



Fishing into the Future  
Business Plan  
2016 – 2019



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## Executive Summary

Fishing into the Future (FitF) became a registered Charitable Incorporated Organisation (C.I.O.) on the 23<sup>rd</sup> 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. We are focusing on three of these priorities for the period of this Business Plan:

- Training for sustainability
- Science and data collaboration
- Communications and Engagement

### 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;

- 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 Programmes and Projects:

We expect to deliver the following work programmes over the next three years. The need for these 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 fishermen 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 prosperity will increase.

### Communications and Outreach

Fishing into the Future is well-placed to occupy a significant role within the UK fishing industry, giving voice to passionate fishermen with and deep interest in sustainability. 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

Original supporters/funders	Additional partners and supporters
Seafish	Cefas
International Sustainability Unit	Marine Scotland
Gulf of Maine Research Institute	Defra – also DARD (North Ireland Administration)
Sainsbury’s	Bangor University
Garfield Weston	New Under Ten’s Fishermen’s Association
Lighthouse Foundation	Marine Management Organisation
FundingFISH	Marine Stewardship Council
<b>Potential Funders</b>	Environmental Defence Fund
Industry bodies	National Federation of Fishermen’s Organisations
Foundations	Scottish White Fish Producers Association
EU Funding	Scottish Fishermen’s Federation
Governmental bodies and agencies	Welsh Fishermen’s Association
Fishermen’s organisations and associations	South Devon and Channel Shell-fishermen
Renewable energy firms	Orkney Fisheries Association
Retailers and suppliers	



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## Organisational Details

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### Legal Status:

Charitable Incorporated Organisation (C.I.O.)

### Charity Number:

1160123



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## The Charity

### Background

Fishing into the Future (FitF) became a registered Charitable Incorporated Organisation (C.I.O.) on the 23<sup>rd</sup> 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. We are focusing on three of these priorities for the period of this Business Plan:

- Training for sustainability
- Science and data collaboration
- Communications and Engagement

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 prosperous and productive fisheries. The thread of sustainability runs through all that we do and our core values are based on the principles of co-production and co-management.

### Vision

*The UK fishing industry is the envy of the world. Commercial 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 bright and 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 is central to supporting improved stock assessments. A well-understood marine environment is managed in a way that supports a long-term view of fisheries; fishermen demand the best practice from their industry and reduced impacts on the ecosystems that support their businesses. Retailers source from sustainable fisheries as a matter of course, new recruits are keen to enter a vibrant industry and fishermen are seen as professional stewards of the sea, making a vital contribution to the wealth and food security of our nation. UK fishermen lead by example, and have strong influence over the practices and management of all EU fisheries. A thriving fishing sector is based on a virtuous cycle of sustainability, innovation and prosperity*





## Our Values

We are:

- Strong on collaboration, action 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, Industry-led and intelligent – the collective wisdom of the fishing industry can deliver positive change and sustainability for all through knowledge exchange and innovation.
- Neutral, credible and trusted – a platform and 'honest broker' for fresh and inspiring voices for sustainability direct from individuals in the fishing industry, stimulating debate and bringing people together.
- Agile, cutting-edge and respected – building a constituency of fishermen who are provided with the tools to become champions of their industry, galvanizing sustainable change from the bottom-up.

## Charity Aims and Objectives:

We are looking to communicate a compelling story based around our broad-brush vision and values – one based on sustainability, professionalism and leadership for a new generation of fishermen. We wish to capitalise on our role to find – and extract value from – common ground between fishers and other stakeholders; building a sustainable fishing sector based on collaborative approaches. We will provide unique, tailored projects and programmes that will help maintain fisheries at the best possible health, whilst maintaining economic prosperity. We have the potential to become an exemplar – or blueprint – for effective engagement and delivery of real change, which could be 'exported' to 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;

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



## Projects and Programmes

We have identified the following as work programme priorities, projects and services that will have the most impact over the next three years. The need for these comes from extensive discussions with our Trustees and the wider fishing community – principally through the series of meetings and workshops that led to our establishment as a charity:

### Work priorities

- Training for sustainability
- Science and data collaboration
- Communications and Engagement

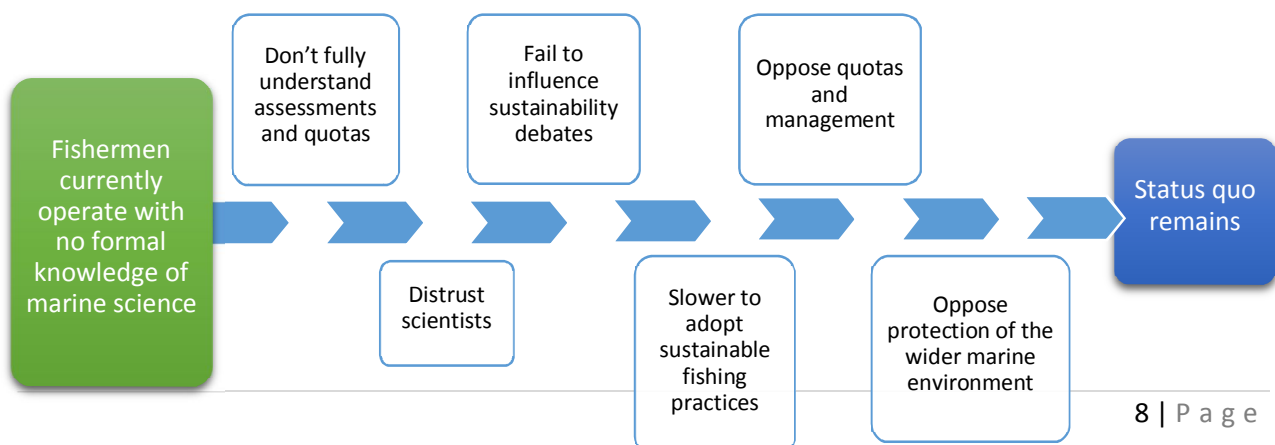


### 1. Training for sustainability

#### 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 is of course a generalisation and is not to undermine their anecdotal knowledge of the sea. A direct comparison could be drawn with agriculture, where farmers are frequently schooled in land management and stewardship: how to optimise yields, the business of sustainable agriculture and the benefits of providing space for nature within their operations. As a result, fishermen have little agency to engage with sustainability issues and debates, little motivation to adopt sustainable fishing practices, and little ability to change the way their fisheries are managed in line with legislation.

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. Fishermen need to know more about the science that underpins the Landing Obligation (LO) and Maximum Sustainable Yields in order to understand their responsibilities in this regard, and how to make the LO work for them in the long-term. 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 this huge sea-change in the way UK fisheries are managed.

