

Sustainable Seafood Coalition: [Strategic Plan](#)

WHY A STRATEGIC PLAN?

The Sustainable Seafood Coalition is a pre-competitive collaboration platform comprised of more than forty seafood businesses and organisations. It was founded in 2011 in order to establish standards for responsible sourcing by buyers of seafood, and a harmonised approach to environmental claims made when selling that seafood.

The size and breadth of the SSC membership is both a strength and a challenge for the coalition. In February 2021, SSC members agreed that a Strategic Plan should be developed. This plan aims to improve members' trust and understanding of an overarching direction for the coalition. It should improve accountability and enable members to evaluate the effectiveness of the coalition. A clear strategic plan will also support the SSC Steering Group by ensuring consistency and fairness in the selection of SSC workstreams to take forward.

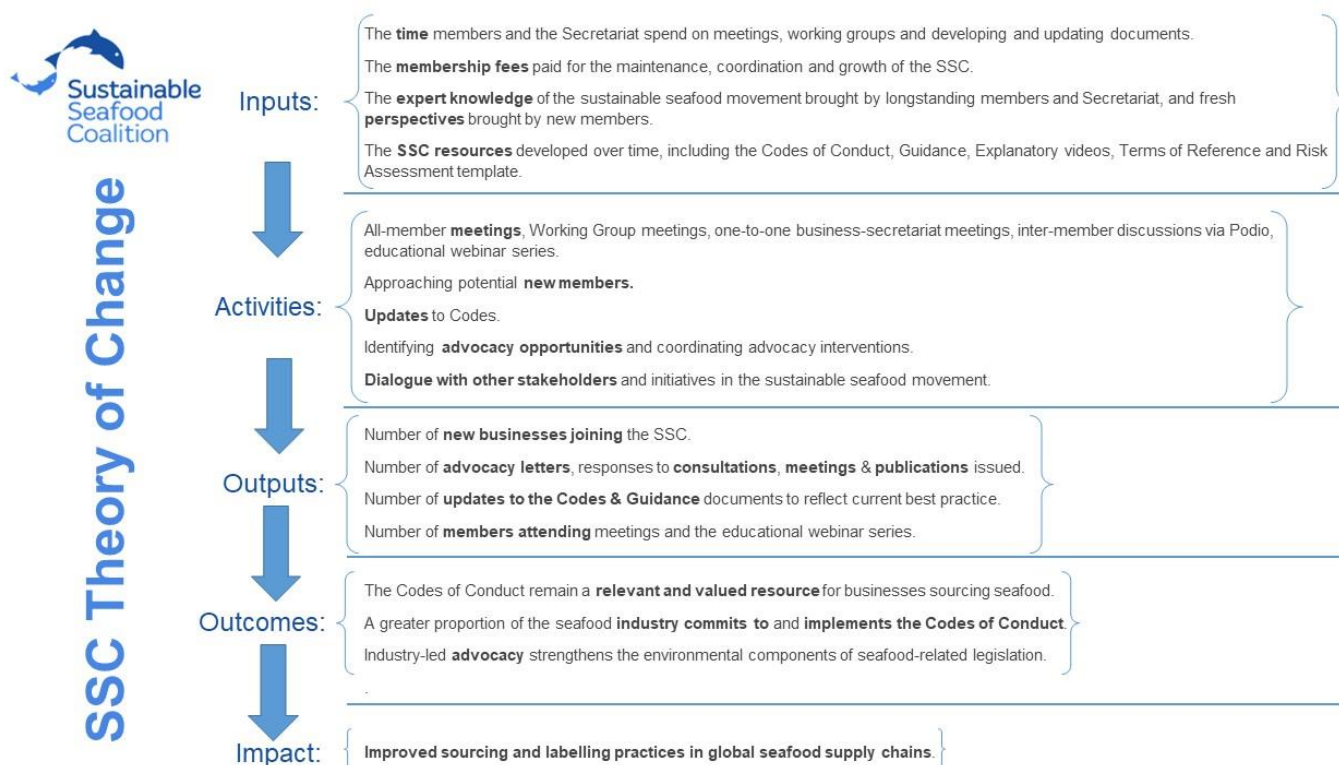
SSC VISION AND AIMS:

Our **vision** is that all seafood sold in the UK is from sustainable sources.

