



CHARTING A COURSE TO
SUSTAINABLE UK FISHERIES

Fishing into the Future
Organisational Update
March 2016



Director: Jim Masters

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Executive Summary

Fishing into the Future (FitF) became a registered Charitable Incorporated Organisation (C.I.O.) on the 23rd January 2015. We are a unique industry-wide sustainability initiative that brings together fishermen, scientists, government, environmental groups and other key stakeholders to '*chart a course towards sustainable and prosperous UK fisheries*'. We have strong industry support, having grown from a need identified by fishermen themselves. Using a process of collaborative dialogue, these fishermen worked with others to identify key themes for our charity to address, in response to legislative drivers such as the Common Fisheries Policy, with its requirements for better data, better practice and commitments to sustainable fishing.

Aims:

- Create a well-respected, neutral platform for a sustainable fishing sector based on collaborative approaches, incorporating a broad spectrum of knowledge and skills.
- Build a constituency of fishermen who are provided with the tools to become champions of their industry, galvanizing sustainable change from the bottom-up.
- Provide unique, tailored projects and programmes that will help maintain fisheries and the wider marine environment at the best possible health, whilst also maintaining economic prosperity.
- Become an exemplar for effective engagement and delivery of real change, which could be 'exported' to other countries seeking to chart a course towards fisheries sustainability.

Higher Level Objectives:

- Support sustainability
- Promote Innovation and
- Build Prosperity



Organisational Goals;

1. Build capacity of fishers to engage with sustainability issues, practices and challenges.
2. Improve contributions of fishers to fisheries science, assessment and management.
3. Provide enhanced engagement opportunities for fishers to share knowledge.
4. Raise awareness for and promote good practice.
5. Building a constituency of leading fishermen and advocates for sustainable fishing businesses.
6. Support fishers to align their fishing businesses with good practice.



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Work Programmes and Projects:

The need for the following work programmes comes from extensive consultation with our Trustees and the wider fishing community:

Training for sustainability

Lack of familiarity with fisheries science and assessment processes has been cited as being one of the most significant barriers to managing the transitions to new fishing practices as required by the current Common Fisheries Policy. We strongly believe that a lack of sustainability training for fishermen is therefore a significant weak-link in the chain of fisheries management. We will develop two complementary training courses for active fishermen – skippers and crew – that will address the need for better collective understanding of the science and management of fisheries, as well as for models that support sustainable fishing businesses. The aim is to build a cohort of engaged, knowledgeable and motivated fishermen.

Science and Industry Collaboration

Delivering sustainable fisheries with limited financial resources requires fishermen, scientists and managers to work together. There is an urgent need to facilitate the processes and practical means to make fishermen's data contribute in an effective and robust way to securing the sustainability of their fisheries. If fishers can be supported to collect the right data, about the right fisheries, and in the right way, then the opportunities to help fill gaps in ecological understanding will be optimised. Fisheries assessments and management will be improved, and access to markets will be enhanced for those who participate.

Communications and Outreach

Fishing into the Future is well-placed to occupy a significant space and role within the UK fishing industry. In order to do that we need to maintain a strong communications and outreach programme of works. We are looking to communicate a compelling story in order to establish a new paradigm for the fishing- industry – one based on sustainability, professionalism and leadership.

Supporters and funders

Partners and supporters	
Seafish	Marine Management Organisation
International Sustainability Unit	Marine Stewardship Council
Gulf of Maine Research Institute	Environmental Defence Fund
Sainsbury's	National Federation of Fishermen's Organisations
Garfield Weston	Scottish White Fish Producers Association
Lighthouse Foundation	Scottish Fishermen's Federation
FundingFISH	Welsh Fishermen's Association
Cefas	South Devon and Channel Shell-fishermen
Marine Scotland	Orkney Fisheries Association
Defra – also DARD (North Ireland Administration)	New Under Ten's Fishermen's Association
Bangor University	



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Background:

Fishing into the Future (FitF) was established as a Charitable Incorporated Organisation (C.I.O.) on the 23rd January 2015, galvanised by a ground-breaking workshop in Brixham in July, 2013. The initiative was started in 2012 by staff at The Prince of Wales' International Sustainability Unit (ISU), when HRH The Prince of Wales proposed a meeting with fishers who have an interest in sustainability as a means of finding out what they think about this issue.



