



The New Zealand Seafood Industry Council Ltd

# **Seafood Industry Council Business Plan 2011/12**

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## Mission Statement

***“to add value to the seafood industry’s interests by advocating on its behalf and through the provision of cost-effective services, including, as appropriate, advocacy, policy, science, training, communication, information and administrative assistance”***

## SeaFIC Purpose

The purpose of SeaFIC is to:

- *lead and support the industry in promoting the value of seafood production within the New Zealand economy and community through a commitment to sustainable development;*
- *provide professional advice to the industry and government on strategic fisheries and aquaculture management and seafood related market access, policies and practices; and*
- *to input into central and local government decision-making processes through the provision of information and advice.*

## Significant Recent Developments

Since the formation of SeaFIC in 1997 and the creation of Commercial Stakeholder Organisations, the rock lobster, paua, deepwater and aquaculture sections of the seafood industry have formed into effective sector groups to undertake various activities around the promotion and management of the interests they represent. Currently the inshore groupings are exploring options for a more collective approach with the formation of the Inshore Fishing Industry Council (IFIC).

In recent times there have been questions as to the effectiveness of the SeaFIC in its current form. These include whether it represents the whole industry and whether it has provided a sufficient return for the investment made in it by the levy payers. Additionally, there have been suggestions that cross subsidisation has arisen as a result of SeaFIC being funded by a flat-rated levy across all fisheries and aquaculture participants.

The Ministry of Fisheries is to be merged into the Ministry of Agriculture and Forestry. While the final structure of the new organisation is not known, it will bring fisheries into a primary-sector based institution with a much wider sphere of interest and activities, including food safety management and verification; the management of biosecurity risks; and direct responsibility for negotiating market access for other food producing sectors, than has previously been present in the Ministry of Fisheries. The merger is an opportunity to seek synergies and efficiencies for the betterment of our sector.

A new CEO has been appointed to SeaFIC and part of his brief is to examine whether SeaFIC needs to be restructured. The intent is to align SeaFIC closer to industry aspirations and needs; adopt a pro-active approach to identifying and resolving strategic issues facing the industry and ensure SeaFIC remains respected as a professional industry body.

International marketplaces are increasing their call for sustainability certification of seafood products. There are a growing number of responsible countries looking to certify their own fisheries, bypassing the

more established certification processes such as MSC. Likewise, the industry is facing stronger calls for product traceability, which if not addressed will reduce access to some critical profitable markets.

Domestically there is on-going pressure from the conservation, recreational and customary sectors to limit and in some cases bar commercial fishing and aquaculture activities from areas currently used for the commercial production of seafood.

## Industry Objectives

The New Zealand seafood sector operates in a free market economy and individual shareholders and companies will operate within their own business models. The role of SeaFIC is to enable individual seafood companies to advance their profitability through shared and agreed industry goals and aspirations, and through collective actions. As a contributor to the economic future of New Zealand, the seafood sector wishes to achieve a goal of significantly increasing the value of its activity. Within the operating environment of the industry, there are a number of overarching industry objectives that SeaFIC will consider and refer to in its work:

- to improve the public's acceptance for the activity of seafood production;
- the increased profitability of the industry to provide adequate resources and increased investment for the growing, harvesting, processing and marketing of the product;
- a domestic regulatory and food safety environment and international trade rules which encourage the development and growth of the seafood sector;
- overseas markets which understand, trust and desire New Zealand origin product over comparative products produced elsewhere;
- fisheries managed in a sustainable, responsive, cost effective manner which promotes innovation and more effective approaches to achieving sustainable fisheries utilisation

## SeaFIC Strategy

2011/12 will be a year of transition and positioning for the future for SeaFIC. The 2011/12 SeaFIC Business Plan is to enable a change of direction and to allow for the SeaFIC structure and resources to be channelled into establishing a pro-active, client servicing strategic focus for SeaFIC while continuing to undertake existing operations, albeit with a lower level of effort in some areas.

