Annual Plan
2017-2018

SEAFISH
the authority on seafood

Welcome from our Chief Executive

This Annual Plan sets out the programmes and projects that Seafish is committed to deliver in this, the final year (2017/18) of our current Corporate Plan.

I am delighted to be able to report that the Seafish team is right on track to deliver on its promises within agreed time, cost and quality requirements. All credit is due to our hard working and committed staff who have had to contend with an increased workload arising, in part, from responding to industry requests and enquiries since the EU Referendum outcome back in June 2016.

Of course, just as we look to conclude the current Corporate Plan, 2017/18 will be a year in which we engage extensively with industry, primarily through our Sector Panels, to define where Seafish should best deploy its resources for the next three years. With such a degree of uncertainty evident at the moment, 'flexibility' is the watch word. I know that everyone involved from the Sector Panels to the Seafish Board to the four Fisheries Administrations and our Seafish staff are all agreed that Seafish's future plans are going to need to be agile and ready to flex in order to respond to whatever challenges arise as the post EU membership trading environment becomes clear.

In the meantime, while future plans are developed, I can assure all Seafish Stakeholders that we will keep calm and carry on delivering to the high Seafish standards that we have established over recent years.

Marcus Coleman
Chief Executive

SEAFISH
the authority on seafood

Our mission, vision and high level objectives encapsulate our delivery commitment, while our Seafish values set out how we go about our work.

Our mission:

to support a profitable, sustainable and socially responsible future for the seafood industry.

This mission reflects industry's wish to address every aspect of best practice; to be environmentally sustainable, and to be responsible in terms of social and welfare requirements and in supplying products of suitable quality and integrity.

Vision:

the authority on seafood.

Seafish should be the first organisation that comes to mind when seafood data, interpretations or advice are required, so that we are recognised as 'the authority on seafood'. Only by having a high level of expertise, can we provide reliable, authoritative information to consumers, industry, the media and regulators.
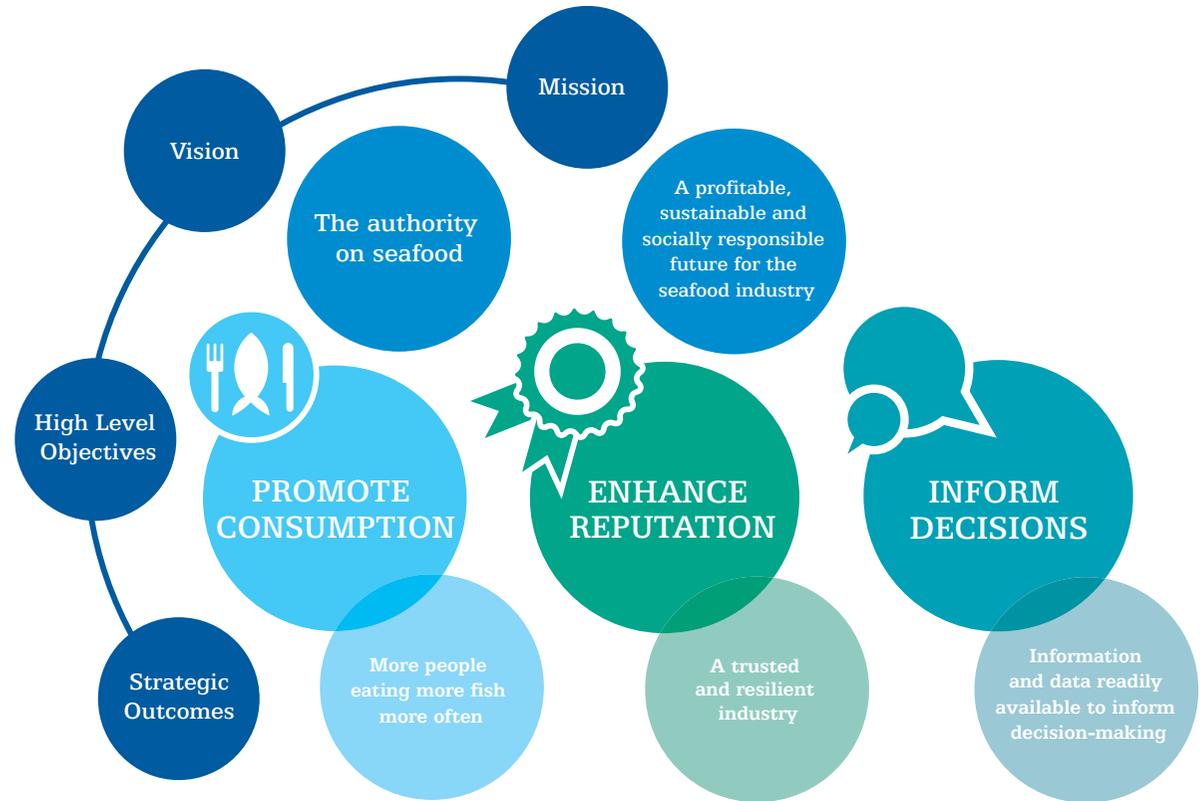
Seafish values:

the guiding principles by which we work.

Our values have been developed with our staff and are a guide to how we go about our work; they ensure we are at our best for industry by being – accountable, driven, expert, collaborative, innovative and always working with integrity.

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

Operational Delivery

Our plan of work for 2017-18 sets out to deliver 'fewer, bigger, better'. Our three Sector Panels have prioritised key issues, identified areas of focus and allocated resources accordingly. Our work is allied to three High Level Objectives and is subject to regular review by the Sector Panels and Board.

SEAFISH
the authority on seafood

Vision

Mission

The authority on seafood

A profitable, sustainable and socially responsible future for the seafood industry

High Level Objectives

Strategic Outcomes

PROMOTE CONSUMPTION

ENHANCE REPUTATION

INFORM DECISIONS

More people eating more fish more often

A trusted and resilient industry

Information and data readily available to inform decision-making

Promote Consumption

More people eating more fish more often

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

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

- Our successful Fish is the Dish digital campaign will continue to build our social networks, growing the web audience for our key messages.

- Our new '2-a-week' campaign will establish an all sector platform to drive consumption growth.

- We will expand our Fish and Chips campaign to target the wider foodservice market and further develop our national awards.

- We will target the trade press to build the profile of seafood and to ensure it is valued by retailers and foodservice.

- A full range of support materials will allow our industry partners to add volume to our consumer messages, culminating in a Seafood Week campaign.

- We will expand our acclaimed education programme, engaging schools and further education colleges.

Enhance reputation

A trusted and resilient industry

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

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

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

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

- Our Safety and Training work programmes will continue to support workforce skills development and strive to improve safety in our most dangerous occupations.

- The Responsible Fishing Port Scheme aims to assure the UK seafood industry, key stakeholders and seafood supply chain that all certified or engaged ports within this programme are acting in a responsible manner, and will support and develop greater assurance and transparency within the seafood industry.

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

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

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

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

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

Inform Decisions

Information and data are readily available to inform decision-making

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

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

An ambitious agenda of work includes:

- The Seafish Risk Assessment for Sourcing Seafood (RASS), which enables commercial buyers to make informed choices with regard to purchasing seafood. The RASS tool is our primary source of information relating to seafood sourcing and includes data on biological factors (stock status, management, bycatch and habitat impact). Over the course of the full Corporate Plan, RASS will be expanded to include aquaculture, social and welfare factors, as well as nutritional signposts and culinary information.

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

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

- We will continue to communicate key industry performance information and provide the economic analysis and advice relied upon by industry.

- Through our Horizon Scanning programme we will seek to identify key areas of future activity and forward plan for longer term strategic thinking.

Programmes and Projects
2017-2018

PROGRAMME	PROJECT	TARGETS 2017-2018
Promote Consumption – Seafish Campaigns Our work to get 'more people eating more fish more often' will draw on a range of consumer led marketing initiatives targeting key audience segments. **WORK PROGRAMME OVERALL KPI** Before and after campaign research demonstrates a positive impact on seafood consumption – demonstrated by Annual Insight report on Seafood Consumption in the UK. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • 10% growth in the Fish is the Dish digital audience. • Consumer Campaigns show uplift in impactful engagement on target audiences and positive industry involvement – measured against 2015 results. • Fish and chips work shows improved engagement with annual competition and positive impact on industry measured against 2016 results.	**FISH IS THE DISH – DIGITAL ENGAGEMENT** Engaging our online community of consumers.	• Support to all Seafish consumer campaigns with increased audience. • Calendar in place with programme of monthly new content, consumer data capture activities and engagement tactics employed. • 365 days a year engagement with consumers online. • Ongoing development for optimisation of consumer channels to improve return on investment. • Researched, implemented and refined activation plan to pull consumers through to our channels.
	2-A-WEEK-HEALTH Building on previous health work focusing on 2 a week messaging.	• 2 a week platform consolidated for whole supply chain. • Integrated campaign developed with a range of tactics to champion 2 a week to consumers and industry. • Improved participation in numbers of businesses. • Improved consumer reach for 2 a week.
	SEAFOOD WEEK A national week of promotion and engagement around seafood in the UK.	• Platform consolidated for whole supply chain to embrace, amplify and utilise. • Integrated campaign delivered with a range of tactics to champion consumers to eat more fish and provide an additional opportunity for 2 a week promotion. • Enhanced activation by both independent and multiple retailers and independent and multiple foodservice operators. • Improved participation and activation from businesses. • Improved consumer reach.
	FISH AND CHIPS Consumer and industry focused project promoting the UK's national dish.	• National Fish & Chip Awards 2018. • Enjoy Fish and Chips content generated. • investigate opportunities for collaborative working across the sector.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME

INDUSTRY CAMPAIGN TOOLKITS
 	
Enabling industry to get involved in the Seafish-driven consumer campaigns.
	• Delivery of digital campaign toolkits in support of Seafish campaigns, including:
	  • Press release templates.
	  • Digital marketing assets.
	  • Background information and key messages.
	  • Web resources.
	  • Working with key stakeholders – e.g. the Seafood Marketing Group and Seafood 2040.
		Promote Consumption – Industry Support
		
		Our industry support programme will add real weight to the consumer campaigns, enabling industry to deliver their own promotional work and leverage Seafish campaign spend.

