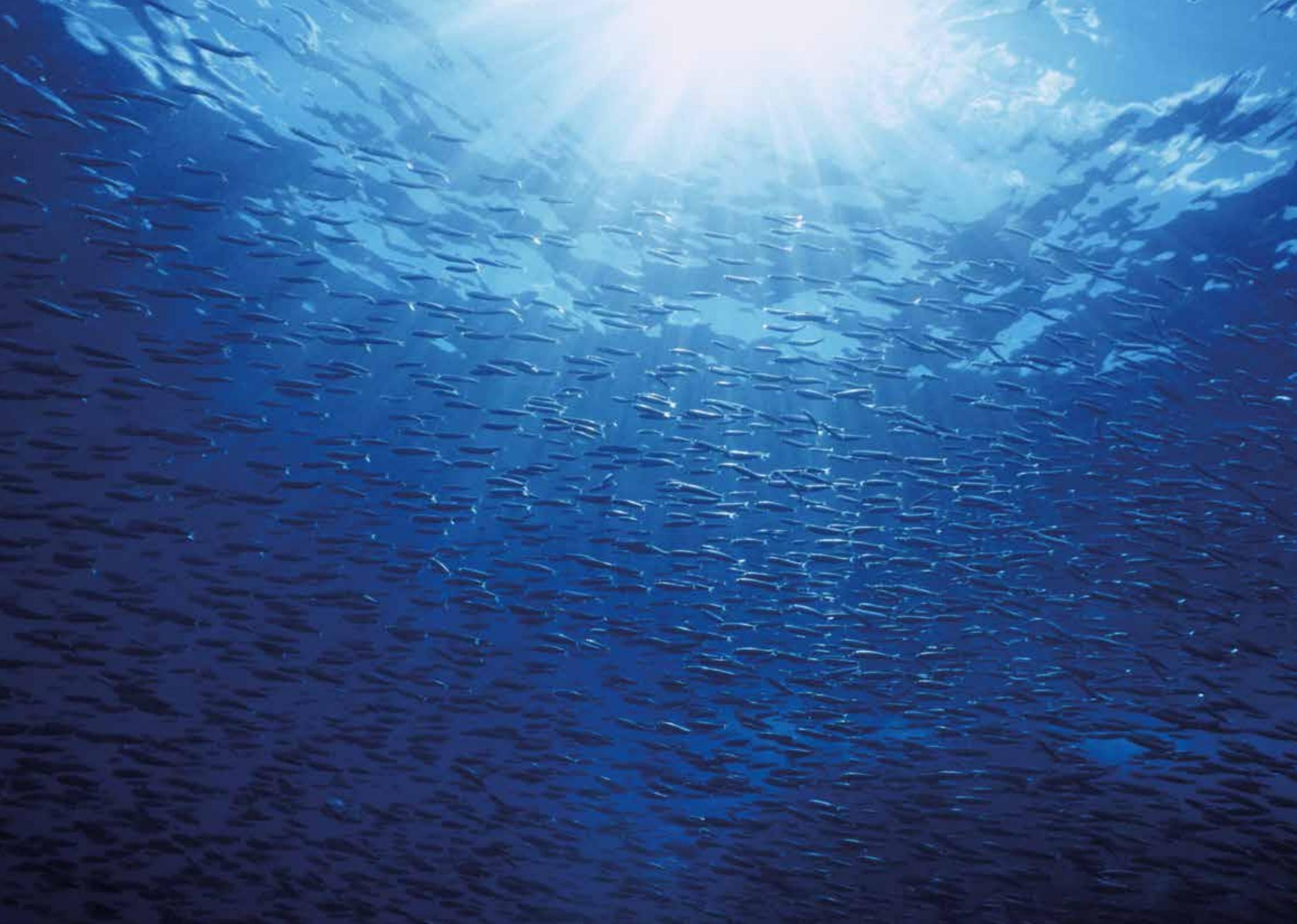




CORPORATE PLAN

2018 *↔* 2021

SEAFOOD IS THE WAY FORWARD



Contents

<i>Chair's message</i>	<i>02</i>
<i>A purposeful word from the Chief Executive</i>	<i>03</i>
<i>Our vision</i>	<i>05</i>
<i>The five challenges</i>	<i>06</i>
<i>Our mission</i>	<i>11</i>
<i>Activities for each challenge</i>	<i>12</i>
<i>How we will work</i>	<i>22</i>
<i>What our stakeholders can expect from us</i>	<i>24</i>
<i>How we will measure our impact</i>	<i>26</i>
<i>How we will fund this</i>	<i>28</i>
<i>Our global context</i>	<i>30</i>



The development of a new Seafish Corporate Plan comes at just the right time for the UK Seafood industry. It is crucial for Seafish to be able to adapt and respond to the changing requirements of its many stakeholders. Through the rigorous development process involving all three of our industry sector panels it has been possible to take stock, understand where the real challenges lie and set a course for the three years ahead.

