



Fishing into the Future

Trustees Annual Report Year End December 31st, 2016



Fishing into the Future

Report of the Trustees for the year ending December 31st, 2016

The Trustees of Fishing into the Future present their Annual Report and audited financial statements for the year ended 31st December 2016.

Reference and administrative information:

Charity name: Fishing into the Future

Registered Charity Number: 1160123

Principle office: Unit CO41, Brixham Laboratory, Freshwater Quarry, Brixham TQ5 8BA

Board of Trustees:

| | |
|--|--------------------------|
| Alan Steer (Chairman) | Sandy West (Mr A West) |
| Sean Dennison (Vice chairman) | Alex Philip |
| John Goodlad (Executive Committee) | James Stephen |
| Alexa Dayton (Training Committee Chair) | Davey Hill (Mr W. David) |
| Steve Mackinson (Science & Data Committee Chair) | Gary Hodgson |

Bankers:

TSB
Excel House
30 Semple Street
Edinburgh
EH3 8BL

Auditors:

Stapletons Chartered Accountants
4 Market Street
Crediton
Devon
EX17 2AJ



Trustees Message

2016 marked the second full year of operations for Fishing into the Future as a registered charity (Charitable Incorporated Organisation – CIO). It was punctuated by uncertainty, but continued dedication by all involved saw the organisation move beyond a ‘start-up’ phase and in to an operational and delivery mode. This built on the firm foundations laid down by the Trustees and others in previous years, with a commitment to the aims of the charity and belief in the value of the work we seek to deliver.

The tireless work of the Executive Committee – who have provided guidance, advice and critical analysis of work plans – has been fundamental to our success to date. A strategic approach to our growth paid dividends throughout the year, with the construction of a 3-year Business Plan, Communications Strategy and improved online and social media presence all marking considerable progress toward organisational stability and good governance.

The award of significant funds towards the end of 2015 also saw the start of a major project – the *Fishermen-Science Interface Programme* – which formed the core of our delivery work, which we did in partnership with Cefas and the Scottish Pelagic Fishermen’s Association. This programme was entirely funded by Seafish, for which we are extremely grateful. Without this, we would not be where we are today and we thank Seafish for taking a risk with us as a fledgling organisation.

This work continued throughout the year, and brought us into close contact with some significant stakeholders and other representatives. It also allowed us to build funding applications for our training programmes, which were eventually successful in the autumn of 2016 through the award of two European Maritime and Fisheries Fund grants. The profile offered us by the *Fishermen-Science Interface Programme* has demonstrated our credentials as an organisation, and shown our key audiences that the role we aim to fill has value and credibility for the UK fishing industry.

Fishing into the Future is starting to occupy a significant place within the UK fishing industry. All our work is strategic in nature, is delivered in partnership with others, and seeks to place fishermen at the heart of solutions for the long-term, whether this be in the realms of data-collection, training and professionalisation or broader stakeholder engagement on issues of significance.

Despite the uncertainties created by the decision to leave the European Union, the premise for Fishing into the Future remains unchanged - the need for a sector-neutral platform for sustainability from within the fishing industry has never been so pressing. The UK fishing industry may well be influenced by changes in legislation brought about by the ‘Great Repeal Bill’ post-Brexit, but the nature of the industry will remain the same. It will be improved by having fishermen who are supported and encouraged to become leaders of their industry, who act as stewards of the marine environment and who take their place at the head of management and policy-setting debates with a clear voice, detailed understanding and with credentials to make those voices heard.

Sustainable fisheries need sustainable fishermen; sustainable fishermen need sustainable fisheries.



Our Charity and its mission

FitF is 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'. It has 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.

Set up by fishermen, for fishermen, FitF aims to:

- Improve the interactions between key sectors in the fishing industry – bringing together fishermen, scientists and managers to co-create solutions and bring about a vision for a robust and vibrant industry based on sustainable approaches to resource exploitation.
- Function as 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 – or blue-print - 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.

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

UK Commercial fish stocks are robust - managed in close collaboration with fishermen and underpinned by a healthy marine environment. Sustainable fishing yields high catches; profits increase; a vibrant industry sees a prosperous future. Contributions of fishermen are valued: they understand fisheries assessments; they work closely with scientists; data they collect improves stock assessments.