The new objectives to be pursued by SeaFIC in 2011/12 will be:

- promote an industry growth strategy and align the industry objective with the new Government's growth objective;
- establish more effective relationships with Ministries and their political leaders and move the point of focus from reacting to Ministry proposals to initiating industry proposals;
- initiate the development of an effective and efficient management framework for the management of low and medium information stocks and fisheries that has the confidence of government;
- promote 3<sup>rd</sup> party certification of New Zealand fisheries where required or requested by sector interests;
- resolve product traceability issues;

- complete the structural and governance review of SeaFIC;
- introduce new working relationships with the DeepWater Group, Aquaculture New Zealand, NZRLIC, PICL and the new Inshore Finfish group;
- implement new accounting systems to identify costs and services supplied to our client stakeholder groups;
- pursue initiatives to review cost recovery, regulatory reform and greater self management;
- pursue issues such as use of best available information and risk assessment principles;
- work with CSOs to enable them to become more effective and professional in achieving better fisheries outcomes

Current initiatives and activities will remain as detailed in the Business Plan.

## Strengths, Weaknesses, Opportunities, Threats

<p><b>Industry Strengths</b></p> <p><i>Perceived strengths include the availability of skills, attributes or resources than enable the organisation to respond positively to the threats or opportunities arising from the external environment.</i></p> <ul style="list-style-type: none"> <li>• New Zealand seafood is a desirable healthy food product produced within a world class fisheries management system in pristine waters</li> <li>• New Zealand business structure is honest and is supported by Government</li> </ul>	<p><b>Industry Weaknesses</b></p> <p><i>Perceived weaknesses include deficiencies in the skills, attributes or resources than impede the ability of the organisation to respond to the threats or opportunities arising from the external environment</i></p> <ul style="list-style-type: none"> <li>• Lack of unity and inability to move quickly to resolve issues or benefit from opportunities</li> <li>• Poor return on current investment hampering further investment</li> <li>• Leakage of economic return to customary, recreational, environmental and Ministry interests</li> <li>• Individual marketing approach has led to a large proportion of quality product being sold at commodity prices into short-term spot markets</li> </ul>
<p><b>SeaFIC Specific Strengths</b></p> <ul style="list-style-type: none"> <li>• SeaFIC has respected and skilled staff</li> <li>• Current capacity can be used to undertake strategic initiatives</li> </ul>	<p><b>SeaFIC Specific Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Flat-rate levy makes attribution of services and costs difficult</li> <li>• Poor strategic and business planning</li> <li>• Lack of experience of how to engineer structural change at Government level</li> </ul>
<p><b>Industry Opportunities</b></p> <p><i>An opportunity is a favourable trend or attribute of the environment in which the seafood industry operates which if acted upon could result in achievement of industry objectives</i></p> <ul style="list-style-type: none"> <li>• The MAF/MFish merger has the potential to place the seafood sector in a policy and regulatory environment more aligned to resource utilisation and property rights than may have been the case in MFish</li> <li>• With the 2011 Election and the merger of Ministries, it is possible that a new Minister will be appointed. This could offer an opportunity to re-position the industry closer to Government</li> <li>• Government has signalled it wishes to see increased value for money achieved through significant cost (government funding) reductions which could result in more self-management by industry</li> <li>• The wild capture sector (especially inshore) has the opportunity to present a growth strategy to government in line with the government desire for industry growth, and paralleling what Aquaculture New Zealand has done for its sector</li> <li>• New Zealand's clean green credentials provide a further opportunity to better profile those of its practices that already meet world class standards and so lift product profile and product value</li> </ul>	<p><b>Industry Threats</b></p> <p><i>A threat is an unfavourable trend or attribute of the environment in which the seafood industry operates which if not addressed could compromise the achievement of industry objectives</i></p> <ul style="list-style-type: none"> <li>• MAF/MFish merger fails to maintain critical focussed policy capacity to the detriment of industry interests</li> <li>• Coalition pressures in an incoming government lead to a Ministerial appointment that presents difficulties for the commercial seafood sector</li> <li>• Industry fails to work effectively together to capitalise on opportunities for greater self-management</li> <li>• Loss of public support limits the ability to fish for and farm New Zealand seafood</li> <li>• Lack of transparent performance information and objective monitoring limits market growth and advocacy opportunities for development</li> <li>• Loss of government support due to not having a headline growth strategy or coordinated approach</li> <li>• Loss of cooperative focus on issues resulting in reduced progress made with government agencies and profitability potential</li> <li>• Failure to keep pace with product verification and product traceability demands may restrict access to significant sections of the international marketplace</li> <li>• Continued pressure from environmentalists promotes mistrust of New Zealand seafood management systems in international markets</li> </ul>
<p><b>SeaFIC Specific Opportunities</b></p> <ul style="list-style-type: none"> <li>• With the formation of IFIC, SeaFIC has the opportunity to provide a whole of industry leadership role allowing the sector groups to focus on sector specific management</li> </ul>	<p><b>SeaFIC Specific Threats</b></p> <ul style="list-style-type: none"> <li>• Potential loss of support from levy payers for the continuation of SeaFIC</li> <li>• Potential loss of key staff due to change in focus and re-engineering</li> </ul>