The key difference realised through this new Corporate Plan is Seafish's stated intent to preserve a greater degree of flexibility throughout the plan period. While there is a clear framework of intent, there is nevertheless adequate opportunity for the organisation to listen to the voices of industry and make adjustments as demand dictates.

As Seafish Chair, it is my job to lead the Board in making its decisions on the formulation of strategy and in holding the Executive to account for delivery. On behalf of the Seafish Board I can assure all Seafish stakeholders that we will ensure the organisation carries out its statutory duties. We will ensure governance arrangements are maintained such that the levy funds entrusted to it are deployed in line with the highest standards of probity and transparency.

I would like to thank everyone involved in the development of this new Corporate Plan. I believe it provides an optimistic, aspirational and positive outlook for the future and is a framework that everyone in the UK seafood industry can stand behind and help drive forwards.

I would encourage anyone with an interest in helping shape the future of the UK seafood Industry to get involved with Seafish activities and contribute to our collaborative efforts.

Welcome from the Chair



Brian Young

A purposeful word from the Chief Executive

SEAFOOD IS THE WAY FORWARD



Marcus Coleman

This Corporate Plan has been created during the most turbulent, uncertain and unpredictable times that we have encountered in decades. Despite this uncertainty, our industry stakeholders have been clear about their desire to see the UK seafood industry unite behind a common belief in their world class seafood products.

Our three industry sector panels have set out their priorities. They have identified the key challenges that their organisations are facing. They have asked Seafish to do what it does best and help show everyone that seafood is the way forward. This is our purpose as an organisation.

We know that seafood is the way forward for business, the way forward for our communities, the way forward for the environment and the way forward for our personal health and wellbeing.

This Corporate Plan will create our rallying cry, 'Seafood is the way forward'. The aim is to unite the industry behind a common purpose and build a common voice. So whatever challenges are faced across trading, safety and skills, consumption or sustainability, our vision of a truly thriving seafood industry will be realised.

Our new identity has been designed to communicate this purpose. It is intended to convey a sense of momentum and progress, as well as collaboration and inclusivity.

As Chief Executive it is my job to ensure that all Seafish staff look to the future with optimism and inspire those who share our belief in seafood to join the movement. I hope you will join us too.



*Our vision is for a seafood industry
that is truly thriving...*

A seafood industry where businesses across the supply chain are flourishing, seizing opportunities and managing risk; where product sales are growing to meet a near doubling in seafood demand; where our workforce is skilled and safe; where UK responsible sourcing is setting the global benchmark; and where a future-focused sector is built upon a solid foundation of collaboration, insight and innovation.

A thriving seafood sector will also bring benefits beyond the supply chain, creating prosperity, bringing job opportunities, and contributing to sustainable communities. The nutritional impact of the 'two a week' campaign will support our health and wellbeing and deliver substantial health cost savings.¹

Our shared success will be underpinned by improved operating practices and impeccable environmental credentials.

So what's holding us back?

¹https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/338801/SACN_Advice_on_Fish_Consumption.pdf



The five challenges

To make the ambitious transformation to 'truly thriving', we must work together to address the complex challenges and uncertainties that we are facing. These are many and varied, but we have chosen to focus on the five that will matter most in the three years of our plan. These challenges are framed in the context of the wider geo-political uncertainty that exists, and in which the seafood sector must continue to operate.

CHANGING LANDSCAPE

A changing political, economic and regulatory landscape as the UK exits the EU.

The seafood industry is facing unprecedented change as the UK exits the EU. Shifting dynamics in the overall UK business climate are likely to significantly affect seafood businesses in both positive and negative ways. Important influences will likely include changes in the sterling exchange rate (providing opportunities and uncertainties in export and import trade), investor sentiment and consumer confidence.

The UK catching sector will likely face changes to the overarching fisheries management framework in terms of how the resource is accessed, future industry-science co-operation and how environmental objectives are achieved. Leaving the EU could alter existing seafood tariff arrangements and non-tariff barriers, with consequences for seafood imports and exports. Businesses will face increased uncertainty of workforce supply with expected changes to EU migration arrangements. Finally, existing programmes of EU funding currently accessed by industry and researchers will no longer be available.

ENJOY FISH

Stagnant consumer demand and strong competition from other protein and non-protein foods.

