



## Corporate Plan 2015-2018

### Key Deliverables

Work Programme: Consumption	Results
Seafish Campaigns	<ul style="list-style-type: none"> <li>• Seafood Week saw sales of seafood increase year on year during the week of the promotion: 2015 126 million 2016 133 million 2017 143 million</li>   <li>Whilst the PR reach (media, social, trade) increased each year too: 2015 72 million reach 2016 130 million reach 2017 240 million reach</li> <li>• Health Awareness on 2 a week message grew from 20% in 2016 (pre-campaign) to 32% in April 2018 (post campaign). In family target group consumer awareness was 35% in 2018.</li> <li>• <a href="http://www.fishisthedish.co.uk">www.fishisthedish.co.uk</a> continued to grow over the three years with a 27% increase in web traffic, 35% increase in webpage viewings, 40% increase in health webpage viewings.</li> </ul>
Industry Support	<ul style="list-style-type: none"> <li>• The National Fish and Chip Awards have grown every year with 2018 campaign reaching 96,000 people for every £1 spent. Our PR team have secured a slot for the fish and chip shop of year on This Morning each year to take the awards to a consumer audience.</li> <li>• Delivery of annual 'Young Seafood Chef of the Year Competition' and Development of 'Sea To Serve' learning portal for student and aspiring chefs.</li> <li>• Program of research undertaken by Seafish and AHDB looking at the nutritional composition of fish and chips, portion size variability throughout the UK and</li> </ul>

	<p>consumer preferences/behaviours with regards to the purchase of fish and chips. From this, we developed an industry communications campaign, under the banner title of 'Enjoy Fish &amp; Chips', to inform and educate fish and chip business operators about the research findings.</p>
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<b>Work Programme: Reputation</b>	<b>Results</b>
<p>Seafish Campaigns</p>	<ul style="list-style-type: none"> <li>• Over the three year period we secured:               <ul style="list-style-type: none"> <li>- 10,299 articles across print, broadcast and online</li> <li>- Reaching 206m people</li> <li>- With 91% of those articles positive or balanced towards Seafish and the industry</li> </ul> </li> <li>• We have created 95 films on a range of projects including fish and chips, economics, responsible sourcing and safety. This has helped us to grow our YouTube channel to 9,300 subscribers and our Twitter account to over 13,800 followers.</li> <li>• We've supported industry with a range of high profile stories including North Sea Cod's MSC certification and The Guardian's slavery at sea campaign.</li> <li>• Campaigns run by the marketing and communications team have won seven awards from marketing and PR professional associations, including In-House PR team of the Year (2015) and a Masters of Marketing award.</li> </ul>
<p>Industry Support</p>	<ul style="list-style-type: none"> <li>• Delivered the World Seafood Congress in Grimsby in 2015 with over 300 seafood industry delegates. They were amongst good company with Sir Ranulph Fiennes as our guest speaker.</li> <li>• Provided media training to over 40 industry stakeholders.</li> <li>• Worked with Billingsgate Seafood School to deliver a number of skills workshops to catering students at colleges across the UK.</li> </ul>

Work Programme: Responsible Sourcing	Results
RFS	<ul style="list-style-type: none"> <li>• Complete re-development of the Responsible Fishing Scheme (RFS) through a UK industry-led approach to establishing the scope and content of the standard; UK relaunch event held in Westminster and attended by many UK industry leading representatives and coastal MPs.</li> <li>• Established the RFS Supply Chain supporters group, incorporating many of the largest buyers of seafood in the UK demonstrating their commitment to incorporating the sourcing of RFS certified seafood into their sourcing policies and allowing us to use their logos to help promote the RFS across the UK and internationally.</li> <li>• Celebrated the milestone of our first 100 vessels certified by confirming they accounted for 27% of landings by UK vessels by weight and 19% by volume, with the range of vessels engaged covering the spectrum of size and gear profiles within the UK, proving that RFS membership is accessible and achievable across the UK fleet. These 100 vessels include our first full fleet, and we've also developed a Group Certification model which is on track to be launched during 2018.</li> <li>• Demonstrated the applicability of the RFS through feasibility studies completed with industry representatives from the Icelandic Cod Fleet and the Peruvian Anchovy (Industrial) Fleet. Also developed a Vessel Improver Programme, allied to the core RFS programme, which was informed by feedback gathered through testing in the Maldives Tuna pole &amp; line fishery, and the Ben Tre mixed trawl fishery in Vietnam.</li> <li>• Secured the long-term future of RFS in the UK and forged a path toward internationalisation by establishing an agreement to transition the RFS to a new home as part of a ground-breaking international initiative helping provide assurance to the whole seafood supply chain.</li> </ul>
RASS	<ul style="list-style-type: none"> <li>• Successful development and launch of the Risk Assessment for Sourcing Seafood (RASS) website. Populated with over 360 fishery profiles, RASS was developed to help UK commercial seafood buyers make an informed judgement on the environmental risks associated with sourcing wild caught seafood and is</li> </ul>