## Chief Executive

<b>Chief Executive - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Transform culture and goals (0.1 FTE)	To establish a culture that values winning and adding value to our shareholders	<ul style="list-style-type: none"> <li>• Re-deploy resources for strategic programmes</li> <li>• Establish linkages between activities and shareholder interests</li> <li>• Regular meetings with staff</li> </ul>	Perception survey of SeaFIC shows improved performance
Position SeaFIC as a service provider to seafood sector (0.2 FTE)	To position CSOs and CSO groupings, including the Deepwater Group, Aquaculture NZ, RLIC, PICL and the new Inshore Finfish groups as the purchasers of services in a coordinated and prioritised process	<ul style="list-style-type: none"> <li>• Establish regular forum for sector group representatives</li> <li>• Establish purchase agreements with clients</li> </ul>	Fully operational from 1 July 2012
Restructure SeaFIC business units (0.1 FTE)	<ul style="list-style-type: none"> <li>• To refocus the activities of SeaFIC</li> <li>• To attract and retain staff focused on service delivery to shareholders</li> </ul>	<ul style="list-style-type: none"> <li>• Review the resourcing for policy services</li> <li>• Review the resourcing for trade and seafood safety services</li> <li>• Review the organisational nature of the Science Unit</li> <li>• Review the Information Services Unit</li> </ul>	Amended structure in place July 2012  Perception survey of SeaFIC shows improved performance
Review the effectiveness of the Policy Council (0.1 FTE)	Assess the contribution of the Policy Council to the governance and development of the industry	<ul style="list-style-type: none"> <li>• Obtain industry views on role and function</li> <li>• Review role and function of Council with respect to changed governance structure</li> </ul>	Review by December 2011
Industry Growth strategy (0.1 FTE)	To identify both latent potential and development based growth within the industry in conjunction with established Managing our own Ship strategy	<ul style="list-style-type: none"> <li>• Work with sector groups and CSO's to identify areas of potential growth and over what timeframe</li> </ul>	Industry growth strategy developed and agreed by the industry by March 2012
<b>Chief Executive - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Business Management of SeaFIC (0.1 FTE)	To provide the industry with an efficient, effective and professional representation service	<ul style="list-style-type: none"> <li>• Management of all SeaFIC business services within approved budgets</li> <li>• Achievement of operational plans</li> <li>• Provision of strategic and operational management</li> </ul>	Financial reporting Internal & external audit

<b>Chief Executive - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Manage levy consent process (0.1 FTE)	Ensure the levy order for 2012/13 is supported	<ul style="list-style-type: none"> <li>• Discussions with major levy owners</li> <li>• Preparation of levy information</li> <li>• Discussions based around an explicit communication strategy that link changes in the industry with increased profitability, viability and sustainability</li> </ul>	Achievement of the supportive levy vote and gaining the necessary Order in Council
Provide Board with executive support (0.1 FTE)	Board operates in a professional, proper manner	<ul style="list-style-type: none"> <li>• Provision of informative and appropriate reports for consideration</li> <li>• Reporting of SeaFIC activities, finances and risks</li> <li>• Monitoring and reporting the relationship between SeaFIC activities and industry growth and development</li> </ul>	Board feedback
Manage relationships with Ministers, officials and industry participants (0.1 FTE)	Establish the seafood industry as an influential force in government decision-making	<ul style="list-style-type: none"> <li>• Establish contacts</li> <li>• Regular communications</li> </ul>	Feedback to Directors

