

# Seafood Services Australia Ltd



SEAFOOD SERVICES  
AUSTRALIA

## QUARTERLY PERFORMANCE REPORT & OPERATIONAL PLAN

(for the period ending 30 June 2003)

to

SSA, FRDC and ASIC Directors

Seafood Services Australia Ltd is a not-for-profit company set  
up by the Fisheries Research and Development Corporation  
and the Australian Seafood Industry Council



*SSA — a catalyst for sustainable development of the seafood industry*



# Highlights

## THIS REPORTING PERIOD

**SIDF** revised application form to simplify and identify cash contributions

**National EMS Pilot Project** contracted with AFFA (\$655,000)

**National FarmBis EMS Project** contracted with AFFA (\$252,000)

Collaborated in successful bid by UTas to establish National Centre of Excellence for Food Safety under the NFIS program

**SIDF PEP 7 meeting** held

**EMS Facilitators Course** finalised and delivered with University of Queensland and Pacific Marine Consultants

**SSA website development** continued

**Extensive networking and participation in committees and events** (page 23)

**EMS Workshops** in Tasmania and Victoria

Arranged EMS workshops for South Australia, Western Australia, NSW

Presentation to NZ Seafood Industry conference

Presentations accepted for IAFI conference being held The Hague October 2003

Continued development of **training competencies** required for seafood safety and EMS

## OTHER HIGHLIGHTS

### Corporate Management

**Comprehensive company policy framework** (page 35)

**SSA Business Plan** developed

**SSA means business** launched

**Fast facts on SSA** launched

**SSA offices** established

### Networks and Alliances

Successful **Launch of SSA Ltd**

**SSA Network** established and expanding

**SSA Network website** established and over 250 registrations

Contributed to several **national industry conferences/events**

SSA Business Development Manager appointed to **International Association of Fish Inspectors Board**

### Information Services

**www.seafoodservices.com.au** online

**One-stop seafood information service**

**1300 seafood hotline** - advice to over 300 people per month

**SSA On-line Bookshop** on-line

**20 SSA Publication Agents** in place

**Publications** stock control finalised & comprehensive procedures implemented

**Fact sheets** being developed for key seafood related topics

### Trade and Market Development

Continued input into **AQIS Seafood Export Consultative Committee**

Standardisation of **Fish Names** being progressed by Fish Names Committee

### Seafood Safety

**MOU** principles agreed with University of Tasmania regarding cooperation on seafood safety

**Australian Seafood Standard (ASS)** developed and supported by Network

Considerable input **FSANZ Standards Development Committee (SDC)** for **Seafood**

**Application to FSANZ** to base the PPP standard for seafood on the ASS

SSA input to **Inter-Government Primary Products Working Group**

Identified and characterised **food safety hazards** for 300 species

**Risk assessment guidelines and CD based risk assessment tool** published and recognised internationally

**Interactive CD Rom for preparing seafood safety plans** published

**SeaQual's Guidelines for Seafood Safety** - drafts of version 2 of all four guidelines completed and being reviewed

**National seafood quality and environment awards** supported

**National Seafood Emergency Plan** version 1 created

**Over \$500,000 State FarmBis subsidised seafood safety training** facilitated

### EMS

SSA input into **National EMS Steering Committee and Framework**

**Seafood EMS Chooser** pre-release version launched and strongly supported

Developing **Seafood EMS worksheets**

**MOU** principles agreed with University of Queensland regarding cooperation on EMS

**2 major EMS projects** approved

Helping industry access to **State FarmBis subsidies** for EMS training

**SSA technical reviews** re **Listeria** instrumental in FSANZ acknowledging that nil tolerance on crustaceans cannot be justified.

### SIDF and Project Development

**Seafood Industry Development Fund** being effectively managed and procedures refined

**Commercialisation review** of NSC project outcomes completed

**Green Chooser (1) project** finalised

**Green Chooser (2) project** underway



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## About this report

This SSA Quarterly Performance Report to SSA Members, and Directors of SSA, FRDC and ASIC, is submitted in accordance requirements specified in the SSA Business Plan and the project agreement for FRDC 2002/233 Seafood Services Australia Ltd: a catalyst for sustainable development of the Australian seafood industry.

The report includes:

- year-to-date performance report against key performance indicators;
- year-to-date financial performance report;
- equity, cash-flow, and profit and loss projections for the period 2002 to 2007
- quarterly updates of the SSA Operational Plan

Additional SSA reporting includes:

- end-of-month financial reports to SSA Directors
- outcomes of internal and external audits reported to the SSA Board;
- annual external audits as required under the *Corporations Act*;
- annual Directors and financial report to members and the Australian Securities and Investment Commission;
- a review of SSA's overall performance at the end of its second year of operation.

## SSA operational plan for 1 July 2002 to 30 June 2007

SSA's operational plan includes strategies, services and key performance indicators (KPIs) under each of SSA's priority areas (pages 11 to 21) for the period July 2002 to June 2007. This key document is monitored at internal staff meetings and updated at SSA Board meetings.

## Variations

The FRDC approved a variation to project 2002/233 during the reporting period to provide \$15,000 to help cover the costs of industry members' participation in the Primary Product and Process Standard Working Group for seafood. No further variations are sought in this report.

## Performance evaluation and reporting framework

SSA's performance evaluation and reporting framework is explained on page 7. Performance against the KPIs for each priority area is updated at the end of September, December, March and June each year. Any amendments or additions, to the services, KPIs, Target dates or status, made since the previous quarterly report are underlined for ease of identification.

## Data used in this report

Financial data is drawn from SSA's financial report which includes actual data to date, and future estimates for the period until June 2007. Forecasts are revised each month taking into account the best information and knowledge available. Performance targets drawn from the *SSA Business Plan* of April 2002 are further developed and refined by the SSA Board as appropriate.



## About SSA

Seafood Services Australia Ltd is a not-for-profit company, limited by guarantee. The company's founding members are:

- The Fisheries Research and Development Corporation (FRDC) — the leading Commonwealth Government agency responsible for planning, investing in and managing fisheries R&D throughout Australia. SSA delivers or advises on a substantial proportion of the FRDC's Industry Development Program (applicable to the commercial sector of the fishing industry but excluding biological aspects of aquaculture production); manages the FRDC-funded Seafood Industry Development Fund; provides the FRDC with advice on other industry development proposals; and is the distribution agent for FRDC publications.
- The Australian Seafood Industry Council — the seafood industry's peak body. The Council's advice on national seafood industry matters is essential to SSA's capacity to develop and deliver its programs.

## Focused on industry development

SSA was especially set up to be a catalyst for sustainable development of the seafood industry<sup>1</sup>.

## People and partnerships — the lifeblood of SSA

SSA works closely with a range of people, businesses and organisations, from across industry and government, to help overcome impediments to development of the seafood industry that exist because of market failure<sup>2</sup> or institutional failure<sup>3</sup>. The SSA Network is a key component of SSA's ability to quickly draw together the expertise and resources that industry needs to capitalise on its opportunities.

## SSA's priorities

SSA has focused its services on five priority areas. Details of the planned outcome, services and key performance indicators (KPIs) for each priority area, and progress against KPIs are on pages 11 to 21.

## SSA's customers and services

*Fast Facts on SSA* provides a succinct overview of SSA's services and customers. SSA's service development, delivery and review cycle is explained on page 8.

- 
- <sup>1</sup> SSA's constitution restricts it from competing with commercial organisations. The *Commonwealth Authorities and Corporations Act* limits SSA's powers and functions to those that the FRDC may exercise or carry out under the *Primary Industries and Energy Research and Development Act*.
  - <sup>2</sup> Market failure occurs when impediments to the efficient operation of markets do not allow opportunities to be realised. It is characterised by a lack of private investments because individual businesses cannot identify or capture sufficient private benefit, or the financial risk is prohibitive.
  - <sup>3</sup> Institutional failure is where government arrangements are not linking well with each other or with the industry (source: Industry Commission).

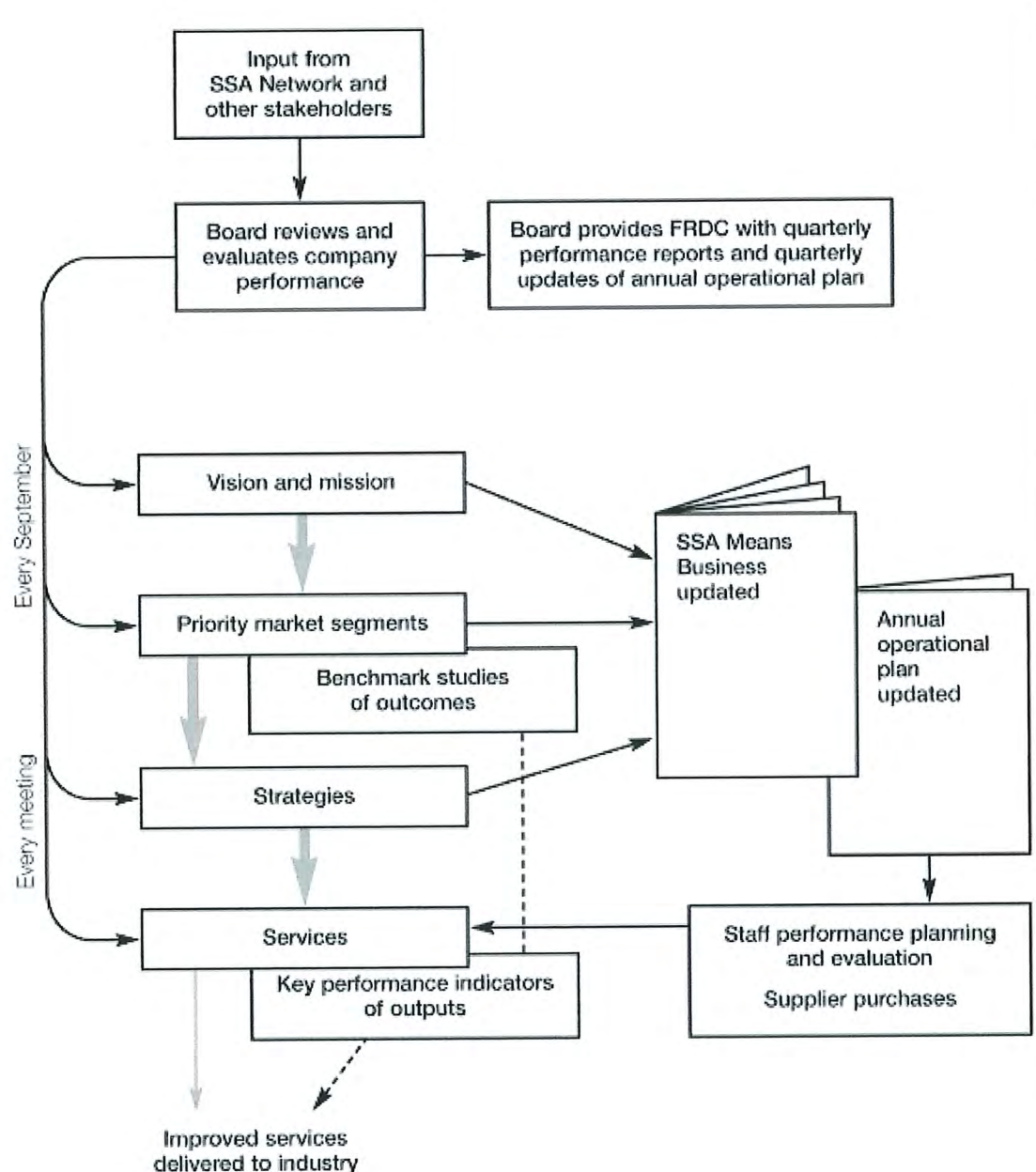


## SSA performance planning and evaluation

SSA's performance planning and evaluation process is integrated into its core day-to-day business procedures (Figure 1). Stakeholder input is vital to ensure SSA remains focused on the seafood industry's greatest challenges and opportunities. This input is strongly encouraged through the SSA Network, SSA's member organisations (FRDC and ASIC), peak industry bodies and direct individual input.

SSA's vision, mission, priority areas and planned outcomes are reviewed by the Board each September. Strategies aimed at achieving the planned outcomes for each market segment, services delivered under those strategies and KPIs are monitored and refined at Board meetings.

**Figure 1: SSA's performance improvement processes**



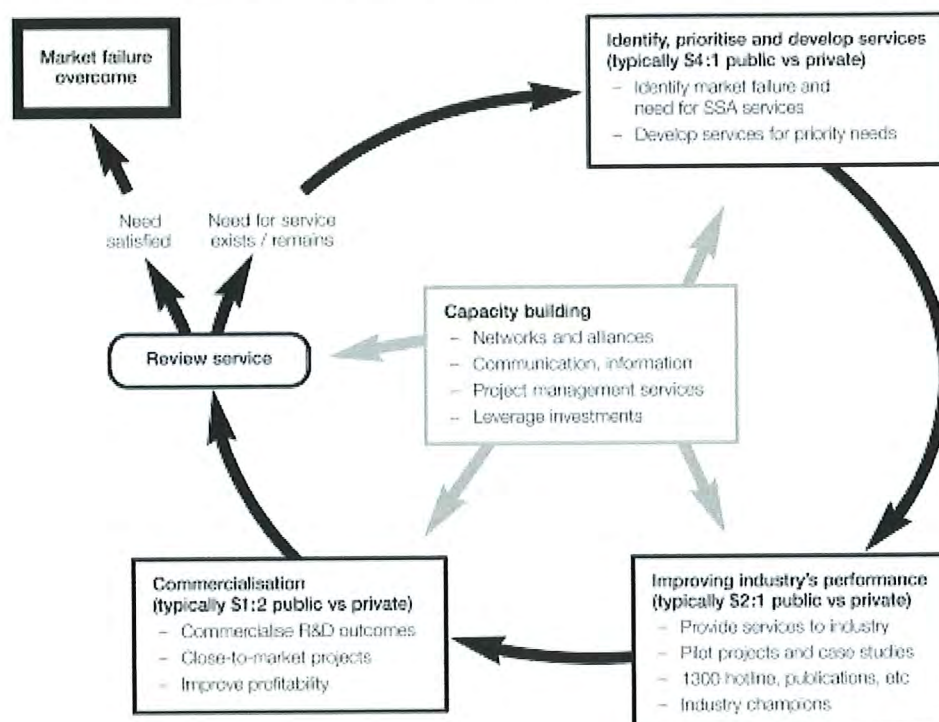


## Public and private investments

A key role of governments is to invest in programs that help to remove or reduce ‘market’ and ‘institutional’ failure that impedes the ability of industries to capitalise on opportunities that return benefits across the entire community.

SSA is supported by Commonwealth Government investments through the FRDC. As a subsidiary of the FRDC, the company cannot exercise any power or carry out any function which the FRDC cannot exercise or carry out under the PIERD Act. SSA’s constitution also restricts the company from competing with commercial organisations or carrying out commercial activities.

**Figure 2 SSA cycle to develop, deliver, commercialise, review and improve services**



SSA’s cycle for continually improving its services (Figure 2) recognises that:

- identifying and developing services to address market failure offers little if any opportunity to attract private sector investment – hence SSA’s capacity in this area will remain somewhat reliant on the company attracting public sector investments
- delivery of services provides some limited opportunities to attract private sector investment via cost recovery for services such as publication sales, customised information packs, and case studies and pilot projects involving in-kind private sector investment
- commercialising services and “close to the market” services have potential for private sector investment commensurate with the level of identifiable benefit to the private sector.

**Each SSA priority area is underpinned by three strategies, one addressing each of the three key steps in SSA’s cycle for continually improving its services.**



## Investment leveraging

SSA's specialised skills, extensive networks and capacity to manage projects across the 'whole of industry', are helping the seafood industry to access industry development programs that it traditionally found difficult to access, and adding significantly to the seafood industry's overall development capacity.

