



**SEAFOOD INDUSTRY
AUSTRALIA**

STRATEGIC PLAN 2018-23



CONTENTS

About Seafood Industry Australia	03
Our Purpose	03
Our Vision and Mission	04
Our Objectives	04
Our Funding	04
Our Members	04
Strategic Overview	08-11



ABOUT SEAFOOD INDUSTRY AUSTRALIA

Seafood Industry Australia (SIA) is the national peak body representing the Australian seafood industry.

Incorporated on May 12, 2017, following a two-year consultation process, SIA represents a dynamic, new representative structure for the industry.

The consultation process demonstrated the need for, and value in, forming an influential national body to represent the industry in its entirety on national and international issues.

SIA incorporates wildcatch, aquaculture and post-harvest sectors, and delivers national representation for the industry and its members.

OUR PURPOSE

**SIA IS THE VOICE FOR
AUSTRALIAN SEAFOOD
AND REPRESENTS
THE ENTIRE SEAFOOD
CHAIN - FROM WATER
TO PLATE.**

SIA CHAIR VERONICA PAPACOSTA

OUR VISION

For the Australian seafood industry to be united, effective and respected.

OUR MISSION

To promote, protect and develop the Australian seafood industry.

OUR FUNDING

As a member-based association, SIA draws funding through membership, grants and donations.

OUR MEMBERS

SIA represents members of and those with an interest in the commercial Australian seafood industry. SIA's members cover aquaculture, wild-caught and post-harvest operations.

OUR OBJECTIVES

- Be the national peak body for the Australian Seafood Industry;
- Represent and further the interests of the Australian Seafood Industry with respect to both national and international issues affecting our members;
- Increase the value of the Australian Seafood Industry;
- Promote the Australian Seafood Industry;
- Create and maintain an industry that is unified, effective and respected;
- Acknowledgement of the Australia Seafood Industry as unified, effective and respected by industry, members and external bodies;
- Foster understanding and unity within the diverse Australian Seafood Industry;
- Inform and influence governments and regulators;
- Work constructively with all levels of government to ensure the interests of the Australian Seafood Industry and our members are represented with respect to the design and implementation of public policy;
- Be prepared for and responsive to current and emerging issues of national and sector significance for the Australian Seafood Industry;
- Advocate and encourage sustainable practices within the Australian Seafood Industry to protect the environment, ecosystem and fish stocks;
- Provide an advisory forum for all members to engage with the SIA in its capacity as the peak body for the Australian Seafood Industry;
- Promote improved communication, education and technology transfer to the Australian Seafood Industry through state and other associations, sector bodies and other appropriate avenues; and
- Improve the community's perception and respect of the Australian Seafood Industry.



STRATEGIC ACTIVITIES

MEDIA WATCH

COMMUNICATIONS STRATEGY

ACTIONS

- Call out and correct misinformation in media to avoid detriment to the community perception of the industry.
- Source, create and distribute positive and reputable messaging from and around the seafood industry to media outlets, government and the community.
- Monitor media outlets including TV, radio, print and social media and make swift and direct contact when required.
- Create database of science responders and high profile social media identities to be called on for credible responses.
- Create strong communication distribution networks to ensure messaging reached target audience.

OUTPUTS

- Database of science responders and high profile social media identities.
- Print and digital material supporting positive messaging.
- Strong communication distribution network.
- Database of media outlets and KOLs.

DESIRED OUTCOMES

- SIA becomes the first stop for media and government outlets to check facts and research issues.
- Reduction in unbalanced media articles in mainstream media.
- Reduction in eNGO placed articles that media use without right of reply offered to SIA.

EVALUATION

- Number and value of media articles quoting SIA.
- Number of unbalanced media articles in mainstream media.
- Number of media articles responded to by SIA.
- Number of and value of articles revised or follow up articles as a result of SIA contact

MAKE A SPLASH

COMMUNICATIONS STRATEGY

ACTIONS

- Proactively promote the Australia seafood industry and its achievements.
- Source, create and distribute positive and reputable messaging from and around the seafood industry to media outlets, government and the community.
- Create strong communication distribution networks to ensure messaging reached target audience.

OUTPUTS

- Database of members strengths achievements and innovations.
- Database of media outlets.

DESIRED OUTCOMES

- Australian seafood industry seen as progressive and innovative.
- Australian seafood industry seen to produce good news.
- Stronger presence for the Australian seafood industry in the media.