SEAFISH ASSET BANK Our online resource that allows industry access to a range of digital assets for their own use.	• Improved usage of Seafish digital asset bank. • Uploading of digital photography, documents, illustrations and video for use by industry.	**WORK PROGRAMME OVERALL KPI** Before and after campaign research demonstrates a positive impact on seafood consumption - demonstrated by Annual Insight report on Seafood Consumption in the UK.
CONSUMER INSIGHT Providing the uplift to the market insight programme in order to help industry grow.	• Communication of up to date insights to industry in order to help inform their own understanding of current market opportunities. • Support to insight publications, digital engagement and industry workshops.	**WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Delivery of campaign toolkits shows 10% uplift in engagement from industry. • Improved Asset Bank usage delivering 10% uplift in digital assets accessed by industry. • Delivery of consumer insight to industry through a variety of channels.

PROGRAMME	PROJECT	TARGETS 2017-2018
International – Export Support	**BRITISH PAVILIONS** Book, design and plan Seafood from Britain pavilions at two international seafood expos. Provide space for individual companies on the pavilion (booked directly with stand management company).	• Pavilions at two major seafood exhibitions – Japan Seafood Expo and China Fisheries. • At least 10 UK companies participating on the pavilions.
Provide assistance to UK seafood exporting companies in developing trade in agreed export markets.	**SEAFOOD FROM BRITAIN INFORMATION STANDS** Plan and manage UK information stands / meeting points at key international seafood exhibitions.	• Attendance at minimum of two international seafood exhibitions. • Stands to provide information and meeting facilities for UK companies attending. • Resulting in increased awareness of UK exporters, species and responsible practices.
WORK PROGRAMME OVERALL KPI (FROM CP) Year-on-year improvement in Stakeholder satisfaction from baseline established in year one survey.	**JAPAN IN-MARKET PROMOTION** In collaboration with DIT and / or SDI, plan and deliver events to demonstrate the high quality of UK seafood exported to Japan in retail and / or foodservice markets.	• One promotional event held in-market and aimed at the Japanese consumer.
WORK PROGRAMME ANNUAL TARGET FOR 2017-18 • 10% year-on-year increase in downloads of export guides. Successful delivery of a programme of events at international seafood exhibitions as agreed with key seafood exporting companies.	**GLOBAL SEAFOOD EXPO, BRUSSELS** Plan and manage a Seafish stand at the Global Seafood Expo in Brussels.	• Stand with meeting areas for UK stakeholders. • Visible promotion of Seafish work through graphics and bespoke meetings.
	EXPORT GUIDES	• Promote the guides to Seafish stakeholders through direct marketing and social media twice.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
HUMBER SEAFOOD SUMMIT Organise and deliver the annual event in Grimsby. This includes the marketing, speaker programme, venue and facilities. Offer assistance to side events around the Summit.	• This annual event will bring together Industry and experts to discuss and share information which will benefit the Industry going forward.	**Regional – England Account Support**
SUPPLY CHAIN SUPPORT Bespoke importing and exporting opportunities for the English Seafood sector.	• In partnership with stakeholders, two regions will be focussed on in which opportunities will be identified to improve the supply chain efficiency and further develop the relationships between them and the English Seafood Sector. This programme will also include raising the profile at NASF and Seafood Expo Global (Brussels).	Work with stakeholders and partners to identify and deliver bespoke projects to benefit the seafood processing and wholesale and distribution sectors in England.
REGIONAL EVENTS	• Two bespoke seminars and workshops will be facilitated. These will include Seafood, Supply chain / Market Insight and the Food Careers events.	**WORK PROGRAMME OVERALL KPI (FROM CP)** Year-on-year improvement in Stakeholder satisfaction from baseline established in year one survey.
REGIONAL STAKEHOLDER ENGAGEMENT	• Work with regional representative groups to develop programmes to maximise the impact of Seafish promotional work such as Fish is the Dish, Two a week and the National Fish & Chips Awards.	**WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** Facilitate the successful delivery of the Humber Seafood Summit and two other seminar / workshops. Work with English representative organisations to deliver bespoke projects on their behalf including two supply chain projects and effective representation at North Atlantic Seafood Forum (NASF) 2018 and Seafood Expo Global 2017.
ACCOUNT SUPPORT	• Identify all relevant contacts in key accounts in England. Establish scheduled, regular connection to ensure the key accounts are aware of, and have access to, the work of Seafish.	

PROGRAMME	PROJECT	TARGETS 2017-2018
Regional – Seafish Scotland To coordinate and deliver support to stakeholders in Scotland by working throughout the supply chain to assist in competitive performance and quality practices to enhance the global reputation of the industry.	**ADVISORY COMMITTEE** The Advisory Committee will provide stakeholder direction and advice for delivery and strategy of Scottish activity.	• Establish an Advisory Committee in Scotland. • Define terms of reference and hold inaugural meeting.
WORK PROGRAMME OVERALL KPI (FROM CP) Year-on-year improvement in stakeholder satisfaction score from baseline survey.	**REGIONAL DELIVERY** Ensure Scottish interests are represented and reflected in core Seafish work.	• Delivery of projects focussing on the needs of Scottish industry and in line with the Seafish Corporate Plan. • Provision of cross-sectoral advice and support to Scottish stakeholders recorded through Seafish internal CRM. • Delivery of events, workshops and activities facilitated as required focussing on issues relevant to Scotland. • Provision of support to Seafish departments to communicate and facilitate wider Seafish programmes to Scottish stakeholders.
WORK PROGRAMME ANNUAL TARGET FOR 2017-18 • Coordinate the delivery of the Seafish Scotland Regional Strategy and facilitate an Advisory Committee of Scotland Stakeholders.	**NORTH EAST WHITE FISH FORUM** Promoting communication and co-operation between catching and processing sectors.	• Coordinate, facilitate and communicate regular forum events in partnership with Forum Chairman.
	SHETLAND SEAFOOD LIASION To provide support and maintain communication with the industry in Shetland.	• Meet and communicate with key Shetland industry stakeholders. • Agree and deliver a work programme in partnership with Shetland industry stakeholders.
	RELATIONSHIP MANAGEMENT To improve access to central Seafish services for the Scottish seafood industry.	• Identify all relevant contacts in key accounts in Scotland. Establish scheduled, regular connection to ensure the key accounts are aware of, and have access to, the work of Seafish. • Representation on Boards, Committees and Steering Groups.

SEAFISH
The authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
SEAFISH WALES ADVISORY COMMITTEE (SWAC) This Committee oversees and advises on the delivery of the Seafish Wales Regional Strategy and Wales Seafood Strategy.	• Three SWAC meetings per year. • SWAC meeting agenda and minutes produced. • Updates on projects and budgets to be produced and circulated to AC members. • Provide an industry liaison role for SW seafood stakeholders between the supply chain, managers, scientists, NGO's and consumers.	**Regional – Seafish Wales** To coordinate and deliver support to stakeholders in Wales by working throughout the supply chain to assist in competitive performance and quality practices to enhance the global reputation of the industry.
PROJECTS ON BEHALF OF SEAFISH WALES ADVISORY COMMITTEE (SWAC) Projects as directed by SWAC.	• Manage delivery of projects approved by SWAC, in line with the Seafish Corporate Plan, Seafish Wales Regional Strategy, and Wales Seafood Strategy. • 20 days set aside for other opportunities agreed by SWAC.	**WORK PROGRAMME OVERALL KPI (FROM CP)** Year-on-year improvement in stakeholder satisfaction score from baseline survey.
FACILITATION, COMMUNICATIONS AND ADVICE Work with regional stakeholders to improve the profile of seafood within Wales.	• Projects, events, workshops, and activities facilitated as required. • Publication of relevant press releases and on-going development of stakeholder database, Twitter and web activity. • Translation of key written material where required. • Seafish representation at Boards / Steering groups. • Responding to industry enquiries / providing advice.	**WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** Coordinate the delivery of the Seafish Wales Regional Strategy and facilitate an Advisory Committee of Welsh Stakeholders.