## Business Services

<b>Business Services - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Identify SeaFIC effort by sector client groups (0.15 FTE)	Establish the relative shares of outputs as basis for subsequent levy models	<ul style="list-style-type: none"> <li>Implement systems to clearly track effort and expenditure that is outside of core SeaFIC activities and is specific to a sector or project.</li> </ul>	New system operational from 1 October 2011
Manage new levy process (0.25 FTE)	Consultation with industry on new levy model. Agreement by industry to set new Commodity Levy to fund SeaFIC activities through until 2017.	<ul style="list-style-type: none"> <li>Prepare consultation material</li> <li>Undertake consultation process</li> <li>Request Order in Council</li> </ul>	Request to MAF for Order in Council to be processed. 31 March 2012
Identify New Income Streams (0.05 FTE)	To reduce the cost of operating the SeaFIC business for levy payers.	<ul style="list-style-type: none"> <li>To identify other funding mechanisms that can be used to fund core services provided by SeaFIC</li> </ul>	New funding streams identified and applications made by 31 March 2012
Update seafood industry contacts systems (0.25 FTE)	To ensure that SeaFIC has up-to-date contact data for all parts of the seafood industry	<ul style="list-style-type: none"> <li>To implement a new contact management system</li> <li>To identify all key contacts including levy payers, key staff (e.g. CEO's)</li> <li>To implement a system for updating contact details</li> </ul>	New system identified by 1 October 2011
<b>Business Services - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Provide SeaFIC with corporate support services (2.2 FTE)	Efficient effective services	Financial and company reporting <ul style="list-style-type: none"> <li>effective budgeting and tracking of expenditure for all business units</li> <li>provide financial reports to Chief Executive and business unit managers</li> <li>manage company secretariat including shareholding and legislative reporting</li> <li>manage SeaFIC governance</li> </ul> Commodity Levy <ul style="list-style-type: none"> <li>Manage the process to set the commodity levy annually</li> <li>Ensure that adequate systems are in place</li> </ul>	Audit report completed, reduction 5% in operating expenditure

<b>Business Services - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
		<ul style="list-style-type: none"> <li>to collect the commodity levy</li> <li>• Maintain a bad debt collection process</li> </ul> <p>Administration Services</p> <ul style="list-style-type: none"> <li>• Executive assistance to senior management team</li> <li>• Negotiate and implement all service contracts for Seafood Industry House</li> <li>• Manage all tenancy agreements</li> <li>• Provide frontline services</li> <li>• Manage all meetings including catering requirements</li> </ul> <p>Human Resources</p> <ul style="list-style-type: none"> <li>• Provide advice and support to managers on operational Human Resources matters</li> <li>• Ensure SeaFIC complies with all relevant employment legislation</li> <li>• Oversee staff payroll</li> <li>• Ensure appropriate Health and Safety practices are in place</li> </ul> <p>Contract Management</p> <ul style="list-style-type: none"> <li>• Manage contracts for provision of Finance and IT Services</li> <li>• Manage contracts for services provided to other sectors, CSO's or companies</li> </ul>	
Plan and execute the New Zealand Seafood Industry Conference (0.3 FTE)		<ul style="list-style-type: none"> <li>• Plan and deliver an effective speaking programme</li> <li>• Deliver opportunities for diverse industry members to share information and develop contacts.</li> <li>• Create positive media opportunities</li> </ul>	Attendance levels are at previous levels or higher The conference Satisfaction survey has high rating

## Policy

<b>Policy - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Industry growth strategy (0.4 FTE)	Promote industry cohesion and enhance government support	Develop industry strategy that reflects the future direction and aspirations of the seafood industry through: <ul style="list-style-type: none"> <li>• Analysing future growth potential and trends</li> <li>• Identifying barriers and</li> <li>• Reviewing industry costs and economics</li> <li>• Reporting on market development and investment opportunities</li> </ul>	Strategy drafted by September 2012
Managing our own Ship (0.8 FTE)	Establish frameworks to facilitate industry development and self-management	Work with government on securing the development and implementation of a statutory framework to facilitate industry collective action in the management of commercial harvest activity	Agreed proposal for statutory change on legislative agenda for 2012
		Improve the information base for industry initiatives by: <ul style="list-style-type: none"> <li>• Progressively removing barriers for industry access to commercial fishing catch and effort reporting; and</li> <li>• With the science unit, developing fine scale, real time industry data collection systems to enhance fisheries and market management and demonstrate industry accountability</li> </ul>	Industry workshop held Agreed approach to data management by June 2012
		Seek to develop a joint governance mechanism to resolve disputes between the industry and government	Initiate discussion in Oct 2011, decision to proceed depends on govt feedback
		Promote review of cost recovery regulations to provide incentives for efficient service delivery and assist in the transfer of services to industry collectives where specified standards are able to be met, and establish more equitable cost recovery framework.	As above