The Brixham workshop, facilitated by the ISU and the Gulf of Maine Research Institute (GMRI), was unique. Over 100 fishermen, industry representatives, scientists, managers and other stakeholders gathered together to discuss issues of significance for the industry as a whole. Delegates shared insights, experiences and ideas, building common-ground and new bridges of trust and respect across sectors.

The involvement of HRH The Prince of Wales at this stage was highly influential - fishermen saw 'doors opening' that previously had remained shut. The main concern of those fishermen involved was that their voices were heard – to show what they were already doing for sustainability and how close this issue is to their hearts.



The collective momentum and motivation generated at the event - underpinned by support from Seafish, Sainsbury's, The Garfield Weston Foundation and the Lighthouse Trust - led to the formation of FitF as an independent charity (number 1160123). Since this time, we have been working to develop a programme of works that honours the spirit and content of those initial meetings, and that shows how important fishermen are to resolving many of the issues that beset the industry as it strives for widespread and demonstrable sustainability.



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The Charity:

Fishing into the Future is now a unique industry-wide sustainability initiative that brings together fishermen, scientists, government, environmental groups and other key stakeholders to 'chart a course towards sustainable and prosperous UK fisheries'.



We have strong industry support, having grown from a need identified by fishermen themselves. Using a process of collaborative dialogue, these fishermen worked with others to identify key themes for our charity to address, in response to legislative drivers such as the Common Fisheries Policy, with its requirements for better data, better practice and commitments to sustainable fishing.

We are not a fishermen's association or organisation, rather we provide an enabling platform so that fishermen are able to contribute their insights and their experience, which is critical to addressing the challenge of delivering sustainable, prosperous and productive fisheries.

Vision

Commercial UK fish stocks are robust - managed within a healthy marine environment in close collaboration with fishermen themselves. Sustainable fishing yields high catches, profits have increased and a diverse fishing fleet sees a prosperous future for all concerned. The contributions of fishermen are valued: they understand fisheries assessments, they work closely with scientists and the data they collect supports improved stock assessments. The marine environment is managed to support a long-term view of fisheries; fishermen demand the best from their industry and reduced impacts on ecosystems. Retailers source from sustainable fisheries as a matter of course, and fishermen are seen as professional stewards of the sea who make a vital contribution to the wealth and seafood security of our nation. UK fishermen lead by example, and have strong influence over the practices and management of EU fisheries. New recruits are keen to enter a vibrant industry based on a virtuous cycle of sustainability (through) innovation (leading to) prosperity.

Our Mission and Values

- Strong on collaboration and engagement – if it doesn't drive sustainability, if it isn't strategic, and if it doesn't have broad buy-in we won't do it.
- UK-wide, collaborative and intelligent – the collective wisdom of the fishing industry can deliver positive change and sustainability.
- Neutral, credible and trusted – a platform for fresh and inspiring voices from the fishing industry, stimulating debate and bringing people together.
- Agile, cutting-edge and respected – building a constituency of fishermen to become champions of their industry, galvanizing sustainable change from the bottom-up.



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Charity Aims and Objectives:

We wish to communicate a compelling story based on sustainability, professionalism and leadership for a new generation of fishermen and to capitalise on our role to find – and extract value from – common ground between fishermen and other stakeholders; building a sustainable fishing sector based on collaborative approaches.



We will develop unique programmes and projects that will help maintain fisheries and the marine environment at the best possible health, whilst maintaining economic prosperity. We have the potential to become a blueprint for effective engagement and delivery of real change, for other countries seeking to chart a course towards greater environmental, social and economic fisheries sustainability.

Higher Level Objectives:

- **Support sustainability**
- **Promote Innovation and**
- **Build Prosperity**

Organisational Goals;

- a) Build capacity of fishers to engage with sustainability issues, practices and challenges.
- b) Improve contributions of fishers to fisheries science, assessment and management.
- c) Provide enhanced engagement opportunities for fishers to share knowledge.
- d) Raise awareness for and promote good practice.
- e) Building a constituency of leading fishermen and advocates for sustainable fishing businesses.
- f) Support fishers to align their fishing businesses with good practice.

Work priorities

Our work priorities come from extensive discussions with the wider fishing community:

- Training for sustainability
- Science and Industry Collaboration
- Communications and Engagement



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Projects and Programmes

Training for sustainability

The issue

Most fishermen put to sea without any *formal* knowledge and understanding of the environment within which they operate, or how it is measured.