### Leverage performance measures

FRDC investment in SSA Vs Total leverage is meeting targets

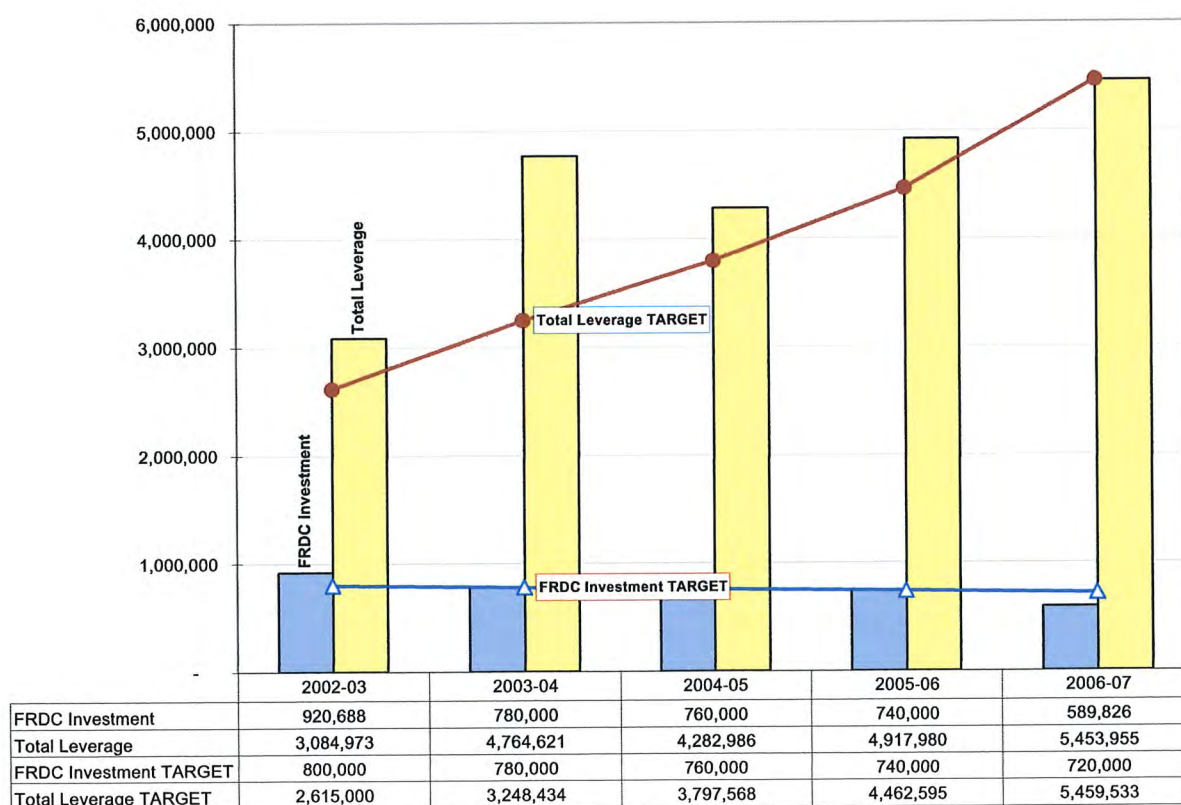
FRDC investment in SSA does not exceed 25% of total SSA leverage for the period July 2002 to June 2007

### Performance assessment

Figure 3

Figure 4

**Figure 3 FRDC investments in SSA Vs total leverage of investments**





## Leverage categories

SSA's leverage of investments and resources towards industry development falls into several categories. Leverage categories that generate revenue for SSA include:

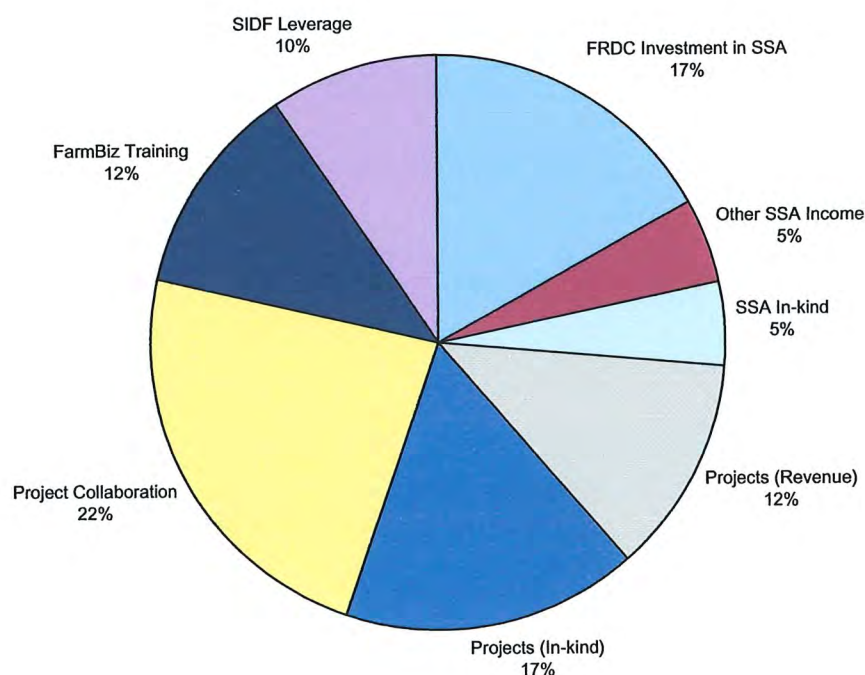
- direct investment in SSA (eg, FRDC investment under Project 2002/233)
- other revenue generated by SSA's business activities
- revenue generated for SSA managed projects.
- 

Leverage categories that do not generate revenue for SSA include:

- in-kind support to SSA activities (eg, time and travel costs by Network members)
- in-kind contributions to SSA managed projects
- leverage arising from SSA's collaboration in other projects (eg, State EMS projects)

SSA collaboration in development and delivery of State FarmBis training.

**Figure 4: Cumulative leverage of investments by category (as percentage of total leverage)**





## SSA's five priority areas

The five priority areas that the SSA Board has determined for the delivery of SSA's services are consistent with the Commonwealth Government's priorities for rural R&D and its recently announced national R&D priorities. The five priority areas are:

- seafood supply chain development – “water to waiter” (page 11),
- environmental management systems (page 13),
- seafood quality and safety (page 16),
- trade and market development (page 19), and
- seafood industry occupational health and safety (page 21).

### Priority area 1:

#### Seafood supply chain development — “water to waiter”

##### **PLANNED OUTCOME: EFFICIENT OPERATION OF THE SEAFOOD SUPPLY CHAIN.**

The Commonwealth's R&D priorities identify that *stronger supply chains are the key to meeting the challenges faced by Australian agribusiness, and that knowledge exchange, promotion of best practice and standardisation are opportunities for supply chains to become more globally competitive.*

Strengthening of supply chains requires a whole new range of skills; thinking in terms of “win-win” solutions; and emphasis on jointly managed investments, information exchange and branding along the entire supply chain.

Seafood supply chains encompass production of fish by wild catch or aquaculture, through processing, storing, transporting, marketing, to the point at which the seafood is consumed. Despite seafood supply chains being prone to market failure, very limited investments have been directed towards addressing the consequent wastage of product, time, and resources.

SSA is working with industry, Commonwealth and State Government agencies help identify opportunities to improve supply chain efficiency.

##### **SCOPE OF SSA SERVICES IN THIS SEGMENT**

Services under this segment will help the industry to identify and capitalise on opportunities to improve efficiency and add value throughout the seafood supply chain.

##### **STRATEGIES TO ACHIEVE PLANNED OUTCOME (Services and KPIs in Table 1)**

- 1.1 Identify and develop new knowledge, technologies and other services that will improve the efficiency of the seafood supply chain.
- 1.2 Provide services that help the industry achieve more efficient use of resources, time and investments throughout the supply chain
- 1.3 Help the industry to identify and capitalise on opportunities to add value throughout the supply chain.



**Table 1: Strategies, Services and KPIs for Priority Area 1**

SSA service	Operational KPIs	Target	Status
<b>STRATEGY 1.1 Identify and develop services (including new knowledge and technologies) to improve the efficiency of the seafood supply chain</b>			
Networking and consultation	Supply chain development is standing SSA Network agenda item	Mar 03	Achieved and ongoing.
	SSA participation in relevant forums	Ongoing	See Table 7 on page 23
Supply chain mapping and efficiency guide	Scoping study for mapping and identifying opportunities to improve supply chain efficiency completed	June 04	
Fish Names	Fish Names Committee has met as required to progress fish names issues	Ongoing	Achieved & ongoing
SSA Facts Sheets program	SSA Facts Sheets program launched and available via web, email and fax	Sept 03	Internet infrastructure online. Developing priority fact sheets
Communication and information strategy	A comprehensive, integrated communication and information strategy is developed by SSA	Sept 03	Draft developed and implementation strategies being developed
Supply chain fact sheets	Five priority supply chain fact sheets available via Internet/fax	Sept 03	See Table 15 on Page 33
Training competencies	STA advised of competencies for inclusion in NSITP	Dec 04	
<b>STRATEGY 1.2 Provide services to achieve more efficient use of resources, time and investments throughout the supply chain</b>			
Supply chain guide	Version 1 available through SSA publications program	Dec 04	
Project brokering and management	Projects under way to map the supply chains of a seafood sector and business	June 04	Investigating options for NFIS investments
Best practice and standardisation	Seafood air-freight guidelines published (pre-release version)	Dec 03	
Fish Names	Fish names progressed to satisfactory outcomes by the FNC	Ongoing	Largely achieved
	FSANZ accepts Australian Fish Names List in PP&PS for seafood	Sept 04	Good progress being made
Training facilitation	Supply chain training being delivered to industry by RTOs	Dec 04	
<b>STRATEGY 1.3 Help the industry identify and capitalise on opportunities to add value throughout the supply chain</b>			
Industry Development Plan	Completed industry development plan identifying National, State and regional seafood industry development priorities	December 2003	<u>Expect to have draft prepared by Seafood Directions 2003</u>
	Supply chain R&D priorities listed in SSA's industry development plan	Sept 03	



## **Priority area 2: Environmental management systems**

### **PLANNED OUTCOME: A SUSTAINABLE SEAFOOD INDUSTRY ENJOYING LONG-TERM PROFITABILITY AND COMMUNITY SUPPORT**

The Australian community has a keen interest in making sure that our natural resources are being used in a sustainable, responsible way. Significant pressure is now on governments and industries to demonstrate that they are meeting these expectations. Accordingly, the seafood industry's ability to improve — and demonstrate — good environmental performance is quickly becoming a cornerstone of the industry's future development.

*Towards Sustainability*, the 1998 report of The Australian and New Zealand Ministerial Council for the Environment and Conservation highlighted the need for:

- industry-driven environmental management systems (EMSs) to help implement and promote ecologically sustainable development (ESD), and
- States and Territories to consider the innovative role EMS can play in assisting regulation.

Significant public and private sector investment is needed to generate new tools and services to build EMS capacity in the seafood industry, and to address a shortage of skills and knowledge about EMS across the industry generally.

SSA is working to de-mystify concepts such as EMS and continual improvement, and to help the seafood industry benefit from access to tested and proven resources and information that will help seafood sectors, organisations and businesses to improve the future sustainability, profitability and security of their businesses through the adoption of EMSs that suit their circumstances.

The first plank in the seafood industry's national EMS framework, the *Seafood EMS Chooser*, was launched by the Hon Warren Truss in November 2002. It was developed under the FRDC funded 'Green Chooser' project initiated by ASIC and supported by the National ESD Steering Committee. This project has stimulated significant industry interest in the adoption of EMS (Figure 5 on page 15)

### **SCOPE OF SSA SERVICES IN THIS SEGMENT**

Services under this segment will help the industry to improve and demonstrate its environmental performance through accessing and using EMS resources customised for the seafood industry.

### **STRATEGIES TO ACHIEVE PLANNED OUTCOME (Services and KPIs in Table 2)**

- 2.1 Identify and develop resources to help seafood businesses integrate environmental management into their day-to-day business activities.
- 2.2 Implement programs to encourage seafood sectors, organisations and businesses to develop EMSs suitable to their particular needs and circumstances
- 2.3 Help the industry to capitalise on its eco-marketing opportunities (e.g. sustainable seafood from Australia's "clean and green" environment).



**Table 2: Strategies, Services and KPIs for Priority Area 2**

SSA service	Operational KPIs	Target	Status
<b>STRATEGY 2.1 Identify and develop resources to help seafood businesses integrate environmental management into their day-to-day business activities</b>			
Networking and consultation	EMS is standing SSA Network agenda item	Dec 02	Achieved and ongoing.
	SSA participation in relevant forums	Ongoing	See Table 7 on page 23
Strategic alliances	MOU with at least one institute with expertise in this segment	June 03	Principles agreed
Co manage FRDC project 2000/146	EMS case studies evaluated and lessons learned incorporated into Chooser	Sept 02	Completed
	Revised EMS brochure developed	Sept 02	Achieved
	Pre-release EMS Chooser published	Sept 02	Achieved
	FRDC project 2000/146 completed	Dec 02	Achieved
EMS certification framework	MOU with JASANZ to develop audit competencies & criteria	Dec 02	Achieved. MOU currently being updated
	Audit and certification system for a standard equivalent to EA's fishery assessment guidelines developed	Dec 05	Commence 2003
EMS fact sheets	Five priority EMS fact sheets available	Sept 03	See Table 15 on Page 33
EMS training competencies	STA advised of competencies for inclusion in NSITP	Mar 03	Achieved.
EMS training resources	EMS course for industry champions	June 03	<u>First course July 2003</u>
<b>STRATEGY 2.2 Implement programs to encourage seafood sectors, organisations and businesses to develop EMSs suitable to their particular needs and circumstances</b>			
Manage FRDC project 2002/303	Milestones achieved and report submitted to FRDC	June 04	Achieved & ongoing
EMS Resources	Seafood EMS Chooser + CD available via SSA publications program	<u>July 03</u>	On schedule
	Seafood EMS Chooser published and available via SSA publications program	<u>Sept 03</u>	Revised to incorporate industry & RTO feedback
	Seafood EMS Website online	Mar 03	Achieved
	Seafood EMS Inventory online	Mar 03	Achieved. On-line at <a href="http://www.seafoodems.com">http://www.seafoodems.com</a>
	Communication worksheets based on CCG incorporated into Seafood EMS	Dec 03	<u>Training guides being developed on CCG</u>
<u>EMS workshops</u>	Introductory EMS workshops conducted as required	Ongoing	See Table 7 on page 23
	Initial Seafood EMS workshops conducted as required	Ongoing	See Table 7 on page 23
Industry's EMS uptake	The number of industry organisations adopting EMS continues to increase	Ongoing	See Figure 5 on page 15

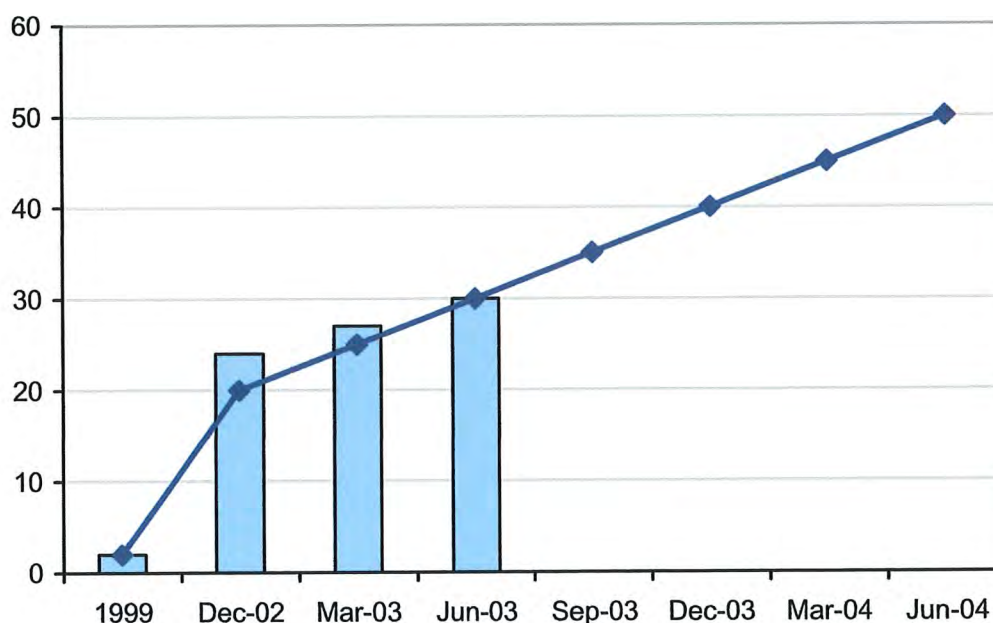


SSA service	Operational KPIs	Target	Status
Project brokering and management	Project to develop electronic resources for integrating EMS, food safety and other business activities	June 03	<u>\$252 National FarmBis project approved</u>
	Project to evaluate costs and benefits of EMS across <u>six</u> industry sectors	Sept 03	<u>Achieved. \$655K NHT project approved</u>
Training facilitation	EMS training based on Seafood EMS resources being delivered by RTOs	Dec 03	Achieved, ongoing
	Training program for EMS facilitators being delivered	Jul 03	<u>1<sup>st</sup> program delivered July 03. SSA. Ocean Watch and SeaNet workshop Aug 2003</u>

**STRATEGY 2.3 Help the industry to capitalise on its eco-marketing opportunities (eg. demonstrably sustainable seafood from Australia's "clean and green" environment).**

EMS R&D priorities	Priorities listed in SSA's ID Plan	Sept 03	
<u>Eco-labels</u>	Eco-labels developed in response to industry requirements	TBD	Based on industry demand
Environment Awards	National seafood industry environmental award maintained	Ongoing	To be awarded at Seafood Directions 2003

**Figure 5 Seafood industry organisations involved in EMS\***



\* SSA data: includes organisations that have commenced development of an EMS



### Priority area 3: Seafood safety and quality

**PLANNED OUTCOME: SAFE, QUALITY SEAFOOD THAT HAS HIGH LEVELS OF CONSUMER CONFIDENCE IN AUSTRALIA AND AROUND THE WORLD.**

The Commonwealth Government's priorities for rural R&D identify that *the continuing confidence of consumers in the safety and value of Australia's food industries is of critical importance to the future of the seafood sector*. The Government has identified as a high priority, the R&D needed to develop and implement Australia-wide integrated strategies to enhance food safety.