There is a long-term view of fisheries management; ecosystem function and connectivity is maintained through well-supported Marine Recovery Areas. Fishermen demand best practice from their industry with reduced impacts on ecosystems; fishermen lead by example and are known as professional stewards of the sea.

Retailers source from sustainable fisheries across the sector; consumer-demand for sustainable seafood remains high; 'seafood security' is assured.



Structure and Governance:

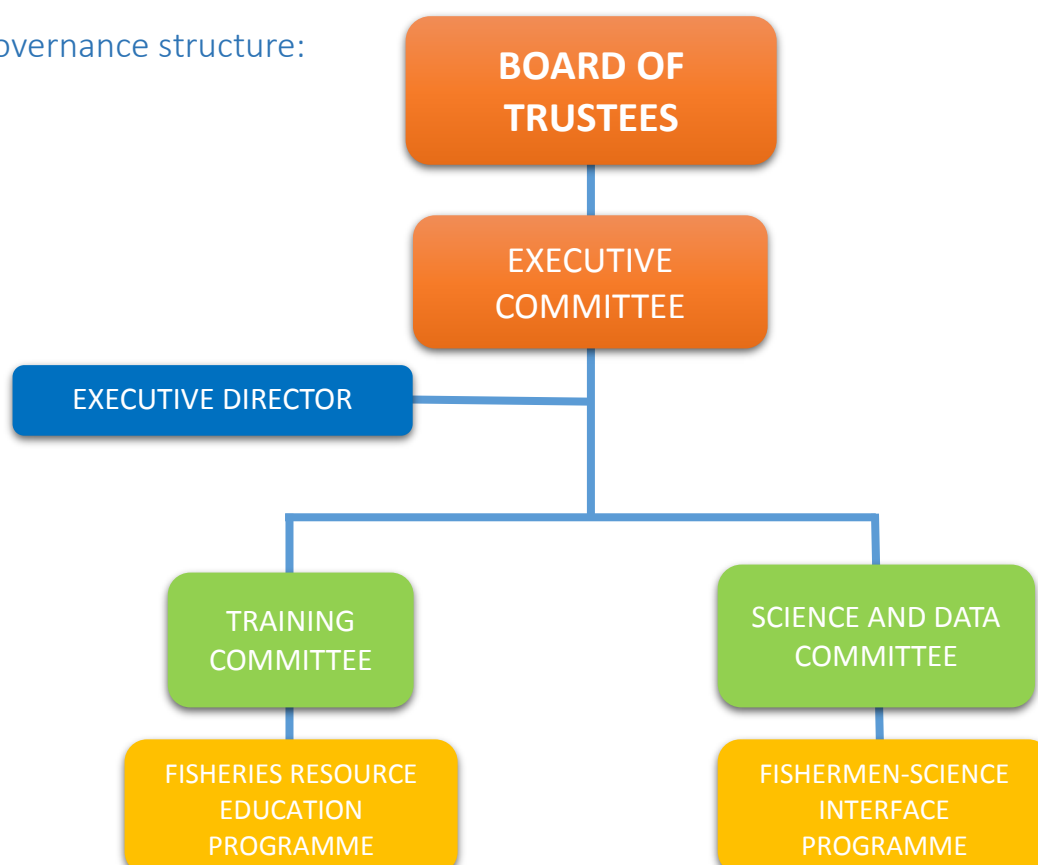
Two-thirds of our Trustees must be active fishermen, and together with other industry professionals – such as scientists, managers and advisors – they act collectively to run the charity. They make group decisions on strategy, business planning and funding; they are responsible for employing all staff, 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 operational 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 broaden the platform of our Trustee base to ensure balance and representation across all sectors. We are also keen to ensure we remain engaged with key personnel across the industry as informal advisors to the charity. When we are more fully established we may look to inaugurate a formal Advisory Committee where we can capture the input of this wider group. This will help to further ground our work programmes and strategic priorities within the changing world of the wider fishing industry and seafood sector and ensure we remain relevant and visible as an organisation keen to contribute to positive change.