	<p>now being widely used by businesses across all aspects of the supply-chain.</p> <ul style="list-style-type: none"> <li>• The RASS risk assessment method was published in <i>Marine Policy</i> journal, a fantastic endorsement from the scientific community ensuring RASS is viewed as a credible information resource by our stakeholders.</li> <li>• A SIP funded project led by Bangor University that created a tool to assess the seafloor impact of mobile bottom gears, with outputs to be incorporated into RASS. This is subsequently being developed further by the Marine Stewardship Council to inform habitat assessments under Principle 2.</li> </ul>
<p><b>Gear Technology</b></p>	<ul style="list-style-type: none"> <li>• Basic Fishing Methods booklet updates with over 3000 hard copies supplied to a wide range of stakeholders within the seafood sector, and many more copies downloaded from the website.</li> <li>• Gear data based launched in July 15 and populated with a wide scope of information across 75 Gear Type and Selectivity Device profiles, plus 10 technical information pages; 21000 users and 63,500 sessions recorded since launch.</li> <li>• 12 training courses delivered at Hirtshals Flume Tank in Denmark involving a total of 160 participants; nine courses for fishermen ( 96 participants), two for non-fishers ( 44 participants) and one international course (20 participants).</li> </ul>
<p><b>Domestic aquaculture</b></p>	<ul style="list-style-type: none"> <li>• Development of the new Aquaculture Profiles website which will provide an excellent new educational resource for anyone with an interest in the aquaculture industry, offering clear, impartial information about the most important aquaculture species for the UK market, to enable informed dialogue and decision making relating to the responsible sourcing of farmed seafood.</li> <li>• Maintained and expanded the Aquaculture information resources provided to facilitate informed decisions and support the UK industry in tackling key issues and constraints, resulting in an increase number of views of the Aquaculture pages to over 1000 per month.</li> </ul>

<b>Work Programme: Safety &amp; Training</b>	<b>Results</b>
Fishermen's Training	<ul style="list-style-type: none"> <li>• We provided over 24,000 (taught and online) mandatory and voluntary training places to experienced and new entrant commercial fishermen.</li> <li>• We drew down over £2m of external funding (mainly EMFF and MCA) to subsidise the cost of voluntary training taken up by commercial fishermen.</li> <li>• We developed and launched a new suite of stability awareness training courses for commercial fishermen.</li> </ul>
Fishing Safety	<ul style="list-style-type: none"> <li>• A 12-month period (between Sep-16 and Sep-17) during which there were zero deaths in the fishing industry. However, during the three years of CP1518 there were 23 deaths in the fishing industry, up from 17 during the previous three year period – representing an increase of 35%.</li> <li>• We contributed fully to the work of the Fishing Industry Safety Group and the development of its 10-Year Strategy to Eliminate Preventable Deaths in the Fishing Industry.</li> <li>• We distributed 4,500 Personal Flotation Devices to commercial fishermen</li> <li>• Our regional delivery teams organised 12 port safety roadshows, which were delivered in partnership with the RNLI.</li> </ul>
Onshore Training	<ul style="list-style-type: none"> <li>• We delivered 3,000 taught and online training places to workers in the onshore processing, manufacturing, retailing and food service sectors of the seafood industry.</li> <li>• We developed a new Apprenticeship Standard for fishmongers, identified an appropriate Standard for fish friers and supported the development of Standards for those working in seafood processing and manufacturing, enabling seafood companies to take full advantage of the funding available to employ and train Apprentices following the introduction of the Apprenticeship Levy in April 2017.</li> <li>• Industry interest in Apprenticeships is increasing; the 566 Fish &amp; Shellfish Apprenticeship completions in 2015/16 grew to 600 in 2016/17 and during 2017/2018 there were 1,300 registrations.</li> <li>• We secured a significant increase in funding for delivery of the Fishmongering Apprenticeship from £2k to £12k after evidencing the true cost to employers.</li> </ul>