Although seafood is widely recognised as one of our healthiest and most sustainable protein foods, we are falling far short of the Government's consumption target of two portions a week.

The sector is not fully capitalising on seafood's unique selling points and is being directly challenged by growing competition from other sectors for a share of the protein market. In the UK, the seafood sector competes with traditional protein sources such as poultry as well as interest in manufactured protein alternatives.

Central to tackling this challenge is addressing concerns surrounding the affordability of seafood, which is often seen to be the more expensive option, at a time when real wages and disposable income are under sustained pressure.

Also key to increasing seafood consumption is meeting consumer requirements in terms of product quality, taste, freshness and consistency. The ability of seafood businesses to meet consumer preferences around convenience and availability will help drive increased consumption. Capitalising on the health credentials of seafood and ensuring food safety and product integrity are not compromised are also important.

Finally, the potential to increase UK consumption is also affected by the efficiency and viability of the seafood supply chain. Seafood faces competition from other sectors with production systems that can, in some cases, be established relatively quickly and enjoy scale economies. Seafood is also subject to a shifting industry image, influenced by media messaging and campaigning by Non-Governmental Organisations, celebrities and journalists.

SAFE & SKILLED

Competing with other food production sectors for access to a suitably skilled workforce, while addressing complex challenges around workplace safety.

The ability to achieve a thriving seafood supply chain is impacted by issues with workforce availability and capability. In common with other food production sectors, the industry is constrained by the available workforce across the UK, as well as by the potential for restricted access to overseas labour in the future. The sector has to contend with unpleasant and difficult working environments and at times dangerous practices, particularly at sea, which can result in lives being lost.

Concerns about unethical production practices have the capacity to tarnish the reputation of the sector. The requirement to address concerns about poor working conditions, subsistence pay, forced labour, human trafficking and fatalities is, understandably, stronger than ever.

An additional consideration is how restrictions around labour availability and advances in technology present an ongoing trade-off for industry. The relative certainty of labour requirements has to be weighed against investments in, and future prospects of, technology and mechanised operations.

GOOD SOURCE & SUPPLY

Sourcing sustainable seafood in an increasingly competitive global market, alongside continued public concern over practices that compromise human welfare and the environment.

Global population growth and increased demand for protein, coupled with limitations in wild capture volumes, are tightening supply conditions for the UK seafood sector. The ability of seafood businesses to respond to these supply constraints is shaped by consumer preferences, pricing and sustainability criteria. Also of increasing importance is the ability of other countries with growing affluence to secure the seafood resource for themselves through active food security strategies.

At the same time, the seafood industry must ensure that it retains and builds upon its hard earned advances in responsible sourcing, such as buyers' sustainability specifications, eradicating Illegal, Unreported and Unregulated (IUU) fish and adherence to seafood certification schemes.

This challenge is aggravated by the risk that exists across the food sector of food safety and product integrity concerns damaging industry reputation, presenting a significant risk to brand owners, affecting public perception and access to end markets. While this can drive improvements across the sector, it can also result in unfounded and unwelcome commentary on industry practices in the media. Critical to this is the growing public concern around potential human rights abuses in the global seafood supply chain.

DEEP INSIGHT

Successfully accessing the data, information and knowledge that will ensure the sector is equipped to understand and respond innovatively to a changing environment.

The challenges facing the sector are amplified by limitations in the availability of data, information and evidence to support seafood businesses to understand and respond to changes in the wider operating context.

Formal research approaches - where data collection, information provision and the sharing of knowledge are provided by third parties in the public sector - face cost pressures and compete for tight budgets. Additionally, formal research, in isolation, is unsuited to resolving complex industry problems.

Fresh ideas and approaches must be explored to support the industry and other stakeholders (scientists, NGOs, etc.) to interpret evolving problems and identify solutions. Such approaches must contend with the demands and tensions of multidisciplinary research and the absolute need for cross-sectoral collaboration.





Our Seafish mission

At Seafish, we'll use our unique position, right at the heart of the seafood industry, to work in partnership with our stakeholders to make a difference on the issues and challenges that matter most.