In the meantime, our governance model is illustrated below. The Training and Science and Data Committees have been largely superseded by work programmes but we will call on these groups to help us with work programmes on a needs-must basis in the future.

Governance structure:





Work Programmes and Projects:

We have identified the following themes as work programme priorities that will have the most impact over the next three years. The need for these comes from extensive consultation with our Trustees and the wider fishing community:

Training for sustainability – the Fisheries Resource Education Programme

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 – Fishermen-Science Interface Programme

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 – engaging with the wider fishing industry

Fishing into the Future is well-placed to occupy a significant space and role within the UK fishing industry. There are numerous issues and stories to engage with, and a gap in the market for a convening organisation capable of bringing together people under a neutral banner. To do this we need to maintain a strong communications and outreach programme of works. We will communicate a compelling story of collaboration and co-creation as the foundation for a thriving fishing industry – one based on sustainability, professionalism and leadership.



Goals and Objectives for 2015

2016 was our second year of operation as a charity (and our first full year). We aimed to both stabilise the finances of the charity and embark on significant project delivery. This required clear assessment of the project themes we wished to promote for funding, identifying sources of core funding, as well as delivering to a specified suit of deliverables through our Fishermen-Science Interface Programme.

Our aims were:

1. To build on the work of 2015 in defining the remit, purpose and plans of the charity
2. To deliver the Fishermen-Science Interface Programme
3. To successfully fund two training pilot projects
4. To secure a source of core funds for the charity
5. To establish a stronger and more visible platform for the charity
6. Secure funds for further FSIP work through appropriate funding streams
7. Secure funds to deliver Project UK in partnership with Seafish and the Marine Stewardship Council.

Risks and challenges:

Small charities and other organisations looking to make the transition from start-up to operational phases face many risks. There is a 'Catch 22' situation where it is hard to find funds without a track record, but it is hard to build a track record without funds. We faced this and other risks, listed below:

- Securing long-term funding for the charity
- Building and delivering on the compelling narrative of the charity
- Securing the commitment of charity Trustees and Executive Committee
- Securing new premises for the charity as a three-year office base
- Securing the services of the Executive Director and other key Trustees through a sound and fully financed Business Model



How we did

1. To build on the work of 2015 in defining the remit, purpose and plans of the charity

Having built and signed-off the 3-year Business Plan and work programme for the charity, much work has gone into bringing this aspirational programme to life. We were given a life-line toward the end of 2015 with finance from the Funding Fish consortium to deliver a Strategic Meeting of our Trustees. At the same time, we were awarded a large project through the Seafish Strategic Investment Programme (SIP). Together these funds allowed us to begin to deliver on our promise and remit as a charity with a new voice for the industry, working in collaboration with others.

The clarity of the work programme and Business Plan enabled us to remain focused on our key themes for this planning and delivery period:

- **Training for Sustainability:** The Business of Fishing – the need to know of fisheries management
- **Science and Data:** The Fishermen-Science Interface Programme
- **Communications and outreach:** Building a network and constituency of stakeholders

These priorities are supported by the definition of three High-Level Objectives for the charity, that are summarised by the graphic below. All our work programmes are organised below these objectives, and demonstrate how they contribute to achieving these HLOs.:

[Support Sustainability](#) | [Promote Innovation](#) | [Build Prosperity](#)



The legacy of this work is that we now have:

2. Fully delivered Fishermen-Science Interface Programme in partnership with Cefas and the Scottish Pelagic Fishermen's Association (more on this later)
3. Two fully-funded training pilot projects delivered through the newly-branded Fisheries Resource Education Programme
4. An opportunity to build a data-strategy project through our work with Fishing 4 Data
5. An opportunity to contribute to the Gearing Up project as project partners to Mindfully Wired Communications Ltd.



