondly as a way of consolidating the diverse activity being driven by a wide variety of actors from private companies to industry organisations and from Defra to other public bodies. SF2040 acts as a thread that binds together all this activity.

Seafish was successful in securing funds from the European Maritime Fisheries Fund (EMFF) for a two-year programme to drive forward the recommendations. This report focusses primarily on the first year, constructing the programme foundations and the initial steps taken on some of the key recommendations over the last nine months.

I was appointed as Chair, a Programme Manager (PM) was hired, and an all-sector Seafood Industry Leadership Group (SILG) was established to guide the work and engage with a wide range of stakeholders to share the vision and identify where their work contributed to the SF2040 strategy. For those areas where only the SF2040 Secretariat (Chair and PM) can progress action we prepare bids for EMFF. We were successful with the Rec 6 application to quantify the socio-economic impacts of increased seafood consumption. We are also preparing a bid for Rec 16 to map the skills, training, and recruitment needs across the England value chain.

We are also working with the MMO-EMFF team to progress other projects within the current SF2040 budget:

- Rec 11 to deliver a map of data on fisheries with opportunities for expanding Fishery Improvement Programmes and guidance for those wanting third-party sustainability certification
- Rec 13 to deliver a compelling vision for English Aquaculture and a strategy for growth

I would like to thank Seafish for the advice and guidance as well as the financial contribution required for our EMFF core funding without which SF2040 would not be moving forward. It is heartening to see many elements of the strategy being delivered within the Seafish Corporate Plan - and confirming that much of what is needed for SF2040 is also applicable across the United Kingdom.

SF2040 is an ambitious and shared plan with clear opportunities across the industry and is recognised as the first step in a much longer journey. SILG recognises that the external landscape has significantly changed since SF2040 was published and it is timely to review the recommendations for action. Following a consultation the Secretariat will publish a revised strategy programme in 2020.

The converse of any challenge is an opportunity and SF2040 will continue to set out where these lie and positively frame the seafood value chain within the wider food and drink sector as well as contributing to Government strategies on the economy and environment.

Inevitably two years is insufficient time to make substantive progress on embedding our recommendations throughout the seafood value chain and so we shall be working to secure support and funding for SF2040 as a programme to continue beyond the end of 2020. We hope to build upon the effort and goodwill of all so far.

My thanks to the SILG and ALG members for their guidance as well as to Kim Cullen, our Programme Manager. I look forward to working with them to progress the work we have embarked upon over the next 12 months.

Alison Austin, OBE, Chair Seafood 2040

¹ SF2040 Strategic Framework - <https://www.seafish.org/article/seafood-2040>

SF2040: Year 1 Measures of Success

The primary task for the first year was to turn the strategic framework with 25 recommendations from a document into an active reality and to generate awareness of and interest in the programme. This interim report covers progress against two goals determined by SF2040 and how the programme is being taken forward.

1. Goal 1: Construction of programme foundations

Build SF2040 into an effective programme to prepare the industry for the next 5 - 10 years through:

- i. the creation and active work of key leadership groups;
- ii. successful funding for specific programme work; and
- iii. stakeholder engagement across both the seafood value chain to generate awareness and the SF2040 partners to support and encourage their participation in the programme.

Many of the recommendations require long-term vision, partnership, and investment. Thus, the intent to build strong programme foundations is necessary to embed this vision, ensure that it is a shared partnership with and investment to realise a sustainable and thriving English seafood industry.

2. Goal 2: Advancing the 25 recommendations

Targeted, strategic and effective progress of the 25 recommendations is made throughout the two years ensuring actions and quick wins are achieved where possible.

The majority of the recommendations reside firmly within the aegis of other bodies both public and private and SF2040's role is to raise awareness and encourage others to pick up and progress. Progress is subject to the scale of work and pace with large numbers of organisations involved which may often mean progress is less-defined or slower than the SF2040 SILG would like. In some cases, the inclusion of a recommendation in an organisation's annual plan is an achievement especially when there is a public commitment to make progress.