The seafood industry contributes significantly to Australia's national and regional economies, employing more than 100,000 people in the wild catch production, aquaculture, seafood processing and wholesaling, marketing and retail sectors, and in support industries.

Australia has a proud reputation as a producer of high quality seafood that attracts premium prices in export markets. In the 2000-2001 financial year Australia exported twenty-eight percent (28%) of its domestically produced seafood earning \$2.17 billion in export revenue.

Australia imports more than twice the volume of seafood that it exports, however in value terms, the ratio is reversed with exports worth twice the value of imports. Figure 6 provides the statistics for the 2000-2001 financial year, in which Australia:

- produced 230,000 tonnes of seafood valued at \$2.48 billion
- consumed 164,500 tonnes (72%) of domestically produced seafood
- exported 64,707 tonnes (28%) of domestically produced seafood worth \$2.17 billion
- imported 144,409 tonnes of seafood worth \$0.87 billion (47% of domestic consumption)

**Figure 6 Value and volume of seafood produced domestically, exported and imported**

	Domestic production	Exported	Imported
Value (\$billion)	\$2.48b	\$1.72b	\$0.87b
Volume (tonnes)	230,000 t	64,707 t	144,409 t

Public and consumer confidence in seafood is supremely important. Loss of consumer confidence — even if only based on perceptions — would be devastating for the industry, more than 100,000 people that it supports, and Australia's regional and national economies.

SSA is helping the seafood industry to embrace a positive culture towards seafood safety, through resources developed in collaboration with industry, Food Standards Australia New Zealand, Australian Quarantine Inspection Service, State food safety regulators and other stakeholders.

#### **SCOPE OF SSA SERVICES IN THIS SEGMENT**

Services under this segment will help the industry deliver safe quality seafood to its customers.

#### **STRATEGIES TO ACHIEVE PLANNED OUTCOME (Services and KPIs in Table 3)**

- 3.1 Identify and develop resources to help seafood businesses integrate the management of food safety and quality into their day-to-day business activities.
- 3.2 Provide services to encourage seafood businesses to implement risk-based food safety management systems.
- 3.3 Help the industry to capitalise on its reputation as a supplier of safe, high-quality seafood.



**Table 3: Strategies, Services and KPIs for Priority Area 3**

SSA service	Operational KPIs	Target	Status
<b>STRATEGY 3.1 Identify and develop services to help seafood businesses integrate the management of food safety and quality into their day-to-day business activities</b>			
Networking and consultation	Seafood safety and quality is standing	Nov 02	Achieved and ongoing
	SSA Network agenda item		
Strategic alliances	SSA participation in relevant forums	Ongoing	See Table 7 on page 23
	MOU with an institute with expertise in food safety and quality	June 03	<u>Partner in National Centre of Excellence for Food Safety</u>
Seafood safety risk assessments	SeaQual Guide to Food Safety Risks in Seafood is maintained and updated	<u>Aug 2003</u>	<u>Reprint planned to include index of information on CD, eg, risk profiles of over 300 species of seafood</u>
	Collaborating with industry and government stakeholders in each jurisdiction on risk management	Ongoing	<u>Occurring through SSA Network and PPPS Working Group</u>
	SSA recognised as a key provider of accurate and timely information	Ongoing	<u>Good progress</u>
	Collaborated with industry to develop seafood safety risk communication plan	Sept 03	Seafood safety fact sheets being developed
Australian Seafood Standard	ASS completed and stakeholder support	Sept 02	Achieved. Free download from SSA's online bookshop
	ASS continually improved in consultation with stakeholders	Ongoing	Network 7 agreed to review based on PPPS outcomes
International food safety standards	ASS consistent with international food safety standards relevant to seafood	Ongoing	Achieved, ongoing
Domestic regulatory standards	SSA/ASIC application to FSANZ for primary product and process standard for seafood to be based on the ASS	Sept 02	Submitted to FSANZ. Being considered by Seafood SDC in PPPS process
	SSA represented on SDC for seafood	Dec 02	Achieved and ongoing
Audit & certification framework	MOU with JASANZ to develop audit criteria and competencies for the ASS	Dec 02	Achieved
	Audit and certification system for the ASS, and equivalence recognition framework, developed	Dec 04	<u>Negotiating with JASANZ with view to commence development in 2003</u>
Seafood Emergency Plan	Version 1 of SEP developed	July 02	Achieved
	At least three state-based SEP workshops conducted	June 03	Three workshops funded via SIDF. One completed and two underway
	SEP updated to incorporate state workshop outcomes	Sept 03	



SSA service	Operational KPIs	Target	Status
Food safety technical reviews	Secure web page established for SEP committee		Being included in current re-website redevelopment
	Scientific review of FSANZ proposal for nil tolerance for <i>Listeria Monocytogenes</i> in crustacean	Sep 02	Completed
	Schedule of validated seafood temperature controls	Mar 03	Draft received
	Review <i>Food Safety Management in Australia</i> consultation paper	17 April 2003	<u>Completed</u>
SeaQual Food Safety Guidelines	<u>Help industry achieve appropriate MLs</u>	<u>Ongoing</u>	<u>Assisting ASIC re mercury</u>
	SeaQual food safety guidelines for aquaculture, seafood harvesting, processing and retail conform with ASS	July 03	Drafts prepared
SeaQual Quality Chooser	Quality Chooser revised	TBD	<u>Needs discussion re objectives of revision</u>
Fact sheets	Five priority fact sheets available	June 03	See Table 15 on Page 33
Food safety & quality training competencies	STA advised of competencies for inclusion in NSITP	Mar 03	Achieved
<b>STRATEGY 3.2 Provide services to encourage seafood businesses to implement risk-based food safety management systems</b>			
SeaQual food safety guidelines	Version 2 of guidelines for aquaculture, seafood harvesting, processing and retail, published	July 03	On schedule
Seafood Safety Best Practice Guides	Best practice library for seafood safety developed	TBD	Proposal being developed to seek regulator funding
	Priority BP guides reviewed/developed (sectors, species, activity, business)	TBD	<u>Approval gained to reproduce the five guides developed under ASIQAP</u> <u>APPA prawn code in SSA publications inventory</u>
Project brokering and management	Project to develop resources for integrating food safety, EMS and other business activities (also segment 2)	Mar 03	<u>\$252 National FarmBis project approved</u>
Training facilitation	Seafood safety training based on SSA resources being delivered to industry	Dec 03	<u>Over \$1 million State FarmBis training delivered</u>
<b>STRATEGY 3.3 Help the industry to capitalise on its reputation as a supplier of safe, high-quality seafood</b>			
Industry development priorities	Priorities listed in SSA's compendium of industry development priorities	<u>Sept 03</u>	On schedule
Brand marks	Brand marks based on SSA Seafood Safety resources developed	Dec 03	
Quality Awards	National quality award maintained	Ongoing	To be awarded at SD 2003



## **Priority area 4: Trade and market development**

### **PLANNED OUTCOME: AUSTRALIAN SEAFOOD HAS SECURE ACCESS TO PREMIUM DOMESTIC AND INTERNATIONAL MARKETS**

Seafood has contributed greatly to Australia's international reputation as a clean, environmentally responsible country with an enjoyable climate, innovative cuisine and cosmopolitan culture.

Our premium seafood products have traditionally enjoyed a competitive edge in lucrative domestic and export markets. By paying careful attention to the needs of increasingly discerning consumers, the industry has potential to significantly increase the proportion of its overall production that enjoys the benefits of access to these markets.

However, re-emergence of protectionism and erection of technical barriers to international trade are making it more and more difficult to maintain access to existing markets. To minimise the risk of access to existing markets being denied, it is essential that Australian seafood complies with international standards such as Codex. SSA's input into Codex has helped to achieve satisfactory outcomes on issues that would have cost Australia hundreds of million of dollars in lost export revenue and wreaked havoc in some of Australia's largest fisheries.

Governments invest heavily in international trade and market development in recognition of the importance of exports to Australia's economy, the complexity of issues involved, and the long lag times before benefits accrue to individual businesses.

To open new markets and maintain existing ones, the seafood industry's traditional reliance on governments to monitor and act on international trade and market development issues on its behalf must be replaced by concerted, collaborative efforts between governments and industry. SSA is helping to break down the institutional barriers that have impeded the seafood industry's ability to link into government trade and market development initiatives accessed by other primary industries.

### **SCOPE OF SSA SERVICES IN THIS SEGMENT**

SSA activities relating to trade and market development are determined in very close consultation with industry and government. SSA does not get involved or invest in commercial seafood trade, or in activities that could involve commercial transactions in the competitive seafood market.

### **STRATEGIES TO ACHIEVE PLANNED OUTCOME (Services and KPIs in Table 4)**

- 4.1 "Scan the horizon" to identify trade and market development issues of importance to the seafood industry.
- 4.2 Work with ASIC, industry bodies, AFFA, DFAT and other agencies to provide information that supports Australia's negotiating positions in international forums.
- 4.3 Address specific seafood trade and market issues and opportunities that may arise from time to time (in conjunction with ASIC and other relevant bodies).



**Table 4: Strategies, Services and KPIs for Priority Area 4**

SSA service	Operational KPIs	Target	Status
<b>STRATEGY 4.1 “Scan the horizon” to identify trade and market access issues of importance to the seafood industry</b>			
Networking and consultation	Trade and market development is standing SSA Network agenda item	June 03	Achieved and ongoing.
	SSA participation in relevant forums	Ongoing	See Table 7 on page 23
Strategic alliances	MOU with at least one institute with expertise in this segment	June 04	
Codex	SSA represented at national Codex consultation meetings	Ongoing	SSA invited to all Codex Australia consultations
	Pursue improved coordination of Govt and industry input to Codex	June 03	Good progress
	CODEX processes monitored and necessary action taken	Ongoing	<u>Liaised re CCFAC meeting held in March 03.</u> <u>Monitoring Oct 2003 meeting of Code for fish and fishery products</u>
Dohar Round trade negotiations	Help ASIC, AFFA and DFAT to provide information to support Australia’s negotiating positions	Ongoing	R Neal made presentation to Network 7. Further development ongoing
Specific trade issues	Respond to specific trade issues as they arise and as requested by industry	Ongoing	<u>Working with ASIC, AQIS and industry re EU cadmium ML causing rejection of Australian endeavour prawns</u>  Having input into rewrite of FSANZ advice re mercury
Fact sheets	Five priority fact sheets available	Dec 03	See Table 15 on Page 33
Training competencies	STA advised of competencies for inclusion in NSITP	Dec 04	
<b>STRATEGY 4.2 Work with ASIC, industry bodies, AFFA, DFAT and other agencies to help to provide the information needed to support and justify Australia’s negotiating positions in international forums</b>			
Training facilitation	Trade and market development training delivered to industry by RTOs	June 04	
<b>STRATEGY 4.3 Work with ASIC, industry bodies, AFFA, DFAT and other agencies to address specific seafood trade and market issues that may arise from time to time</b>			
Identify priorities re this segment	Priorities listed in SSA’s industry development plan	<u>Sept 03</u>	Commenced
Export Market Development	SSA registered under Austrade’s EMDG scheme	Dec 03	Achieved



## Priority area 5: Seafood industry occupational health and safety

### **PLANNED OUTCOME: THE SEAFOOD INDUSTRY IS OPERATING TO “BEST PRACTICE” OCCUPATIONAL HEALTH AND SAFETY STANDARDS**

The seafood industry’s most important investment is its people. Ensuring a healthy, safe working environment is not only the right and proper thing to do — it also makes very good business sense.

The Western Australian Fishing Industry Council (WAFIC) has developed industry OH&S services, including codes of practice adapted to Western Australia’s (WA) legislative requirements. Under an FRDC funded project, WAFIC will assist other state industry bodies who want adapt the comprehensive WA codes of practice to the legislative requirements that apply in their states.

### **SCOPE OF SSA SERVICES IN THIS SEGMENT**

Services under this segment will be developed in response to industry demand and to complement existing initiatives such the WAFIC OH&S initiative being funded by the FRDC.

### **STRATEGIES TO ACHIEVE PLANNED OUTCOME (Services and KPIs in Table 5)**

SSA, in response to industry demand, will:

- 5.1 identify and develop services to encourage seafood businesses to adapt best workplace health and safety practices into their day-to-day business activities
- 5.2 extend the services developed under 5.1 to industry sectors in conjunction with industry peak bodies and organisations providing existing OH&S services (eg, WAFIC)
- 5.3 help industry improve its bottom line through demonstrating best OH&S practices (eg, through insurance premiums, improved business efficiency).

**Table 5: Strategies, Services and KPIs for Priority Area 5**

SSA service	Operational KPIs	Target	Status
<b>STRATEGY 5.1 develop services to encourage seafood businesses to adapt best workplace health and safety practices into their day-to-day business activities</b>			
SSA service	Operational KPIs	Target	Status
Networking and consultation	OH&S is standing Network agenda item	June 03	Discussed at Network 7
	SSA participation in relevant forums	Ongoing	See Table 7 on 23
Strategic alliances	MOU with institute with expertise	TBD	
Fact sheets	Priority fact sheets available	TBD	See Table 15 on Page 33
OH&S training competencies	STA advised of training competencies for inclusion in the NSITP	TBD	
<b>STRATEGY 5.2 extend the services developed under 5.1 to industry sectors in conjunction with industry peak bodies and organisations providing existing OH&amp;S services</b>			
Project management	Projects brokered to address priorities	TBD	
<b>STRATEGY 5.3 help industry improve its bottom line through demonstrating best OH&amp;S practices</b>			
Identify R&D priorities	Priorities listed in SSA’s ID Plan	TBD	



## The SSA Network

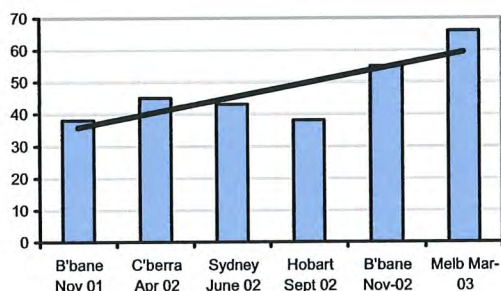
The SSA Network plays an important role in ensuring that SSA is focused on the industry's most important challenges and opportunities. It also helps to "scan the horizon" for industry development opportunities before SSA draws together the expertise and resources needed to capitalise on them. Participation in the SSA Network is open to everyone with an interest in the seafood industry. The Network's website ([www.seafoodservices.com.au/network](http://www.seafoodservices.com.au/network)) enables people from around the world to participate in and contribute to the Network's activities.

**Table 6 Indicative Network Performance**

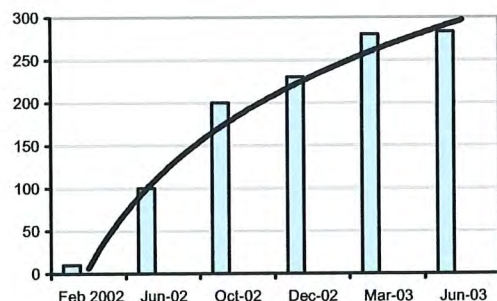
Performance measure	Performance assessment
Number and distribution of meetings and meeting attendance	Figure 7
Number of people registered on the SSA Network website	Figure 8
The diversity of interests attending Network meetings	Figure 9

The following tables include Network meetings up to the end of the current reporting period.