2. To deliver the Fishermen-Science Interface Programme

The Fishermen-Science Interface Programme was a project funded entirely by Seafish, and delivered in partnership with the Centre for Environment, Fisheries and Aquaculture Science (Cefas) and the Scottish Pelagic Fishermen's Association (SPFA). The programme ran from November 2015 – June 2017 and contained four distinct work packages:

- **WP1:** Strategic Development of Fishing into the Future
- **WP2:** Industry-Science Data Collection
- **WP3:** Co-Designing a Sentinel Survey for the Channel Scallop Industry
- **WP4:** Outreach, Communications and Project Management

Work Package 1:

WP1 was delivered on time and to budget within the remit of the project for this fiscal year. The project was ongoing after the end of this fiscal year, with an anticipated end-date of June 2017. Deliverables from this Work Package included:

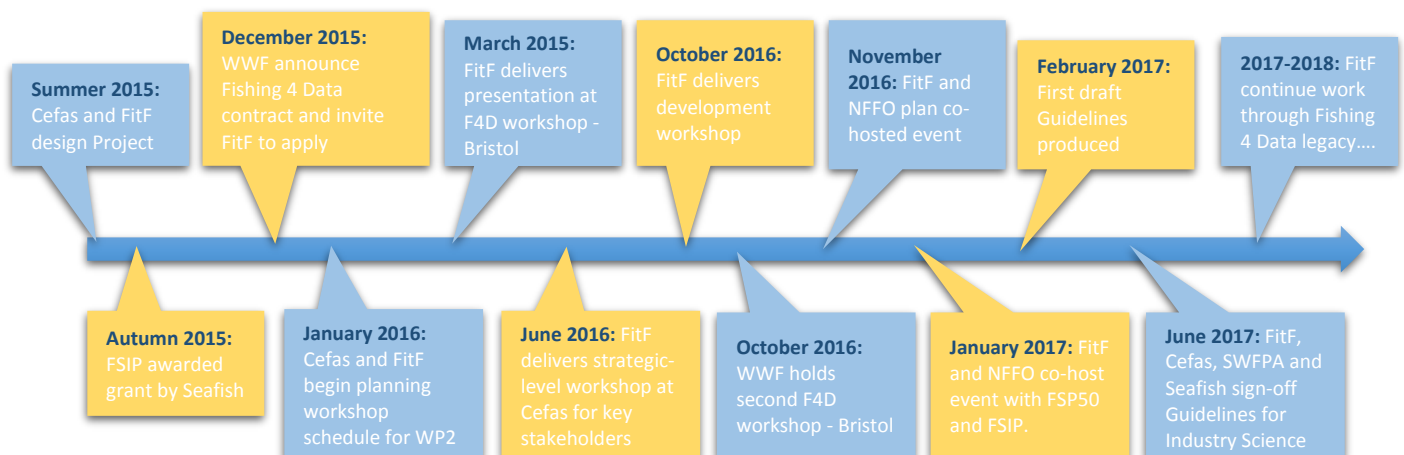
2 x Training Programme Funding Applications: translated into two successful funding bids, now operational under our [Fisheries Resource Education Programme \(FREP\)](#). This part of the project was assisted by our lead consultant Alexa Dayton, from the Gulf of Maine Research Institute.

1 x Communications Strategy: underpinning the project, and delivered by Mindfully Wired Communications Ltd.

1 x project workshop: Delivered as a series of smaller events, culminating in the FitF Annual General Meeting in January 2017, where our work programme for the coming year was ratified and our anticipated work with Fishing 4 Data was agreed.

Work Package 2:

WP2 was delivered in partnership with Cefas and SWFPA. This represented the heart of this project and is where most time and resources were allocated. The objective for this work package was to define a set of guidelines that would be able to support industry and science work together to collect better data. The journey toward this product has been long and protracted, and required significant staying power by all involved. We have a timeline below to illustrate how things have evolved to date:



Guidelines for Industry Science Data Collection:

The Guidelines for Industry Science Data Collection were published in June 2017. Although not strictly speaking within the realms of this Annual Report, we felt it was important to raise their profile here, and to direct the reader to our website (<http://www.fishingintothefuture.co.uk/industry-science-and-data/>), where the [full report can be downloaded](#):