<b>Policy - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
		Pursue the return of deemed value revenue to quota owners to use for collective management initiatives	As above
		Review the implications of collective industry action for the design and implementation of compliance regimes, including removal of unnecessary regulations	As above
Election Briefing (0.1 FTE)	To inform incoming Minister of industry opportunities, strategies priorities	An innovative and effective briefing that catches the Minister's imagination and helps set the post-election agenda for fisheries and aquaculture	November 2011
<b>Policy - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Participate in legislative and policy reforms (1.3 FTE)	<ol style="list-style-type: none"> <li>1. Facilitate sustainable utilisation</li> <li>2. Protect and enhance property rights</li> <li>3. Efficient and integrated policy and legal frameworks</li> <li>4. Risk based approaches to environmental issues</li> </ol>	<p>Anticipated work in 2011/12 includes:</p> <ul style="list-style-type: none"> <li>• Reform of Resource Management Act</li> <li>• Environmental regulation in the EEZ</li> <li>• Treaty settlement legislation</li> <li>• Improved management of non-commercial fishing</li> <li>• A new Marine Reserves Act</li> </ul>	All policy issues that affect the seafood industry are responded to in a timely, professional and agreed fashion
Represent generic interests of the seafood industry in MFish, DoC and other government processes (0.7 FTE)	Maintain overview of government processes And ensure consistent messages across seafood industry	<p>Includes participation (formal and informal) in processes such as informing and preparing industry responses to:</p> <ul style="list-style-type: none"> <li>• Statements of intent</li> <li>• Conservation Services Programme</li> <li>• Cost recovery levies</li> <li>• Regulatory amendments</li> <li>• Fisheries standards</li> <li>• Spatial closures and access issues</li> <li>• Deemed values</li> <li>• Sustainability measures</li> <li>• ACC levies</li> <li>• Maritime NZ issues, including SafeFishing campaign</li> </ul>	All government processes that affect the seafood industry are responded to in a timely, professional and agreed fashion

<b>Policy - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Ongoing liaison and assistance to CSOs (0.3 FTE)	Support management at appropriate levels of industry structure	Includes support and advice on: <ul style="list-style-type: none"> <li>• Trialling collective and collaborative approaches to fisheries management</li> <li>• The development and implementation of fisheries plans</li> <li>• RMA issues</li> <li>• Local closed areas and access issues</li> <li>• Other proposals with impacts on commercial property rights</li> </ul>	Positive feedback from CSOs regarding accessibility, timeliness and value of SeaFIC advice
		Preparation of weekly policy status report	Industry members are informed of opportunities to participate in policy processes

## Science

Science - New Initiatives			
Activity	Intent	Content	Performance Measure
Development of an effective and efficient management framework for “lower information” fishstocks (the Navigator initiative) (0.3 FTE + contract) <sup>1</sup>	Develop an operational infrastructure for fisheries management procedures that provides for responsive setting of catch limits in a well defined management framework	<ul style="list-style-type: none"> <li>• Ensure engagement and commitment of officials</li> <li>• Develop detailed project plans, project management framework, and steering group</li> <li>• Contract initial development of rapid management procedure (MP) evaluation framework and MP operation framework, develop capacity to provide timely MP evaluation</li> <li>• Trial the practical implementation and operation of MPs</li> </ul>	Detailed planning undertaken and project framework in place by 1 October 2011. Initial results available by June 2012
Industry data collection systems (0.3 FTE + contract) <sup>2</sup>	Support the development of fine scale, real time data collection systems to enhance fisheries and market management and demonstrate industry accountability	<ul style="list-style-type: none"> <li>• Progress best practice management of seafood industry data in conjunction with Policy team</li> <li>• Increase the access to and efficient use of fisheries data</li> <li>• Work with industry stakeholders to implement an enduring, efficient programme of biological sampling as standard practice in inshore finfish fisheries</li> <li>• To design and pilot a process for the structured collection of ancillary information, collected from fishers, to assist in the fisheries management process</li> </ul>	Identify “low hanging fruit” by December 2011 Approach and plan agreed by October 2011, implement as planned
Demonstrate and communicate SeaFIC science activity to CSOs and wider industry (0.2 FTE) <sup>3</sup>	Ensure SeaFIC science activity is understood and supported by seafood industry	<ul style="list-style-type: none"> <li>• Establish system for better tracking of science activity, providing a basis for science resource prioritisation discussions with CSOs</li> <li>• In liaison with Communications, implement a system for communicating science activity to the wider seafood industry, enabling CSOs and other industry stakeholders to understand and engage in relevant science processes</li> </ul>	System implemented by 1 Oct 2011  Trial system implemented by 1 Dec 2011