<p>Marine Survey</p>	<ul style="list-style-type: none"> <li>• We oversaw the construction of 247 new fishing vessels built to our two Construction Standards (for fishing vessels Under 15m Length Over All and fishing vessels of between 15m LOA and 24m Registered Length).</li> <li>• We also inspected 268 other vessels whose owners wanted to register for commercial fishing and provided reports to both the owners and the Maritime &amp; Coastguard Agency (MCA). Note: at the end of November 2017 we withdrew from undertaking these “registration inspections” over our increasing concerns regarding the safety of continuing to allow these older, potentially unsuitable vessels onto the UK fishing register; it is now being provided by the MCA.</li> <li>• We also completed 33 consultancy contracts, including advising on modifications to fishing vessels and the construction of inshore fisheries patrol vessels.</li> <li>• In addition to our “charged-for” services, we also provided free advice, guidance and information to stakeholders on the design, construction and modification of fishing vessels. We logged almost 1,800 such enquiries and estimated the value of our advice to have been worth over £700k.</li> </ul>
<p>Kingfisher Info</p>	<ul style="list-style-type: none"> <li>• We delivered the Kingfisher Information Service at zero cost to levy thanks to funding provided by our project partners (including oil &amp; gas, pipeline, cable and renewable energy operators).</li> <li>• New Kingfisher Fishermen’s Training course material and animations developed</li> <li>• Continuing supply of biannual hazard updates to fishermen, fortnightly bulletins and frequent social media alerts.</li> </ul>

<p><b>Work Programme: Insight</b></p>	<p><b>Results</b></p>
<p>Ports and Auctions</p>	<ul style="list-style-type: none"> <li>• In 2015 we started to develop the Responsible Fishing Ports Scheme, in partnership with the ports sector. The first phase of work, the standard for large ports, was completed and approved in February 2018. Collaboration with the ports sector has been vital to developing this industry led initiative.</li> </ul>
<p>Seafood Integrity</p>	<ul style="list-style-type: none"> <li>• Our series of guides and briefings helped to improve knowledge of Seafood integrity issues and how to address them. Download rates showed they were accessed from around the world.</li> <li>• In March 2015 we commissioned a study to assess the ethical issues impacting</li> </ul>

	<p>on seafood species landed into, and imported to the UK. The outputs from this project include a fully-referenced literature review, 15 risk mapping ethical profiles highlighting countries and regions that import seafood to the UK, and an analytical report with strategic recommendations.</p> <ul style="list-style-type: none"> <li>• In 2016 we facilitated the pre-summit workshop on ‘social responsibility in seafood’ at the SeaWeb Seafood Summit in Malta. This was attended by over 100 stakeholders from all over the world to hear about the issues and initiatives to tackle them.</li> <li>• In March 2017 we launched Tools for Ethical Seafood Sourcing (TESS), a signposting tool providing a gateway to a range of useful resources to help businesses address issues in their supply chain.</li> <li>• We commissioned several pieces of confidential research to understand consumer views, the current position and risk landscape around concerns for fish welfare in wild capture fisheries.</li> </ul>
<p>Issues Groups</p>	<ul style="list-style-type: none"> <li>• Our meetings achieved an average satisfaction score of &gt; 80% and total attendance at the meetings over the final year of this CP exceeded 500 for the first time (2017-2018).</li> <li>• The number of stakeholders we positively engage with through a tailored and targeted monthly newsletter has increased by 65% in three years to 1,570 interested parties.</li> </ul>
<p>Market Insight</p>	<ul style="list-style-type: none"> <li>• The number of market insight reports we release increased by 35% to 637 a year, between year 1 to year 3.</li> <li>• Over the three years, annual publication downloads have increased 47% to 21,500 in the last year of the CP15-18, through a combination of new materials available and improving awareness of what we do.</li> <li>• The number of stakeholder subscribers increased by 12% to 640.</li> <li>• £762,400 of bespoke analysis and advice was provided over the 3 years. These directly helped facilitate sound business decisions throughout the supply chain and inform policy and the media.</li> <li>• 15 market insight presentations at UK and international conferences or events were delivered.</li> <li>• In 2016 market insight was subject to an independent, external assessment of</li> </ul>