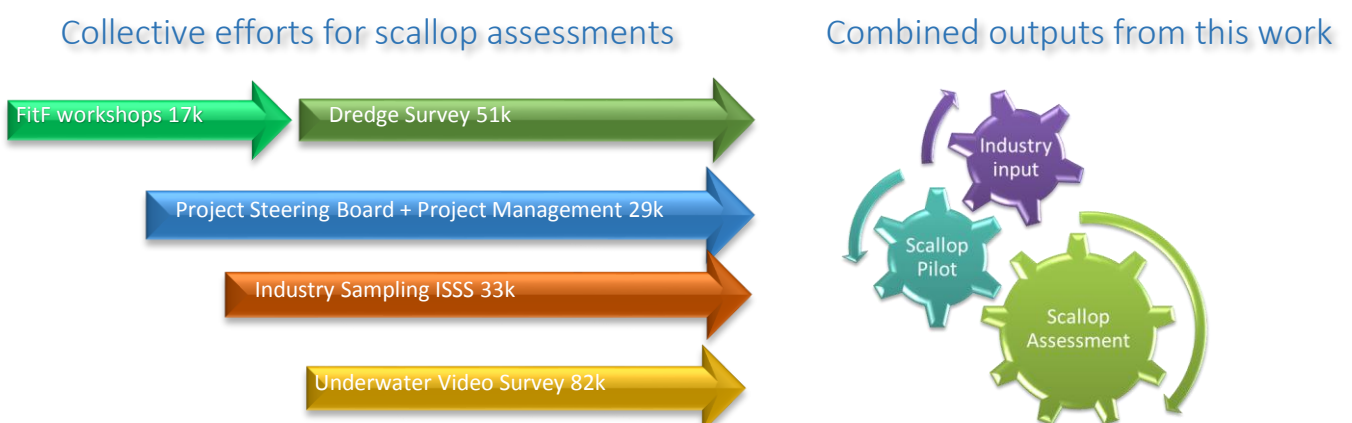


We are delighted with the outcomes from this work-package. The process of developing the Guidelines has provided us with huge profile, many opportunities to reach out to key stakeholders, and a platform for discussing these and other issues at events such as the Common Language Group among others. The value of good, relevant delivery cannot be overstated – giving profile, track-record, credibility and notoriety among other benefits.

Work package 3:

We worked with Cefas to co-develop and design a survey for the Channel scallop fleet. This became largely the work of Cefas, with Fishing into the Future providing project management and workshop support. The outputs from this Work Package exceeded the expectations of the project when initially designed, as it drew-in support and interest from across the scallop industry, and provided the impetus for the design and delivery of a full-scale stock assessment for scallops in the channel.

The impact of the initial investment from Seafish was therefore magnified considerably through this additional work, and a summary of the outputs from this project can be [found on our website](#). The essential elements of this realm of the project are summarised below:





Work Package 4:

Work Package 4 denoted our outreach and communications work associated with this project. We still intend to deliver an animated film capturing the workings of the Guidelines for Industry-Science Data Collection, but apart from this, the SIP has provided FitF with the finance to maintain a strong and clear presence on social media throughout the duration of the project. We have delivered:

Newsletters:

- designing and in-house template style
- Circulating 9 x newsletters to a growing audience via Mail Chimp (we planned only 5 associated with this project)
- Used our newsletter service to deliver specific and targeted campaigns about this project and other issues

Social Media:

- Twitter followers increased from xxxx to xxxxxx in December 2016
- Facebook statistics show.....

3. To successfully fund two training pilot projects

Perhaps our largest and most significant success for the long-term impact of the charity was the award of funding to run two pilot training programmes.

The premise for the training programmes has been a corner-stone of our ambition as a charity since we began. We have been thwarted in our attempts to secure funding up until now, and we are delighted to have these projects now underway. The funding comes from the following sources, and the two courses will be different in nature but with a shared central philosophy: That fishermen and the fishing industry will benefit from better interactions between fishermen, scientists and managers.

Both courses will be delivered under the newly-established umbrella of our [Fisheries Resource Education Programme](#).

Course 1: Business of Fishing

Finance: European Maritime and Fisheries Fund (EMFF 75%) + Sainsbury's (25%)

Location: Scotland

Content: A detailed look at the science and management of large quota-managed stocks with an emphasis on Scotland and their relevant fisheries.