PROGRAMME	PROJECT	TARGETS 2017-2018
Regional – Seafish South West To coordinate and deliver support to stakeholders in SW England by working throughout the supply chain to assist in competitive performance and quality practices to enhance the global reputation of the industry.	**FACILITATE SEAFISH SW ENGLAND ADVISORY COMMITTEE (SSWEAC)** This Committee will oversee and advise on the delivery of the Seafish South West Regional Strategy.	• Two SSWEAC meetings per year. • SSWEAC meeting agenda and minutes produced. • Updates on projects and budgets to be produced and circulated to AC members. • Provide an industry liaison role for SW seafood stakeholders between the supply chain, managers, scientists, NGO's and consumers.
	SEAFISH SW PROJECTS Projects as directed by the Seafish Southwest Advisory Committee.	• Projects developed in conjunction with the SW England Advisory committee and in line with the Seafish Corporate plan focusing on strategic issues in the SW. • Advice and support to the SW Seafood sector. • Support training opportunities to provide a skilled and safe workforce. • 20 days set aside for opportunities, meetings & workshops as identified and agreed by SSWEAC.
WORK PROGRAMME OVERALL KPI (FROM CP) Year-on-year improvement in Stakeholder satisfaction from baseline established in year one survey. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Coordinate the delivery of the Seafish South West Regional Strategy and facilitate an Advisory Committee of SW Stakeholders.	**FACILITATION, COMMUNICATIONS AND ADVICE** Work with regional stakeholders to improve the profile of Seafood within the South West.	• Provide support to regional seafood businesses assisting in promotion through PR and marketing initiatives such as FITD, Seafood week, RFS, National Fish & Chip Awards and social media. • Improve the profile of SW seafood providing supply chain assurance. • Promote a quality and responsible SW seafood supply.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
FACILITATE SEAFISH NORTHERN IRELAND ADVISORY COMMITTEE (SNIAC) This Committee meets three times a year, overseeing and advising on the delivery of the Seafish Northern Ireland Regional Strategy.	• Facilitate three SNIAC meetings per year. • Produce and circulate meeting papers and minutes. • Provide updates on projects and budgets and circulate to SNIAC members. • Arrange SNIAC events / workshops / projects as required (opportunities). • Provide an industry liaison role for NI seafood stakeholders between the supply chain, managers, scientists, NGO's and consumers.	**Regional – Northern Ireland** To coordinate and deliver support to stakeholders in Northern Ireland by working throughout the supply chain to assist in competitive performance and quality practices to enhance the global reputation of the industry.
SEAFISH NORTHERN IRELAND PROJECTS Projects on behalf of the Seafish Northern Ireland Advisory Committee.	• Delivery of projects as defined by SNIAC and in line with the Seafish CP and NI Regional Strategy focusing on NI Seafood brand development, seafood promotion, safety and environmental impacts. • 20 days set aside for opportunities, meetings and workshops as identified and agreed by SNIAC.	**WORK PROGRAMME OVERALL KPI (FROM CP)** Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey.
INDUSTRY RELATIONS, COMMUNICATIONS AND ADVICE Work with regional stakeholders to improve the profile of seafood in Northern Ireland.	• Provide support to regional seafood businesses assisting in promotion through PR and marketing initiatives such as FITD, Seafood Week, RFS, National Fish & Chip Awards and social media. • Irish Skipper articles (12), media stories on website (6), NI newsletter (12) and ongoing development of NI database, Twitter and web. • Representation at key NI Boards and Steering groups. • Responding to industry enquiries / providing advice.	**WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** Coordinate the delivery of the Seafish Northern Ireland Regional Strategy and facilitate an Advisory Committee of Northern Ireland Stakeholders.

SEAFISH
the authority on seafood

PROGRAMME	PROJECT	TARGETS 2017-2018
Enhance Reputation – Seafish Campaigns Our campaigns work aims to provide uplift to the work carried out by Seafish across the corporate plan. **WORK PROGRAMME OVERALL KPI** 85% positive / balanced media coverage towards industry. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Quarterly media measurement against KPI split by campaign and project. • Continued delivery of Skills Development / Education initiatives.	**EXPERT INSIGHTS** Communications uplift given to a range of Seafish 'Expert Insight' projects and initiatives.	Measured media and promotional support to three Seafish insight projects. Quay Issues.
	CONSUMER CAMPAIGN UPLIFT Communications uplift given to the Seafish consumer-focused campaigns.	Measured media and promotional support given to the following areas of Seafish consumer work: • Seafood Week. • National Fish and Chip Awards. • Enjoy Fish and Chips. • 2 a week – health.
	SKILLS DEVELOPMENT Initiatives designed to educate, upskill and promote the next generation of seafood industry personnel and consumers.	Delivery of the following projects with measured media coverage: • Billingsgate Seafood School. • Seafood for the Professional Chef. • Young Seafood Chef of the Year. • Seafood Restaurant of the Year. • Seafish Ambassadors Programme. • Recruitment – The world is your oyster.
	RESPONSIBLE SEAFOOD Communications uplift given to the Seafish 'Responsible Seafood' projects and initiatives.	Measured media and promotional support given to the following areas of Seafish Responsible Seafood work: • Responsible Fishing Scheme. • RASS. • Sea You Home Safe.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
STAKEHOLDER ENGAGEMENT Enhancing engagement between Seafish and its key customer base.	• Working with Marketing Expert Group to champion consumption and enhance industry reputation. • Annual stakeholder survey undertaken with action points built into future Annual Plans. • Support to Regional events programme. • Ensure media training for key stakeholders (internal / external) to support our comms plans. • Delivery of UK seafood networking events.	**Enhance Reputation – Industry Support** This programme aims to secure improved resources for industry and greater understanding of the work of Seafish by stakeholders.
SEAFISH INFORMATION Ensuring the delivery of traditional and digital information assets for industry in support of the Corporate Plan objectives.	• Restructured website with easier navigation and optimised value. • Customer-centric e-newsletters as part of a wider suite stakeholder communications. • Customer-centric designed communication materials print / online to support our stakeholders. • Fewer, Bigger, Better. • Improved online engagement value through our digital channels.	**WORK PROGRAMME OVERALL KPI** 85% positive / balanced media coverage towards industry.
MEDIA RESPONSE Ongoing media management of issues related to the UK seafood industry.	• Ongoing liaison with the media on industry issues. • Coordinated responses and insight delivered. • Media measurement delivered on proactive v reactive activity.	**WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Two meetings of industry support groups undertaken with feedback built into projects. • Seafish website project concluded. • Improved communication with stakeholders measured by stakeholder survey. • Industry events program positively received and attended.

PROGRAMME	PROJECT	TARGETS 2017-2018
Responsible Fishing Scheme (RFS) The updated RFS scheme enables seafood buyers to source seafood that has been independently certified as having been harvested and handled to industry-agreed best practice standards. **WORK PROGRAMME OVERALL KPI** 1,000 vessels certified to the scheme by end-March 2018.	**RFS ENGAGEMENT** Widespread endorsement and support for the RFS across the UK supply chain, relevant international sectors and industry decision makers.	• Increase number of retailers, major processors and foodservice companies that feature RFS within their sourcing policies. • Effective representation at events presenting appropriate outreach opportunities such as international trade shows and conferences. • RFS website functioning as an effective one-stop shop for key stakeholders to access information about the Scheme and progress of the UK roll-out.
	RFS FLEET EDUCATION Ensuring widespread accessibility to the RFS across the UK fleet.	• Regional engagement strategies delivered to demonstrate applicability and benefits of RFS standard in each sector of the UK fleet. • Establish external funding to develop an RFS e-learning module aligned to the Seafish Fishermen's Training e-learning development project. • Oversee two UK pilots to complete the development of the Group Certification model.
WORK PROGRAMME ANNUAL TARGET FOR 2017-18 • 200 vessels certified in the UK.	**RFS MANAGEMENT** Governance and oversight of the scheme.	• Effective oversight of the Certification Body ensuring an appropriate service is provided to the UK members. • Annual maintenance of UK certification process support documents. • Develop Monitoring and Evaluation of the scheme with a UK baseline established using 2016/17 data. • Develop a proposed approach to the introduction of an RFS Chain of Custody.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
The Advocacy programme is built around the outputs of our workstreams and Head of Advocacy works directly with Teams to support delivery of their objectives and outcomes. Key projects are identified and specific plans are developed to ensure maximum stakeholder engagement. Regular contact is maintained with the relevant project teams, and plans are fine-tuned to meet the developing needs of the project. RFS, RASS, FITD and the Issues Groups are current key tools in this process.	The Head of Advocacy has a dual role as RFS and RASS Ambassador, and provides maximum opportunities for stakeholder engagement and advocacy on a global scale. Advocacy is undertaken at meetings, events, conferences and seminars and through individual face-to-face meetings with key stakeholders, including Government. Advocacy is fundamental to the delivery of the Seafish Corporate Plan 2015-18, directly and indirectly contributing to the delivery of our mission, vision, objectives and outcomes. At a workstream level, time is allocated to specific projects within programmes as follows: • Responsible Sourcing / RFS: 20%. • Responsible Sourcing / RASS: 20%. • Insight / Issues Groups: 20%. • Enhance Reputation / Seafish Campaigns: 10%. • Enhance Reputation / Industry Support: 10%. • Promote Consumption / Seafish Campaigns: 10%. • Promote Consumption / Industry Support: 10%.	**Advocacy**

Advocacy

Our Advocacy programme supports our communications work and fosters a network of champions to promote the industry. We identify key projects and specific plans to ensure maximum stakeholder engagement.