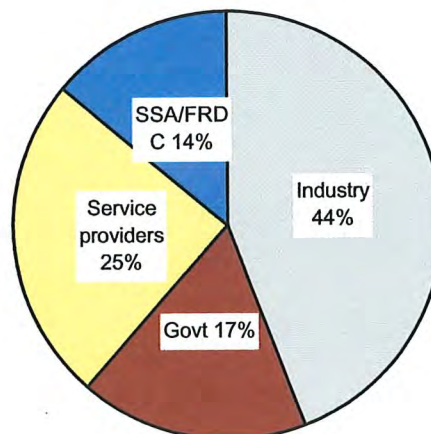
**Figure 7 Network meeting attendance**



**Figure 8 People registered on SSA Network website**



**Figure 9 Attendance by category (all meetings)**





## Meetings and networking events

Please note: SSA Policy 32 defines SSA involvement and participation in other organisations.

**Table 7: SSA Participation in Meetings and Networking Events**

NAME OF ORGANISATION OR COMMITTEE	ATTENDEE	PURPOSE	DATE/S
<b>July – September 2002</b>			
Ciguatera Task Force	STO	Observer	
QFIRAC workshop	MD, STO	Presentation on SSA	August
ABFA/APFA Conference	STO	Conference delegate	
STA Management Committee	MD & BDM	Member	
Seafood Export Consultative Committee	MD	SECC member	
Primary Product and Process Working Group	MD	Member	
Qld FarmBiz State Planning Group	MD	Member	
SSA Board 3 meeting	MD, BDM	Member and Secretary	
Safe Food Qld Seafood Sub Committee	STO	Member	27/9/02
<b>October – December 2002</b>			
FSANZ Seafood SDC	Man Dir	Member	21/10/02
SSA Board 4 meeting	MD, BDM	Member and Secretary	18-19/11/02
SSA Ltd launch	Staff & Directors	Launch and networking	19/11/02
SSA Network 6	Staff & Directors	Facilitate meeting & network	19-20/11/02
National ESD Steering Committee	MD	Present Green Chooser	21/11/02
Ciguatera Task Force	STO	Observer	22/11/02
Safe Food Qld Seafood Sub Committee	MD & STO	Observer	26/11/02
Meeting with Safe Food Qld	MD, STO	Ciguatera protocol	2/12/02
ANTA/STA teleconference	BDM	STA Member	17/12/02
Imported species teleconference	STO	Import species handbook	18/12/02
Qld FarmBiz State Planning Group	Man Dir	Member	
STA Management Committee	MD & BDM	Member	
<b>January – March 2003</b>			
SASC & SA Rock Lobster	BDM	EMS Pilot Project Development	February
Meeting with Deon Mahoney (FSANZ)	SSA staff	Brief re SSA food safety	3/02/03
PEP	MD, BDM, STO	Project Evaluation	4/2/03
Meeting with Clive Keenan	MD	aquaculture development	5/02/03
EMS National Pilot Program workshop	MD	Green Chooser presentation	11/02/03
National Residue Survey W/G teleconference	MD	2003/04 NRS program	12/02/03
EMS Awareness Course (Tor Hundloe)	MD, BDM	Develop course	12/02/03
ARLP Course 9 session	MD	Network	14/02/03
NFIS meeting	MD	Centres of Excellence	17/02/03
ASCO shareholders meeting	MD	Network & update	24/02/03
Ciguatera Task Force	STO & BDM	Member	26/02/03
WAFIC/SQMI	BDM	Seafood Directions Program	March
WAFIC	BDM	ESE Participation	March
FRDC Board lunch	MD	Network	4/03/03
National Outlook Conference	MD, BDM	Network and update re NFIS	4/03/03 & 5/03/03
Fish Names Committee 5	STO	Committee Secretariat	10/03/03



NAME OF ORGANISATION OR COMMITTEE	ATTENDEE	PURPOSE	DATE/S
St Helens Oyster Growers (Tas)	MD	EMS workshop	11/03/03
Little Swanport Oyster Growers (Tas)	MD	EMS workshop	12-13/03/03
Pipeclay Lagoon Oyster Growers (Tas)	MD	EMS workshop	14/03/03
Seafood Training Tasmania (Rory Byrne)	MD	Industry training	14/03/03
Tasmanian Fishing Industry Council	MD	SSA related industry issues	11-14/03/03
FSANZ Seafood SDC	MD, BDM	Member & observer	24-25/03/03
SSA Network 7	Staff & Directors	Facilitate meeting & network	25-26/03/03
Seafood Industry Victoria	BDM, CO, EMS	Networking & Briefing	27/03/03
Tasmanian Seafoods	BDM, CO, Rec, EMS	Networking & Briefing	27/03/03
STA Management Committee meeting	MD	Member and networking	27-28/03/03
AQIS (SECC) Teleconference	BDM	Cadmium in Prawns	9/04/03
Safe Food Qld Seafood Sub Committee	STO	Member	11/04/03
University of Tasmania	MD, BDM	Centre of Excellence	26/03/03
<b>April-June 2003</b>			
Seafood Training Queensland	STO	EMS Training	7/4/2003
FRDC and others – Handling Prawns at Sea Teleconference	STO, BDM	Publications	8/4/2003
CEO FSANZ	MD	PPPS for seafood	10/4/03
AQIS (SECC) Teleconference	BDM	Cadmium in Prawns	9/04/03
Seafood Sub-committee – Safe Food Queensland	STO	Code of Practice issues, ciguatera	11/4/2003
Robert Mcentyre	MD, BDM	Nat Auditor Steering Committee	11/4/03
PEP 7	MD, BDM	Evaluate SIDF projects	30/4/03
AFFA	MD, BDM, Chair	NHT EMS project	28/4/03
Meeting with Seafood Importers Association	STO	Fish Names Issues	29/4/2003
FRDC Board	Staff & Directors	Present SSA report	30/4/03
Meeting with National Safety Council; and industry representatives	STO	OH&S initiatives in seafood industry	1/5/2003
European Seafood Exposition	BDM	SSA trade stall	6-9/5/03
QSIA, EMS Steering Committee	MD	Plan Qld EMS projects	6/5/03
East Gippsland Estuarine Fisherman's Ass	MD, EMS	Introductory EMS workshop	9/5/03
Vic Bays and Inlets Fisheries Association	MD, EMS	Introductory EMS workshop	11/5/03
TFIC	MD, EMS	Tas EMS Officer application	13/5/03
Little Swanport Oysters Growers (Tas)	MD, EMS	EMS workshop	13/5/03
Pipeclay Lagoon Oyster Growers	MD, EMS	EMS workshop	14/5/03
Mike Leeden from Fish Auctions	STO	Seafood Marketing	14/5/2003
Meeting with John Booth	BDM, STO, CO	Seafood Diary	19/5/2003
Pittwater oyster farmers	MD, EMS	EMS workshop	15/5/03
Tas Abalone Growers Association	MD, EMS	EMS workshop	16/5/03
Tas Rock Lobster Association	MD, EMS	EMS workshop	16/5/03
Discussions about probiotic fish feed	STO	Potential finding	21/5/2003
Meeting with Mathew Hill-Smith	MD, STO	Import assistance	21/5/2003
Reaping the Rewards of Innovation Conf	R Palmer (Director)	Conference	23/5/03
Launch of East Coast TBOA Code of Practice	STO	Code of Practice Launch	23/5/2003
NZSIC	MD, P Dundas-Smith	Issues of mutual interest	27/5/03
Meeting with Seafood Training Queensland	MD, & staff	Green Chooser	27/5/2003



NAME OF ORGANISATION OR COMMITTEE	ATTENDEE	PURPOSE	DATE/S
Meeting with Brad Hutchings, Farm Feast	BDM, STO	SeaQual guidelines	28/5/2003
NZ Seafood Industry Conference	MD	Presentation (EMS)	29/5/03
Seafood Training Qld CEO & Staff	MD & Staff	EMS training competencies	3/6/03
CFT	MD, BDM, STO	SSA priorities & Snow contract	3/6/03
Uni of Qld & PMC	MD, EMS	EMS Champions course	Numerous
Brad Hutchings	BDM	Review SeaQual Guidelines	Numerous
FSANZ teleconference	MD, BDM	Food safety risks	5/6/03
AFFA	BDM	Nat Farmbis project contract	12/5/03
NFIS Sustainability workshop	MD, EMS	Workshop	12/5/03
Minister Troeth's EMS Think Tank	MD	EMS	13/5/03
AFFA	BDM	NHT Project contract	13/6/03
Ocean Watch, SeaNet, MSC, SFM	MD, BDM	EMS projects	16/6/03
STA Professional Development	STO	Training competencies	20/6/03
ARLF Board teleconference	MD	Board meeting	20/6/03
'Clean, Green' Technical Group	BDM	Project management	23/6/03
EMS suppliers	MD & Staff	Integrating EMS	27/6/03



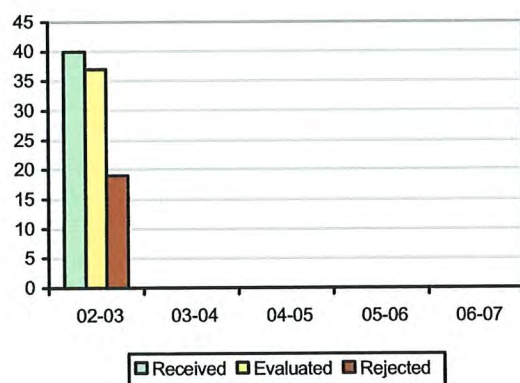
## The Seafood Industry Development Fund

SIDF applications are evaluated every three months. SSA is continually improving its capacity to respond promptly and effectively to project proposals.

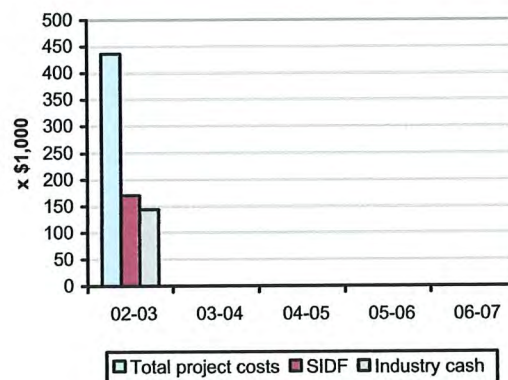
**Table 8 Indicative SIDF Performance**

Performance measure	Performance assessment
Documentation of procedures	Achieved and being improved
Project applications received and assessed	Figure 10
Industry cash contributions Vs SIDF and total contributions	Figure 11 and Figure 12
SIDF funded projects address SSA's priority market segments	Table 9 and Figure 13

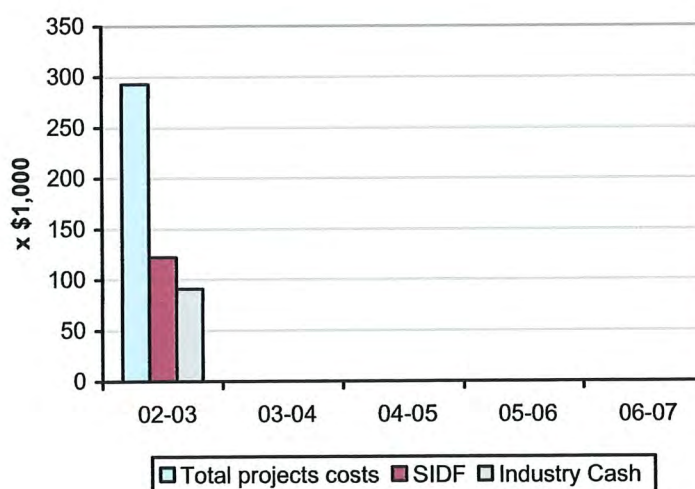
**Figure 10 SIDF Applications**



**Figure 11 SIDF leverage (YTD)**



**Figure 12 SIDF leverage: contracted and completed projects**



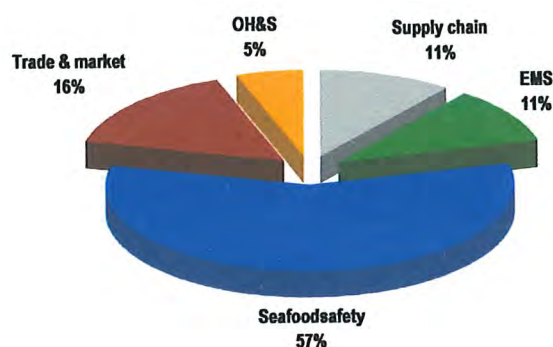


**Table 9 SIDF Projects by SSA Priority Area \***

No.	Projects Title	Market Segments				
		1	2	3	4	5
2002/405	SEF Industry Development Subprogram: assessing the commercial viability of utilising fish processing wastes					
2002/431	Conversion of Abalone gut and other Seafood Bi-Products into Food Flavouring					
2002/434	Proactive environmental management of commercial fisheries: closing gaps in supply chain management standards					
2002/401	Pilot project to determine the effectiveness of FoodSafe Plus as a tool in meeting ANZFA food safety requirements.					
2002/409	Pathogenic <i>Vibrio parahaemolyticus</i> in Australia oysters					
2002/414	Development of Techniques for Quantification of Stress Induced Catecholamine Changes in the Hemolymph of the Pacific Oyster <i>Crassostrea gigas</i>					
2002/419	SA Seafood Emergency Plan					
2002/421	Food Safety Program Industry Diary					
2002/423	Formation of an Industry Strategic Plan for Development of a Quality Index for Australian Seafood					
2002/425	A survey of the food safety and shelf life of western king prawns caught and cooked in Spencer Gulf and West Coast Waters					
2002/426	Australian Prawn Farmers Association HACCP safe food and quality program					
2002/427	Queensland Seafood Emergency Plan					
2002/428	WA Seafood Emergency Plan					
2002/429	Survey of <i>Listeria monocytogenes</i> in cooked prawns					
2002/404	The development of quality standards, product specifications, and the quality management framework required to establish a farmed barramundi label and support industry marketing activities.					
2002/418	Improving Post Harvest Handling to Value Added Farmed Mussels					
2003/401	A study on the allergic health problems in the Australian seafood processing industry					
2003/402	Identification of natural mud worm species in SA Pacific Oyster ( <i>Crassostrea gigas</i> )					

\* Includes approved, conditionally approved, contracted and completed projects.