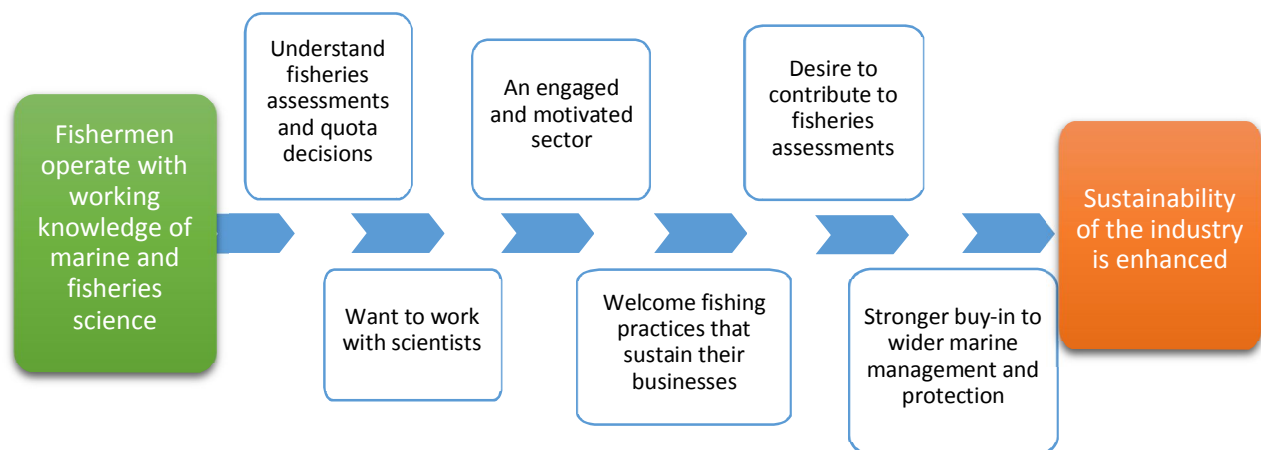






### Our solution – **The Business of Fishing** – the need to know of fisheries management

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 operationalise the virtuous circle of sustainability, innovation and prosperity and build a cohort of engaged, knowledgeable and motivated fishermen.



#### How is this different?

No such courses exist at the moment in the UK. Similar curricula exist elsewhere – for example the USA, Netherlands and South Africa – where they have met with great success and influence. We will draw on the experiences and leadership in all these other countries to help devise curricula that become firmly established within the training-programmes of all fishermen. We have built partnerships with two key delivery bodies – the Gulf of Maine Research Institute (USA) and ProSea (Netherlands) through which we are devising course structures and frameworks that will suit UK fishermen.

#### 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 amongst leading fishermen,
- Provide a platform and forum for fishermen to engage with each other, managers, scientists and policy-makers,
- Building 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 their ongoing delivery and development through partnerships with the wider fishing industry and academic network.
- *To help fisheries in the UK meet their legislative and policy requirements through harnessing the collective experience uncovered and supported by FitF.*
- *Reduce impact on the marine environment as a result of improved fishing practices, without a loss of livelihood for fishing communities.*



**It will be important to ensure that:**

- The training courses are accepted and valued by national 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.

## 2. Science and data collaboration

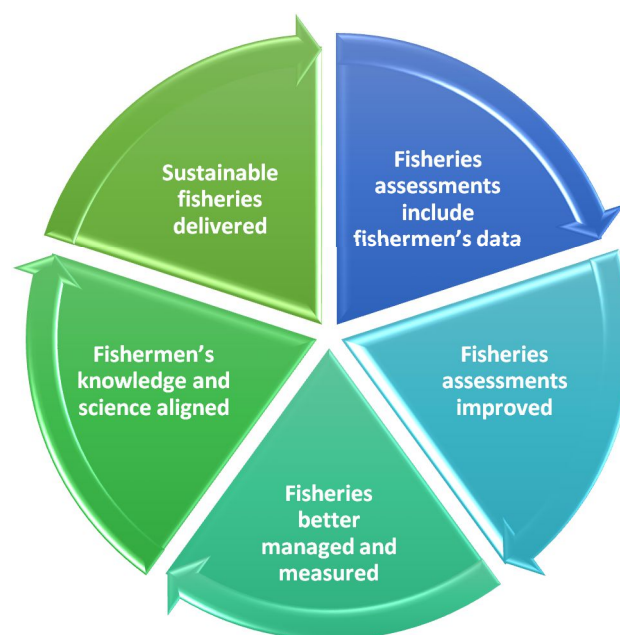
### The issue

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 facilitating the processes and 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 – the 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 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.

We will be creating a space where the issue of fishers-science interactions can be properly addressed, where collaborative efforts can come to the fore and where current good-practice can be shared. 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.





We will be working with the fishing industry through co-design to address a number of points in this cycle, in order to move the virtuous cycle forwards.

- Data Collection Protocol Guidelines
- National Framework for data collection and use
- The use of sentinel fleets for surveys and assessments
- Innovations in data collection and automation
- Mapping of UK fisheries and their alignment with well-managed, data-rich fisheries

#### How is this different?

The Fishermen-Science Interface Programme (FSIP) embodies the principles of co-design, co-management and co-production. The Common Fisheries Policy (CFP) allows for greater regionalisation of fisheries management, and our service provides a gearing mechanism to facilitate this process.