Course 2: Introduction to Sustainable Fishing

Finance: European Maritime and Fisheries Fund (EMFF – 75%) + Sainsbury's (25%)

Location: England (TBC)

Content: An introduction to issues impacting on the sustainability of small scale fisheries, including fisheries science, management, supply chain, governance and market access.



We have established a Steering Group for the Business of Fishing, with delivery anticipated in June 2017. We are initiating the Introduction course in July 2017, with expected delivery in February 2018. We will be looking to establish these programmes as long-term and permanent features of the UK fishing industry calendar, and will be working up a funding model to allow us to achieve that.

4. To secure a source of Core Funding for the charity

Core Funding is the 'holy grail' for all charities. It gives you the flexibility and stability to fully establish a delivery programme, and has the option of being available as match-funding for other projects. We have worked hard at securing such funding for Fishing into the Future, approaching several institutions and philanthropic foundations over the past 12-18 months.

We were successful with one of these applications and are hugely grateful to the John Ellerman Foundation for their belief in our vision and mission. This Foundation is now providing us with Core Funding for a period of two years, from January 2017. We will be looking to leverage these funds as match-funding for other more significant projects and thereby extend this period of financial stability.

We will be looking to augment this core funding with other core funds over the next 12-18 months and we will re-package and contextualise our programme of work to help it appeal to different funders.

5. To establish a stronger and more visible platform for the charity

As we moved in to a delivery phase for the charity, we became more visible. We reached out to many organisations to help us deliver the Fishermen-Science Interface Programme. We requested opportunities to present at different meetings and networking occasions, including the Common Language Group facilitated by Seafish.

As a result, we are now established as a competent and engaging organisation who provides interesting and thought-provoking presentations and other facilitation expertise and we are being actively sought-out to help people with their own process design, conference agendas and other networking opportunities.

We hope to build on this in 2017-18, and at the time of writing have been invited to speak at the Humber Seafood Summit and the Marine Scotland Science Series. We are also looking to present on our work and the issues we address at the annual Coastal Futures event in January 2018 (to be confirmed).

6. Secure funds for further FSIP work through appropriate funding streams

We have been asked to carry on the legacy of this work, and that of Fishing 4 Data, by establishing a new project to be based in Scotland. This project will look to build a UK-wide strategy for industry data collection, providing the opportunity to dig deeper into the issues and provide recommendations to industry and policy-makers. A funding application to support this process will be submitted in late summer 2017.

7. Deliver Project UK

This project was removed as a work stream due to clashes with other core programmes and priorities. We passed this work on to other bodies. It was important that we focused our resources on committed programmes of work at this critical stage in our development.



Long-term goals

We have a long-term vision for the UK fishing industry: We see fishing and environmental integrity as being entirely compatible, provided the right legislative, management and supporting structures are in place. Whilst fishing does have an impact on the marine environment, it also delivers valuable jobs, vital protein for our society, community cohesion and is part of our intricate and celebrated heritage. To us, sustainability includes the three pillars of the ecosystem – environment, society and the economy.

Sustainable fisheries provide the best dividends for all concerned: for fishermen, their communities and society. Our narrative is based on putting forward this view, where fishing exists within a wider management regime that works with others to overcome the obstacles that need navigating to deliver viable fisheries within a complex and highly-crowded environment.

The industry has worked hard to recover many fish stocks to sustainable levels and as the benefits of this are felt, it is time to review governance structures and cultural barriers that risk diluting the potential the industry has for growth, and stewardship of the marine environment. Through further training, closer collaboration with scientists and managers, a clear professional development structure, a stronger voice within management and legislation and broader understanding for the benefits of a fully-functioning marine ecosystem, the UK fishing industry can build a truly prosperous, equitable and sustainable future.

The purposes of the charity as stated in our constitution are to:

- A. Promote the sustainable development in UK fisheries for the benefit of the public by:
 - a. The preservation, conservation and protection of the marine environment and the prudent use of marine resources
 - b. The promotion of sustainable means of achieving economic growth and regeneration in UK fisheries
- B. Advance the education of the public in subjects related to sustainable development in UK fisheries and the protection, enhancement and rehabilitation of the marine environment
 - a. Promote the study and research in such subjects provided that the useful results of such studies are disseminated to the public at large.