WORK PROGRAMME OVERALL KPI

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

WORK PROGRAMME ANNUAL TARGET FOR 2017-18

• RFS – four retailers and two foodservice companies publicly committed, two standard holders publicly endorsing.

• RASS – two retailers and one foodservice company publicly committed.

• Issues Groups – 15 new members and Ethics CLG promotion at three international events.

SEAFISH
The authority on seafood

PROGRAMME	PROJECT	TARGETS 2017-2018
Fishing Safety This work programme aims to raise safety awareness and promote safer working practices in the most dangerous part of the seafood industry in pursuit of our goal of a year in which no fishermen die. **WORK PROGRAMME OVERALL KPI (FROM CP)** Zero deaths attributed to poor working practices over a 12-month period. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Deliver six fishing safety roadshows. • Contribute effectively to the work of the FISG. • Establish and lead a new FISG sub-group on behavioural change. • Respond promptly to recommendations made by the MAIB.	**SAFETY ROADSHOWS** In collaboration with colleagues, and in conjunction with Fishing Industry Safety Group (FISG) partners, plan, organise and deliver six fishing safety events at locations around the UK.	• Deliver six safety roadshows with 300 fishermen attending. • Produce four fact sheets on key aspects of fishing safety.
	BEHAVIOURAL CHANGE Identify ways to achieve behavioural change amongst fishermen leading to the wider adoption of safe working practices.	• Establish a FISG sub-group on behavioural change. • In collaboration with MCA, plan and organise two meetings of the sub-group. • Oversee the implementation of actions agreed by the sub-group.
	FISG Attend meetings of the Fishing Industry Safety Group (FISG) and contribute effectively to its work.	• Attend meetings of the FISG Executive Board, Co-ordination Group and Sub-Groups as appropriate ensuring that any agreed Seafish actions are completed in a timely and effective manner. • Support / lead one new FISG safety initiative in order to address a particular aspect of concern for fishing safety.
	MAIB Contribute to Marine Accident Investigation Branch (MAIB) accident investigations (as required) and respond promptly to any recommendations arising.	• Provide input to MAIB accident investigations as required (estimated four). • Ensure prompt and effective response to any MAIB recommendations made to Seafish, in order to prevent the same type of accident from recurring. • Working with colleagues in our Economics team, use MAIB data to investigate the link between economic performance and fishing safety.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
ONSHORE TRAINING ADMINISTRATION Support and develop the network of trainers delivering seafood training programmes to ensure ready access for industry to relevant and cost-effective training.	• 1,000 Seafish certificates awarded. • Five new trainers approved. • Two existing training programmes revised and updated. • Support trainers undertaking continuous professional development (CPD). • Maintain and expand REHIS accreditation.	**Onshore Training**
SEAFOOD TRAINING ACADEMY Support and develop the Seafood Training Academy, working with partners to provide employers and employees with access to information on fish and shellfish operations, training and qualifications.	• Revise and improve the Seafood Training Academy website to maintain year-on-year growth in traffic. • Four existing Seafood Training Networks supported. • One new training centre approved. • Support Partner CPD activities. • Prepare and disseminate 10 factsheets on seafood training for stakeholders.	This work programme aims to provide onshore employers and workers with information, advice and guidance on training opportunities. **WORK PROGRAMME OVERALL KPI (FROM CP)** 3,000 trainees taking up our training programmes during 2015 to 2018.
FISH AND SHELLFISH APPRENTICESHIPS Support the promotion and take-up of fish and shellfish apprenticeships and related programmes.	• Support recognised providers with CPD activities. • Support and participate in three employer workshops. • Actively promote fish and shellfish apprenticeships to achieve a 10% increase in take-up for Wales, Scotland and Northern Ireland. • Support employers in England to access and implement new apprenticeships arrangements. • Support pilots of fish and shellfish traineeships.	**WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** • Delivery of 1,000 Seafish-approved awards.

PROGRAMME	PROJECT	TARGETS 2017-2018
Fishermen's Training In addition to fulfilling our statutory function with regard to basic safety training, under this work programme we will also encourage fishermen to undertake additional voluntary training to gain advanced knowledge and skills to enable them to work more safely.	**FISHERMEN'S TRAINING DEVELOPMENT** Update existing and develop new courses and learning materials for fishermen in response to identified industry needs.	• Re-develop our existing fishermen's basic safety training courses to meet the requirements of the International Convention on Standards of Training, Certification and Watchkeeping for Fishing Vessel Personnel (STCW-F), ahead of its expected implementation in the UK in 2018. • Undertake an analysis of the UK fishing industry's current and future training and labour needs.
	FISHERMEN'S TRAINING DELIVERY Ensure the availability and effective delivery of Seafish's fishermen's training courses throughout the UK.	• Seek, secure and administer £1m of external funding to subsidise the cost to fishermen of undertaking additional voluntary training. • Deliver 8,000 taught and on-line training places for fishermen.
WORK PROGRAMME OVERALL KPI (FROM CP) Provide 24,000 training places on mandatory and voluntary courses for fishermen. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • 8,000 training places provided to fishermen. • £1m of external funding secured to subsidise the cost of voluntary training to fishermen.	**FISHERMEN'S TRAINING ADMINISTRATION** Provide effective administrative support to training providers, maintain accurate records of fishermen's training and provide information, advice and guidance to stakeholders.	• Respond to 600 enquiries from fishermen about training and 150 enquiries from the MCA checking fishermen's compliance with safety training requirements. • Issue 300 safety training photo-ID cards to fishermen and 400 voluntary under 16.5m Skipper's Certificates. • Develop a fully-costed specification for improving the quality, functionality and usability of our fishermen's training database.
	QUALITY ASSURANCE Audit all Seafish-Approved Training Providers (ATPs) against our quality standards and arrange expert observations of Seafish Approved instructors.	• Undertake audits of 12 Seafish-Approved Training Providers. • Undertake observations of 20 Seafish-Approved Instructors. • Organise a Conference on fishermen's training for Seafish-Approved Training Providers. • Organise two instructor development workshops for Seafish-Approved Instructors.

SEAFISH
The authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
PRODUCT INTEGRITY To provide information and guidance on product related issues in the supply chain (e.g. adulteration, substitution, mislabelling).	• Three guides on specific product integrity issues produced. • Product integrity webpages updated.	**Seafood Integrity**
SOCIAL RESPONSIBILITY (ETHICS) To provide information and guidance on ethical issues in the supply chain. This will also provide input to RASS and RFS (within Responsible Sourcing).	• Maintain and promote the online resource Tools for Ethical Seafood Sourcing (TESS) for use in the supply chain. • Continue our role to engage stakeholders, raise awareness of issues and disseminate information, increasing the mailing list for our Seafood Ethics Common Language Group by 15%. • Promoting Seafish's work on ethics at five events (working with colleagues in our Responsible Sourcing and Advocacy teams). • Briefing notes on ethical issues are updated, with download rates demonstrating use by stakeholders. • Maintain ethics webpages ensuring information is up to date.	This work programme provides information and advice on a range of seafood integrity issues. **WORK PROGRAMME OVERALL KPI** Social / ethical risk factors developed and populated on RASS.
ANIMAL WELFARE To provide information and guidance on animal welfare issues in the supply chain.	• Review the findings of the assessment of animal welfare issues in wild capture fisheries. • Convene an industry stakeholder meeting to review findings and recommendations, including opportunities for a common position or 'roadmap' for the way forward. • Based on the outcome of the stakeholder meeting, assess the needs for any further work.	**WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** • Raise awareness of the online resource Tools for Ethical Seafood Sourcing (TESS) across the supply chain. • Develop the 'seafood integrity' resources on the Seafish website.