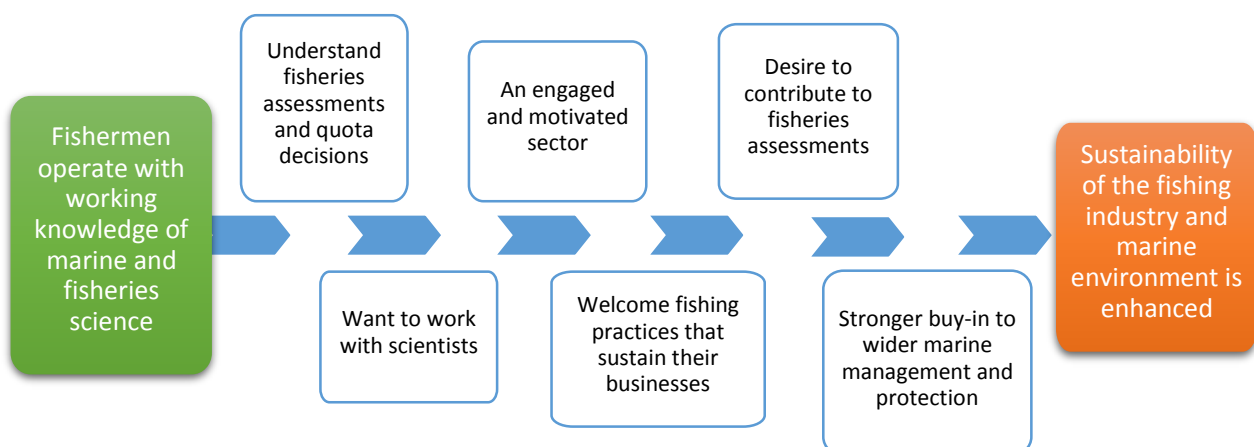


This lack of familiarity with fisheries science and assessment processes has been cited as being one of the most significant barriers to managing the transitions to new fishing practices as required by the current Common Fisheries Policy. For example, fishermen need to know more about the science that underpins the Landing Obligation (LO) in order to deliver sustainable and productive fisheries.

We strongly believe, therefore, that there is an urgent need for training that addresses the needs of skippers and crew in understanding and engaging with fisheries science and assessments in order to safely navigate UK fisheries management and legislation and to deliver sustainable and viable fisheries for all sectors.

Our solution: **The Business of Fishing** – the need to know of fisheries management

We will develop courses for fishermen that address the need for better collective understanding of the science and management of fisheries, as well as for models that support sustainable fishing businesses. The aim is to operationalise the virtuous cycle of sustainability (through) innovation (leading to) prosperity, and build a cohort of engaged, knowledgeable and motivated fishermen.





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How is this different?

No such courses exist in the UK at the moment. Similar curricula exist elsewhere where they have met with great success and influence. We will draw on the experiences and leadership in these other countries to help devise curricula that will suit UK fishermen and fisheries management.



Goals:

These training courses will:

- Provide fishermen with the knowledge and skills they need to engage with the sustainability debate, as well as influencing a wider policy landscape,
- Support fisheries assessments and data collection through improved understanding of science, assessments and methods,
- Provide a forum for fishermen to engage with each other, managers, scientists and policy-makers, building trust and mutual respect,
- Build a cohort of leading fishermen who drive the development of better practice and are willing to act as ambassadors for sustainable practices in their sector,
- Be built around a roll-out model that supports ongoing delivery through partnerships.

It will be important to ensure that:

- The training courses are accepted and valued by UK fishermen's federations, organisations and industry bodies
- The training courses are accessible to different audiences, with built-in flexibility which allows them to be delivered in different locations
- The training courses become self-sustaining in the future through a business-case that provides a structure for long-term roll-out and financing.