From 2018 to 2021, we are committed to enabling transformative change which will foster a thriving seafood sector. Our aspiration is:

- *To help our seafood stakeholders identify, optimise and secure business benefits from the process of the UK's exit from the EU, while successfully responding to the difficulties that such change will inevitably bring.*
- *To facilitate the doubling of seafood consumption in the UK to two portions per person a week, which will in turn contribute to significant financial, social and health benefits across the UK.*
- *To support efforts to eradicate all preventable fatalities and injuries at sea and onshore, and to assist the seafood sector to benefit from best-in-class skilled labour, supported by high quality training.*
- *To work in partnership with seafood stakeholders to secure the broad supply base required by UK industry, and to support the responsible sourcing and supply chain integrity demanded by UK consumers.*
- *To ensure UK seafood businesses can draw upon the expert advice, knowledge, insight and data they need to inform decisions to deliver increased business prosperity.*

Central to this is the need for Seafish to retain sufficient flexibility, so that it can respond to the changing needs that will inevitably face the sector over the next three years. We will continue to work with our industry partners to choose the projects that will help achieve a thriving seafood sector. How we shape our work programme to respond to these challenges is set out in the following pages. This will in turn drive each annual plan during the next three years.

CHANGING LANDSCAPE



A changing political, economic and regulatory landscape as the UK exits the EU.

Our goal is to help seafood stakeholders identify, optimise and secure business benefits from the process of the UK's exit from the EU, while successfully responding to the difficulties that such change will inevitably bring. To succeed, Seafish and our four government partners will need to work in close collaboration. We will achieve this by working across five key areas:

Governance and Marine Management: We will support the development of a fisheries management regime that can create a profitable and responsive seafood sector across the UK, as well as delivering a cleaner, healthier and more productive marine environment.

- Supporting the development of mechanisms to ensure fisheries management across the UK post-exit is underpinned by appropriate scientific research and expertise.
- Facilitating opportunities for government and stakeholders to engage on EU exit issues impacting the sector.
- Providing practical assistance through our national and regional committees to ensure that the local impacts of our exit from the EU are understood.
- Producing high quality and relevant research and advice on the impacts of our exit from the EU, to support the seafood sector to adapt, and to assist government partners to develop policy settings that will shape the future regulatory environment.

Seafood Markets and Trade: We will enable the sector to adapt to the changing trade relationship with the EU, and explore and take advantage of new and emerging markets.

- Assessing the implications of the changing trade environment through a range of activities such as monitoring tariffs and import regulations, economic analysis and assisting the seafood sector to respond.
- Establishing a dedicated seafood Exporter's Forum to enable a collaborative and cohesive response to emerging trade issues.
- Facilitating stakeholder engagement in new and existing markets by engaging with seafood export companies through

the planned Exporter's Forum and engaging with trade advisors in the relevant embassies.

- Producing export-focused market insight information to support UK businesses to trade in new markets.

Seafood Regulations and Standards: Assisting seafood businesses to adapt to a new regulatory environment once the UK leaves the EU.

- Assisting the sector as it transitions from EU law to a new domestic legislative regime, and identifying areas of regulation that may need amending in the future.
- Supporting the sector to meet regulatory import and export requirements, and to achieve compliance with product standards in new markets.

Labour Requirements: Providing evidence, insight and expert advice on the implications of labour constraints arising from our exit from the EU.

- Ensuring that the future resource needs of seafood businesses are represented in cross-government initiatives to address post-EU exit labour issues.
- Delivering research on the use of EU labour within the seafood sector.

Securing Public Funding: Exploring options for alternative funding sources in the absence of EU funding.

- Continuing to support the industry to access European Maritime and Fisheries Fund (until 2019) and other funding streams.
- Providing expertise to assist with the design of programmes across the UK to replace EU funding schemes.



ENJOY FISH



Stagnant consumer demand and strong competition from other protein and non-protein foods.

Our goal is to facilitate the doubling of seafood consumption in the UK to two portions a week, which will in turn contribute to significant financial, social and health benefits across the UK. Inherent to this challenge will be ensuring that this increased consumption is achieved in line with wider sustainability and resource management objectives. We will contribute to this by working across the following areas:

Defining and validating universally agreed messaging to ensure seafood's Unique Selling Points (USPs) are consistently and widely shared.

- Working with our industry partners to unite industry and marketing professionals from across the supply chain under the common goal of increasing consumption and getting more people to eat at least two portions of fish a week.
- Formally establishing the health and wellbeing credentials of seafood.

Devising and delivering consumer campaigns of value to the whole sector.

- Growing our award-winning Seafood Week campaign to draw the industry together, regardless of brand name or product type.
- Expanding our health promotional work in collaboration with health service providers, to support the 'fish2aweek' campaign.
- Targeted communication with consumers to share benefits of eating seafood.

Amplifying our 'two a week' message via our trade stakeholders.

- Creating targeted trade engagement campaigns with tailored messaging for every sector.
- Developing brand-neutral campaign material and associated assets and toolkits that the seafood industry can freely access and use.
- Supporting and hosting national and regional industry events to promote seafood as the protein of choice.
- Building our 'Enjoy Fish & Chips' brand for the benefit of industry

and consumers alike, and extending this initiative to other parts of the supply chain.