**Figure 13 SIDF projects by SSA market segment**



\* Last updated April 2003



## Project management services

### Performance measure

Project revenue and expenses Vs business plans targets

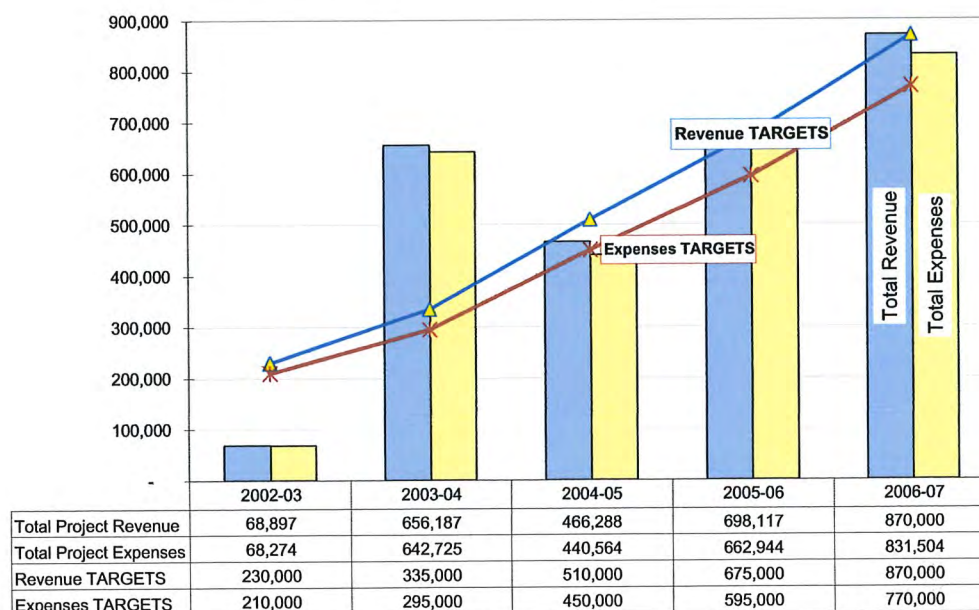
Project management fees Vs targets

### Performance assessment

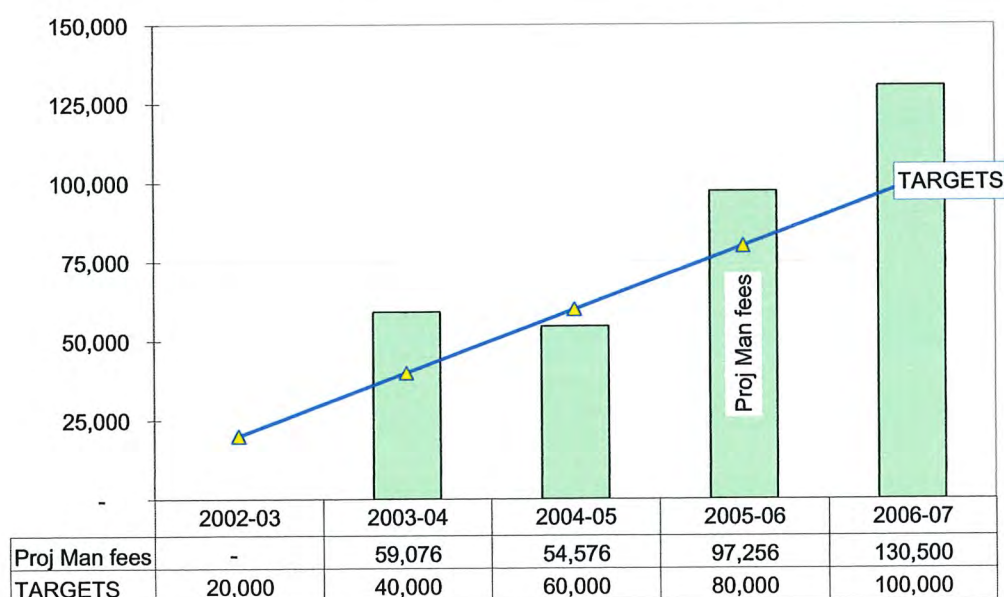
Figure 14

Figure 15

**Figure 14 Project revenue and expenses Vs business plan targets**



**Figure 15 Project management fees Vs business plan targets**





## Information services

### 1300 Hotline

SSA's 1300 seafood hotline provides an important information service to the seafood industry and is the mechanism through which most potential customers for other services are introduced to SSA.

**Table 10 Indicative 1300-Seafood-Hotline Performance**

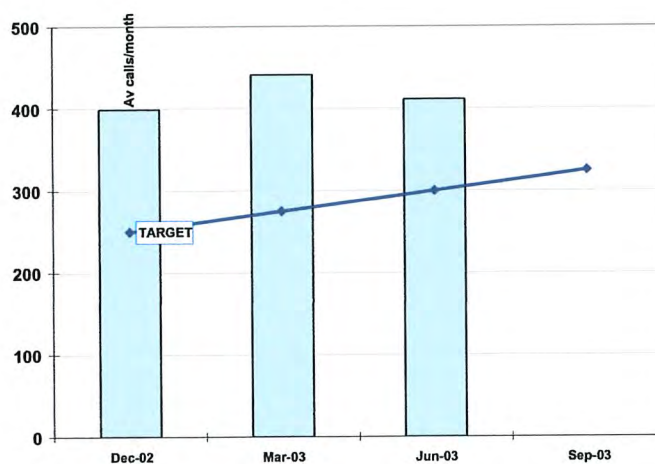
**Performance measure**

Calls by volume and diversity of topics

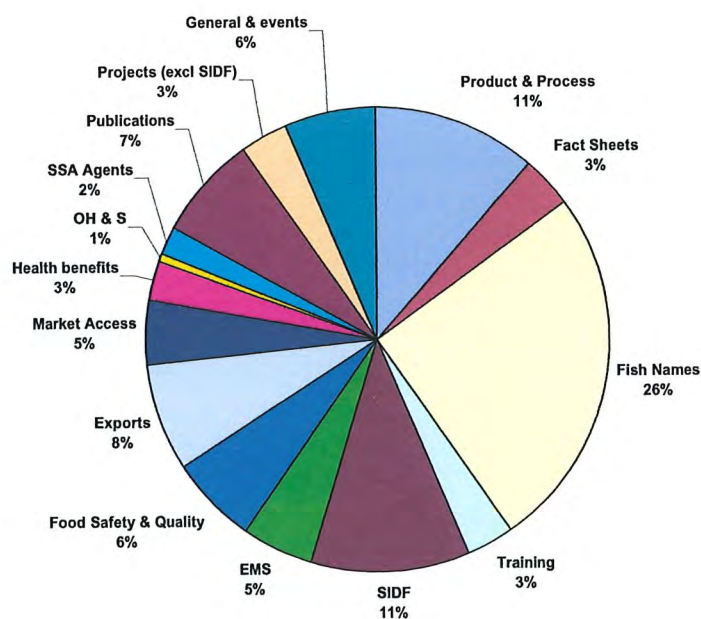
**Performance assessment**

See Figure 16 and Figure 17

**Figure 16 Average Hotline calls per month**



**Figure 17 Hotline calls by topic**





## SSA website ([www.seafoodserices.com.au](http://www.seafoodserices.com.au))

SSA will increasingly rely on internet based services to handle the rising demand for information. Internet based services will also provide some revenue raising opportunities particularly in export markets and in areas where commercial services do not already exist.

**Table 11 Indicative SSA Website Performance**

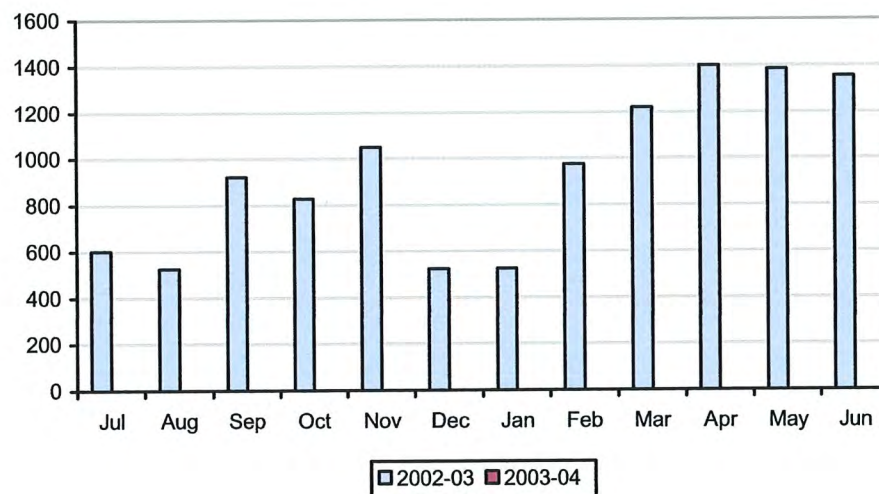
**Performance measure**

Average hits per day

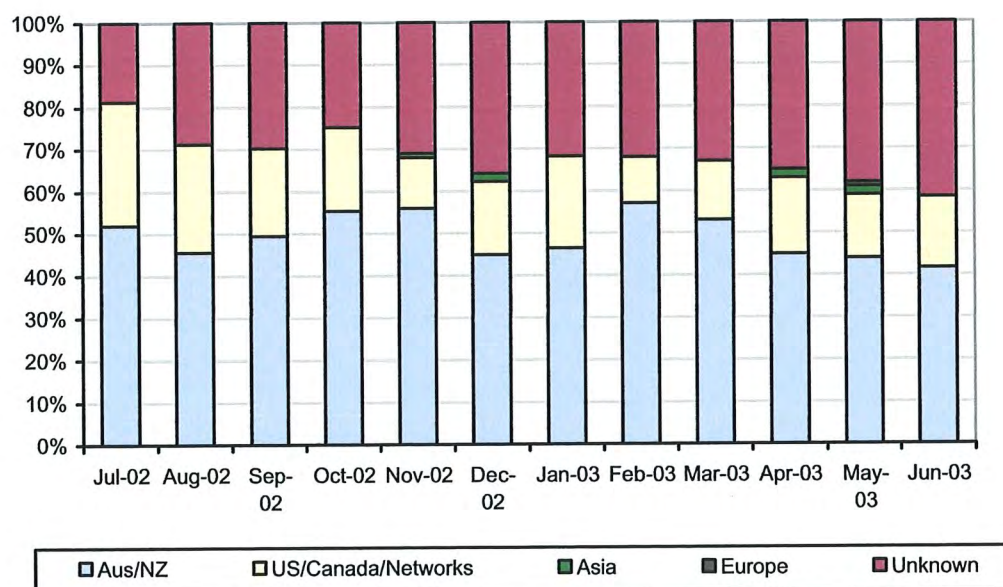
**Performance assessment**

Figure 18 and Figure 19

**Figure 18 SSA website – average hits per day**



**Figure 19 Source by country as percentage of all hits**



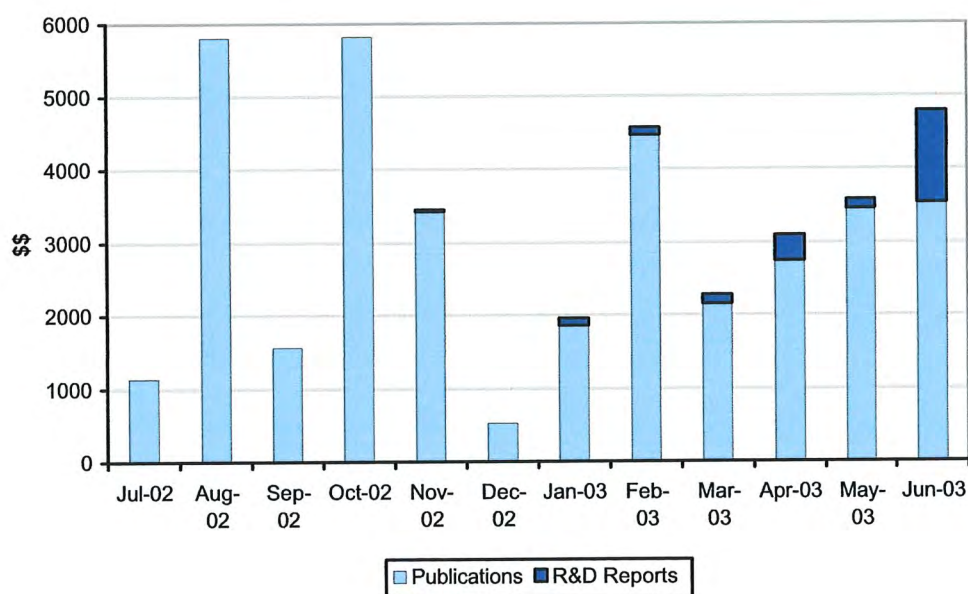


## Publications program

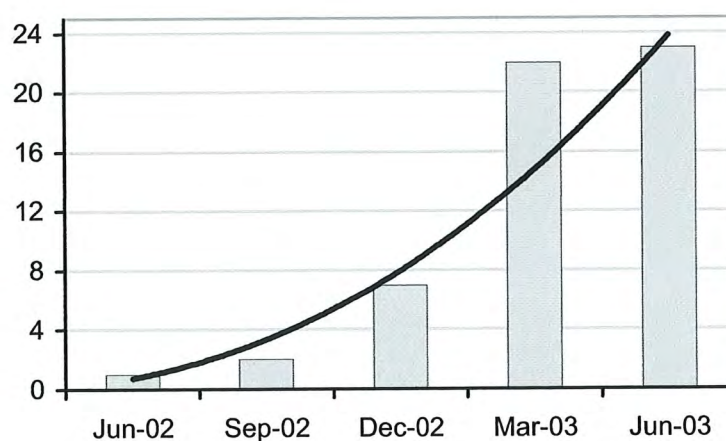
**Table 12 Indicative SSA Publications Program Performance**

Performance measure	Performance assessment
Publications revenue	See Figure 20
Number of SSA Publication agents under agreement	See Figure 21
Revenue and expenditure against Business Plan targets	See Figure 27

**Figure 20 Publication revenue**



**Figure 21 Number of SSA Publications agents under agreement**





## SSA On-line Bookshop ([bookshop.seafoodserices.com.au](http://bookshop.seafoodserices.com.au))

**Table 13 Indicative Online Bookshop Performance**

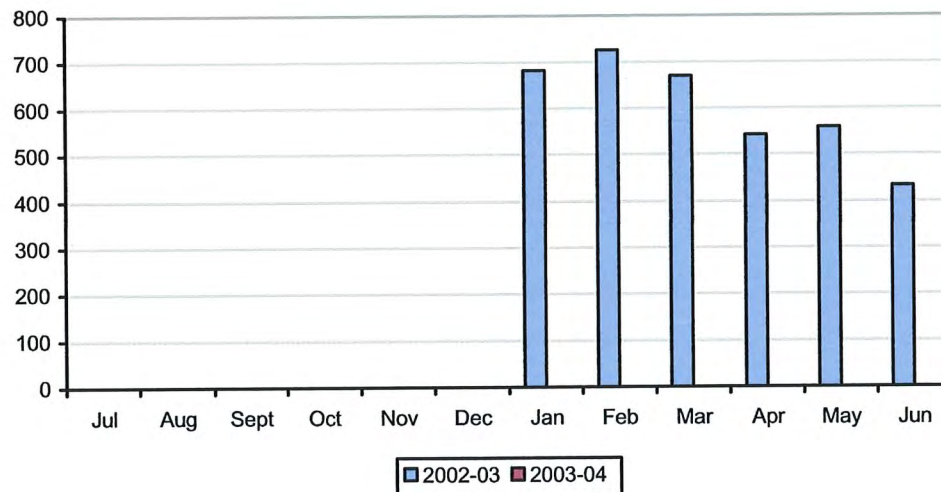
**Performance measure**

Average hits per day

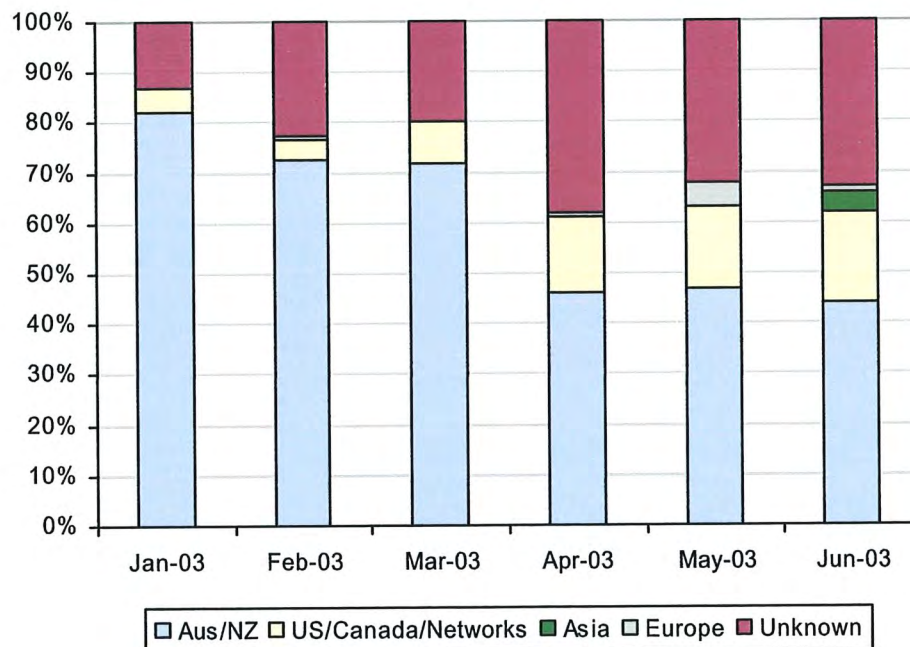
**Performance assessment**

See Figure 22 and Figure 23

**Figure 22 SSA online bookshop – average hits per day**



**Figure 23 Source by country**





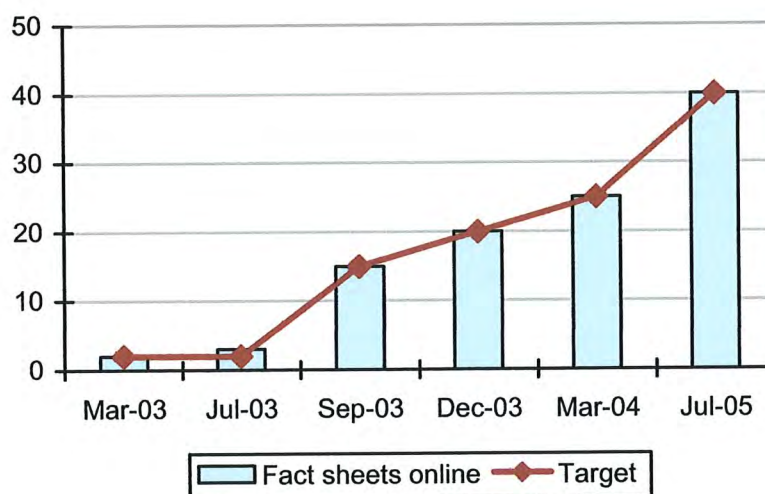
## SSA fact sheets

Specific KPIs for fact sheets are included in the priority market segments (pages 11 to 21).