Science and Industry collaboration

The issue

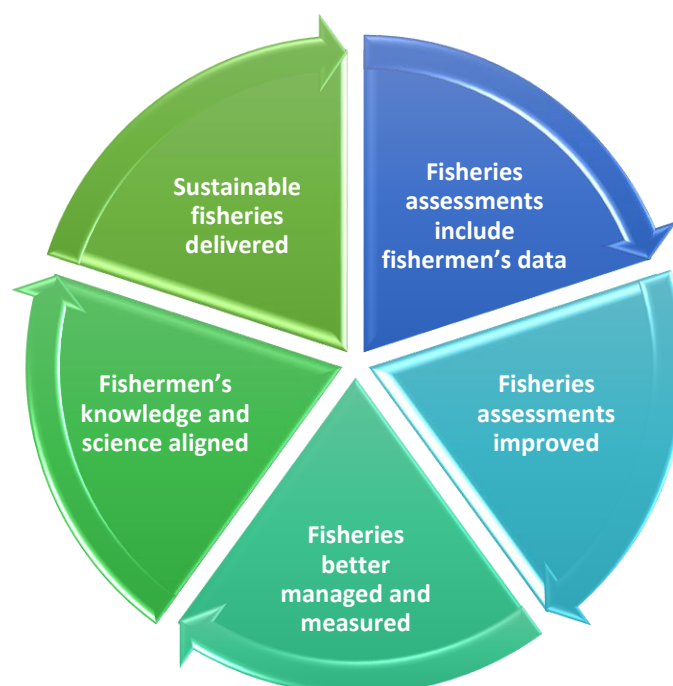
Delivering sustainable fisheries with limited financial resources requires fishermen, scientists and managers to work together, but the data collected by fishermen is often under-used and undervalued. There is an urgent need to improve this situation by establishing the practical means to make fishermen's data contribute in an effective and robust way to securing the sustainability of their fisheries.



Our solution: Fishermen-Science Interface Programme (FSIP)

If fishers can be supported to collect the right data, about the right fisheries, and in the right way, then fisheries assessments and management will be improved, and the opportunities to help fill gaps in ecological understanding will be optimised thereby improving revenue, as retailers seek broader access to products from demonstrably sustainable fisheries.

We will be working with key stakeholders to address a number of critical issues that will contribute to better science and industry collaboration. We will leverage our status as a neutral and honest broker to establish the protocols, partnerships and strategic alliances that will be needed to bring this project to life, where collaborative efforts can come to the fore and where current good-practice can be shared.





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The following are priorities for the FSIP:

- Produce a suite of Data Collection Protocol Guidelines for UK fishermen and managers
- Facilitate discussions about the need for a National Framework for fishery-dependent data collection and use
- Demonstrate the value of co-designed fleet surveys for stock assessments
- Innovations in data collection and automation
- Mapping of UK fisheries and their alignment with well-managed, data-rich fisheries – 'Project UK'

How is this different?

The Common Fisheries Policy (CFP) allows for greater regionalisation of fisheries management, and our service. The CFP supports collective efforts that address issues such as data shortages. Our programme speaks directly to this objective, providing a gearing mechanism to facilitate discussion and engagement through which science and data issues can be addressed in a collaborative and collective manner.



We will remain sector-neutral, facilitating dialogue and brokering agreement through professionally-designed processes that aim to reach bottom-up solutions. This will embed these solutions in the real-world of fisheries and fishermen, and therefore have a better chance of success when faced with the stern tests posed by the realities of fishing.

Goals:

Our work in this area will:

- Provide a real-time application for our training programmes to improve the engagement of fishermen in fisheries science and management.
- Collectively build bridges and trust between fishermen and scientists.
- Empower UK fishermen capture, collate and submit consistent, high-quality data which directly contributes towards the improved measurement and management of their fisheries.
- Advance understanding and acceptance of fishery-dependent data collection, and realise the potential within UK fleets to see fishing vessels used as research platforms, such as the use of sentinel or reference fleets.
- Establish partnerships that have the capacity to grow and address nationally significant issues.
- Provide a road-map for the improvement of commercially important fisheries in the UK,
- Promote innovation in fisheries – sharing good practice and pushing better practice forward.

It will be important to ensure that:

- The science and data collaborative effort is embedded within a wider landscape of fisheries science in order to avoid duplication and overlap, thereby maximising the impact of any expenditure in this area
- Legislation supports collaborative science efforts
- The EU-wide context of collaborative data efforts is considered



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Communications and Engagement

The issue

We are in a unique position to provide insightful communication for the UK fishing community – with an industry-wide audience and beyond. We see the need for an honest, sector-neutral broker as being essential, able to reach-out to various audiences, provide a platform for debate and find – and extract value from – common ground for action.