Progress against Goal 1: Construction of programme foundation

Build SF2040 into an effective programme to prepare the industry for 'the long game' through the creation of key programme leadership groups, ensuring their active involvement

- i. Establish the Seafood Industry Leadership Group (SILG) with representation from each part of the value chain - SILG membership was finalised in November 2018 six weeks after SF2040 was established. The processing sector is represented by three members due to its size and diversity. Four of the planned ten SILG meetings have been held with dates booked for the remaining six. Minutes are publicly available on the SF2040 SILG webpage hosted on the Seafish website, <https://www.seafish.org/article/seafood-industry-leadership-group-silg>. The Young Seafood Leaders Network² (YSLN) was invited to join SILG and Ben Franks, Seafish, initially attended and has subsequently been replaced by Sarah Hussey, Sea Farms Ltd.
- ii. Establish a Seafood Science and Innovation Group (SSIG) - The Seafish Expert Panel (SEP) was established after the publication of SF2040 and it was agreed that rather than create a duplicate group the former would be ideal to help deliver advice and support. Dr Mark Berry, Chair of the SEP, sits on the SILG.
- iii. Establish the Aquaculture Leadership Group (ALG) with representatives from industry, regulators and government - ALG was established within the first three months of the programme with membership from Government, regulators, industry, non-departmental public bodies (NDPBs) and research and

² <https://www.seafish.org/article/young-seafood-leaders-network>

academia. Four members met with the SF2040 Secretariat in December 2018 to review and update the aquaculture recommendations as part of its preparation for the first meeting. Two meetings have been held with dates booked for four more. Minutes are available on the SF2040 ALG webpage hosted on the Seafish website <https://www.seafish.org/article/aquaculture-leadership-group>.

Build SF2040 into an effective programme to prepare the industry for 'the long game' through successful funding for specific programme work

- i. Secure grants for recommendations that require further funding and progress to completion with appropriate governance and steering groups – The SF2040 Programme Manager secured EMFF funding for Recommendation 6: *Review the impacts of a population shift to 2 portions of seafood per week*. Through the interrogation of economic and population health data the research project will build reliable estimates of the socioeconomic value and impact of increased seafood consumption on England's population health, and Government and NHS budgets. The research will be used to create awareness about the connection between increased seafood consumption and the socioeconomic value and impact.

The SF2040 Programme Manager is preparing a second EMFF application:

- Recommendation 16: *Map the skills, recruitment and retention needs and issues across the entire value chain and review best practice with regards to training, skills development and workforce retention*

Build SF2040 into an effective programme to prepare the industry for 'the long game' through stakeholder engagement across both the seafood value chain to generate awareness and the SF2040 partners to support and encourage their active roles in the programme.

- i. SILG and ALG work outside of the meetings to connect existing organisations working for mutual benefit to increase the collective impact of SF2040 - Both SILG and ALG have worked outside of meetings to connect relevant organisations and individuals working for mutual benefit. Some examples are:
 - As a result of awareness gained through being a SILG member, one individual has prompted their company to alter procurement policies to support England based seafood businesses.
 - Nigel Edwards (SILG) attended a workshop with Cefas, Seafish, and Defra, facilitated by SF2040, to review Recommendation 11 (Eliminate data limited stocks), providing valuable insights to retail perspectives on sustainable seafood sourcing.
 - James Fox Davies, ALG Chair, presented at the April 2019 Seafish Aquaculture Common Issues Group and the UK Aquaculture Research Collaborative Hub conference in June 2019.
 - Alison Austin, SILG Chair, presented at the May 2019 SAGB conference.
 - Sarah Hussey, SILG member and YSLN representative, has developed a plan with the SF2040 Secretariat to encourage wider engagement with the Network for Year 2.
 - One ALG member has referenced 2040 in communications with the Agricultural and Fisheries Minister on a site visit, their local MP, and in various industry and regulatory meetings.