We have four **aims** to help achieve this:

1. To encourage business commitments to the SSC Codes of Conduct.
2. To continually review and update the SSC Codes of Conduct to reflect developments in sourcing and labelling practices.
3. To support members to effectively implement their commitments to the SSC Codes of Conduct.
4. To influence changes in policy relevant to seafood sustainability.

THEORY OF CHANGE (SUMMARY)



COLLABORATION ACROSS INITIATIVES

The SSC will collaborate with other initiatives to avoid duplication of effort and to promote alignment in the global sustainable seafood movement. This will be achieved by maintaining open and regular contact with other relevant organisations. These will include pre-competitive collaboration platforms, certification bodies, consultancies, NGOs and advocacy groups.

Specific examples of modes of collaboration are detailed throughout this Strategic Plan, but these are not exhaustive. Collaboration is a cross-cutting theme with central importance to achieving each of our four aims.

TOOLS AND FUNCTIONS OF THE SSC

The SSC has a variety of available mechanisms through which it can work towards each of its four aims.

Aim 1: To encourage business commitments to the SSC Codes of Conduct

Membership growth is an important mechanism through which the influence of the Codes – and the benefits of a level playing field – can be extended. New members in their one-year ‘implementation period’ may require additional support in aligning with the Codes. Longstanding members, which support the SSC in time, money and expertise continue to benefit from improved standards across the industry.

Collaboration at the SSC’s core: growing membership

Growing membership can be supported through collaboration with other membership organisations. For example, the SSC can raise its profile within the membership networks of the British Retail Consortium (BRC), Seafood Industry Alliance (SIA), Sustainable Restaurant Association (SRA) and the National Federation of Fish Friers (NFFF).

Aim 2: To continually review and update the Codes of Conduct to reflect developments in sourcing and labelling practices

The SSC has a responsibility to **update the Codes & Guidance** to reflect ongoing developments in the sustainable seafood movement. Updating these documents can help members to continually implement fast-moving progress, and support the adoption of new initiatives by the wider industry. Updates will be considered as part of a yearly review process at a minimum. They could reflect:

- Relevant tools, technologies or methodologies that become available to seafood supply chain stakeholders;
- Best practice agreements reached or commitments made by significant proportions of the supply chain;
- Externally-developed codes of practice, codes of conduct and due diligence processes.

Collaboration at the SSC’s core: updating Codes

When considering Codes & Guidance updates, collaboration with external organisations can help SSC members to avoid duplication and ensure the accurate codification of best-practice.

For example, the Traceability Working Group (est. Feb 2021) will work with the Global Dialogue on Seafood Traceability to reflect developments in traceability within the SSC’s key documents. GDST representatives will be invited to attend certain

Aim 3: To support members to effectively implement their commitments to the SSC Codes of Conduct

As **custodians of the SSC Codes** of Conduct, members ensure that minimum voluntary standards are available to the market in areas where laws are insufficient or non-existent. Based on a shared definitions of what ‘sustainability’ and ‘responsibility’ mean in relation to seafood, the SSC Codes of Conduct create a level playing field. By implementing these Codes, members can ensure that their voluntary environmental claims are clear, consistent and accurate. The harmonisation of these claims across the industry improves credibility, trust and brand integrity.

The SSC also has a **signposting** function. The Secretariat will share regular updates between

members about seafood events, organisations and initiatives. This improves the accessibility of these developments and raises general levels of understanding of the sustainable seafood movement within SSC members.