Our solution – the Fishermen's Forum and Innovation Network

We seek to provide a credible and effective coordination platform for a number of projects and initiatives around the UK. In order to do that we need to maintain a strong communications and outreach programme of works. We will need to facilitate regular contact with our members and supporters by providing enhanced opportunities to engage with fishing industry issues through the provision of various services and projects

We will plan, build and fund specific projects and undertakings with a communications focus - for example developing a web-based resource that can pin-point and illustrate good practice within the industry, supported by a newsletter and other offerings. Maintaining and amplifying the voice of fishermen committed to sustainability through Fishing into the Future is critical.

Goals

Our work in this area will:

- Allow us to occupy a unique and valuable space in the UK fishing industry, helping to move forward sustainability-focused initiatives and coordinating projects,
- Help establish us as a credible and trusted organisation, which is seen as a go-to-organisation for issues of sustainability and co-production in the UK fishing industry,
- Allow us to develop a FitF 'model' that would be able to be used as a blueprint by other countries.

It will be important to ensure that:

- Communications are embedded within a wider Communications and Campaigns Strategy,
- The effectiveness of our communications are monitored and audience-responses/reach evaluated,
- The communications we provide remain neutral and transparent, and that different audiences are clear about what we wish to achieve and why.



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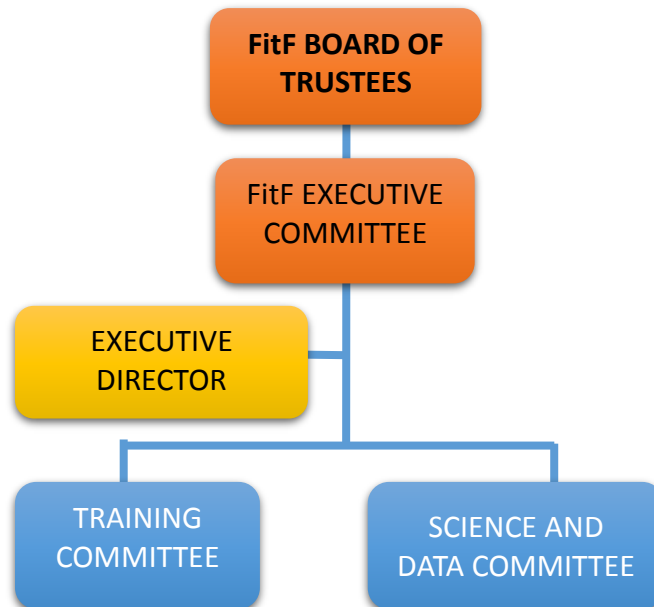
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Management

Our current management structure is as follows. We are working towards establishing an Advisory Committee that will help us capture the perspectives, priorities and work programmes of a wider group of stakeholders than is represented through our Trustees and Working Committees.



Our Trustees collectively run the organisation. They make group decisions on strategy, business-planning and funding, they hire and fire the Executive Director and have overall responsibility to ensure the charity is run with due regard for all mandatory reporting requirements and regulations as stipulated by the Charities Commission.

Our Executive Committee (Ex Com) is a sub-set of the Trustees, and have delegated powers to make decisions on behalf of the wider Trustees. All major policy decisions and decisions relating to our Charitable status are still ratified by the wider Trustees, but the Ex Com operates as the beating heart of the charity.

We are looking to widen our Trustee base as well, to ensure balance and representation across all sectors, as well as to fill central roles on the Board of Treasurer and Secretary. We are actively seeking these individuals at present.

For a list of our Trustees and Committee members please see Appendix I

Experience and Commitment

The charity is supported by a suite of highly experienced, well respected and motivated Trustees drawn from many sectors within the fishing industry, including:

- 2/3rds or more active fishermen with a commitment to and track record in sustainable fishing from all fishing sectors and parts of the UK
- Science and academia – including government agencies such as Cefas and Marine Scotland
- International support – through the Gulf of Maine Research Institute (GMRI) and the International Sustainability Unit (ISU)
- Nationally significant retailers



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Operations

The charity is located in Exeter, Devon, but we have a UK-wide reach and Trustee-ship. We expect to make use of home-working and remote workers to some extent throughout our life-time as a charity; we may sub-contract specific services during this initial phase of growth and change.