External to SILG and ALG connecting existing organisations working for mutual benefit to increase the collective impact of SF2040, the Secretariat has made a concerted effort to meet with not only the stakeholders listed in the strategic framework, but also with a wider group of organisations from or related to the seafood industry. Some examples are:

Marine Conservation Society, Salacia Marine, British Retail Consortium, Fishing into the Future, Sustain, Maritime Skills Alliance, Biology and Biotechnology Science Research Council (BBSRC) and Natural Environment Research Council (NERC), World Wide Fund for Nature (WWF), Grimsby Fish

Merchants Association, Native Oyster Network, Marine Coastguard Agency, Programme UK – Marine Stewardship Council, Aquaculture Research Collaborative Hub – UK (ARCH UK), and Green Alliance.

Finally, it has been noted throughout Year 1 that Government officials have referenced the SF2040 programme in meetings, events, and presentations:

- Former Defra Minister Robert Goodwill referenced SF2040 throughout his keynote speech at the SAGB conference, 14-15 May 2019
- Martin Smith, Marine Management Organisation, SAGB conference, 14-15 May 2019
- Melanie Onn, MP (Lab) for Grimsby at the All-Party Parliamentary Group on Fisheries, 12 June 2019 where she referred to future improvements on the training infrastructure and that Seafood 2040 was working on this subject

Progress against Goal 2: Advancing the 25 recommendations

Targeted, strategic and effective progress of the 25 recommendations is made throughout the two years ensuring actions and quick wins are achieved where possible.

SILG re-prioritised the recommendations into three stages at the 31 January 2019 meeting in recognition of a changed landscape since the recommendations were originally written in 2016/17.

- Stage 1: work to begin October 2018
- Stage 2: work to begin July 2019
- Stage 3: work on these recommendations to begin April 2020

Tables 1 and 2 (pages 7 – 9) list the prioritised recommendations in Stages 1 and 2 and the progress thus far achieved during Year 1. A RAG rating has been used to provide information regarding how each recommendation is progressing. Some recommendations are listed as red which means there is little progress to date but some movement is expected in Year 2. For example, Recommendation 7 (*Build a shared understanding of barriers & opportunities around seafood consumption and agree on shared consumer growth strategies in retail, food service & public sector*) is important and thus considered a priority 1, but, it is also a long-term recommendation. The seafood industry recognises that increasing consumer seafood consumption will take a generation. Rec 7 is part of a much wider effort outside of the SF2040 strategy which the Secretariat and SILG are currently engaged with through discussion. Seafish is releasing a new brand strategy in 2020 which impacts on Rec 7. Thus, any progress should align to avoid consumer confusion and ensure consistent messages amongst the stakeholders when discussing the consumer growth strategies.

The third table, *Stage 3 Recommendations*, does not contain a RAG rating because these are a low priority and in some instances outside the influence of SILG and the SF2040 Secretariat. The Programme Manager monitors activity that impacts on these recommendations and follows up with SF2040 stakeholders for updates. For example, the Seafish Regulation team and the Seafood Industry Alliance are actively following the Brexit negotiations which impact on Recs 22-25. The Programme Manager will continue to follow up in Year 2 to document the activities and impact and report back to SILG.