**Table 14 Indicative Fact Sheet Program Performance**

Performance measure	Performance assessment
Number of fact sheets Vs targets	See Figure 24
Diversity of facts sheets by category	See Table 15

**Figure 24 Total number of facts sheets online Vs targets**



**Table 15 SSA Fact Sheets by Category**

Code (yr/no.)	Title	Supply Chain	EMS	Food Safety	Trade & Market	OH&S	Fish Names	Contacts	General Info
0301	A great future in seafood		1						
0302	Where did SSA come from?								1
0303	Mercury in seafood								



## Management and accountability

### Leadership

#### **OUTCOME: SSA IS RECOGNISED AS A LEADER IN FOSTERING SUSTAINABLE DEVELOPMENT OF THE SEAFOOD INDUSTRY**

Note: This outcome is achieved within the scope of sections 1.3 and 1.4 of the company's constitution, which restricts SSA from competing with commercial organisations and limits the company's powers and functions.

Performance Measure	Indicative Assessment
Support from stakeholders	<u>SSA Network meeting attendance continuing to increase. Improved support by fishery managers. Increased requests for presentations at industry events</u>
Influence over the development, improvement and implementation of seafood industry development plans	Too early to assess
Effectiveness of SSA and its Network in establishing alliances that contribute positively to fulfilling SSA's mission	See Figure 7, Figure 8 and Figure 9 on page 22.
Influence over the expenditure of industry development funding	<u>Major NHT application approved (\$655K) and National FarmBis proposal approved (\$250K).</u>

### Management and corporate governance

#### **OUTCOME SSA HAS IMPLEMENTED AND MAINTAINED EFFECTIVE, EFFICIENT, AND ACCOUNTABLE MANAGEMENT PROCEDURES AND SYSTEMS THAT ENSURE THE COMPANY CONDUCTS ACTIVITIES IN ACCORDANCE WITH RELEVANT LEGISLATION AND POLICIES**

Performance Measure	Indicative Assessment
Responsive to priority issues identified by members and other stakeholders	SSA means business released for consultation and reviewed by SSA Board.
Complied with the Corporations Act, the company's constitution and other legislation and policies	AGM and General meetings held, and ASIC reports submitted as required.
Adopted and complied with policies covering sensitive and/or high-risk management areas	See SSA Policies Table 16 on page 35
SSA Board and members' satisfied with performance reports	SSA and FRDC Boards expressed support for reports being delivered.



## SSA Policies

**Table 16 SSA Policies**

No.	Policy Title	Version	Effective date	Authorised by	Circ. to Board	Review by	Review date
00	Policy Index	2	10/05/02	MD	Board 2		
01	Board Meetings and General meetings	2	10/05/02	Board 2	Board 2	Board	Dec 03
02	Directors' Interests	2	10/05/02	Board 2	Board 2	Board	Mar 04
03	Finance & Audit Committee	2	10/05/02	Board 2	Board 2	FARM	July 03
04	Financial Delegations and Schedule	2	10/05/02	Board 2	Board 2	FARM	July 03
05	Insurance and Indemnities for Officers	2	10/05/02	Board 2	Board 2	FARM	July 03
06	Travel and Expenses	2	10/05/02	Board 2	Board 2	FARM	July 04
07	Contract register	1	10/05/02	Board 2	Board 2	FARM	Mar 04
08	Treasury policy	2	10/05/02	Board 2	Board 2	FARM	July 03
09	Code of Conduct	3	26/11/02	Board 4	Board 4	Board	Dec 03
10	Directors Remuneration	2	26/11/02	Board 4	Board 4	Board	Dec 03
21	Accounting and Asset Management	2	10/05/02	MD	Board 2	FARM	July 03
22							
23	Credit Cards	2	10/05/02	MD	Board 2	FARM	Dec 03
24	Electronic Signatures	2	10/05/02	MD	Board 2	FARM	Mar 04
25	Supplier Selection and Contracting	2	10/05/02	MD	Board 2	FARM	Mar 04
26	Employment Terms and Conditions	2	10/05/02	MD	10/05/02	RC	Sep 03
27	Quality and Policy Development	Interim	10/05/02	MD	10/05/02	MD	Underway
28	Risk Management	2	10/05/02	MD	10/05/02		Redundant
29	Staff Meetings & IAPs	2	10/05/02	MD	10/05/02	MD	Underway
30	Events	2	26/11/02	Board 4	Board 4	Board	Dec 03
31	Managing Media	2	26/11/02	Board 4	Board 4	Board	Dec 03
32	Involvement in other Organisations	1	05/10/02	MD	07/10/02	MD	Underway
33	Authorised service providers	3	26/11/02	Board 4	Board 4	Board	Mar 03
34	Filing policies and procedures	1	10/05/02	MD	10/05/02	MD	Underway
35	Privacy policy	Interim	10/05/02	MD	10/05/02	MD	Underway
36	SSA Customer Credit Accounts	1	19/08/02	MD	Board 3	FARM	Mar 04
37	SSA Publication Agents	3	26/11/02	Board 4	Board 4	FARM	Dec 03
40	Funding and Funding Cycles						Underway
44	Extension of the Results of R&D and Intellectual Property Management					FARM	Underway
45	SSA Fact Sheets	1		MD		MD	Underway



## Financial performance and accountability

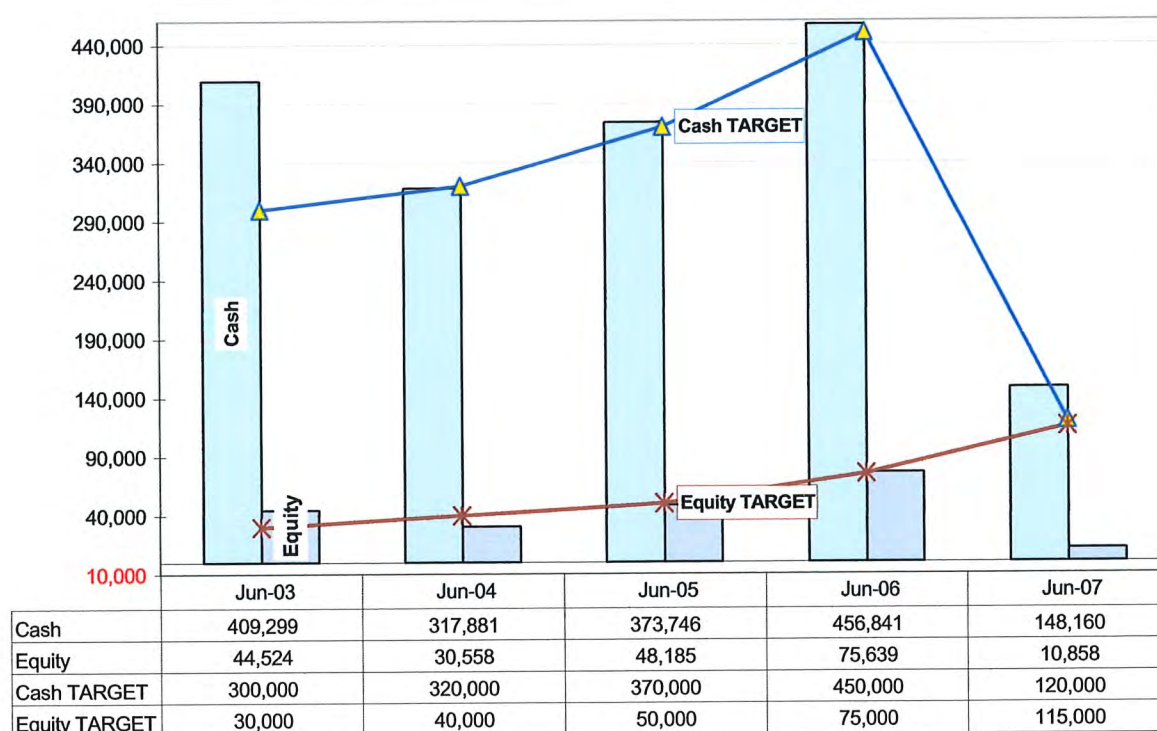
**OUTCOME:** SSA'S FINANCIAL MANAGEMENT IS TRANSPARENT AND ACCOUNTABLE, AND INCORPORATES A STRATEGIC, RISK-BASED APPROACH

Performance Measure	Indicative Assessment
SSA's cash and equity reserves are within targets	See Figure 25
Meeting financial targets (annual and five year)	See Figure 25 to Figure 35
Satisfactory internal and external financial audit reports	<u>2002/03 external audit report approved by Board.</u>
Board and members satisfied with financial reports	<u>SSA Board has supported reports delivered.</u>

**PLEASE NOTE:** The projections take into account external project funding targets. Hence it is important to monitor projections over time and not make short term decisions based on external funding that has not been secured.

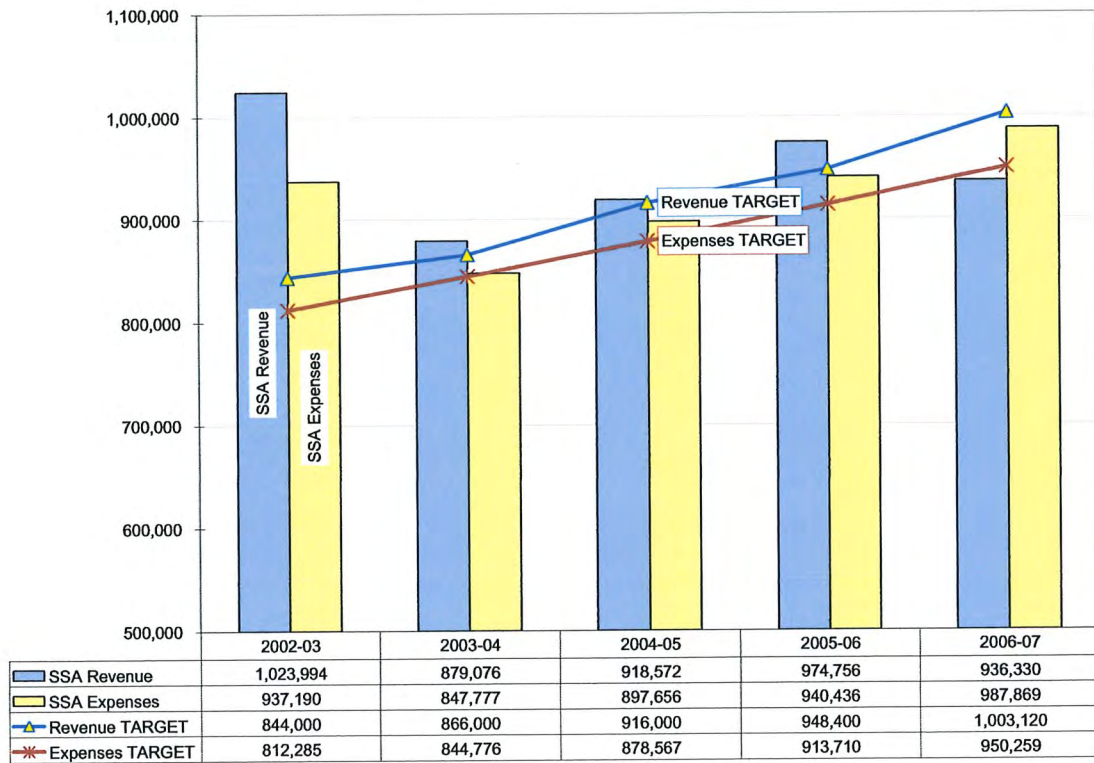
## Charts: equity, revenue and expenditure Vs business plan targets