Collaboration at the SSC’s core: implementation

External organisations have developed various tools which can support members to implement the SSC Codes. The SSC will collaborate with these organisations by hosting educational sessions for members. External speakers will be invited to present their tools in order to support SSC members in implementing the Codes of Conduct.

For example, representatives from major certification schemes will be invited for a session to explore their role in the sustainable seafood movement.

The SSC will coordinate mutual **member support, education and guidance**, particularly during the one-year implementation period which commences upon joining the SSC. As part of ongoing support, members will be invited to regular educational webinars. These will be practical, interactive and focussed on code implementation.

Aim 4: To influence changes in policy relevant to seafood sustainability

The SSC is unique in bringing a wide spectrum of supply chain actors together in a pre-competitive platform capable of coordinating **advocacy opportunities**. The coalition aims to positively influence relevant policies and legislation in order to raise sustainability standards across the seafood industry. These policies may relate to fisheries and aquaculture management, trade, transparency, traceability, human rights and corporate due diligence. Advocacy may take the form of public and private letters, public position statements, responses to consultations, media articles and participation in conferences and meetings. Advocacy may be directed towards national and local government, regional management authorities, negotiators and policymakers. The SSC's role is to coordinate and convene advocacy which has direct relevance for seafood sustainability. It will draw on the expertise of external organisations to minimise duplication and maximise the impact of policy reform.

Collaboration at the SSC's core: advocacy

Advocacy is most effective when it demonstrates widespread alignment on a specific issue. The SSC will therefore seek to collaborate with like-minded organisations wherever relevant.

This collaboration can be particularly valuable where there is a high degree of crossover between SSC member businesses and the membership of external organisations. Examples might include the Global Tuna Alliance (GTA), the Seafood Ethics Action Alliance, (SEA Alliance) and the North Atlantic Pelagic Advocacy Group (NAPA). The SSC might also choose to partner with NGOs with significant expertise in the relevant policy area.

Where the SSC finds alignment with the external organisations it will defer to external expertise and coordinate any joint advocacy activity accordingly. For example, the SSC will not lead advocacy on the management of tuna fisheries, but will support the GTA where relevant. Likewise, where social responsibility is concerned, the SSC may seek to amplify the efforts of the SEA Alliance but not lead on the development of associated advocacy activity.

This approach will enable SSC members to access and engage with a wider range of advocacy opportunities than would otherwise be possible, without imposing an unreasonable burden on Secretariat time.

SSC TRANSPARENCY

The SSC Secretariat will publish the minutes for all members' meetings, Working Group meetings and Steering Group meetings. Minutes will be taken to Chatham House rules and be publicly available for download from [the SSC website](#).

The SSC Secretariat will maintain a list of all SSC members which will be made visible to the public [on the SSC website](#).

The SSC's Strategic plan will be made publicly available.

OUT OF SCOPE FOR THE SSC

The SSC is not a certification body, nor does it have formal auditing or publicly-disclosed verification functions. The SSC also does not constitute an ecolabel and the SSC logo will not be used on any product packaging.

The SSC will not develop new technical standards where other organisations are better positioned to do so.

INDEX OF KEY EXTERNAL STAKEHOLDERS

- [Conservation Alliance for Seafood Solutions](#) (CASS). A global community of stakeholders, formed in 2008 to build communication and coordination among conservation organizations working to promote sustainable seafood. The SSC Secretariat is a member of the CASS Global Hub.
- [FishChoice](#). FishChoice.com is an interactive platform that helps businesses learn about the basics of sustainability, track the sustainability status of their products, share that information with customers, and

find seafood that meets their sustainability requirements. The SSC is recognised as a [Sustainable Seafood Collaborator](#) with FishChoice.