Table 1: Stage 1 Recommendations (September 2018 - ongoing)

Recommendation		RAG	Progress
1	Establishment of SILG; agree collective ownership of SF2040 and responsibility to deliver and establish Seafish as secretariat and investigate funding.	GREEN	This recommendation is completed; SILG is established. SILG represents all the English seafood sectors, provides the determination and the strategic ambition to drive SF2040 in partnership with Seafish, government, and other organisations in order to achieve the vision of a thriving seafood industry.
4	Establish seafood nutritional profiles; and ensure benefits are reflected in Govt recommendations.	GREEN	Seafish developed the 44 nutritional profiles which will be uploaded to the Seafish website at the end of 2019. This will improve the accessibility and provision of nutritional information on a variety of species in one place. The links will be emailed to the Defra public food procurement policy team to forward on to those organisations that use the Balanced Scorecard to help them make informed decision when purchasing seafood.
6	Review impacts of a population shift to 2 portions per person per week.	GREEN	The SF2040 Programme Manager successfully secured funding for the research through an EMFF grant. The scope, outputs and timeline were agreed with consultant and the project is on track for completion April 2020.
7	Build a shared understanding of barriers & opportunities around seafood consumption, agree shared consumer growth strategies in retail, food service & public sector.	RED	Seafish presented the 'State of the Nation' research and findings throughout 2018 and 2019, including at a SILG meeting in July 2019. The research provided an understanding of the barriers and opportunities on seafood consumption. Seafish has a new strategic approach to seafood marketing which includes working with the whole of industry. The Seafish Marketing, Market Insight, and SF2040 teams are considering the next steps to begin encouraging consumption in Year 2. The research gained from Recommendation 6 will be used as well.
11	Eliminate data deficiency and have stock management plans in place for English fisheries.	AMBER	The 26 April 2019 workshop with Defra, Cefas, SF2040 SILG, and Seafish to exchange and discuss information to improve fisheries management was successful. The SF2040 Chair and Seafish Operations Director later met with Defra senior management in June 2019 to agree on a vision and actions to eliminate data limited stocks and improve fisheries management over the long-term. The S2040 Programme Manager will work in Year 2 with the existing budget to establish a project that maps the data landscape – what work is being done on data limited stocks and by whom.
13	Establish the ALG and deliver an English strategy and other initiatives.	AMBER	ALG is established. Balancing a number of differing perspectives across the membership, ALG facilitates a healthy debate on the future needs of the sector as well as providing an opportunity for improving the frequency and depth of communication with Seafish, Defra, and other government bodies. Innovative approaches have been covered such as the Marine Management Organisation and Cefas work on separate but integrated work mapping potential aquaculture sites around the English coastline. However, concerns persist that whilst the aquaculture sector has potential it remains just that. The sector continues to face ongoing barriers including poor water quality, an unnavigable regulatory framework, poor domestic demand and the challenges of existing alongside

			<p>other activities and designations within ever increasingly crowded marine and coastal areas. Without addressing these issues, there is concern that aquaculture will not transition into a significant sector. ALG is keen to make a difference on behalf of the sector but the long-standing challenges require attention and prioritisation. The publication of the SF2040 strategy and the subsequent establishment of ALG have played significant roles in clarifying and signposting where Defra and the regulators can most efficiently and effectively channel their aquaculture policy activities.</p> <p>Seafish has established Development of an Assurance Scheme for Shellfish and Human Health (DASSHH) which is a valuable step in addressing water quality. Also, Seafish will analyse the growth potential of the UK aquaculture sector by Devolved Nations. These two projects will inform ALG's development of updated English Aquaculture Strategy (building upon the 2012 document³), to be published by September 2020. This strategy is intended to create a vision for investment and expansion.</p>
14	Promote aquaculture as an emerging sector that behaves responsibly. . . Provide clear policy leadership and vision to support an expansion of aquaculture. . .	RED	<p>Defra has increased their aquaculture policy resource and is focusing this resource on key issues as identified within the SF2040 framework. A critical activity within this recommendation is a review of the current regulation impacting on marine and freshwater aquaculture. It is a long-term piece of work but fundamental to growth. This is a challenge given the diversion of resources to EU Exit work and a resulting packed legislative agenda. However, the current regulatory framework is not fit for purpose and an obstacle to realising the potential of aquaculture.</p> <p>Defra are working to clarify the regulatory framework. It will require a priority commitment from government and the availability of Defra and regulators to review and revise the aquaculture legislative and regulatory framework.</p>
15	Identify barriers to maintaining and improving key infrastructure and facilities, from deep water berths, ice production and vessel new build and maintenance, to physical and virtual auctions, digital connectivity, distribution and storage.	AMBER	<p>In autumn 2019, the SF2040 Programme Manager will contribute questions for inclusion in the Seafish Economics review of England's Northeast inshore fishing ports and the Seafish Market Insight audit of small ports. By providing specific questions about barrier to growth and maintenance to existing Seafish projects, an action within Recommendation 15 will be achieved in Year 2.</p>
17	Enhance business capability – work with Defra to discuss replacement funding mechanism for EMFF (only this part of 17).	GREEN	<p>Defra has conducted a pre-consultation on the future EMFF replacement fund. They held a workshop with ALG on 7 Feb 2019 whilst SILG participated by answering a short questionnaire. The SF2040 Programme Manager will work with Defra to guarantee both groups participate in the planned public consultation. This will ensure further involvement from the industry, government and regulators in the development of a new fit-for-purpose funding mechanism.</p>