EVALUATION

- Number of media articles quoting SIA.
- Number of media articles quoting members as a result of SIA contact.
- Number of good news stories circulated regarding the Australian seafood industry.
- Number of and value of good news stories regarding the Australian seafood industry placed in the media.

VISION MISSION STRATEGIC GOAL OBJECTIVE

RESPECTED

PROMOTE

INDUSTRY REPUTATION

Actively promote and protect the reputation, member's interests and benefits of the Australian seafood industry.

INDUSTRY VALUATION

PROMOTIONAL STRATEGY

ACTIONS

- Effect an economic and social valuation of the whole of seafood industry in Australia to correct previous under-valuations.
- Distribute and promote the industry valuation.

OUTPUTS

- Valuation document.
- Communications strategy around the distribution and promotion of the valuation.

DESIRED OUTCOMES

- Value of the Australian seafood industry is more accurate than current ABARES figure, and with greater granularity.
- New valuation figure is used by government and media outlets.

EVALUATION

- Completed on time and in budget and final valuation is credible, useable and widely circulated.

HELLO THERE

PROMOTIONAL STRATEGY

ACTIONS

- Co-ordinate promotional campaigns addressing concepts including social licence, industry reputation and seafood meals provided per day.
- Create partnerships internally and externally with other industries and sectors to promote the seafood industry.

OUTPUTS

- Promotion campaigns that are distributed through traditional and social media channels.
- Positive, targeted and well-funded promotional campaigns running all year round.
- Coordination of national promotional strategy.
- Stronger, more unified voice and communications presence for the Australian seafood industry.

DESIRED OUTCOMES

- Strong, mutually beneficial relationships with other industries and sectors.
- Increased trust of and confidence in Australian seafood industry.
- Increased value of Australian seafood industry.
- Harmonious relationships between members, no turf wars.

EVALUATION

- Annual revaluation of the industry.
- Completed on time and on budget.
- Change in perception, or opinion, of Australia's seafood industry.
- Change in consumer habit.





STRATEGIC ACTIVITIES

ONE VOICE

COMMUNICATIONS STRATEGY

ACTIONS

- Synchronise communications across all members and industry associations to amplify voice, reduce double working and maximise use of resources.
- Develop relationships and where possible forward planning of campaigns between member and industry association communications teams.

OUTPUTS

- Circulate SIA policies and issue strategic talking points on policies and unify response to current and emerging issues and events.
- Coordinate and drive the communications strategy for particular issues.
- Coordinate and drive a campaign strategy for particular issues.

DESIRED OUTCOMES

- Stronger, more unified voice and communications presence for the Australian seafood industry.

EVALUATION

- Number of coordinated industry campaigns.
- Number and value of united positions articulated in the media.

VISION MISSION STRATEGIC GOAL OBJECTIVE

UNITED

PROTECT

UNIFIED INDUSTRY VOICE

To build a strong organisation with an engaged membership base across the Australian seafood industry and be recognised by the government and industry as the national peak body.

VIRTUAL ORGANISATION

INDUSTRY REPRESENTATION

ACTIONS

- Coordinate, support and rely on the existing skills and resources in seafood industry associations and member businesses to maximise outcomes and minimise resource wastage.

OUTPUTS

- Database of skills and resources across member organisations to be able to draw on when required.
- Documentated coordinated approach, roles, responsibilities and materials on key identified industry issues.

DESIRED OUTCOMES

- Seafood industry is represented at all or majority of arenas, committees, conferences and negotiations.
- Nothing is missed.
- Harmonious relationships between members, no turf wars.

EVALUATION

- Assess level of clarity, amongst SIA members and other significant external stakeholders, regarding key actors on SIA strategic issues.

BROAD HORIZONS

EXTERNAL RELATIONSHIPS

ACTIONS

- Create partnerships with other countries, industries and sectors to learn and grow from their experiences to the benefit of the Australian seafood industry.

OUTPUTS

- Be involved in Australian agricultural conferences, networks, councils etc.
- Member of ICFA and build relationships with ICFA members - full FRDC sponsorship.

DESIRED OUTCOMES

- SIA is connected to international and national events and benefits from the broadness of its involvement.

EVALUATION

- SIA contributes to and is invited to comment on relevant national and international issues.
- SIA's comment is sought on issues outside of our geographical or sectorial boundaries.