- [Global Dialogue for Seafood Traceability](#) (GDST). An international, business-to-business platform established to advance a unified framework for interoperable seafood traceability practices. The SSC has [collectively endorsed](#) the GDST 1.0 standard.
- [Global Tuna Alliance](#) (GTA). An inclusive constituency of companies and organizations with a major interest in improving the sustainability of the tuna sector, as well as a commitment to actively support Global Tuna Alliance activities and implementing the objectives laid out in the World Economic Forum's Tuna 2020 Traceability Declaration.
- The [Marine Conservation Society](#) (MCS). A UK charity with a goal to recover the health of the ocean. Developers of the Good Fish Guide. The SSC Guidance recognises the MCS as a competent body for fishery risk assessments.
- The [Marine Stewardship Council](#) (MSC). A third-party certification standard holder for fishery sustainability. The SSC Guidance recognises the MSC as a competent body for the development and implementation of FIPs.
- [North Atlantic Pelagic Advocacy Group](#) (NAPA). An industry group using commercial leverage to advocate for coastal states to commit to, and establish fisheries management strategies and to agree sustainable quota shares for these shared pelagic stocks. The SSC is supportive of NAPA's work and has issued specific Guidance for advocacy-centred improvement initiatives.
- [Seafood Ethics Action Alliance](#) (SEA Alliance). A platform for industry to agree best practice solutions, to respond to ethical issues in the supply chain and to enable pre-competitive action.
- [Sustainable Fisheries Partnership](#) (SFP). Creator of a public database of fisheries ([FishSource](#)), convener of industry roundtables and coordinator of FIPs. SFP is recognised as a competent authority for risk assessments and FIP management in the SSC Guidance.
- [Seafish](#). An executive non-departmental public body, sponsored by DEFRA. Seafish offers regulatory guidance and services to many SSC members, and the SSC Secretariat is a member of the Seafish Supply Chain & Consumer Panel.

ACTIVITIES FOR 2021-2023

Our **vision** is that all seafood sold in the UK is from sustainable sources. This table sets out the short-term activities which will help us towards this vision, structured within the SSC's four Aims.

Overarching Aim	Outputs	Activities	KPIs	Responsibility	In collaboration with
All Aims	0.0 The SSC is working to a clear strategic plan, developed in collaboration with external organisations	<ul style="list-style-type: none"> The Steering Group presents a strategic plan to members early in Q2 2021. The plan is signed off, published and used to guide SSC priorities and workstream identification for the years ahead. 	N/A	Steering Group, Secretariat and Members for review.	All organisations referenced in document (for approval)
Aim 1: To encourage business commitments to the SSC Codes of Conduct.	1.1 Membership growth	<ul style="list-style-type: none"> SSC Secretariat identifies and approaches potential new members to grow membership. Members are proactive in referring their customers, suppliers and competitors for SSC membership. Market data is used to understand gaps in membership growth. 	<p>KPI1: Number of SSC members.</p> <p><i>This should be grown whilst maintaining a balance between sectors and stages in the supply chain (i.e. foodservice vs retail, business-to-business vs consumer-facing organisations).</i></p>	Members (referrals) and Secretariat (outreach and facilitation)	
	1.2 A clear position is taken on the geographical limits of the SSC's membership	<ul style="list-style-type: none"> Secretariat to scope opportunities and present a range of expansion models for Steering Group consideration. Investigation of a potential 'pilot' expansion within the EU in order to test the selected expansion model. This pilot should be based on a defined strategy, end goal and pre-identified parameters of success. 	<p><i>Secretariat to measure the proportion of growth which arises from referrals from existing SSC members and which arises from 'cold' Secretariat outreach efforts.</i></p>	Secretariat & Steering Group	<ul style="list-style-type: none"> NAPA participants interested in becoming SSC members Industry-facing organisations already working in prospective non-UK markets