³ https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/82402/120112-aquaculture-consult-doc.pdf

Table 2: Stage 2 Recommendations (July 2019 - ongoing)

Recommendation		RAG	Progress
2	Establishment of SEP and common approach to research through a shared Seafood Science and Innovation Strategic Framework and other initiatives.	AMBER	SEP was established by Seafish as a UK-wide committee. Part of their remit is to support/facilitate certain recommendations in SF2040. In Year 2, the Programme Manager will assist SEP in the steps to facilitate a network of interest in seafood science and innovation.
5	Review the environmental credentials for English & UK seafood production.	RED	The SF2040 Programme Manager will meet with Seafish to review this recommendation in Year 2 to clarify 'environmental credentials' and what actions are required for progression.
8	Deliver industry-wide generic seafood consumer campaigns highlighting health, taste, sustainability and affordability.	RED	Seafish will deliver marketing campaigns that will impact on Recommendation 8. SILG will support Seafish marketing campaigns: Love Seafood; Seafood Week; and Shellfish Week. Further discussions to be had with Marketing in Year 2.
9	Create domestic market demand for a wider variety of English-caught species.	RED	The Seafish seasonal seafood campaign to market less-known species will be launched in 2020. In Year 2, the SF2040 Programme Manager will work with the Seafish Regional team to determine what can be done to highlight seafood across England as they are in season. Examples will be documented.
10	Review the impact of a preferential English landings regime.	AMBER	Defra is undertaking a review of the impact and effectiveness of the economic link condition in England. Defra will hold a public consultation on any proposals for reform that result from the review.
12	Strengthen the role of Producer Organisations to better support fisheries management and provision of data.	AMBER	Defra and the MMO regularly meet with UKAFPO and POs to understand their views on fisheries management issues and areas where improvements can be made. All UK POs were closely involved in assisting the UK Fisheries Administrations in producing new PO compliance guidance.
16	Devise & deliver single cross-sector seafood training and skills.	AMBER	The SF2040 Programme Manager will submit an EMFF application to map skills, recruitment and retention needs and issues across the entire value chain and review best practice with regard to training, skills development and workforce retention. Stakeholder engagement to encourage participation from the industry and Government has generated interest.
19	Establish a Seafood Exporter's Group (SEG) to promote opportunities and drive progress; devise & deliver an Export Strategy and Action Plan.	AMBER	Whilst the group itself is not yet established, Seafish has delivered a series of export seminars about business readiness in light of Brexit. Discussions will occur in Year 2 with those export stakeholders in the industry to test the appetite to meet in a formal capacity to exchange information, liaise with government, and develop a strategy to expand growth and opportunities.
20	Ensure seafood is fully factored in to the Govt's export growth and promotion activities.	RED	This is currently covered by the Department for International Trade (DIT) 'Food is Great' campaign. In Year 2, the SF2040 Programme Manager will contact DIT for further details. The establishment of a SEG (Rec 19) could lead to increased English seafood industry participation in export activities.
21	Conduct a review of current English seafood products to assess if any could benefit from PGI status.	AMBER	Defra completed a PGI public consultation to consider an alternative programme after the EU Exit. In Year 2, the SF2040 Programme Manager will follow up with Defra with regard to the next steps.