VISION MISSION

EFFECTIVE

DEVELOP

STRATEGIC GOAL

POLICY & ADVOCACY

OBJECTIVE

To inform and influence industry and government policy makers and regulators on issues of importance to the Australian seafood industry.

STRATEGIC ACTIVITIES

SIA IS EVERYWHERE

INDUSTRY REPRESENTATION

ACTIONS

- Ensure the voice of the Australian seafood industry is heard by government policy makers, regulators and other key influencers.
- To be present and constant in our lobbying of government officials and politicians.

OUTPUTS

- SIA represents the industry on Ministerial Advisory Councils such as the Agricultural Industry Advisory Council.
- SIA represents the industry on other key committees and working groups relevant to identified priorities.
- Regular scheduled liaison with government officials and politicians.

DESIRED OUTCOMES

- SIA policy position is recognised and understood by government and other key stakeholders.

EVALUATION

- Stocktake of SIA involvement in relevant fora.

OUR PRIORITIES

POLICY PRIORITY AREAS

ACTIONS

- Develop and support key industry policies and improvements on current priorities:
 - Country of Origin Labelling in food service
 - Diesel fuel rebate
 - Biosecurity
 - Oil and gas operations, including seismic testing
 - Social licence
 - Resource access
 - Mental health
 - Safety
- Participate in fora where these policies can be discussed and progressed.
- Actively lead or participate initiatives to address identified issues.

OUTPUTS

- Clearly articulated policies.
- Member of relevant committees and working groups.
- Strategies developed to address priority areas.

DESIRED OUTCOMES

- SIA policy position is recognised and understood by government and other key stakeholders.
- Improvement of current industry position on priority areas.

EVALUATION

- Develop and monitor appropriate criteria to help quantify improvement.

VISION MISSION

EFFECTIVE

DEVELOP

STRATEGIC GOAL

GOVERNANCE

OBJECTIVE

Create a long term sustainable representative organisation.

STRATEGIC ACTIVITIES

IN THE LOOP

COMMUNICATIONS STRATEGY

ACTIONS

- To communicate with SIA Members in a manner that is regular and accessible to keep members connected and informed.
- To understand member satisfaction and survey at regular intervals.

OUTPUTS

- Create and execute Membership Communication Strategy including Members' Advisory Forums - four times per year.
- Newsletters, updates and video blogs to ensure members know what SIA is doing for them.
- Member surveys to be conducted on an annual basis.
- SIA Annual reports against KPI's - report card to members.

DESIRED OUTCOMES

- MAFs to be held four times per year.
- Regular and systematic production and distribution of member updates and annual reports.
- Regular and systematic production and distribution of member surveys.

EVALUATION

- Reliable assessment of member satisfaction.
- Highest possible member satisfaction.
- Re-invest of members from year to year and addition of new members.

MEMBERS FIRST

FINANCIAL VIABILITY AND MEMBERS

ACTIONS

- SIA to be financially viable to ensure long term sustainability.
- Continually grow membership base through targeted membership strategy.
- Grow membership base with a balance spread of organisations with regard to geographical, sector and size.

OUTPUTS

- Create Membership Strategy designed to meet SIA future needs.
- Execute Membership Strategy consistently and with required resources.
- Investigate other sources of income and funding for organisation.

DESIRED OUTCOMES

- \$1,000,000 Total income target in three years.
- Ensure balanced membership spread across geographical, sector and size parameters.
- Operating surplus and reserves - 12 month operating cost reserve.
- Set Financial triggers for board monitoring of financial viability.

EVALUATION

- Achievement of Membership Income Target.
- Achievement of Cost Reserve Target.

LEADING THE CHARGE

VIABILITY AND GOVERNANCE

ACTIONS

- SIA to be the acknowledged and registered as the national peak body for the Australian Seafood Industry.
- SIA Board to work effectively and efficiently to set and drive strategy.

OUTPUTS

- Effective Governance and Audit and Risk Committees - Develop committees and policies, report to each board meeting.
- Effective Board Succession planning and management.
- Create and maintain risk register.

DESIRED OUTCOMES

- Complete suite of governance policies.
- Maintain skills matrix for board succession planning.
- Coordinate member involvement in director nominations and elections.

EVALUATION

- Rejuvenation of directors.



Seafood Industry
Australia

The Voice of Australian Seafood

SEAFOODINDUSTRYAUSTRALIA.COM.AU