		<ul style="list-style-type: none"> • Identification of an appropriate governance structure to continue providing value to all members. 			
Aim 2: To continually review and update the SSC Codes of Conduct to reflect developments in sourcing and labelling practices.	2.1 Best-practice traceability principles are reflected in the SSC Codes & Guidance documents	<ul style="list-style-type: none"> • The Codes & Guidance documents are updated to reflect the working principles of the GDST. • Members are empowered and supported in the implementation of these principles. 	<p>KPI2: Number of updates made to the Codes.</p> <p><i>These should be reviewed annually (as a minimum) and external developments should be reflected to ensure that the SSC continues to reflect best practice.</i></p> <p>KPI3: Level of Member engagement with Code of Conduct reviews.</p> <p><i>To be measured as a % of total members represented at meetings where Codes are reviewed for updates.</i></p>	Traceability Working Group	<ul style="list-style-type: none"> • The GDST • The GTA's Traceability Working Group
Aim 3: To support members to effectively implement their commitments to the SSC Codes of Conduct.	3.1 The SSC contributes towards a global movement of alignment on traceability practices	<ul style="list-style-type: none"> • The SSC formally and publicly endorses the Global Dialogue on Seafood Traceability (GDST) Standard 1.0. 	<p>KPI4: Consistency of implementation of the SSC Codes by members.</p> <p><i>To be measured in the three-yearly Implementation Report.</i></p> <p>KPI5: Level of Member engagement with thematic educational SSC webinars</p>	Secretariat	<ul style="list-style-type: none"> • The GDST
	3.2 The Feed Working Group meets its objectives (See dedicated FWG Objectives document)	<ul style="list-style-type: none"> • Capacity building meetings to gather information on existing initiatives working towards responsible feed sourcing. 		Feed Working Group	<ul style="list-style-type: none"> • External presenters from other sectors, certification bodies, feed formulators and farm site operators
	3.3 Improved SSC capacity for signposting & support	<ul style="list-style-type: none"> • Secretariat seeks observer status at meetings for key partner organisations . 		Secretariat	<ul style="list-style-type: none"> • The GTA • The SEA Alliance • Other NGOs, consultancies and

		<ul style="list-style-type: none"> All members have access to the SSC Podio workspace. Risk Assessment document is updated to reflect latest developments in member sourcing strategies (see Objective 8) Secretariat arranges a series of educational webinars to actively signpost members towards relevant tools and resources 	<p><i>To be measured by the number of educational webinars arranged by Secretariat and the % of total members represented at each educational webinar.</i></p>		<p>industry bodies as required</p>
	<p>3.4 Members have access to an up-to-date Risk Assessment template</p>	<ul style="list-style-type: none"> The existing SSC Risk Assessment templates are updated to reflect external developments, including the GDST KDEs and the SEA Alliance shared risk tool. The updated document is shared with SSC members in Q1 2022. It is then updated based on member feedback. 		<p>Secretariat and Members willing to share sourcing processes</p>	<ul style="list-style-type: none"> The SEA Alliance The GDST
<p>Aim 4: To influence changes in policy relevant to seafood sustainability.</p>	<p>4.1 Members are informed and equipped to engage in relevant advocacy activities</p>	<ul style="list-style-type: none"> Members are invited to a webinar on the High Seas Treaty and given the opportunity to sign-on to relevant advocacy interventions, in collaboration with Pew and the GTA. Members are invited to sign-on to relevant advocacy statements addressing the UK Fisheries 	<p>KPI6: Number of advocacy efforts engaged in by members.</p> <p><i>This will include efforts coordinated collectively under the SSC umbrella, and those and where coordinated externally but signposted within the SSC to boost participation.</i></p>	<p>Secretariat, Steering Group & Members</p>	<ul style="list-style-type: none"> The GTA The Pew Charitable Trusts

		<p>Act & secondary legislation.</p> <ul style="list-style-type: none">• Other proposed advocacy opportunities which align with the SSC's Vision & Aims will be considered by the Steering Group and presented to members	<p>KPI7: Changes brought about as a result of SSC advocacy activity</p> <p><i>To be measured and recorded in the form of basic case studies. These studies should reflect the extent to which collaboration is enabling the SSC to achieve its aims at greater speed or with greater success than it could achieve alone.</i></p>		
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