PROGRAMME	PROJECT	TARGETS 2017-2018
Ports and Auctions Seafish coordinates activities for the ports and auctions sector which is a vital route for fishery products entering the supply chain.	**RESPONSIBLE FISHING PORTS STANDARD (RFPS) – DEVELOPMENT** To finalise a 'best practice' standard to harmonise operations in many aspects of fishing ports. The potential benefits for individual ports participating within this programme will include the exchange of good industry practice and recommendations which will result in uniformity and structure in their operations.	• Completion of two pilot audits. • Finalisation of the Standard and Code of Practice, fully-agreed by the Oversight Board and Technical Committee. • Engagement of Certification Body to ensure standard meets requirement of ISO 17065. • Completion of public consultation of the finalised Standard. • Development of auditor guidance. • First port application received.
WORK PROGRAMME OVERALL KPI Year-on-year improvement in stakeholder satisfaction score from baseline established in Year 1 survey. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Finalisation of Responsible Fishing Port Standard, fully agreed by the Oversight Board and Technical Committee. • Development of an engagement plan to raise awareness of the Responsible Fishing Port Standard.	**PORTS AND AUCTIONS OUTREACH** Development and implementation of engagement plan to promote the RFPS to the fishing ports sector and wider supply chain.	• RFPS web content produced online and kept up-to-date. • Attendance at all BPA Fisheries sub-group meetings. • Building engagement with fishing ports including non BPA members. • Visits to 10 fishing ports to promote RFPS (in conjunction with Seafish Regional Teams). • Communications plan in place to develop wider messaging and awareness, including three articles in trade publications.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
RASS MANAGEMENT Continued maintenance of RASS wild-fishery profiles, and further promotion of the RASS tool, to increase awareness and expand the existing user base. Work guided by RASS steering group.	• Wild-capture profiles updated with 2017 information. • RASS wild-capture profiles expanded to host outcomes of Sustainable Seafood Coalition risk assessment. • Content maintenance process documented clarifying how external scientific expertise is incorporated into the profile maintenance programme. • Engagement strategy executed to raise awareness of RASS and gather user feedback to ensure functionality is fit-for-purpose.	**Risk Assessment for Sourcing Seafood (RASS)** RASS will provide industry with a tool that will make available the wide range of information and data needed to enable seafood buyers to make informed sourcing decisions and develop responsible sourcing strategies.
RASS AQUACULTURE Expansion of RASS to include Aquaculture profiles. Work guided by RASS steering group.	• 16 Aquaculture profiles incorporated into RASS; launch plan executed during 2017 to ensure the expansion of scope is promoted to the key user groups. • Aquaculture profiles incorporated into the performance dashboard, target user views >50 per month. • Three retailer and /or major foodservice company testimonials received confirming their use of RASS Aquaculture profiles.	**WORK PROGRAMME OVERALL KPI** Three retailers and / or foodservice companies using RASS for sourcing seafood.
RASS ETHICS Expansion of RASS profiles content to include social ethical factors, aligned with the Seafood Integrity work programme. Work guided by RASS steering group.	• Continue work with the Sustainable Fisheries Partnership and Seafood Watch to facilitate the creation and launch of the Seafood Human Rights Risk Tool (SHRRT). • Expand scope of RASS wild-fishery profiles to incorporate content relating to social ethical factors, incorporating a link to the Seafood Human Rights Risk Tool once live. • Ensure alignment with the Seafood Integrity work programme and utilise engagement opportunities with the Ethics Common Language Group members to incorporate feedback and promote the RASS tool. Testimonials received from industry.	**WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • RASS Aquaculture profiles launched. • Link to the Seafood Human Rights Risk Tool incorporated into the RASS wild-capture profiles.

SEAFISH

SEAFISH
the authority on seafood

PROGRAMME	PROJECT	TARGETS 2017-2018
Economic Data Collection Seafish will collect financial, operational and strategic information from the UK fishing fleet and fish processing industry.	**ANNUAL FLEET SURVEY** Interview owners and collect annual accounts of vessel businesses for reference year 2016. Data on costs and non-fishing income allow us to estimate economic variables to fulfil UK obligations under the EU Data Collection Framework. Other Seafish outputs are based on data collected.	• Collect accounts from vessel owners throughout the UK and in all fleet segments in order to meet sample size targets stated in the UK National Programme for the DCF. • Data submission in format requested by European Commission and before the deadline. • Work carried out in the manner set out in the contract, achieving KPIs agreed with the MMO. • Increasing face-to-face interaction with stakeholders promoting and enhancing Seafish reputation and getting vessel owner input on issues affecting current or future fleet economic performance.
WORK PROGRAMME OVERALL KPI The UK complies with DCF data submission and data quality requirements.	**ANNUAL PROCESSING SECTOR FINANCIAL SURVEY** Collect processing sector business accounts for reference year 2016. Accounts data and census data together allow us fulfil UK obligations under the EU DCF and to produce other Seafish outputs.	• Collection of accounts from processors in all FTE bands in order to meet targets in the UK National Programme for the DCF. • Data submission in format requested by JRC and before the deadline. • Data gathered to build upon our knowledge of the processing sector and feed into future reports.
WORK PROGRAMME ANNUAL TARGET FOR 2017-18 • Compliance with all DCF data submission and data quality requirements. • An annual increase in the level of industry participation in Seafish surveys. • Conduct UK-wide fleet employment survey.	**FLEET EMPLOYMENT SURVEY** In line with new DCF requirements, and to produce Seafish report, conduct employment survey of UK fleet.	• Collect employment data from all sectors of the UK fishing fleet. • Run a pilot survey to fulfil the UK National Programme for the DCF. • Establish new data bases holding quality-checked data appropriate for the data collected and intended analyses.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
SEAFISH ECONOMIC REPORTS Reports and other publications covering key sectors of the UK seafood industry.	• Publish annual fleet economic report. • Publish new fleet employment survey report. • Publish annual update of fleet economic time series in Excel and printed report. • Publish and disseminate 2017 edition of Quay Issues. • Produce confidential vessel benchmark reports. • Publish an updated UK Seafood Industry Dashboard poster.	**Economic Analysis and Evidence** Seafish will use collected data to develop models and publish key information and evidence bases relating to industry economics.
ECONOMIC IMPACT ASSESSMENTS Fisheries management options, e.g. the landing obligation. DiscardLess – EU project.	• Produce further outputs showing operational and economic impacts on UK industry of various scenarios relating to implementing the landing obligation, to inform regional negotiations. • Produce economic impact assessments for key seafood industry policy options and fisheries management measures or proposals, as agreed with industry and government customers, e.g. the value of EU / Faroe pelagic fishing bi-lateral agreement; scallop sector analysis. • Continue to fulfil agreed and contracted work packages under the EU project DiscardLess.	**WORK PROGRAMME OVERALL KPI** 80% of report users express satisfaction.
FLEET ENQUIRY TOOL For use by public as online tool. Requires collaboration with Information Services team and is subject to IS systems development. Collaborate with MMO and Kingfisher.	• Make a fleet enquiry tool available for direct public use to explore and interrogate the time series data set on fleet annual economic performance. • Tool should enable regional and sectoral filtering while observing minimum segment size limits. • Tool to be online by March 2018.	**WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Publish: fleet economic report; 2017 fleet economic Excel time series data set; Fleet employment report; 2017 Quay Issues magazine; Fleet enquiry tool.

SEAFISH
The authority on seafood

PROGRAMME	PROJECT	TARGETS 2017-2018
Economic Advice This programme ensures that Seafish can use its expertise and evidence bases to deliver appropriate economic advice to industry and Government. **WORK PROGRAMME OVERALL KPI** Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Contribute to two STECF plenary and two expert working groups; organise two UKFEN meetings; organise UKFEN working group and publish Best Practice Guidance on Economic analysis for selective gear trials; present two papers at EAFE conference 2017.	**GENERAL ECONOMIC ADVICE** • Answering enquiries and giving expert advice. • UK Fisheries Economics Network (UKFEN). • European Association of Fisheries Economists (EAFE). • Scientific, Technical and Economic Committee for Fisheries (STECF). • International Institute of Fisheries Economics and Trade (IIFET).	• Continue to facilitate, fund and chair the UK Fisheries Economics Network. • Organise an expert workshop and produce Best Practice Guidance on economic analysis for selective gear trials. • Answer ad hoc enquiries from industry and government. • Give webinars and presentations of key publications. • Carry out bespoke analyses and give relevant expert advice in response to enquiries or observed needs. • Contribute to government and industry policy working groups and meetings. • Contribute to STECF working groups that relate to the UK seafood industry. • Present two papers relevant to the UK industry at EAFE conference 2017. • Improve relevant expertise in fisheries management and economics of team members by working with economists and biologists from other organisations. • Contribute to executive committee of IIFET and prepare for sponsored session on fleet data collection best practice at IIFET 2018.

SEAFISH
the authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
REDUCING RED TAPE **Issue scanning** for EU / UK developments in regulation with potential to impact on the seafood supply chain. To include Brexit developments. **Stakeholder Engagement** to promote proportionate regulation. Build and maintain key relationships with appropriate competent authorities and UK / EU industry representatives from all sectors to agree a UK position on proposals and share information. Information sharing will be necessary following Brexit to remain informed about EU developments. **Communication.** Disseminate monthly updates on Seafish Regulation team engagement activities and weekly EU updates. Produce seafood specific guidance on compliance. Where appropriate working with primary authority to give business confidence of legal compliance.	• Review and regenerate the Seafood Regulation Expert Group to increase membership and engagement between industry and the devolved competent authorities in the seafood supply chain. • Host three meetings of the regenerated Seafood Regulation Expert Group. • Increase the outreach of the importers forum and host two importers forums a year to bring stakeholders together to discuss current issues. • Active involvement in five government cross sector groups to share information and promote the better regulation agenda. • Active engagement with European importing and processing industry, sharing information from individual member states. • Active involvement in appropriate government and / or industry 'task and finish' working groups on an ad hoc basis, where Seafish Regulation involvement is necessary to promote the better regulation agenda. • Weekly EU updates including Brexit updates from UK and EU. • Monthly Food Legislation and Regulation team engagement updates. • 150 original social media posts and expansion of the teams presence on new social media platforms? • Four guides published assured by our primary authority where appropriate.	**Reducing Red Tape** Work with all stakeholders to achieve proportionate regulation and communicate our work to stakeholders. **WORK PROGRAMME OVERALL KPI (FROM CP)** Year-on-year improvement in stakeholder satisfaction score from baseline established in year 1. **WORK PROGRAMME ANNUAL TARGETS FOR 2017-18** • Increase opening rates of monthly and weekly communications by 10%.