**Figure 25 Cash and equity Vs business plan targets**

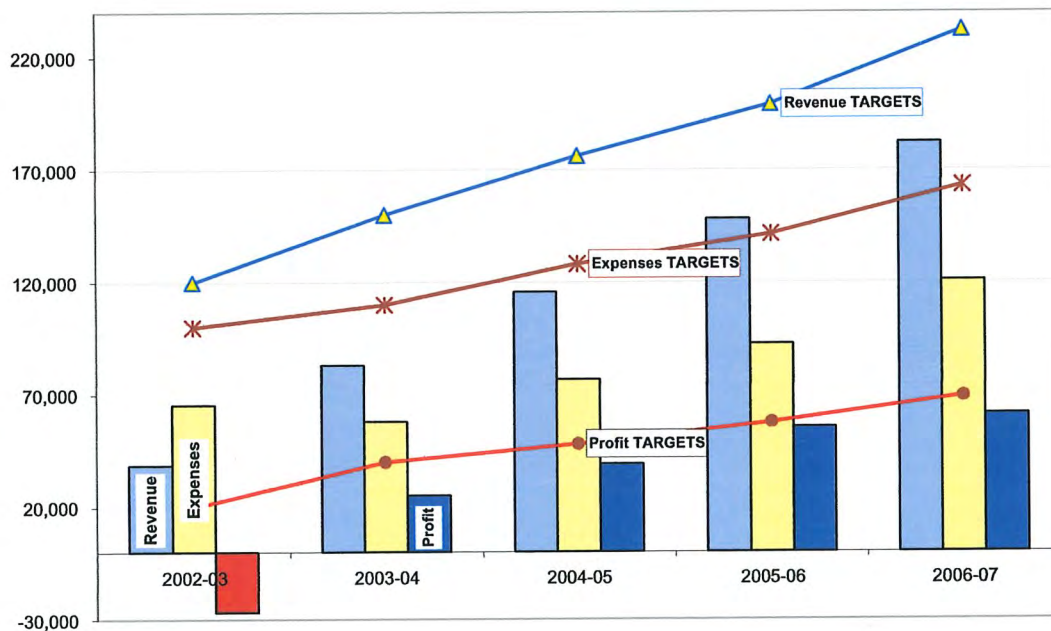




**Figure 26 Operations revenue and expenses Vs business plan targets**



**Figure 27 Publications revenue and expenses Vs business plan targets)**

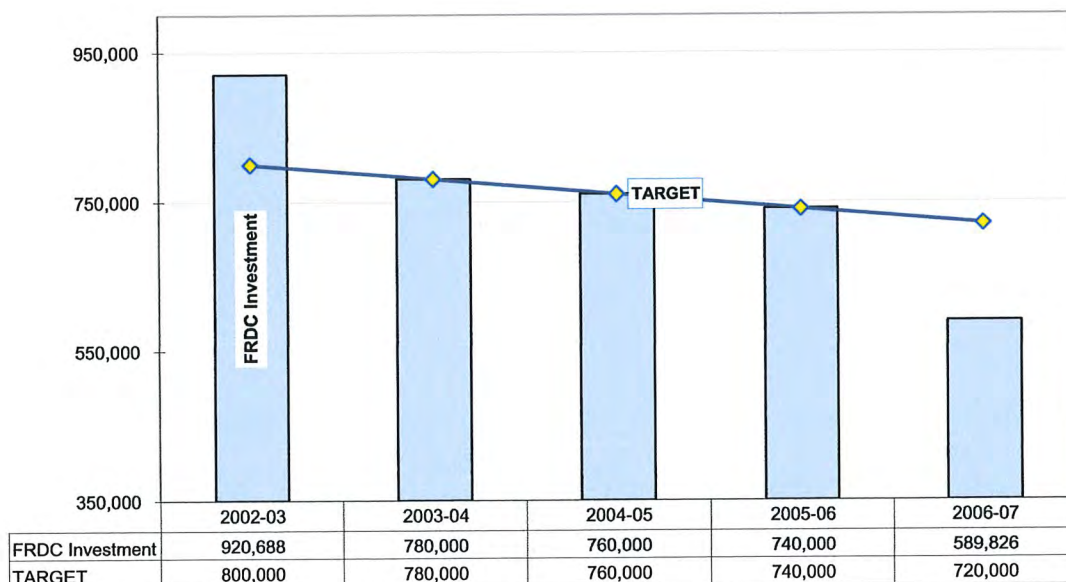




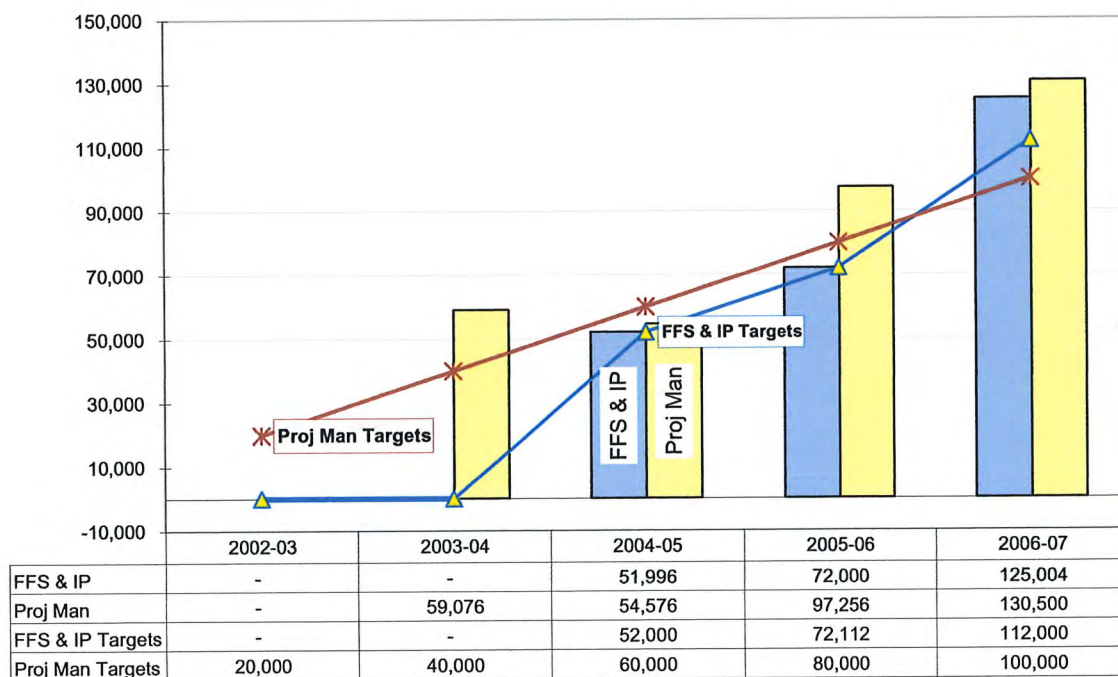
## Charts: revenue Vs business plan targets

**Figure 28 Revenue: FRDC investments in SSA Vs business plan targets**

Note: revenue shown in actual financial year received

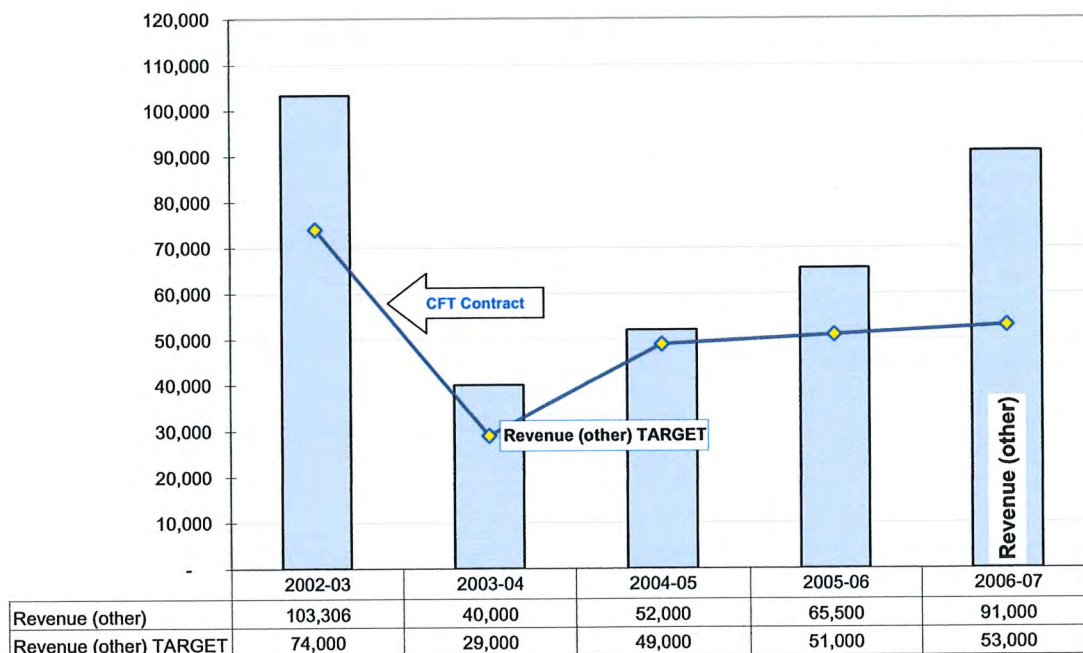


**Figure 29 Revenue: fee for service, royalties, IP and project management Vs business plan targets**



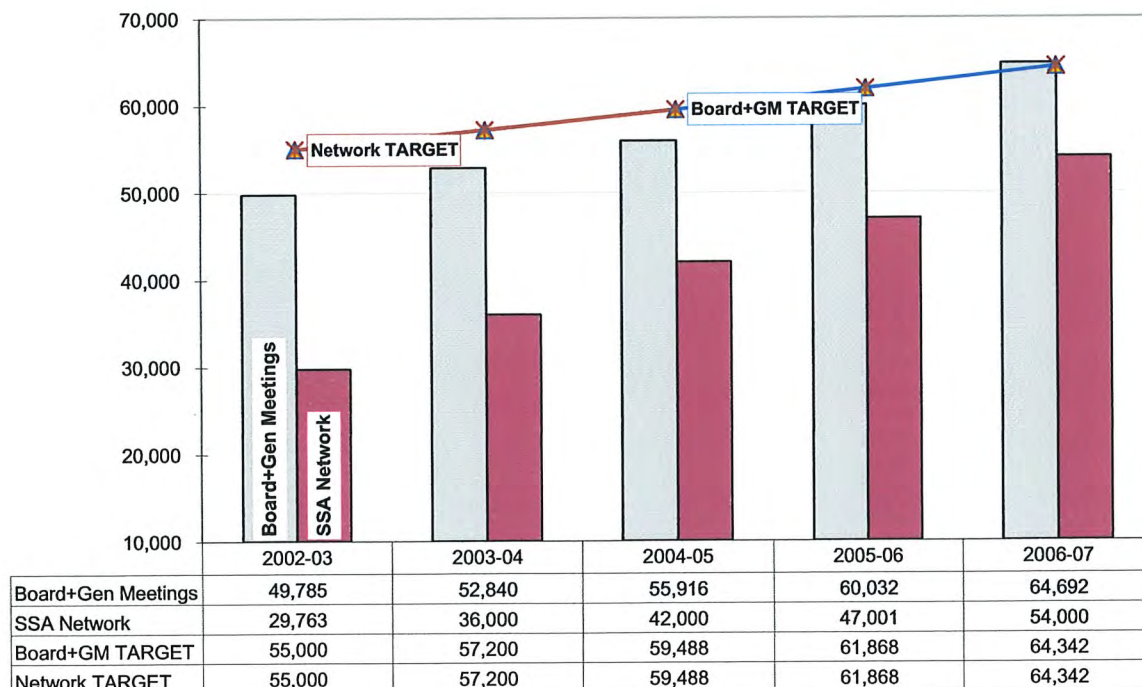


**Figure 30 SSA Operations Revenue (Other) Vs business plan targets**



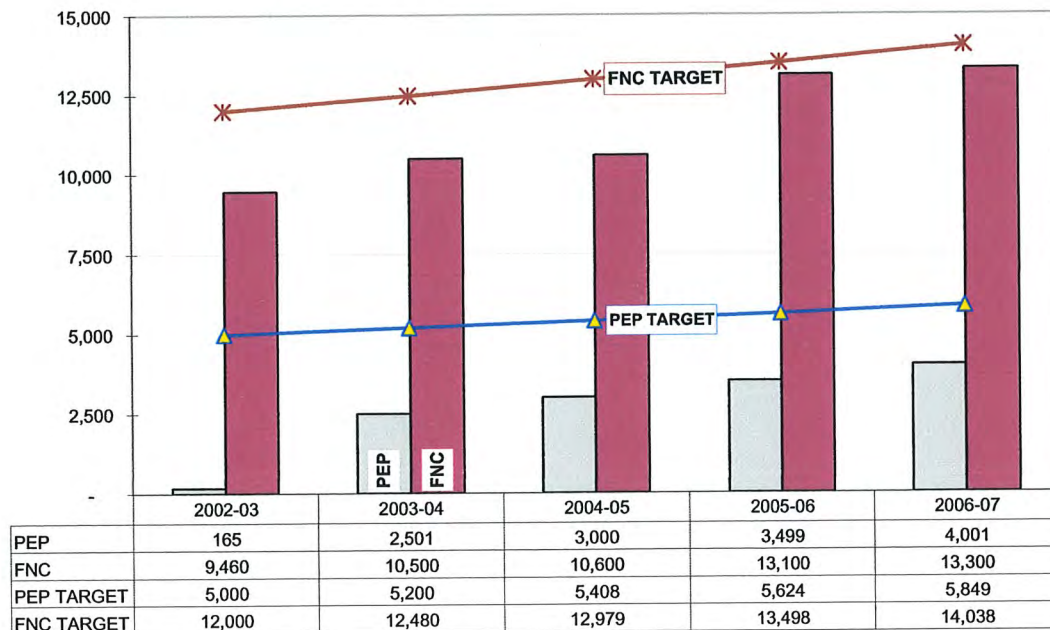
### Charts: expenses Vs business plan targets

**Figure 31 Expenses: SSA Board and Network Vs business plan targets**

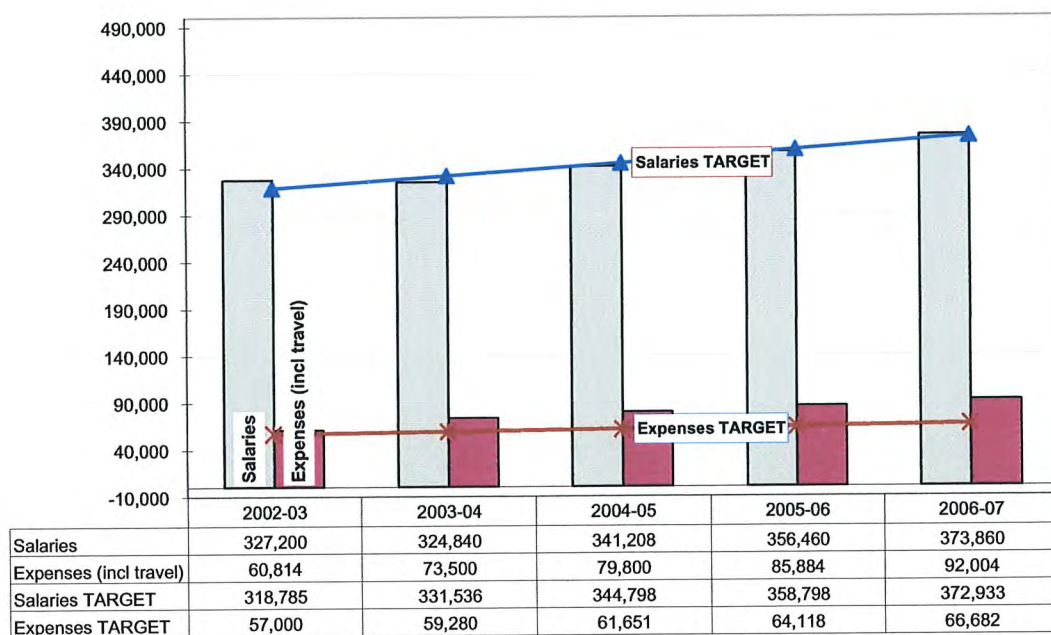




**Figure 32 Expenses: PEP and FNC Vs business plan targets**

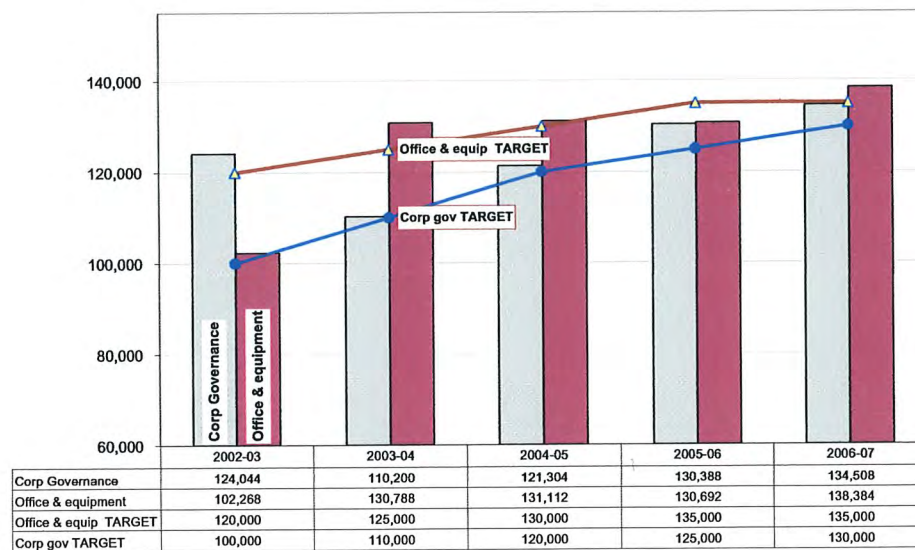


**Figure 33 Expenses: Salaries and expenses Vs business plan targets**

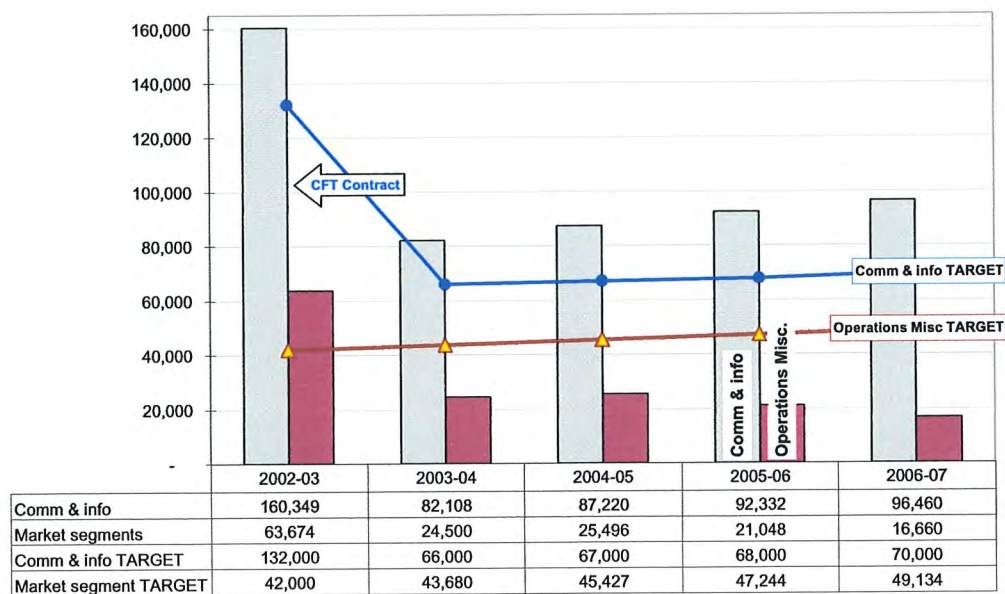




**Figure 34 Expenses: Corporate governance and office-equipment Vs business plan targets**



**Figure 35 Expenses: Communication/information Vs business plan targets**





**SEAFOOD SERVICES**  
AUSTRALIA

28 August 2003

FRDC Directors  
Fisheries Research and Development Corporation  
PO Box 222  
DEAKIN WEST ACT 2600

Dear Director

**SEAFOOD SERVICES AUSTRALIA LTD**

As part of your Fisheries Research and Development Corporation (FRDC) Director's induction program, I take this opportunity to introduce our company Seafood Services Australia Ltd (SSA).