Educating and upskilling partners on the key USPs of seafood.

- Informing public procurement programmes across schools, hospitals and prisons.
- Supporting skills development of chefs and other trades within the industry.

Promoting the positive reputation and credibility of the industry.

- Pro-active targeting of the trade and consumer press to build the profile of seafood and the industry.
- Actively monitoring and responding to media coverage on the seafood sector to protect our industry's interests.

Ensure the seafood sector is positioned to take advantage of the increased demand generated by our consumer promotion campaigns.

- Providing generic and bespoke market and consumer research to assist seafood companies to understand and respond to consumer trends.
- Assisting the sector to meet and exceed food safety requirements in the UK and beyond.

SAFE & SKILLED



A sector that competes with other food production industries to attract and retain a suitably skilled workforce while addressing complex challenges around workplace safety.

Our goal is to support efforts to eradicate all preventable fatalities and injuries at sea and onshore, and to assist the seafood sector to benefit from best-in-class skilled labour, supported by high quality training. We will contribute to this by:

Supporting the seafood sector to source sufficient skilled labour to meet business demands.

- Undertaking research across the supply chain to assess labour requirements and related issues.
- Informing policy development on the use of migrant labour in the seafood sector.

Establishing the seafood sector as an employer of choice.

- Promoting the career opportunities that the seafood sector provides across schools and universities.
- Facilitating the delivery of technical training programmes to support new entrants to the seafood sector.
- Progressing opportunities to support apprentices in the seafood sector.

Supporting the sector to create a safe working environment for all staff across the supply chain – from fishing boats to fish processing factories to retail outlets.

- Delivering information campaigns to raise awareness of safety issues and support behavioural changes in respect of safety culture.
- Promoting the Seafish Responsible Fishing Scheme (RFS) to support vessel owners and skippers to adhere to good practice standards on board vessels.
- Producing comprehensive and up-to-date information on sub-sea hazards to all UK fishermen.
- Providing inspection services to ensure new fishing vessels meet the required construction standards.

Delivering sector-led training in collaboration with our training partners to enable industry to access appropriately skilled labour and build capability.

- Supporting the catching sector to understand the implications of the changes that ILO c.188 is expected to bring and to assist the sector to comply with the new requirements.
- Engaging a network of training providers and assisting them to deliver Seafish training courses to seafood sector workers.

Supporting the sector to explore the trade-offs between new technology, mechanisation and traditional labour resourcing.

- Sharing best practice case studies.
- Facilitating cross-sector knowledge sharing via events and publications.

GOOD SOURCE & SUPPLY



Sourcing sustainable seafood in an increasingly competitive global market, alongside continued public concern over practices that compromise human welfare and the environment.

Our goal is to work in partnership with seafood stakeholders to secure the broad supply base required by the UK industry and to support the responsible sourcing and supply chain integrity demanded by UK consumers. We will achieve this by:

Supporting growth in aquaculture as an additional source of supply.

- *Supporting initiatives to expand the UK aquaculture sector, including addressing related issues such as water quality requirements.*
- *Supporting the sector to access farmed seafood product sourced from outside the UK.*
- *Providing the sector with guidance on interpreting and adhering to aquaculture regulations.*

Working collaboratively on initiatives to address supply constraints.

- *Producing and sharing information on UK seafood supply chains and our seafood trade position to inform policy and business decisions.*
- *Progressing initiatives to address key data deficient fisheries so that these species can become a credible part of the supply chain.*
- *Sharing expertise to enable the catching sector to improve gear selectivity in wild capture fisheries, to support the sustainability credentials of underutilised species, to better manage environmental impacts and to address bycatch issues.*

Developing and implementing a range of fit-for-purpose supply chain integrity tools to assist the UK sector to maintain its 'licence to operate'.

- *Enhancing and administering the Risk Assessment for Sourcing Seafood (RASS) tool to enable seafood buyers to make informed sourcing decisions and develop responsible sourcing strategies.*

- *Continuing to support the delivery of initiatives to address social responsibility issues in the seafood sector, including the RFS and Tools for Ethical Seafood Sourcing (TESS).*
- *Facilitating the development and implementation of the 'Responsible Fishing Ports Scheme' (RFPS), aimed at improving standards in food safety, the working environment, catch handling and seafood traceability.*

Supporting the seafood sector to respond to issues relating to supply chain integrity to maintain the reputation of the seafood industry.

- *Facilitating and supporting the Common Language Groups to enable knowledge sharing across a range of stakeholders.*

DEEP INSIGHT



Successfully accessing the data, information and knowledge that will ensure the sector is equipped to understand and respond innovatively to a changing environment.