<sup>1</sup> This activity will not be funded by the Core Services Levy and is being considered by Finfish CSOs

<sup>2</sup> This activity will not be funded by the Core Services Levy and is being considered by Finfish CSOs

<sup>3</sup> This work will be undertaken in conjunction with the Communications Unit

<b>Science - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Provide informed and objective scientific input to relevant external science processes (1.8 FTE)	Ensure that the New Zealand seafood industry has reliable access to high quality scientific information	<ul style="list-style-type: none"> <li>Provide scientific input, peer review of (and, as appropriate, technical guidance to improve the quality of) research and research processes that informs statutory and management decision making relevant to the New Zealand seafood industry</li> </ul>	Relevant consultation and business processes with CSO's undertaken
Provide science policy advice internally, in support of SeaFIC core activities, and to CSOs (0.8 FTE)	The seafood industry has access to timely science advice as required.	<ul style="list-style-type: none"> <li>Provide scientific advice to inform seafood industry participation and positions in statutory and non-statutory consultations</li> </ul>	Positive feedback from SeaFIC and CSOs regarding accessibility, timeliness and value of SeaFIC advice
Support direct purchase of research services (0.1 FTE)	Industry accesses quality, cost effective science services by direct purchase of research projects	<ul style="list-style-type: none"> <li>Assist CSO direct purchase of specific research</li> </ul>	Contracted work delivered as agreed
Provide direct research services (1.5 FTE)	Industry has access to high quality, cost effective, and agile research services	<ul style="list-style-type: none"> <li>Provide, via existing staff and appropriate contractors, research services requested by the seafood industry in support of the development of collective and collaborative approaches to fisheries management</li> </ul>	Contracted work delivered as agreed
Environmental impacts of seafood production (0.1 FTE) <sup>4</sup>	To provide credible scientific evaluation of the relative environmental impacts of seafood (vs. other food production), and the performance of NZ fisheries management	<ul style="list-style-type: none"> <li>Maintain collaboration with Ray Hilborn, and associated science outreach activity</li> </ul>	Information published by December 2011 and further research published during February 2012

<sup>4</sup> This work will be undertaken depending on the availability of Ray Hilborn

## Trade and Seafood Standards

<b>Trade and Seafood Standards - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Work with government and industry to develop a new, less prescriptive Catch Certificate for global application to replace EU Catch Certificate (0.2 FTE)	To enable all NZ seafood products to demonstrate legal provenance in a cost effective fashion	The EU Catch Certificate is captured by other EU policy objectives, e.g. securing distant fishing access. Nonetheless the EU is trying to make it the global default. It is unsuitable to NZ's fishing activity, clumsy, costly and can be simplified. These are objectives shared with US, Norway and several developing countries	Global proposal agreed at FAO Fish Trade Meeting, February 2012. New Certificate approved by end June 2012 (FAO COFI meeting)
Develop an FAO compliant Responsible Fisheries Standard for 3 <sup>rd</sup> Party Certification of NZ fisheries (0.4 FTE)	To join the move by Iceland and Alaska to provide 3 <sup>rd</sup> party certification for all NZ fisheries that can demonstrate they meet the FAO standard for fisheries management in the Code of Conduct	NZ industry can develop and offer markets comprehensive 3 <sup>rd</sup> party certification that demonstrates our fisheries do indeed meet internationally agreed standards for sustainability. The standard would be a baseline available to all, while MSC and other certification would continue to be a commercial choice for stakeholders	Draft standard developed for consultation by 31 December. Standard finalised by 1 April and 3 <sup>rd</sup> party certifier identified
Within Seafood Standards Council develop a guide for open-standard product traceability to meet regulatory demands in EU and USA (0.2 FTE)	EU and USA will both require that seafood products can demonstrate in real time, full traceability (back to vessel in the EU case by 2013)	NFI in USA has developed a guide with GS1 for the use of open-standard bar-coding for all seafood products. It is proposed that SSC adapt the guide for adoption in New Zealand	Guide adapted and adopted by 30 September 2012
Within Shellfish Technical Committee of SSC, undertake a joint project with Australia for guidelines to manage human enteric virus risks in bivalve molluscs (0.1 FTE)	To provide technically robust tools to shellfish farmers to improve on-farm food safety risk management	Noro virus is the most significant remaining food safety risk for consumers of raw NZ shellfish. Reliable risk management tools are currently inadequate. Australian and New Zealand sectors have an opportunity to work collaboratively on a shared cost basis	Project approved and work commenced by end of March 2012. Completion date to be defined by then