	<p>value for money. Findings showed that for every £1 spent on market insight, there was £17 of benefit to stakeholders (ref Eftec, 2016) resulting in an estimated £4.9m annual net benefit to our stakeholders.</p>
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<b>Work Programme: International and Regions</b>	<b>Results</b>
<b>Export Support</b>	<ul style="list-style-type: none"> <li>• We arranged pavilions and/or information stands at the following exhibitions:               <ul style="list-style-type: none"> <li>- China Fisheries, Qingdao (3 times)</li> <li>- Japan Seafood Expo, Tokyo (3 times)</li> <li>- Seafood Expo North America, Boston (3 times)</li> <li>- Seafood Expo Global, Brussels (twice)</li> <li>- Seafood Expo Asia (Twice)</li> <li>- Vietnam Seafood Show (once)</li> </ul> </li> </ul>
<b>Seafish Wales</b>	<ul style="list-style-type: none"> <li>• We published a social and economic impact assessment of cockle mortality in the Burry Inlet cockle fishery, South Wales, in response to industry concerns over the fishery's decline. The outputs of this report helped support a funding bid for a Europe-wide research project into cockle mortality.</li> <li>• Developed a baseline 'Understanding Welsh Seafood Supply Chain project' report collating and presenting key information on the Welsh seafood industry and supply chain. The outputs of this report supported the development of the Wales Seafood Strategy and on-going collection of Welsh seafood industry data.</li> <li>• The Wales Seafood Strategy was developed and launched in collaboration with the Seafish Wales Advisory Committee and Welsh Government. The Strategy outlines the seafood industry's vision for a thriving, vibrant, safe, and sustainable seafood industry for Wales, with targets for 30% sustainable growth by 2025.</li> <li>• We helped to establish the Welsh Fishing Safety Committee (WFSC) to highlight the importance of fishermen's health and safety and develop industry-led initiatives and projects that address the most significant causes of fishing-related loss of life and accidents amongst the Welsh fleet.</li> </ul>

<p>Seafish NI</p>	<ul style="list-style-type: none"> <li>• Developed Seafood week in NI from an event attended by 50 people in 2015 to one attended by 10,000 in 2017. Developed a seafood presence at the Balmoral Show, supporting industry attendance in 2015 and delivering Seafish stands in 2016 and 2017. The 2016 Seafish stand won “best in show.”</li> <li>• Completed delivery of over 1300 PFDs to NI industry and then set up the NI Fishermen’s Safety Forum, bringing together all fishing organisations and others with a remit for fishing safety to continue partnership working on fishing safety in NI.</li> <li>• Delivered 21 industry case studies and 20 industry films to inform stakeholders and celebrate the NI industry which have been used extensively for PR by the companies involved and the media and for education by colleges and local government.</li> </ul>
<p>Seafish Scotland</p>	<ul style="list-style-type: none"> <li>• Market Insight Seminar: Provided 1-2-1 marketing insights on latest seafood trends &amp; market research with 30 delegates from across Scottish industry.</li> <li>• Lectures, talks and seminars for:             <ul style="list-style-type: none"> <li>- City of Glasgow College (Seafood Week: Oct 17)</li> <li>- Queen Margaret University (Feb 18)</li> <li>- RHET Teachers – Scottish ‘Good Food Champions’ (Sept 17)</li> </ul> </li> <li>• Aquaculture: Contributing support for the delivery of Annual Conference for Association of Scottish Shellfish Growers and working with the Scottish Aquaculture Research Forum offering project support, steering and management and funding.</li> <li>• Support and secretariat for the industry led North East White Forum</li> <li>• Provision of support and advice to the Scottish Pelagic Sustainability Group &amp; Scottish Fisheries Sustainable Accreditation Group.</li> </ul>
<p>Seafish SW England</p>	<ul style="list-style-type: none"> <li>• Assisted in delivery of PFD’s to over 1000 SW fishermen.</li> <li>• SW Beam innovative trawl developments reducing impact, improving selectivity, and improving perceptions of the beam trawl fleet in the SW.</li> <li>• Cornish Sardine MSC recertification, working closely with SW ringnet fleet in my role as the association Chairman to successfully recertify the fishery to MSC Standards.</li> <li>• Chairmanship of the Cornish Sardine Management Association.</li> </ul>