Our goal is to ensure UK seafood businesses can draw upon the expert advice, knowledge, insight and data they need to inform decisions to deliver increased business prosperity. We will contribute to this by:

Encouraging dialogue on science and innovation across the seafood sector.

- *Establishing a new multi-stakeholder group to facilitate business access to science and innovation relevant to the seafood sector.*
- *Engaging with local industry groups and their networks to examine short-term priorities for action and providing a link to the research community to enable these priorities to be progressed.*
- *Liaising with existing platforms (e.g. Fisheries Innovation Scotland, Food Innovation Network, Fisheries Science Partnerships) to leverage existing science and innovation initiatives for the benefit of the seafood sector as a whole.*

Facilitating awareness of emerging issues that may impact on the sector and supporting the sector to respond to these issues, drawing on evidence-based expertise and industry experience.

- *Ensuring that Seafish's research and information outputs remain robust, fit for purpose and relevant.*
- *Completing regular reviews of industry challenges and priorities across the seafood value chain.*
- *Maintaining a comprehensive and regular review of ongoing research and advances in relevant science.*
- *Continuing to provide comprehensive, robust and reliable analysis of business performance in the seafood sector.*

Cultivating and resourcing innovative solutions.

- *Directing industry levy towards strategic investments in innovation.*
- *Mapping current public and private sector funding mechanisms.*
- *Engaging with research councils and other bodies to leverage additional resources.*



How we will work

Who we are

At Seafish we are responsible for helping to create a sustainable, profitable and responsible seafood industry across the UK.

We are a Non-Departmental Public Body set up by the Fisheries Act 1981 to support and raise standards across the UK seafood industry. Seafish is governed by an independent Board consisting of nine non-executives, four of whom must be financially independent of the seafood industry. The Board is supported by the Executive team which includes:

- *Our Chief Executive Officer, who is the Accounting Officer and has responsibility for delivering the Corporate Plan and ensuring Seafish meets all of its statutory obligations.*
- *Four directors tasked with strategic delivery and organisational performance.*

Our public body status means we are ultimately accountable to the four fisheries ministers who in turn must answer to their respective parliament or assembly for the overall performance of Seafish.

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. This means our work is funded directly by the industry we support. Ensuring our work programme is relevant and targeted to the needs of the industry is the responsibility of our three Sector Panels; Domestic and Exporters, Importers and Processors, and Supply Chain and Consumers.

Although the levy is gathered at the point of first sale of seafood, our remit extends to all parts of the seafood supply chain, from sea to plate.

How we will work

Seafish exists to work in partnership with our stakeholders and to make a difference on the issues that matter most. We follow a core set of values that define and guide who we are, how we work, and what we will do. They provide the basis for our stakeholders' belief and confidence in us and in our commitment to do the 'right thing' in the 'right way' for the UK seafood sector. We want our colleagues and partners to be in no doubt about what matters to us, about how we'll operate, and about how we'll work with each other to make positive change and bring to life our shared vision for a thriving seafood sector.

Our values also ensure we attract, engage and retain the best talent, making sure Seafish is recognised as an employer of choice, a place where people feel valued, supported and encouraged to do their best work.

*We'll be **accountable** and **driven** to address the real issues facing the sector; we'll encourage **innovative** solutions to deliver positive change; we'll roll up our sleeves and 'get involved', utilising our **expert** knowledge to influence and create maximum impact; we'll demonstrate **integrity**, working with passion to protect the industry's reputation; and we'll strive for **collaboration** on an ongoing basis, building robust and meaningful relationships with our stakeholders.*



What our stakeholders can expect from us

At Seafish we know that we can't drive the transformation to a thriving seafood industry on our own – collaboration is critical and partnership is at the very heart of our delivery.

Connected

Over the next three years we'll bring to life this strategic road map of support for the industry's successful future. By using our unique, non-partisan position we'll act as a hub to bring the industry together. We will leverage our industry-wide outlook and work to combine available knowledge (from a range of sources) with the industry's experience and expertise to create a powerful blend of know-how and capability that will drive change.

Collaborative

Working in collaboration with our stakeholders, we will continue to listen and respond to their needs. Our Seafish issues groups (such as the Common Language Group, the Discard Action Group and the Aquaculture Common Issues Group) provide space where key UK-wide issues can be discussed, common understanding achieved and actions defined.

Working in partnership

Seafish has dedicated delivery teams in Scotland, Northern Ireland, Wales and the South West of England, each working to a tailored strategy developed by local stakeholders through national and regional advisory committees. These committees provide the opportunity (1) for Seafish-wide initiatives to be tailored to deliver local benefits and (2) to ensure that levy spend takes account of local industry needs.