The CFP also provides finance through the European Maritime and Fisheries Fund whereby fishermen are supported in collective efforts to address issues such as data shortages. Our programme speaks directly to this objective, providing fishermen with a platform and vehicle 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 the most commercially important fisheries in the UK,
- Promote innovation in fisheries – sharing good practice and pushing better practice forward.
- *Help fisheries in the UK meet their legislative and policy requirements through harnessing the collective experience uncovered and supported by FitF.*
- *Reduce impact on the marine environment as a result of improved fishing practices, without a loss of livelihood for fishing communities.*



**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

### 3. Communications and Engagement

#### The issue

When operating in a coordinating role, one of the main challenges faced is that of adequate communications. We are in a unique position to provide a touch-stone of positive communication for the fishing community – with an industry-wide audience and beyond. We see the need for an honest, sector-neutral broker as being essential for the fishing industry. Many other sectors have such partnerships and mechanisms that are able to reach-out to various audiences, provide a platform for debate and are able to mobilise members and supporters to take action.

#### Our solution – the Fishermen’s Forum and Innovation Network

Fishing into the Future is well-placed to occupy a significant space and role within the UK fishing industry, providing the neutral, credible and effective coordination of 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, for which un-restricted funds will be required. There will also be a requirement to define 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.

We will need to also maintain regular contact with our members and supporters, providing enhanced opportunities to engage with fishing industry issues through the provision of a neutral and professionally-facilitated platform - again this will require funding and finance to achieve its potential and we will be looking at working up funding bids to address this over the next two years.

#### 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 efforts in data collection, training, fisheries assessments and management,
- 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 for other countries seeking to chart a course towards sustainable fisheries through a bottom-up and fishery-driven model.

**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.

## The UK Fishing Industry and Sustainability ‘Landscape’

### The sector

The fishing industry is renowned for its highly diverse, independent and complex sectors, as well as the complex and often confusing legislation that underpins all operations. Management has been traditionally top-down over the last 30 years or so, and fishermen have responded by establishing Producer Organisations (PO’s) and Associations. There are also other representative bodies such as Seafish and ICFA’s

The sector is typified by diversity, with different fishing opportunities around the coast of the UK resulting in very different fishing fleets, with their own unique set of opportunities and challenges. This can result in inter-sector competition and conflict, as well as intra-sector competition for resources and fishery access. Fisheries managers need to balance a range of differing and sometimes opposing priorities and objectives, and deliver sustainable fisheries for the good of the nation as a whole.

The central paradox within fisheries – both its beauty and its beast – is the fact that the sea is a ‘commons’ with no property rights or ownership. This makes resource allocation and business-planning very complicated. Fishermen are resistant to ownership or privatisation (an anathema to fishermen) but at the same time demand better security and predictability of access to their primary resource – fish.

The marine space is organised and managed through a many-tier system of overarching laws and legislation, which is compounded in the EU by the interwoven nature of territorial waters.

The legislation that impacts on fishermen and fisheries includes, but is not limited to:

#### EU Directives:

- Marine Strategy Framework Directive
- Water Framework Directive
- Common Fisheries Policy
- Habitats and Birds Directive

#### UK legislation:

- Marine and Coastal Access Act (2009)
- Wildlife and Countryside Act (1981)

#### The CFP

Recent changes to the Common Fisheries Policy are probably the most significant for fishermen. The CFP aims to ensure that fishing and aquaculture are environmentally, economically and socially sustainable and that they provide a source of healthy food for EU citizens. Its goal is to foster a dynamic fishing industry and ensure a fair standard of living for fishing communities.



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Although it is important to maximise catches, there must be limits. We need to make sure that fishing practices do not harm the ability of fish populations to reproduce. The current policy stipulates that between **2015 and 2020 catch limits** should be set that are sustainable and maintain fish stocks in the long term.

To this day, the impact of fishing on the fragile marine environment is not fully understood. For this reason, the CFP adopts a cautious approach which recognises the impact of human activity on all components of the **ecosystem**. It seeks to make fishing fleets more selective in what they catch, and to phase out the practice of discarding unwanted fish.