<b>Trade and Seafood Standards - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Ensure that seafood traders adapt to extensive revision of international and domestic seafood trade recording systems by end of 2011 (Within existing FTEs)	With the change to international product classes, exporters will need to adopt the new practices and processes	<ul style="list-style-type: none"> <li>SeaFIC has a core role in advising industry of the changes in sufficient time that traders and service providers can adapt their systems by the end of 2011</li> </ul>	Change to seafood trade recording system takes place smoothly at the end of 2011
Investigate taking over ICFA Secretariat functions under contract to NFI/ICFA (0.1 FTE Investigation), (0.3 FTE Implementation)	ICFA's secretariat support is unsatisfactory and could be supplied cost effectively by SeaFIC as a contracted service	ICFA's international agenda is closely aligned to NZ industry international fisheries policy concerns. NFI lacks focus and commitment to supply the support that it is contracted to support. NFI's US base is important for ICFA's credibility. SeaFIC has capability and could contract to ICFA/NFI to supply to professional policy services required by members.	Investigate with objective of proposing transfer at ICFA's AGM, October 2011
<b>Trade and Seafood Standards - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Manage on-going seafood industry input into FTA negotiations (0.4 FTE)	Ensure that seafood sector interests are fully recognised and reflected in FTAs	<ul style="list-style-type: none"> <li>Participate as a stakeholder sector representative in the margins of future TPP negotiations</li> <li>Work directly with NZ companies most closely associated with Korean parties</li> </ul>	Industry concerns addressed in the final texts of FTAs
Lead industry engagement in addressing technical market access barriers – specifically on food safety and traceability (0.7 FTE)	To develop cost effective solutions to technical market access measures acceptable to regulators and industry	Ensure the Seafood Standards Council remains the key consultative forum with MAF to address technical market access challenges	MAF confirms and demonstrates ongoing commitment to SSC Technical measures accepted by industry
Manage international market access and fishing issues (0.3 FTE)	Ensure that industry interests are promoted and safeguarded	Work with MAF, other agencies and whole of government to ensure policy positions related to seafood market access and fisheries access support industry aspirations	MAF capacity and capability remains favourable to seafood sector

## Communications

Communications - New Initiatives			
Activity	Intent	Content	Performance Measure
Promote the eco-friendly status of seafood (0.2 FTE)	To brand seafood as the most environmentally friendly source of protein	<ul style="list-style-type: none"> <li>Promote the industry's environmental record by preparing and distributing a series of promotional activities that demonstrate the industry's environmental impacts with reference to objective standards, both nationally and internationally.</li> <li>Integrate messages about the industry's positive environmental performance into all communications channels.</li> <li>Demonstrate the link between industry sustainability and the industry's economic contribution.</li> </ul>	New programme implemented by January 2012
Increase the consumption of New Zealand fish by New Zealand & Australian consumers by promoting the nutritional and cost value of seafood (0.2 FTE)	To increase consumption of New Zealand fish in both markets over 5 years	<ul style="list-style-type: none"> <li>Provide consumers with ways to handle and prepare seafood.</li> <li>Demonstrate seafood's value proposition to consumers, particularly when compared to other protein products. This value will be expressed in terms of price, health benefits, and environmental performance.</li> </ul>	New programme implemented by October 2011
Increase/ improve education about the seafood industry targeted at school children (0.2 FTE)	To describe the approach of the industry to maintain sustainable marine farming practices at world-class levels. To demonstrate that protections in place to address the anti-fishing messages circulated in this channel)	<ul style="list-style-type: none"> <li>Actively engage the education sector to build and distribute lesson plans around sustainability and the role of a sustainable seafood industry in providing jobs and contributing to New Zealand's prosperity.</li> <li>Investigate the use of nationwide established programmes such as Life Trust to deliver a message of healthy food grown from a sustainable resource.</li> <li>Create educational opportunities for school children around events, museums or displays.</li> </ul>	New programme implemented by January 2012