Short-term goals (2017):

- Complete Fishermen-Science Interface Programme
- Deliver pilot training course in Scotland
- Deliver Gearing Up project
- Plan delivery of pilot training course in England
- Build legacy for FSIP
- Build legacy for training programme(s)
- Leverage core funds through building large-scale funding programme and projects
- Research and develop Business Plan for 2019 - onward

Medium-term goals (2018 – 2020):

- Establish a fundable programme of work based on the existing work streams
- Continue to build Industry Data programme and outputs
- Establish a rolling programme of fully-funded and deliverable training programmes



- Develop and deliver a convening-role for fishing industry, including online communities
- Build the Fisheries Innovation Network
- Build partnerships with other organisations to deliver projects focused on science and education
- Contribute to sustainability initiatives in the UK fishing industry

| 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 |
| Potential Funders | 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 | Sainsbury's |
| Academia | Young's Seafood |
| | Mindfully Wired Communications Ltd. |
| | Seafish |
| | |



Finance Report:

| | | Restricted Funds | Year ended 31 December 2016 | 3 January 2015 to 31 December 2015 |
|---|------|---------------------|-----------------------------------|--|
| | Note | £ | £ | £ |
| Incoming resources | | | | |
| Incoming resources from generated funds | | | | |
| Voluntary income | 2 | 37,500 | 37,500 | 127,866 |
| Total incoming resources | | 37,500 | 37,500 | 127,866 |
| Resources expended | | | | |
| Costs of generating funds | | | | |
| Costs of generating voluntary income | 4 | 87,481 | 87,481 | 69,397 |
| Total resources expended | | 87,481 | 87,481 | 69,397 |
| Net movements in funds | | (49,981) | (49,981) | 58,469 |
| Reconciliation of funds | | | | |
| Total funds brought forward | | 58,469 | 58,469 | - |
| Total funds carried forward | | 8,488 | 8,488 | 58,469 |



Vote of thanks

We would like to thank all our supporters, partners, donors and members for all their commitment to making Fishing into the Future a viable, active, effective and strategic organisation. Special thanks go to the Trustees for their continued support, input and advice as the charity moves forwards. We are indebted to our Executive Committee who work tirelessly to ensure that the charity is operating at the best of its abilities. They work without pay for the good of all the Trustees and we would not be where we are without them. We hope we can continue to count on their expertise, insight and experience to guide us through the next three years.

Call to action

You can support us directly by donating to our charity. We are not-for-profit and all the money donated goes towards our work. You can also follow us on twitter and Facebook and sign-up for our newsletter digest, which brings you the updates on all sustainability issues and debates in the UK fishing industry.

www.fishingintothefuture.co.uk

@Fishing_future



Appendix I - FitF Trustees:

Alan Steer – Chairman: Fisherman, Devon and affiliated with the South Devon and Channel Shell-fishermen's Association

Sean Dennison – Vice Chairman: Fisherman, Orkney and affiliated with the Orkney Fishermen's Association

John Goodlad – Executive Committee: Industry consultant and owner, working for the International Sustainability Unit and sitting on various relevant Boards

Alexa Dayton – Executive Committee: Researcher and educator, working for the Gulf of Maine Research Institute and providing FitF with consultancy for training programmes

Steve Mackinson – Executive Committee: Scientist, Scottish Pelagic Fishermen's Association, and providing FitF with project collaborations and management

Mark Taylor – Treasurer / Executive Committee: Fisherman and Accountant, working from Hope Cove in Devon

Sandy West – Trustee: Fishermen, Peterhead, Scotland

Gary Hodgson – Trustee: Fish Processor and boat owner, Yorkshire

Alex Philip – Trustee: Fleet owner, Devon

James Stephen – Trustee: Fisherman, Peterhead, Scotland

Davey Hill – Trustee: Director – Seasource, Northern Ireland

Appendix II – Business Model

| | | | | |
|---|--|---|--|---|
| 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 | |