The reform also changes the way in which the CFP is managed, giving EU countries greater control at national and regional level. The CFP has 4 main policy areas:

- Fisheries management
- International policy
- Market and trade policy
- Funding of the policy

Our work will directly help fishermen meet their obligations under the CFP by harnessing their collective experience, as well as providing them with the practical tools they need to comply with legislation and deliver sustainable fisheries for the long-term.

## Segments

The sustainable seafood landscape is becoming increasingly cluttered. We stand separate to this, however, due to the unique involvement of our 'fishermen trustees' who guide and steer our work. There are many NGOs who operate in this area, including the 'big-hitters' such as Greenpeace and WWF. There are also smaller NGOs such as the Marine Conservation Society, Wildlife Trusts, Blue Marine Foundation, SeaWeb, Environmental Defence Fund, Sustainable Fisheries Partnership and others.

We retain excellent access to the collective intelligence of the fishing industry, something that these other NGOs might not benefit from, and therefore we are able to operate in a unique space in the sector with a strong and clear dedication to sustainable and prosperous fisheries.

It will be important that we remain neutral, credible, open, honest and transparent, and that we involve fishermen from all sectors. Establishing a balanced and representative governance structure is one of the tasks we have for the health and stability of our organisation.

Our organisation is founded on wide-spread consultation that provided us with the remit and mandate to take action in the areas we have identified. This stems mainly from what became our inaugural workshops in Brixham in 2013, where over 100 delegates – mainly active fishermen – came together for the first time to collectively address issues of significance to the fishing industry, and define priorities for action (See earlier note in the introduction and background to the charity).



## Communications and Outreach

We are building a Communications Strategy based around a suite of core messages in order to provide clarity and consistency of messaging across the organisation. This will help us forge partnerships and build the constituency of fishermen central to our work.

### Central messages:

- **By fishermen: for fishermen.** The futures of UK fishermen and of UK fisheries are inseparable. FitF is an independent charity, set up by fishermen seeking to champion their role in safeguarding the seas and their livelihoods alongside other key stakeholders who see value in fostering leadership and support directly within the fishing industry. This collaborative and collective 'bottom-up' approach will make a positive contribute to delivering sustainable and prosperous UK fisheries, supporting fishermen to become stewards of the environment they fish in, and be accepted as such by science and management.
- **Sustainability (through) innovation (leading to) prosperity.** Fishermen have long been innovative, resourceful and adaptive, and the continued health of our oceans is of utmost importance to their livelihood. FitF is built around fishermen who are sustainability pioneers, championing the importance of both the ocean ecosystem **and** the importance of thriving coastal communities based on fishing economies. It will:
  - **Support sustainability:** to deliver fisheries with a long-term outlook
  - **Promote innovation:** to reduce impacts on the marine environment through good practice
  - **Build prosperity:** for thriving, resilient and sustainable fishing communities.
- **Collective Action.** Through its work, FitF demonstrates the value of the inherent knowledge within fishing communities to UK fisheries science and management. Fishermen's knowledge should play an integral part in the scientific and policy processes that eventually determine the futures of their businesses and communities.

### Secondary messages:

- **Empowering fishermen through training.** Providing fishers with an understanding of the science behind sustainability can help increase engagement with policy measures and promote low-impact fishing methods. (*re: – Training for sustainability*)
- **Fisheries-dependent data.** Fishing vessels should be viewed and used as research platforms. Harnessing the potential of the UK fishing fleet within fisheries science has huge implications for both the quality and quantity of data that could be collected in future. (*re: - FSIP*)
- **Facilitating knowledge exchange.** Knowledge exchange between fishers, other representatives of the fish supply chain, policy, science and management can help foster widespread sustainable practices in UK fisheries: defining research priorities and building motivation for change across sectors. (*Re: Communications and Outreach*)