<b>Communications - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Build and execute a media engagement programme (0.4 FTE)	Get consistent messages about our industry to the New Zealand public from SeaFIC and the wider industry and educate the public about the reliability of standards set and practiced by the industry to achieve and maintain sustainability.	<ul style="list-style-type: none"> <li>• Increase the industry's visibility in the media.</li> <li>• Build efficiencies into our media responses through the establishment of position statements and/or prepared key messages.</li> <li>• Develop better links with the communications function of CSOs and sector groups.</li> <li>• Engage Industry Ambassador(s) to speak on behalf of the industry on specific matters.</li> </ul>	<p>Respond to negative media coverage through SeaFIC or in co-ordination with industry where appropriate.</p> <p>Produce and publish/ broadcast 40 media items in the year.</p>
Review and develop website (0.2 FTE)	Increase the value of the website as an integrated communications channel to all stakeholders, particularly industry, government and the public.	<ul style="list-style-type: none"> <li>• Streamline the website's content to make it more accessible and effective for all stakeholders.</li> <li>• Make the gateway page more active to encourage more website traffic, and redesign its layout to make the site easier to navigate. Add new content on submissions and current issues, as well as: <ul style="list-style-type: none"> <li>- a members only section</li> <li>- a marine science content section</li> <li>- a section focused on international market trends</li> <li>- a section for international distributors</li> <li>- a section focused on recipes and product updates for end customers</li> <li>- a section for fishers with comparative sustainability measures and latest updates on ways to implement good practice (making some information public and some accessible only through passwords associated with members levy).</li> </ul> </li> </ul>	<p>Reduce the bounce rate on gateway page to 40 per cent.</p> <p>Increase the number of unique visitors by 10 per cent.</p> <p>Refresh content regularly as appropriate.</p> <p>Aspects of the users only section which require feedback are well used.</p>

<b>Communications - New Initiatives</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Improve direct face-to-face engagement programme with industry and public (0.1 FTE)	Achieve an effective engagement programme	<ul style="list-style-type: none"> <li>• Introduce regular SeaFIC meetings to regions.</li> <li>• Increase SeaFIC profile with fishers.</li> </ul>	<p>Four meetings in the year throughout the country, with a combined attendance of at least 80.</p> <p>These meetings supported by supply of information to industry members in visited areas.</p> <p>Positive media coverage before/ after each event.</p>
Build a programme of social media activity (0.2 FTE)	Integrate the use of these channels into our mainstream communication programme	<p>Increase the industry's ability to respond to issues in a timely way as they develop.</p> <p>Increase industry capacity and effectiveness in proactively promoting the industry.</p>	Increase followers on Twitter and Facebook by 20 per cent.
Information to Industry (1.0 FTEs)	Ensure industry has ready access to a wide range of industry related information resources	Industry information needs met through the provision of an up to date collection of journals and books and access to on-line information resources	Industry usage, measured by enquiries answered continues to grow at 20% plus pa
Ensure SeaFIC's export statistics data base is maintained (0.1FTE)	With the change to international product classes, the export data base will need a rebuild	<ul style="list-style-type: none"> <li>• Project plan and specifications produced</li> <li>• Contract issued and managed</li> </ul>	Data base is upgraded and fully operational by end of 2011
Library Services (0.5 FTE)	Maintain library collection	Source and catalogue appropriate publications to support industry needs	Industry library has relevant and up-to-date journals, books and publications.

<b>Seafood New Zealand - Existing Activities</b>			
<b>Activity</b>	<b>Intent</b>	<b>Content</b>	<b>Performance Measure</b>
Produce and distribute Seafood New Zealand magazine to industry (1 FTE)	<ul style="list-style-type: none"> <li>• Grow and protect the reputation of the industry</li> <li>• Inform industry and be a conduit for information flow within the industry</li> </ul>	<p>Review the effectiveness of the magazine in achieving its aims in relation to its New Zealand and Australian audiences through survey process and internal review.</p> <ul style="list-style-type: none"> <li>• Set up a project to develop channels of communication relevant to the international distribution chain including with distributors and end consumers.</li> <li>• Review ownership structure of magazine.</li> <li>• Provide opportunities for developing online content for subscribers and advertisers.</li> </ul>	<p>Published 11 times a year.</p> <p>Maintain at least 80 per cent overall satisfaction in external survey.</p> <p>Internal review conducted by editor and communications manager.</p>