<b>Seafish English Account Management</b>	<ul style="list-style-type: none"> <li>• The Humber Seafood Summit exceeded delegate numbers again over the three years with positive testimonials each year. The event is now moving towards a firm national identity and is seen as a flagship event for Seafish.</li> <li>• During CP201518 a trade delegation between Peterhead in Scotland and Grimsby was formed to improve communication and build business relationships. After each area was visited the partnership has continued and regular meetings are now held.</li> <li>• A successful ‘The Seafood Shopper Insight’ seminar (50 industry attendees including 20 key levy accounts) and Foodservice: ‘State of the nation seminar’ (30 industry attendees) was held in Grimsby.</li> </ul>
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<b>Work Programme: Economics</b>	<b>Results</b>
<b>Analysis and evidence</b>	<ul style="list-style-type: none"> <li>• Seafish Economists has been recognised as leaders in the economic analysis of the potential impacts of the landing obligation. Our work has been held up as best practice and the bio-economic model we have developed, the SEAFISH model, has been used by various organisations including Cefas, Defra and the EU Scientific, Technical and Economic Committee for Fisheries (STECF).</li> </ul>
<b>Data Collection</b>	<ul style="list-style-type: none"> <li>• During the last three annual economic fleet surveys our researchers conducted over 1,500 face to face interviews with skippers and vessel owners. The team also expanded the scope of the research with two new surveys on employment issues in the fleet and processing sectors.</li> <li>• Quay Issues has expanded from a single magazine to a branded suite of publications, with outputs on the UK fishing fleet including filmed case studies, wall posters, reports and a short animated film. The magazine itself continues to go from strength to strength and won the Best Publication Silver Award at the CIPR Scotland PRide Awards in both 2015 and 2017.</li> </ul>

<b>Work Programme: Regulation</b>	<b>Results</b>
<b>Reducing red tape</b>	<ul style="list-style-type: none"> <li>• Set up a direct primary authority agreement with West Yorkshire Trading</li> </ul>

	<p>Standards to give businesses more confidence in using Seafish guidance. Later this was changed to a coordinated partnership which allows businesses to get advice directly from our primary authority.</p> <ul style="list-style-type: none"> <li>• New assured guidance produced on Weight Declarations on Glazed Seafood was published to clarify confusion caused by new regulations and to limit misleading practices.</li> <li>• Resolved an issue with HMRC whereby the 'end use' procedure giving access to zero tariff goods was unavailable creating high costs for importer/processors.</li> <li>• Prevented an EU ban on aquaculture products. The Indian authorities were not carrying out adequate testing on product to be exported to the EU leading to many failures on import, We raised the issue with the Indian authorities and they improved their testing and a ban and subsequent shortage of product in the UK was prevented.</li> </ul>
<p><b>Bivalve Mollusc Safety</b></p>	<ul style="list-style-type: none"> <li>• Seafish have worked to prove that purification of live bivalves for 42 hours is unnecessary and got agreement from the regulating authorities that as long as the end product standards are met in accordance with EU law then a reduced depuration can be used. This offers the opportunity to increase throughput without incurring additional costs. Guidance was produced to assist business take up.</li> </ul>

<p><b>Work Programme: Horizon scanning</b></p>	<p><b>Results</b></p>
	<ul style="list-style-type: none"> <li>• Risk maps:               <ul style="list-style-type: none"> <li>- Industry risk maps and priority risks for UK seafood 2015/16, 2016/17, 2017/18</li> <li>- Priority risk profile for Wales, South West England and Northern Ireland</li> </ul> </li> <li>• Deep reviews of priority risks:               <ul style="list-style-type: none"> <li>- Product integrity</li> <li>- UK seafood export trade developments</li> <li>- UK seafood consumption (Fish as Food)</li> <li>- The next NGO priority</li> <li>- Implications of Brexit on the UK seafood industry</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>- Climate change adaptation in wild capture</li> <li>- Brexit and the UK seafood industry: Understanding and responding to trade options</li> <li>- UK seafood supply base to 2030</li> <li>• Other:             <ul style="list-style-type: none"> <li>- Fisheries, aquaculture and seafood processing: areas for cross-sectoral stakeholder collaboration discussion paper</li> </ul> </li> </ul>
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<b>Work Programme: Strategic Investment</b>	<b>Results</b>
	<p>The fund was used for a range of projects including:</p> <ul style="list-style-type: none"> <li>• Marine Stewardship Council Certification of North Sea cod achieved in July 2017</li> <li>• Tools to estimate fishing gear penetration depth and benthic habitat impacts of fisheries at a regional scale; This project carried out by Bangor University, developed a tool that can rapidly assess the impacts of towed bottom-fishing gears in broad seabed habitat types. It will be used to inform RASS habitat assessments and contribute to the international project aimed at the best approach to management of bottom trawling</li> <li>• The Demography and Reproduction of Commercially Exploited Crustaceans in UK Waters; building up the knowledge base for stock assessment science of these species.</li> </ul>