Supporters and funders

FitF was established through the collective actions and aspirations of three central organisations, together with funding from other Foundations. Many other partners have been involved in our development; we are an organisation that represents the collective will and efforts of the following bodies. We enjoy the continued support and involvement of representatives from all the organisations below, as well as members and supporters from across all sectors of the fishing industry.

Partners and supporters	
Seafish	Marine Management Organisation
International Sustainability Unit	Marine Stewardship Council
Gulf of Maine Research Institute	Environmental Defence Fund
Sainsbury's	National Federation of Fishermen's Organisations
Garfield Weston	Scottish White Fish Producers Association
Lighthouse Foundation	Scottish Fishermen's Federation
FundingFISH	Welsh Fishermen's Association
Cefas	South Devon and Channel Shell-fishermen
Marine Scotland	Orkney Fisheries Association
Defra – also DARD (North Ireland Administration)	New Under Ten's Fishermen's Association
Bangor University	



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Business Model

We are looking to operationalise the following business model of the next three years.

Key Partners <ul style="list-style-type: none">• Fishing Sectors• Industry bodies• Governmental bodies and agencies• Fishermen’s organisations and associations• Retailers and suppliers• Academia• NGOs	Key Activities <ul style="list-style-type: none">• Communications and engagement• Training for sustainability• Fishermen-Science Interface Programme	Value Proposition <ul style="list-style-type: none">• Unique voice and platform for fishing industry• Neutral body capable of coordinating collaborative action• Building constituency of fishermen dedicated to sustainability• Fishermen leading sustainability debates• Better fisheries assessment and management• A more engaged fisheries sector• Better understanding of science and management	Constituency Relationships <ul style="list-style-type: none">• Directly builds trust between fishermen, scientists, managers and consumers• Co-design, co-management and co-production• Leveraging the experience and knowledge of fishermen	Constituency Segments <ul style="list-style-type: none">• Fishing sectors• Supply chain• Managers• Scientists• Policy-makers• Governments• NGO community• Wider communities
	Key Resources <ul style="list-style-type: none">• Stakeholders• Trustees• Communications facilities• Premises and office supplies• Computers, phones, tablets and mobiles• Cameras• Home office resources		Channels <ul style="list-style-type: none">•Social media•Partnership-based projects•Collaborative actions•Websites•Conferences and networks	
Cost Structure <ul style="list-style-type: none">• Costs for Core Services and Project Management• Fixed daily rates for project development and proposals• Fixed costs for premises and overheads			Revenue Streams <ul style="list-style-type: none">• Philanthropic Foundations• EU Funding mechanisms• Industry bodies• Retail and supply chain• Academic funding instruments• Private contributions• Membership and donations	



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Assessing the risks

The main risks to our Business Plan centre around funding and stakeholder support. We are building a 'Risk Register' to allow us to analyse these and other risks, and these will be inserted into this plan in due course.

For now, the main risks are:

- Insufficient funds
- Trustee/staff turn-over and recruitment
- Changing legislative landscape

Service Monitoring and Evaluation

We are monitoring the progress of our projects and programmes through the work of the Executive Director, and also the Executive Committee. These bodies and individuals keep a close track of projects through detailed project management processes, as well as regular reviews within the Trustee group.

We report on a regular basis to the wider Trustee group, and complete reports to the Charities Commission on an annual basis. Our accounts are independently audited by a registered Chartered Accountant.

Policies

We will be building our suite of policies to reflect need and growth of the charity. These will be put in place, with the priorities being Equal Opportunities and Health and Safety in the first instance. Policies will become imperative once we start employing staff directly.



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Appendix I - FitF Trustees:

Name	Sector	Location	Organisation/company	Role
Alan Steer	Inshore (12m) shellfish	Devon	South Devon and Channel Shellfishermen	Chairman
Sean Dennison	Inshore (12m) shellfish	Orkney	Orkney Fishermen's Association	Vice Chairman
John Goodlad	Industry overview	Shetland	International Sustainability Unit	Executive Committee
Steve Mackinson	Fisheries science	Lowestoft	Cefas	Executive Committee
Alexa Dayton	Education	Maine, USA	Gulf of Maine Research Institute (GMRI)	Executive Committee
Sandy West	Offshore (over 15m) prawn and white fish	Peterhead, Scotland		Trustee
Peter Williams	Inshore (10m) multi-species netter	Emsworth, Hampshire		Trustee
Nick Prust	Scallop agent and quota manager (ex-fisherman)	Brixham, Devon		Trustee
Gary Hodgson	Processor	Bridlington, Yorkshire	Venture Seafoods	Trustee
Alex Philip	Beam trawler owner (ex-fisherman)	Brixham, Devon		Trustee
Michel Kaiser	Fisheries science	Bangor, Wales	Bangor University	Trustee
Jim Evans	Fishermen's representative (ex-fisherman)	Wales	Welsh Fishermen's Association	Trustee
James Stephen	33m white fish trawl (fisherman)	Peterhead		Trustee
Davey Hill	Seafood processor (ex-fisherman)	Kilkeel, Northern Ireland	Seasource	Trustee
Ally Dingwall	Retail	UK-wide	Sainsbury's	Trustee
Bill Turrell	Fisheries science	Scotland	Marine Scotland	Trustee
Mike Palmer	Fisheries science & management	Scotland	Marine Scotland	Trustee



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Appendix II - FSIP detail

- Data Collection Protocols are the detailed plans and procedures needed to collect, record and use data. They determine the methodologies for data collection, as well as the management and administration of the use of the data that is subsequently collected, thereby empowering fishermen to collect data, knowing that what they are producing will be of value (i.e. will be compatible with other data sets) and therefore will improve understanding of fish stocks and assessments. They will deliver more consistent, quality-assured data for fisheries assessments. Such Data Collection Protocols are essential but do not currently exist.
- A national framework for data collection and usage by fishermen will be essential in order to ensure that data collection efforts are targeted and supported throughout their life-cycle. Without this in place there is a risk that data will be lost or under-utilised. We will offer a service to coordinate the development of such a framework and seek to fund this through the development of a large-scale project proposal.
- Sentinel fleets are being used to provide access to a representative sub-section of fishing fleets in order to target data collection. These fleets need to be incentivised to contribute to data collection at present. We will co-design a sentinel survey for the Channel Scallop Fishery as a case-study into the benefits of co-design in order to optimise the use of sentinel fleets in the future.
- We will work with partners and other institutions to identify and support the development of technologies that will help automate the collection of data in various fisheries, and raise awareness of these within the fishing industry.
- We will work with key partners (Seafish and the Marine Stewardship Council) to map UK fisheries of commercial interest in order that these can be analysed against MSC pre-assessment criteria, thereby providing a gap-analysis of UK fisheries for improvement. This builds on the methodologies seen in the highly successful Project Inshore and will define management plans needed to move the most important fisheries in the UK towards full data-provision and improved management for sustainability.



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Appendix III - Organisational Details

Charity Name:

Fishing into the Future

Address:

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Alphington,

Exeter

EX2 8TZ

Telephone number:

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Email:

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Website:

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Legal Status:

Charitable Incorporated Organisation (C.I.O.)

Charity Number:

1160123



WHO ARE WE?

Fishing into the Future is a UK Charity guided by active fishermen who are dedicated to 'charting a course towards sustainable and prosperous UK fisheries'. All those involved – including active fishermen, scientists, policy-makers and managers – come as individuals with a commitment to sustainability – no other agenda. This makes us unique.



WHAT ARE OUR OBJECTIVES?

- Supporting Sustainability
- Promoting Innovation
- Building Prosperity



WHAT DO WE DO?

We are building a constituency of fishers and other stakeholders committed to taking forward the sustainability agenda. We provide them with a platform for enhanced collaboration and participation in order to deliver fisheries that maximise their environmental, social and economic potential. The thread of sustainability runs through all that we do.



We coordinate action across three main delivery-channels:

- **Stakeholder engagement** – building a collaborative network of fishers and other stakeholders
- **Training for sustainability** – building capacity within the industry to engage with sustainability issues
- **Fisher: science interface** – empowering fishers to deliver better fisheries data, science and management

THE PARTNERSHIP MODEL

We were set up as a collaborative industry-wide initiative by an international consortia, including: The Prince of Wales' International Sustainability Unit; Seafish; the Gulf of Maine Research Institute; retailers, producers and fisheries managers; active fishermen and their representatives. We welcome the support of new partners who share the same ethos, so feel free to contact us.



CONTACT US

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Executive Director Jim Masters
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