Table 3: Stage 3 Recommendations (April 2020 - ongoing)

Recommendation		Progress
3	Establish Best Practice Programme as a pathway to demonstrable improvement, with agreed specified standards developed for 4 key strands of sustainability: People, Planet, Production, and Transparency & Good Governance.	This recommendation will be reviewed in spring 2020.
17	Enhance business capability – assess current provision against the business requirements of the supply chain to identify gaps and opportunities and other initiatives.	An online seafood business support hub could be one action to result from this recommendation. The SF2040 Programme Manager will speak further with the Seafish Regulation team in Year 2. Also, ALG is interested in knowing more about an environmental impact investment model that offers corporate finance and fund management services in conservation, natural capital and renewable energy programmes. ALG will be conducting inquiries at an upcoming meeting in Year 2.
18	Maximise the use and value of the seafood resource – investigate opportunities to reduce waste and maximise value in production.	The SF2040 Programme Manager will follow up with SEP to determine what actions can be taken in Year 2. Also, the Seafish Regional team has created a waste reduction leaflet for Scotland, which could be useful in England.
22	Consider the establishment of seafood friendly trade hubs to ease export routes.	These recommendations are impacted by the EU-Exit negotiations and No-Deal preparation. Defra, DIT, the Department for Transport (DfT) and the Seafood Industry Alliance (SIA) are actively involved with this work.
23	Ensure adequate resource is provided by UK Govt to facilitate favourable international free trade and preferential tariff agreements negotiated with seafood producing nations.	
24	Establish mechanisms to ensure that national raw material commodity needs are calculated by agreement with industry sector bodies such as SIA & are translated into tariff quotas that align with sector requirements.	
25	Review and revise Border Control customs processes to expedite efficient logistics and tariff relief recovery.	

SF2040: Year 2 Ambitions

Embedding the SF2040 vision and recommendations in partner organisation's plans and strategies is the primary ambition for Year 2 as well as refreshing the recommendations and looking for funding opportunities to extend the programme another two years. The plan for SF2040 in Year 2 includes the following activities:

1. Continue to engage with key stakeholders such as Defra, Seafish, Cefas, and the regulators to secure their ongoing support for the SF2040 recommendations.
 - a. Engage with Defra and regulators to address the regulatory roadblocks in the aquaculture sector.
 - b. Seek opportunities to continue the work within the aquaculture recommendations beyond the relatively short lifespan of ALG and continue long-term planning to expand the sector.
2. Continue to progress the recommendations where specific work is already actioned and where the SF2040 Secretariat and the SILG and ALG committees have influence.
 - a. Finalise Year 2 budget identifying the recommendations where small, effective projects can be achieved by Sept 2020 as well as continuing to target the recommendations that need to progress with EMFF funding.

- b. Complete the research project on Recommendation 6 including the wide dissemination of results.
- 3. Collaborate with the Young Seafood Leaders Network to improve their engagement in the programme and encourage their contributions. This is an excellent opportunity to meet with the future leaders of the industry and discuss the industry they want to work in and what can be achieved.
- 4. Contribute to the National Food Strategy in collaboration with Defra, Seafish, and the Seafood Industry Alliance to ensure seafood and aquaculture are part of the review and eventual strategy.
- 5. Review the SF2040 recommendations – now three years old – to test relevance and direction and update them where appropriate to better reflect the needs in the current landscape.
- 6. Seek funding opportunities to continue the SF2040 programme for another two years past September 2020.