SEAFISH
the authority on seafood

PROGRAMME	PROJECT	TARGETS 2017-2018
Market Insight To provide up-to-date market information and key metrics on the retail sales, import/export and foodservice channels for seafood and other proteins.	**MARKET INSIGHT** To provide market reports covering key market channels to provide information, analysis and insight on the seafood market.	• Production of 400 reports covering retail, foodservice and trade data. • Newsletter issued to minimum of 600 subscribers each month (12 newsletters pa). • Four presentations at roadshows and industry meetings (UK and international). • 10 industry factsheets completed.
	ADVICE Provision of bespoke analysis and advice to businesses and the media.	• Bespoke analysis and advice to businesses valued at over £150,000pa.

WORK PROGRAMME OVERALL KPI

Year-on-year improvement in stakeholder satisfactory score from baseline established in year one survey.

WORK PROGRAMME ANNUAL TARGET FOR 2017-18

• Opening rate for newsletters increases from baseline of 30%.

SEAFISH
The authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
GEAR AND SELECTIVITY TRAINING Training of fishermen and others in trawl gear technology and selectivity.	• Training of 30 UK fishermen in gear technology and selectivity. • Three cases of industry making practical use of information gained during a training course. • Training of 12 non-fishers in basic fishing gear technology and selectivity devices.	**Technology**
GEAR DATABASE AND ADVICE Establishing the Gear Database as a widely used source of expert information, incorporating new information from other projects on an ongoing basis.	• Evidence of a wide range of fishermen, associations, federations and policy makers using the Gear Database as the first point of reference on fishing gear and selectivity information. • Continue to raise awareness of the resource across industry including supply chain, policy makers, NGO's and Government, evidenced by a clear increase in usage year-on.year. • Answer 20 in-depth technical enquiries from industry and 40 low-level enquiries, incorporating any new information into the Gear Database.	The Technology programme provides information, training and expert technical support to enable improvements within the catching sector, to reduce the impacts of the impending landing obligation, and facilitate improvements in the efficiency, selectivity and environmental credentials of activities.
TECHNOLOGY RESEARCH Support research into new and innovative fishing technology developments.	• Work with GITAG in Scotland and the Northern Ireland Selectivity Project to promote and deliver innovative selectivity projects in collaboration with the Scottish and NI catching sectors. • Work with government agencies CEFAS, MS, DAERA and the UK catching sector to promote and deliver innovative selectivity projects to support them in addressing the landing obligation. • Provide expert input into technical working groups to facilitate informed approaches to reduce the impact of the landing obligation. • Ongoing maintenance of the Seafish gear technology research equipment successfully overseen.	**WORK PROGRAMME OVERALL KPI** 100 fishermen trained in gear technology and selectivity, with follow up testimonials as to how the course content has translated into improving their catch and / or reduction in discards. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • 30 fishermen trained in gear technology and selectivity.

PROGRAMME	PROJECT	TARGETS 2017-2018
Issues Groups	**SECRETARIAT OF GROUPS** This is an ongoing facilitation service delivered by Seafish which involves organising meetings and providing information on a regular basis to the wider circulation list.	• 10 Issues Group meetings held pa (2 x DAG, 3 x CLG, 2 x ACIG, 2 x SECLG, 1 x PIIG). • Attendees across total of all meetings is at least 400. • Regular newsletters distributed to total of >1,400 stakeholders. • Opening rate of newsletters remains above 38% across all groups. • Feedback score across all the meetings is at least 8 out of 10.
Our industry issues groups provide an essential basis for sharing information and knowledge across a range of stakeholders and are a valuable information source for the supply chain.	**ISSUES** Specific actions are taken from the Issues Group meetings and result in additional work, for example the preparation of briefings, Seafish guides, etc.	• Five briefing publications produced. • Web statistics show download statistics of Seafish briefings are >35,000 pa.

WORK PROGRAMME OVERALL KPI

Year-on-year improvement in stakeholder satisfactory score from baseline established in year one survey.

WORK PROGRAMME ANNUAL TARGET FOR 2017-18

• Opening rate for newsletters remains above the baseline of 38%.

PROJECT	TARGETS 2017-2018	PROGRAMME
TAILORED ADVICE Respond to specific requests for information and provide more in-depth advice to industry, science and Government where appropriate.	• Provide expert input into projects and technical working groups to support continuous improvement in the methodology of fisheries management. • Provide guidance, information and / or clarification on a wide range of subjects and issues. • Use the enquiry logging system to enable real-time monitoring of our Tailored Advice service.	**Tailored Advice**
RESPONSIBLE SOURCING INFORMATION Work with stakeholders on new / emerging issues, producing and updating briefings, guides, and position statements on specific issues relating to responsible sourcing.	• Finalise content and support the launch of an e-textbook, initially aimed at Food Service professionals, with modules covering Fisheries Management, Sustainability and Seasonality. • Transfer existing Guides to Responsible Sourcing and information sheets into the e-textbook format, widening the scope of content and reach to other key stakeholder groups. • Provide position statements on new and emerging issues relating to Responsible Sourcing, to facilitate informed discussion and respond to media enquiries.	We provide a programme of expert fisheries advice for our stakeholders, to help inform their decision making.

WORK PROGRAMME OVERALL KPI

Provide clarity and guidance on fishery data and sustainability issues, both proactively and reactively, to facilitate decision making in the supply chain.

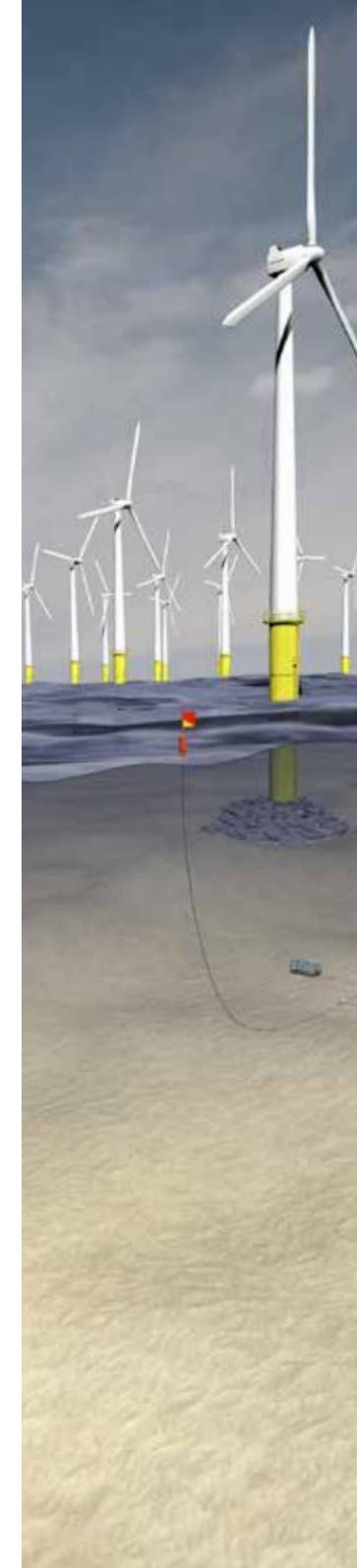**WORK PROGRAMME ANNUAL TARGET FOR 2017-18**

• £100,000 of advice, as captured by the Enquiry Log.

• Launch of an e-textbook featuring modules aimed at informing decision making on issues concerned with Responsible Sourcing.

PROGRAMME	PROJECT	TARGETS 2017-2018
Marine Survey To provide the catching sector with a safety construction standard for vessels less than 24m registered length, along with providing associated survey / advisory services. **WORK PROGRAMME OVERALL KPI (FROM CP)** 600 contracts secured for vessel survey and inspection and 1,500 enquiries logged by the end of March 2018. **WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • 200 vessels surveyed / inspected. • 500 enquiries logged.	**NEW BUILD CERTIFICATION** Survey and certification of new build vessels, including construction standards development, to provide the catching sector with a new build safety standard.	• Oversee the construction of 80 new build fishing vessels to ensure their compliance with required standards. • Launch computer program to provide greater scope for acceptance of unconventional designed fishing vessels. • Ensure Seafish construction standards for fishing vessels are kept up-to-date.
	REGISTRATION INSPECTIONS Inspection of existing vessels in comparison to the Seafish Construction Standards; to ensure the suitability of existing vessels whose owners want to register as commercial fishing vessels.	• Inspect 120 existing vessels and report to the Maritime and Coastguard Agency on their suitability for registration as commercial fishing vessels.
	CONSULTANCY Ad hoc consultancy projects, to include fishing vessel modifications, new build IFCA survey/patrol vessels, tonnage measurements, drawing approvals and condition inspections.	• Offer a consultancy service to the fishing industry and related maritime industries on vessel design, construction, modification and inspection.
	ADVICE TO INDUSTRY Attendance at industry safety meetings and exhibitions. Creation of Seafish Information Notes.	• Respond to 500 enquiries with free expert advice on matters relating to standards and regulations for the safe construction and outfit of fishing vessels. • Attend meetings of fishing industry safety groups and other associated bodies as appropriate / requested. • Attend fishing and commercial trade shows and exhibitions to promote our services and meet with ship builders and fishermen.