## Tools and activities

- **Social media** will be used to connect with audiences already engaged in issues surrounding fisheries, sustainability, participatory research and citizen science – including civil society and the press.
- Equally, social media can be used to engage new audiences – those who may not be aware of participatory approaches to fisheries management, policy and legislative processes and outcomes around fisheries (eg. Landing Obligation as part of CFP), or other issues faced by inshore and offshore UK fishers.
- **FitF Newsletter** will be used as an industry ‘digest’ of pertinent news features, keeping those already engaged with the organisation in the loop on key news/policy developments of note.
- The newsletter can also be used to build engagement with new audiences, through attracting new subscribers and keeping them informed of events, training etc. Newsletters will also provide key contact and social media information.
- **Engagement with, and publications in, print and online media**, as well as broadcast press where possible, for distribution of updates and information to all audiences.
- **FitF website** to act as a key portal: a repository of work and a source of updates.
- **Events** will be used to engage all partners in collaborative dialogue around the central themes of FitF’s work: sustainability, innovation, prosperity. The format of events will vary depending on which work programme they pertain to – i.e. there may be dedicated training workshops with facilitation. These will take place across the lifespan of FitF, offering a voice to all participants and building the core constituency of fishers involved in the charity’s work.
- **Videos** footage from events (particularly training workshops) and sampling surveys (as part of FSIP) will be used to spread the word about FitF’s work and engage a wider online audience. This will also give a clear visual account of the ‘day-to-day’ working of those involved in the project – generating deeper understanding from a range of audiences.

## How will we position our projects and programmes?

Our projects and programmes will occupy a unique position in the UK fishing industry and wider stakeholder landscape. We will ensure we work to accumulate national-level buy-in where we can and will remain relevant to the whole of the UK – including all devolved administrations.

It will be important to promote FitF outcomes beyond the fishing community, to ensure that knowledge of the charity and its successes is spread amongst the scientific and policy-making communities, as well as other fishery stakeholders.

To ensure wide exposure of outputs/outcomes as the charity’s work progresses and expands, we need to engage audiences with, and promote, FitF from the outset. Stories need to be constructed which are relatable, and focus around people, communities and ecosystems involved in the project. Fishermen and their communities have been at the heart of coastal life in the UK for centuries, and this can be used to our advantage –emphasising the stories of those who depend on the sea for a livelihood, and a way of life.

## Dissemination to our stakeholders

We will disseminate our projects and programmes across all our social media platforms, and by word of mouth and networking across all sectors as the opportunity arises. Our trustees are active ambassadors for





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the project and they consistently raise the profile of Fishing into the Future at various events and networks around the UK.

We will build our networks and supporter-base by a continually improving and expanding familiarity with Fishing into the Future and our 'brand'. We will establish a strong track record over the period of the next three years, and be seen as a credible, competent and versatile organisation that is able to deliver projects and services on time, to budget and with an exceptional level of delivery.

It will take us several years to become well-established in the NGO / sustainable fisheries landscape, during which time we will refine and target our communications in order to clarify and deliver our message and mission. We will work with sector groups, our Trustees, our Committees and others to continually ground-truth our services and products in order that these remain relevant to and needed by the wider fishing industry and associated stakeholders.

### Key target media

#### Social Media

- Twitter and Facebook
  - To distribute regular updates about the project's work across all work programmes.
  - To give the project an active, approachable 'voice'.
  - To share content about the project: e.g. photos and video.
  - To connect and share messages with other, similar projects.
- LinkedIn
  - For more in-depth updates on the project's work, and to generate debate around central themes such as approaches to the discard ban, longer posts and updates can be posted to LinkedIn chat forums.
- Bambuser
  - Potential to engage a wider online audience – particularly fishing industry – using this online live-streaming tool. Appropriate for use during FitF events, or sections of events.
- YouTube
  - Any video content produced to be stored and shared via YouTube.

#### Print, online and broadcast press

- Targeted press will focus on fisheries, the environment, science and ecology.
- Press will be approached on opinion pieces and feature articles, as well as proactive and reactive pieces on the various work programmes' overall development.
- FitF and MWC to liaise ad-hoc as to when press or media work may be necessary – this is likely to reflect the commencement of or conclusion of work programmes, and/or key events.

#### Regional press

- Regional (print and broadcast) media will be targeted as appropriate.