The national and regional advisory committees are:

- *Seafish Northern Ireland Advisory Committee*
- *Scottish Seafish Advisory Committee*
- *Seafish Wales Advisory Committee*
- *Seafish Southwest Advisory Committee*

Seafish also works collaboratively with the four administrations to deliver core government initiatives relevant to the seafood sector including:

- *The Wales Seafood Strategy 2016 to 2025: Developed by the Seafish Wales Advisory Committee (SWAC) in collaboration with Welsh Government and with the support of Seafish. The Strategy outlines the vision for a thriving, vibrant, safe, and sustainable seafood industry for Wales focused on sustainable growth, increased employment and improved fishing safety.*
- *Ambition 2030: A growth strategy for farming, fishing, food and drink focused on collaborative initiatives to grow the value and reputation of the Scottish food and drink sector, so that it can reach its potential turnover of £30 billion by 2030.*

- *Working as lead partner with the Department for Environment, Food and Rural Affairs tasked with delivering the ministerial endorsed Seafood 2040 strategy for the English seafood sector, focused on doubling consumption and the wider benefits this will bring to seafood businesses and beyond.*

- *Through our membership of the Northern Ireland Fishing Industry Taskforce and related stakeholder groups, and the delivery of projects with the direct support of the Department of Agriculture, Environment and Rural Affairs.*

Building an extensive network

We recognise that the innovative solutions required to tackle our priority challenges may not always be found from within the seafood sector. For that reason we will actively work beyond our traditional stakeholder base, with universities, research institutes, public bodies and other food industries, to leverage additional value for the seafood sector.

Being flexible

Our commitment to collaborative working means that each year our Annual Plan will be refined and adapted, flexing to make sure we stay focused on the outcomes that will deliver the greatest benefit for the greatest number of our partners, in line with our five challenges.



How we will measure our impact

We recognise that we have set an ambitious agenda for the next three years. Addressing these challenges head on is not down to Seafish alone, which means that assessing our overall effectiveness and impact will be difficult, but not impossible.

Our minimum expectation is that through delivering this Corporate Plan, and through our collaborative partnerships, our collective understanding of the challenges will have matured, the seafood sector will be more resilient to their impact and will be more adept at overcoming them. Our ambition is that through our innovative and collaborative responses to these challenges, we may overcome them entirely.

We have identified eight proxy indicators that we will monitor over the course of this Corporate Plan. Positive changes in these indicators should demonstrate that the sector is making progress to conquer challenges to become a profitable and sustainable industry. Specific performance indicators relevant to Seafish's delivery of activities under this Corporate Plan will feature in the three accompanying Annual Plans.

Throughout this period we want Seafish to be recognised as a trusted partner across the industry and government, delivering valuable services to support the sector, while attracting and retaining an excellent workforce.

By the end of 2021 we want to see:

- 1. An increase in the contribution the seafood sector makes to UK gross domestic product.*
- 2. A continuously improving balance of trade favouring the export of more value-added seafood products.*
- 3. A measurable increase in seafood consumption moving from 1.15 portions per person per week towards 1.35 portions, to ensure we are on a clear trajectory to reach two portions per week.*
- 4. A year-on-year increase in seafood sales that can be directly attributed to Seafood Week and our associated marketing campaigns.*
- 5. Zero avoidable fatalities in the catching sector.*
- 6. The expansion of our domestic aquaculture production by volume.*
- 7. A seafood sector which is recognised as being a leader in corporate social responsibility and delivering best practice, which is reflected in the fact that more than 90% of seafood media coverage is classed as positive or neutral.*
- 8. An increase in the volume of landings into UK ports.*

How we will fund this

The cost to deliver the Seafish work programme over the next three years against each of our five challenges is set out here. These costs have also been mapped against our key work areas (areas of expertise) to demonstrate how our work programme is fully targeted at meeting these challenges head on. We will also leverage the overall value of our £24.2 million spend by partnering with the seafood sector and the wider research and academic community to stretch our funds so that we can deliver even more. This cost allocation may be amended during the three years of the Corporate Plan as we respond to sector needs, although the overall spend is expected to remain within the limits outlined on the next page.

Central to the delivery of this Corporate Plan will be the functions and services internal to Seafish that ensure we are equipped to deliver a quality service. This includes our finance, human resources, and information services. These functions will ensure Seafish has (1) the right technology to enable us to be responsive and agile; (2) clear transparency around delivering services against our budget; and (3) the right team on board as we continue our transition to a high performing organisation.