SEAFISH
The authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME
FISHSAFE Supply of offshore oil and gas industry positional information to improve safety awareness and prevent accidents.	• Supply >5,500 fishing plotter USB cards to stakeholders. • Deliver improvements in data collection, data quality and the supply of data to stakeholders. • Contribute to assessing the feasibility of producing a new FISHSAFE unit and extending geographical coverage.	**Kingfisher Information Service** Continuation and extension of the Kingfisher service to include fishermen's training and assessment of Marine Protected Area mapping.
KIS-ORCA Supply of offshore cable and renewable energy industry positional information to improve safety awareness and prevent accidents.	• Supply >5,500 fishing plotter USB cards to stakeholders. • Deliver improvements in data collection, data quality and the supply of data to stakeholders. • Contribute to assessing the feasibility of incorporating wave and tidal industry and extending geographical coverage.	**WORK PROGRAMME OVERALL KPI (FROM CP)** Chart and broadcast offshore information to improve fishing safety around man-made structures and activities.
KINGFISHER BULLETINS Supply regular updates on offshore activities and hazards to improve understanding of potential dangers.	• Supply >25,000 'Kingfisher Bulletin – Offshore News' to stakeholders. • Deliver improvements in the processing, displaying and delivering of information to stakeholders. • Supply >5,500 'Kingfisher Bulletin – Talking Points' to stakeholders.	**WORK PROGRAMME ANNUAL TARGET FOR 2017-18** • Supply more than 5,500 Kingfisher fishing plotter USB cards covering the oil and gas, subsea cable and renewable energy industries. • Supply more than 25,000 'Kingfisher Bulletin – Offshore News'.
MARINE PROTECTED AREAS (MPAS) Investigate the feasibility of mapping the location of MPAs and their impacts on fishing activities.	• Identify the feasibility and funding options for delivering a Kingfisher MPA Awareness project around the UK. • Identify the location of current and proposed MPAs around the UK and their impacts on fishing activities. • Conduct feasibility study to assess the practicalities of supplying MPA information to fishermen including commercial opportunities.	• Supply more than 5,500 'Kingfisher Bulletin – Talking Points' newsletters. • Supply more than 500 offshore news items to social media and online news.
FISHERMEN'S TRAINING Develop an Offshore Awareness training course.	• Complete a specification and learning materials for a Kingfisher Offshore Awareness training course in collaboration with the Fishermen's Training team, external training consultants and offshore industry stakeholders.	• Produce Kingfisher Offshore Awareness fishermen's training materials for use online and by 20 Seafish-Approved Training Providers.

PROGRAMME	PROJECT	TARGETS 2017-2018

Domestic Aquaculture

Guided by the Seafish Domestic Aquaculture Advisory Committee, the Domestic Aquaculture programme will deliver projects to support and expand the UK aquaculture industry, facilitating a collaborative approach to the delivery of local and national growth strategies.

WORK PROGRAMME OVERALL KPI

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

WORK PROGRAMME ANNUAL TARGET FOR 2017-18

- National Government's belief that the Seafish Domestic Aquaculture programme has contributed positively to their development of national strategies - measured by testimony.
- Positive testimonies received from key aquaculture industry representatives and policy makers in each devolved nation.

DOMESTIC AQUACULTURE

Ensure focused and relevant aquaculture information is readily available, and effective stakeholder engagement is executed, to facilitate informed decisions, support the UK industry in tackling key issues and constraints, and highlight opportunities for growth.

AQUACULTURE RESOURCES AND OUTREACH

- Convene two Seafish Domestic Aquaculture Advisory Committee (SDAAC) meetings and circulate two updates to committee members per year.
- Completion of SDAAC initiated 'Water Quality and Shellfish Aquaculture' report and dissemination of findings.
- Phase 2 of the Cefas 'Aquaculture Regulatory Toolbox for England' hosted on the Seafish website.
- Increase our on-line aquaculture resources by continuing to re-work, update and develop our aquaculture web pages.
- Improve existing Seafish aquaculture information, such as the shellfish depuration guides, and facilitate the promotion of UK aquaculture within seafood campaigns and promotional / trade events.
- Ensure a Seafish presence at a minimum of three major aquaculture-related events (UK or abroad).
- Continue our association with existing UK aquaculture initiatives such as Blue New Deal and those developing through the Seafish Strategic Investment Programme (SIP), whilst forging relationships to support strategic new initiatives designed to assist UK aquaculture growth such as the BBSRC / NERC Aquaculture Network.

SEAFISH
The authority on seafood

PROJECT	TARGETS 2017-2018	PROGRAMME

Issue Scanning for developments in research and regulation in the field of 'threats to human health from the consumption of bivalves' from production to the final consumer. Disseminate this information to industry via weekly updates, website and social media.

Collaborate with competent authorities for food safety and UK / EU scientific bodies on norovirus research. Build and maintain key relationships to access information and to represent industry views on any impacts of proposals.

Inform stakeholders of progress via monthly updates. Draft specific **guidance** on regulatory compliance or best practice in the production of bivalves for human consumption.

- Two examples of where this work has reduced the potential of food incidents from the consumption of live bivalve molluscs.
- Four examples of where this work has worked with competent authorities to ensure controls are proportionate and based on robust scientific evidence.
- Two industry guides to compliance.
- Six Marine Environment Legislation updates.

Bivalve Molluscan Shellfish Safety

Provide information and expertise to regulators and industry to reduce the risk of threats to human health related to bivalve consumption.

WORK PROGRAMME OVERALL KPI

Reduction in poisoning incidents relating to bivalve mollusc safety.

WORK PROGRAMME ANNUAL TARGETS FOR 2017-18

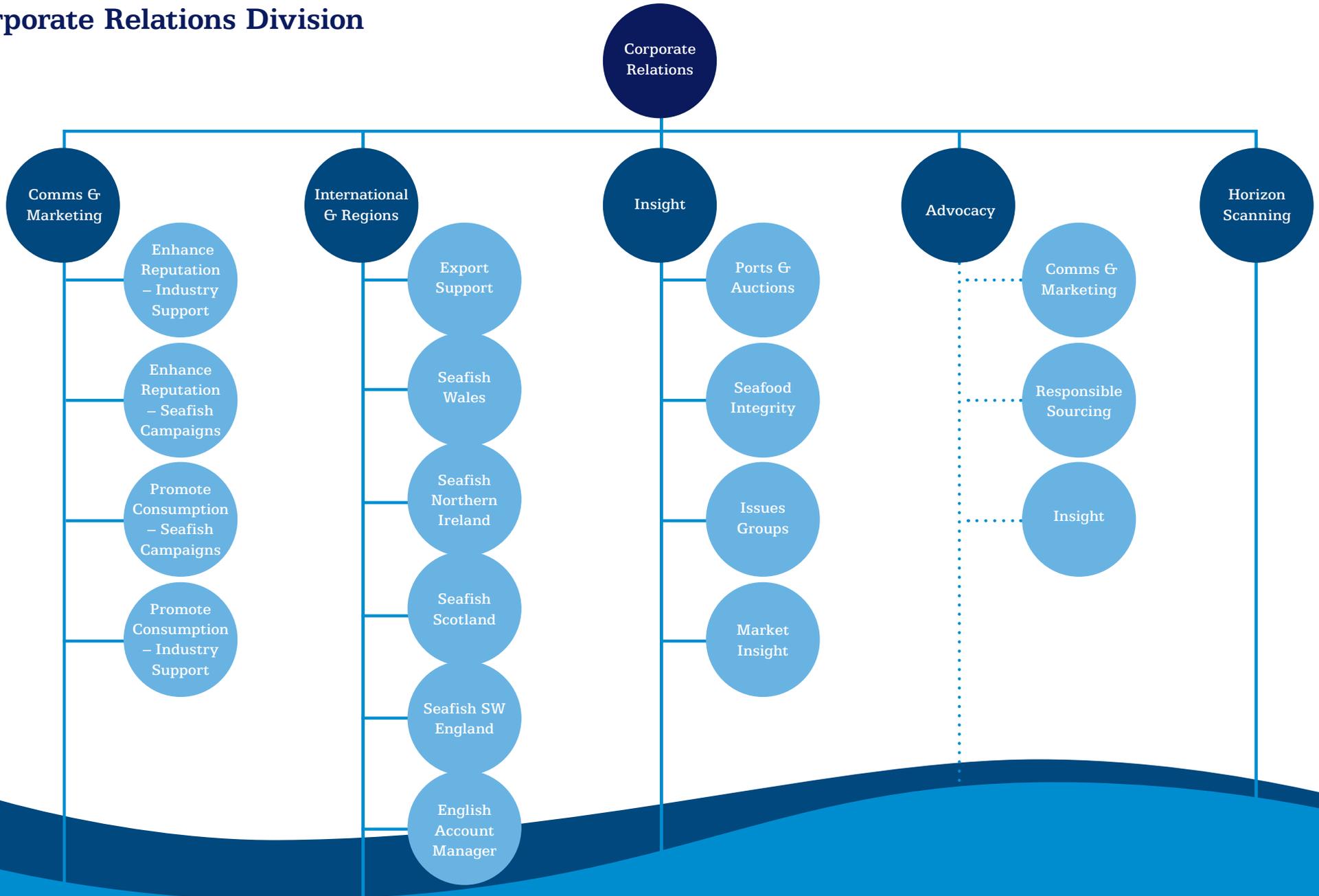Increase opening rates of monthly communications by 10%.