#### FitF Website

- To host regularly updated content on the organisation's work and ethos, individual work programmes and the people involved. To act as a portal to the tools outlined above – storing media coverage, and including links to and coverage of social media channels linked to FitF.
- Keeping fishers at the heart of communications about the charity's work, the website could host blogs authored by fishermen involved in the different work programmes, based on their personal experiences of being part of the industry, and the organisation.

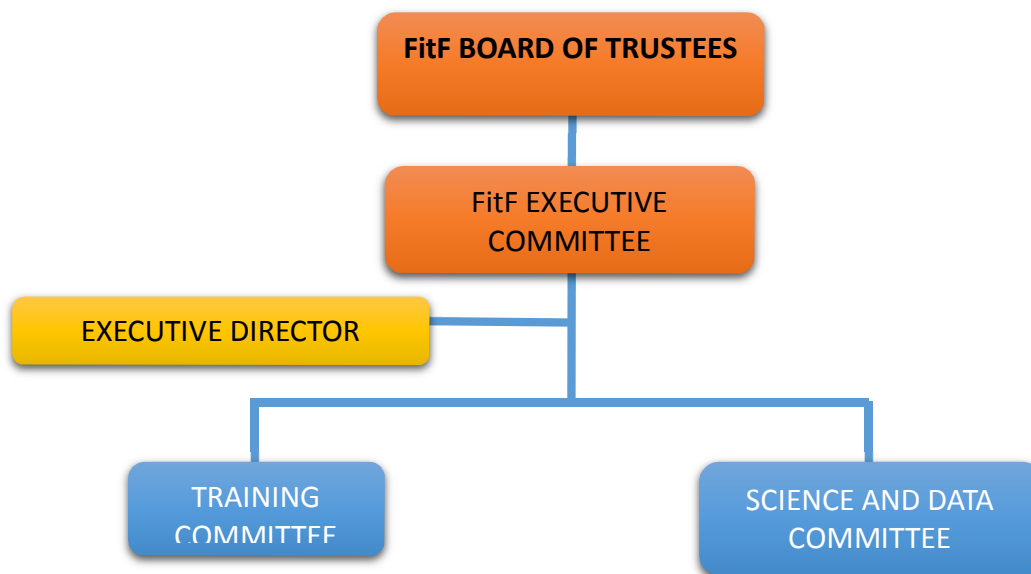


### Events

- A number of events/meetings/training workshops to be held, though dates as-yet to be determined. Communications activities will naturally focus around such events, and promote messages outlined above in relation to session content.

## 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 act collectively to run the organisation. They make group decisions on strategy, business planning and funding, they hire and fire the 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

## Operations

The charity is currently located in Exeter, Devon, but we have a UK-wide reach and Trustee-ship. Currently the charity is run from the home office of the Executive Director, but there will be a need for premises and facilities by the end of this business plan period. 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.

Original supporters/funders	Additional partners and supporters
Seafish	Cefas
International Sustainability Unit	Marine Scotland
Gulf of Maine Research Institute	Defra - DARD
Sainsbury's	Bangor University
Garfield Weston	New Under Ten's Fishermen's Association
Lighthouse Foundation	Marine Management Organisation
FundingFISH	Marine Stewardship Council
<b>Potential Funders</b>	Environmental Defence Fund
Industry bodies	National Federation of Fishermen's Organisations
Foundations	Scottish White Fish Producers Association
EU Funding	Scottish Fishermen's Federation
Governmental bodies and agencies	Welsh Fishermen's Association
Fishermen's organisations and associations	South Devon and Channel Shell-fishermen
Renewable energy firms	Orkney Fisheries Association
Retailers and suppliers	
Academia	



## Business Model

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

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



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

The following policies will be developed over time. This list is a work-in-progress and its content is under continual review.

- Health & Safety
- Equal Opportunities
- Bullying & Harassment
- Code of Behaviour
- Conflicts of Interest
- Financial Management
- Safeguarding Children & Young People
- Safeguarding Vulnerable Adults
- Safe Recruitment
- Supervision
- Whistle-Blowing