ACTIVITIES	EU EXIT £'000	CONSUMPTION £'000	SAFETY & SKILLS £'000	SUPPLY & RESPONSIBLE SOURCING £'000	KNOWLEDGE & INSIGHT £'000	CP1821 TOTAL BUDGET £'000
INCREASING DEMAND						
Consumer Campaigns		3,528				3,528
Trade Activation		1,828				1,828
Education		139	554			693
Reputation	549	549	549	549	549	2,745
SECURING SUPPLY						
Provision of Information				1,425	409	1,834
Responsible Supply				859		859
Labour & Skills		109	2,078			2,187
Aquaculture				499		499
Facilitating International Trade	701	93		140		934
Regulation	1,057	423		634		2,113
Economics	330		330	330	330	1,320
Market Insight		599		300	599	1,498
Horizon Scanning	85				255	340
Strategic Investment Programme					564	564
NATIONAL & REGIONAL DELIVERY						
Delivery	655	655	655	655	656	3,276
TOTAL	3,376	7,923	4,166	5,391	3,362	24,218



Our global context

Our commitment to a thriving seafood sector is driven, not just by the benefits that it will bring to the UK industry, but by the wider social benefits that a profitable and sustainable sector can deliver.

The United Nations Sustainable Development Goals, agreed in 2015, set an ambitious agenda to eradicate poverty, improve education and health, and reduce hunger so as to build fairer societies and a more sustainable future for all.

Sustainability underpins everything we do at Seafish and our focus over the next three years is directly aligned with these goals. Our vision of a truly thriving seafood sector will bring benefits beyond the immediate industry and will help create sustainable and healthy communities. We take great pride in knowing what we do and how we think makes a positive contribution to our planet, environment, and population. In delivering this Corporate Plan we will directly contribute to six sustainability goals:

Good health & well-being

- *Seafood offers enormous health benefits. Our goal to double seafood consumption in the UK to two portions a week will encourage people to eat more seafood, contributing to a healthier diet and lifestyle.*
- *Our commitment to eradicate all preventable fatalities on fishing vessels and our focus on the safety and well-being of everyone working in the seafood sector means we will support businesses to improve safety skills, awareness and knowledge.*

Decent work & economic growth

- This starts from within our organisation as we work towards securing Times100 status; becoming a first class 'employer of choice' is a priority.
- Providing high quality training opportunities across the seafood sector is an essential focus of our Corporate Plan; a well-trained industry is a thriving industry, capable of economic growth and development. We will actively promote careers within the seafood industry, encouraging young and diverse entrants, to ensure future economic progress.

Industry, innovation & infrastructure

- We aim to work collaboratively to improve seafood supply chains to enhance industry performance and understanding by providing trusted research, evidence and analysis.
- We seek to improve transparency and raise industry standards through initiatives to improve industry infrastructure, such as the RFPS.

Responsible consumption & production

- Seafish is committed to supporting responsible sourcing and supply chain integrity. This includes progressing initiatives such as the RFS, which has been developed to raise standards in the catching sector, enabling those within the seafood supply chain to demonstrate their commitment to responsible seafood sourcing. This scheme is the only global standard auditing vessel compliance which incorporates ethical and welfare-based criteria.
- Our RASS programme enables businesses to make informed purchasing decisions through the availability of accurate and accessible information on the sustainability performance of a fishery.
- Encouraging and supporting a responsible seafood industry is of paramount importance to us. Through our TESS work programme we provide a one-stop-shop, signposting users to numerous online resources and initiatives that support socially responsible business practices.

Life below water

- The success of the seafood sector is directly related to the global preservation and responsible maintenance of the planet's marine environment and Seafish plays a part. Our gear technology database enables fishermen to select appropriate gear to minimise environmental impact, along with relevant selective devices and discard reduction options, allowing them to avoid catching untargeted species.
- Our focus on expanding aquaculture production recognises its fundamental importance to the future of the global seafood industry and the public benefits that sustainable aquaculture production can provide.

Partnership for the goals

- Our commitment to partnership and cooperation means Seafish is well positioned to (1) facilitate a greater awareness of the UN Sustainable Development Goals across UK seafood businesses and (2) leverage the contribution that a thriving seafood sector can make to helping achieve the UN 2030 Agenda for Sustainable Development.

We regularly request feedback on our work and encourage the contribution 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*

*Seafish, Origin Way, Europarc, Grimsby DN37 9TZ
Tel: +44 (0)1472 252 300 Fax: +44 (0)1472 268 792*

*seafish@seafish.co.uk
www.seafish.org
www.fishisthedish.co.uk*

 *@seafishUK
@fishisthedish*