PROGRAMME	PROJECT	TARGETS 2017-2018
Horizon scanning and long term issues This programme will scan longer term horizons and investigate priority issues in detail (identifying implications and potential options for industry and Seafish). Where Seafish needs to respond, this work will support other workstreams accordingly. If appropriate, it will develop views on where the industry might be in the longer term.	**HORIZON RISK MAPPING** Capture seafood industry risks in a series of horizon risk maps. Each risk map will be: • Maintained and 'heat mapped'. • Validated. • Used as a 'risk / opportunity' dashboard.	Each of the HS risk maps have been reviewed and a level of 'heat' applied.
WORK PROGRAMME OVERALL KPI (FROM CP) Greater industry awareness of long term issues and understanding of the implications / options for action.	**HORIZON RISK SWEEPING** Populate the risk landscape using a very broad stakeholder community: • Engage with existing stakeholder groups. • Broaden to wider stakeholder network. • Conduct full horizon sweep by end-of-year.	Ensure a broad range of stakeholders have opportunity to feed in with their HS priorities with engagement from the following stakeholders: • Internal. • Seafish panels. • Scientific Community (through Science Advisory Group and Marine Industries Liaison Group). • Key industry groups. • Policymakers.
WORK PROGRAMME ANNUAL TARGET FOR 2017-18 • Year-on-year improvement in stakeholder satisfaction score from baseline established in year one survey.	**DEEP REVIEWS ON PRIORITY ISSUES** This project will investigate priority risk areas (including Brexit) and involve: • The definition of / background to the risk issue. • Identification of the implications for seafood. • Options for industry action.	• Produce reviews focused on priority risks, determined by the Seafish Board. • Circulate deep reviews to 800 stakeholders (including industry, policy and research stakeholders). • Present findings at appropriate fora.

SEAFISH
the authority on seafood

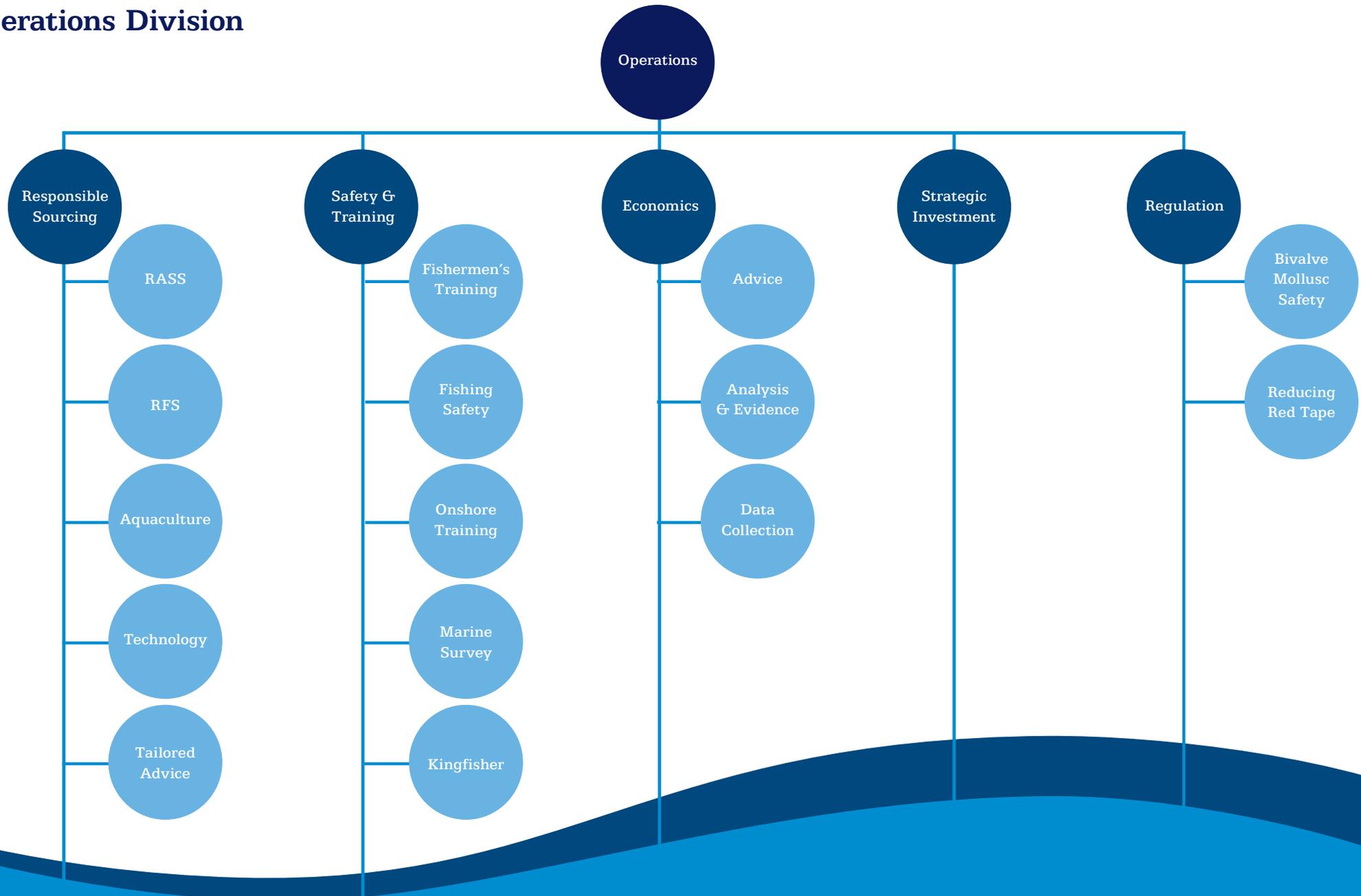| PROJECT	TARGETS 2017-2018	PROGRAMME
STRATEGIC INVESTMENT PROGRAMME: Delivery	• Manage existing portfolio of contracts. • Use previously established VfM / impact assessment methods to evaluate the programme and relate to similar programmes in the UK and elsewhere. • Consolidate SIP's standing as a recognised source of funding for seafood innovators in support of the wider industry. • Use effective communications to strengthen the image of SIP in anticipation of a second programme in the Seafish 2018-21 Corporate Plan.	**Strategic Investment Programme** Enhancing the Corporate Plan by supporting industry innovators.

WORK PROGRAMME OVERALL KPI (FROM CP)

100% of supported initiatives demonstrably align with Seafish Corporate Plan outcomes.

WORK PROGRAMME ANNUAL TARGETS FOR 2017-18

• Manage the delivery of all contract outputs before closure of this phase of SIP in March 2018.

• Evaluate VfM of individual contracts and the effectiveness of the programme as a whole.

Corporate Relations Division

Corporate Relations

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

International & Regions
- Export Support
- Seafish Wales
- Seafish Northern Ireland
- Seafish Scotland
- Seafish SW England
- English Account Manager

Insight
- Ports & Auctions
- Seafood Integrity
- Issues Groups
- Market Insight

Advocacy
- Comms & Marketing
- Responsible Sourcing
- Insight

Horizon Scanning

Operations Division

Operations

Responsible Sourcing
- RASS
- RFS
- Aquaculture
- Technology
- Tailored Advice

Safety & Training
- Fishermen's Training
- Fishing Safety
- Onshore Training
- Marine Survey
- Kingfisher

Economics
- Advice
- Analysis & Evidence
- Data Collection

Strategic Investment

Regulation
- Bivalve Mollusc Safety
- Reducing Red Tape

Contact us

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

Contact us through the following channels:

Seafish

18 Logie Mill, Logie Green Road, Edinburgh, EH7 4HS

Tel: +44 (0)131 558 3331 Fax: +44 (0)131 558 1442

Origin Way, Europarc, Grimsby, N.E. Lincs, DN37 9TZ

Tel: +44 (0)1472 252 300 Fax: +44 (0)1472 268 792

www.seafish.org | www.fishisthedish.co.uk

email: seafish@seafish.co.uk

@seafishuk | @fishisthedish

SEAFISH

the authority on seafood