Please find herewith an induction kit which contains information that will be useful in familiarising yourself with SSA and its activities. The kit includes:

- *SSA Fast Facts* which introduces the SSA Board and briefly describes how SSA works to assist the sustainable development of the seafood industry.
- *SSA Means Business* which details current key priorities and activities. This publication is updated annually by the SSA Board and sets the overall strategic direction for SSA Ltd.
- *SSA Publications Catalogue* which is also available on the SSA website [www.seafoodservices.com.au](http://www.seafoodservices.com.au).
- *SSA Quarterly Performance Report & Operational Plan* (period ending 30 June 2003). You will receive four *SSA Quarterly Performance Reports* each year.
- *Australian Fisheries Management Forum letter* which summarises SSA's role and achievements.

I look forward to working with you over the next few years. As a former Director of FRDC I am sure you will find the role stimulating and rewarding. Please don't hesitate to contact me direct if you require further information on SSA or any of its activities.

Yours sincerely

**Ted Loveday**  
Managing Director  
Seafood Services Australia



11 March 2003

Mr Steve Dunn  
Director  
NSW Fisheries  
PO Box 21  
CRONULLA NSW 2230

Dear Steve

**SEAFOOD SERVICES AUSTRALIA**

I am writing at the request of the Chairman of the Fisheries Research and Development Corporation (FRDC) to provide you with information on Seafood Services Australia Limited (SSA). I understand that this request follows a recent meeting between the FRDC Board and the Australian Fisheries Management Forum (AFMF).

**SSA's status**

SSA is a not-for-profit company established to be a catalyst for sustainable development of the seafood industry. SSA's founding members are the FRDC and the Australian Seafood Industry Council (ASIC). Other organisations whose objects are similar to SSA's may also apply to be members of the company. SSA's constitution focuses the company on helping the industry to overcome impediments to its development that exist because of 'market' or 'institutional' failure.

**SSA's establishment**

A 1998 external review of SeaQual and related FRDC funded, industry development projects recommended that a single national entity was required to:

- provide more cost effective delivery of services under SeaQual, AUSEAS and the National Seafood Centre (NSC) - three separately managed FRDC projects
- help the industry identify and capitalise on sustainable development opportunities
- help the industry drive the R&D that underpinned the policy and development in areas such as food safety and quality, environmental management, trade and market development and supply chain development
- help leverage other industry and government (non-FRDC) investments towards seafood industry development.

FRDC project 99/357 *Establishing Seafood Services Australia*, which commenced in April 1999, provided the framework to implement the recommendations. In October 2001, SSA's incorporation as a company with formal reporting requirements to the FRDC and to ASIC, established an entity with the flexibility and capacity to take on these challenges.

**FRDC investment in SSA**

SSA's activities relate to the non-aquaculture component of FRDC's Program 2, Industry Development. FRDC's investment in these activities has decreased over the last three years and is expected to further decrease over the next five years as a direct result of SSA being established.

FRDC's investment in SSA was 3.5% of total R&D expenditure in 2002/03. This is substantially less than its investment was in SeaQual, AUSEAS and the NSC, which were collectively 5% of total R&D expenditure. As shown by Figure 1, FRDC's investment in SSA reduces each year until 2006/07 when it is predicted to be 2.6% of total R&D expenditure. Accordingly, SSA needs to generate an increasing proportion of its revenues from sources other than FRDC to maintain its current service levels (Figure 2).

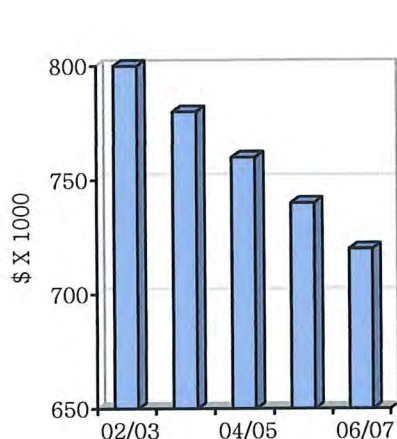


Figure 1: FRDC Investment in SSA.

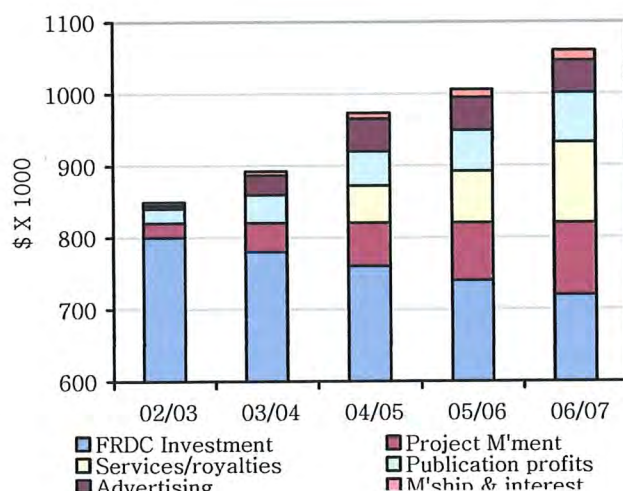


Figure 2: Projected SSA revenue by source

### Leveraging investments

SSA predicts that by 2006/07, its overall leverage of investments towards seafood industry development will be three to four times FRDC's investment in SSA. SSA is already helping to overcome the institutional failure that has impeded the seafood industry's ability to access programs such as the National Food Industry Strategy (and its predecessors), FarmBis, and other Commonwealth and State industry development programs. While this activity provides limited opportunities for SSA to generate revenue, new and substantial investments in seafood industry development will deliver across the board benefits, without creating additional pressures on FRDC funds.

For example, over \$500,000 worth of FarmBis subsidised training based on SSA's seafood safety resources was delivered to commercial fishermen in 2002. At least this amount of FarmBis subsidised training based on SSA's environmental management system (EMS) resources is expected to be delivered to commercial fishermen in 2003/04.

SSA has also coordinated the submission of major project applications - involving multiple industry sectors, R&D providers, government agencies and other key stakeholders - to the Commonwealth's new EMS pilot program and to National FarmBis. These applications have both been progressed to second round evaluation.

### Seafood Industry Development Fund

SSA administers the Seafood Industry Development Fund (SIDF) which provides a flexible and responsive mechanism to assist the seafood industry identify and address industry development priorities. The SIDF:

- provides project funding up to \$30,000 for industry development projects

- supports projects that require relatively small amounts of funding
- provides accessible funding for industry driven projects focused on practical outputs (e.g., quick solutions for problems)
- ensures consistency in industry development programs (avoids unintended counteractive measures and duplication of effort)
- improves capacity to evaluate and manage through chain projects.

FRDC provides up to \$200,000 funding per year for the SIDF, which replaced the \$250,000 per year NSC. Procedures have been implemented to ensure a rigorous and accountable evaluation process.

### **The SSA Board and staff**

SSA's Board of Directors collectively possess a great depth and diversity of experience and expertise relevant to seafood industry development (see enclosed *Fast facts on SSA*). The Board oversees the development of policies and programs which are then implemented by a small dedicated staff headed up by Managing Director Mr Ted Loveday.

### **SSA reporting requirements**

As well as the comprehensive reporting requirements under Corporations law, SSA provides comprehensive quarterly performance reports against key performance indicators to the SSA, FRDC and ASIC Boards, an Annual Operating Plan to FRDC.

### **The SSA Network**

The SSA Network is central to SSA's capacity to 'scan the horizon' and to draw together the expertise and resources needed to focus on the industry's most important challenges and opportunities. It brings together people from across industry and government with knowledge and expertise in industry development, trade and commerce, market development, public policy and administration, science and technology, business management and corporate governance.

The Network holds three meetings each year in various locations around Australia and is open to anyone with an interest in the seafood industry. The Network's website at [www.seafoodservices.com.au/network](http://www.seafoodservices.com.au/network) helps to overcome the tyrannies of distance and limited resources by enabling people from around Australia and internationally to participate. Over 200 people are now registered on the Network's website.

### **SSA priorities and services**

The SSA Board has defined five priority areas for SSA's services, all of which are consistent with the Commonwealth Government's priorities for rural R&D and its recently announced national R&D priorities. The five priority areas are:

- seafood supply chain development – 'water to waiter'
- environmental management systems
- seafood safety and quality
- trade and market development
- occupational health and safety.

*SSA means business* (copy enclosed) and *Fast facts on SSA* provide more information about SSA's procedures for identifying, developing and delivering services to help remove or reduce impediments caused by 'market' or 'institutional' failure (Figure 3).

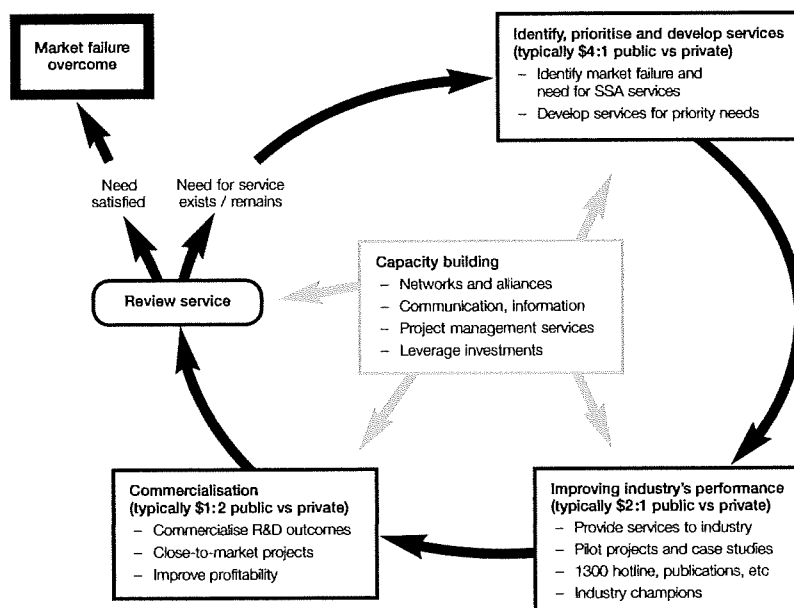


Figure 3: SSA's service development, delivery and review cycle

### Seafood supply chain development

The Commonwealth's R&D priorities identify that *stronger supply chains are the key to meeting the challenges faced by Australian agribusiness*, and that *knowledge exchange, promotion of best practice and standardisation are opportunities for supply chains to become more globally competitive*.

Despite seafood supply chains being prone to market failure, very limited investments have been directed towards addressing the consequent wastage of product, time, and resources. SSA is working with industry, the Commonwealth Government (e.g., National Food Industry Strategy), State Governments (e.g., WA Fisheries Seafood Quality Management Initiative) to help identify opportunities to improve supply chain efficiency. A project proposal is expected to be submitted to the National Food Industry Strategy during 2003.

### Seafood safety

The Commonwealth Government's priorities for rural R&D identify that *the continuing confidence of consumers in the safety and value of Australia's food industries is of critical importance to the future of the seafood sector*. The Government has identified as a high priority, the R&D needed to develop and implement Australia-wide integrated strategies to enhance food safety.

SSA is helping the seafood industry to embrace a positive culture towards seafood safety, through resources developed in collaboration with industry, Food Standards Australia New Zealand (FSANZ), Australian Quarantine Inspection Service (AQIS), State food safety regulators (e.g., SafeFood NSW, etc), R&D agencies, consultants and other stakeholders.

SSA's model and guidelines to help seafood businesses assess and manage their food safety risks (copy enclosed) have received international recognition and are now being used by the Food and Agricultural Organisation of the UN for food safety training programs in its member countries. Other SSA seafood safety resources include:

- risk profiles of over 300 species of Australian seafood
- food safety guidelines for seafood harvesting, processing retail and aquaculture

- an interactive CD for managing seafood safety - step by step
- a guide to HACCP and quality assurance in the seafood industry
- the Australian Seafood Standard.

### **Australian Seafood Standard**

The need for a single food safety standard covering all seafood produced or sold in Australia (including exports and imports) was identified as a high priority by ASIC, and confirmed by both Seafood Directions 99 and Seafood Directions 2001.

SSA developed the Australian Seafood Standard through an extensive consultation process that commenced in 1999 and involved industry, FSANZ, AQIS, State food regulators (e.g., SafeFood Queensland) and other stakeholders. Version 8 of the Standard (enclosed) was endorsed by the SSA Network in September 2002, and by the ASIC Board in October 2002. This made seafood the first food industry sector in Australia to have a single food safety standard covering its entire supply chain (Table 1). The Standard is being continually improved in consultation with stakeholders.

SSA is now working with the Joint Accreditation System Australia and New Zealand (JAS-ANZ) to develop an audit and certification framework that enables seafood businesses to demonstrate compliance with relevant Commonwealth and State food safety regulations and customer requirements, through a single audit.

Codex Alimentarius (International)	AQIS Export Orders	FSANZ Food standards	FSANZ Primary and Processing Standard	State Regulations	<b>Australian Seafood Standard</b>
Responsible for harmonising international food safety standards.	Prescribes food <i>safety and suitability</i> standards for export	National standards for Food (Ch 1), Food Products (Ch 2), Food Safety (Ch 3)	Domestic primary and processing standards – Chapter 4 of the National <i>Food standards code</i> (Ch 4)	Call up FSANZ Standards	Enables <i>businesses</i> to demonstrate compliance with all standards relevant to their business and customers

**Table 1: Australian Seafood Standard – harmonization with international and domestic standards**

### **Primary production and processing standard for seafood**

The Australian and New Zealand Ministerial Council for Food Regulation (ANZMCFR) and FSANZ have determined that seafood will be one of the first commodities for which a primary production and processing standard (PPPS) will be developed under the new intergovernmental arrangements agreed to by ANZMCFR in 2002.

The Australian Seafood Standard, which reflects agreed industry and government outcomes on several issues to be resolved during the development of the seafood PPPS, is already making an important contribution to that process.

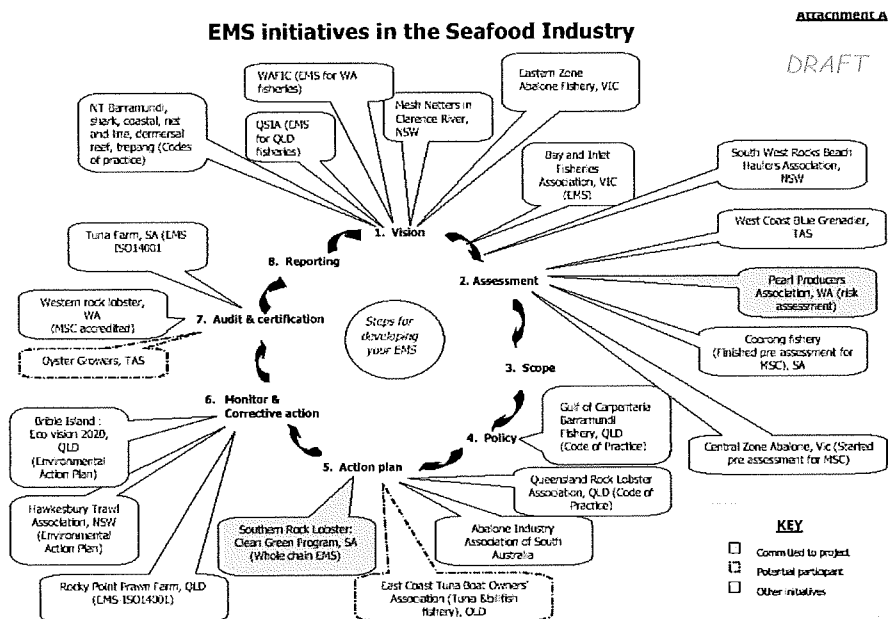
Several industry and government members involved in the development of the Australian Seafood Standard were appointed, by FSANZ, to the standards development committee (SDC) responsible for developing the seafood PPPS.

### **Environmental management systems (EMS)**

The Australian and New Zealand Ministerial Council for the Environment and Conservation highlighted the need for industry-driven EMS models to help implement and promote ecologically sustainable development (ESD) in its 1998 report *Towards*

*Sustainability.* The report also recommended that States and Territories needed to consider the innovative role EMS can play in assisting regulation.

SSA is working to de-mystify concepts such as EMS and continual improvement, and to help the seafood industry benefit from tested and proven EMS resources and information. The *Seafood EMS Chooser*, launched by the Hon Warren Truss in November, was developed under the FRDC funded 'Green Chooser' project which was initiated by ASIC and supported by the National ESD Steering Committee. Since the commencement of this project, industry's interest in and adoption of EMS has increased substantially (Figure 4).



**Figure 4: EMS in the seafood industry, November 2002**

Other Seafood EMS resources being developed by SSA include:

- *the Seafood EMS Kit*, which includes customised worksheets, checklists, templates, examples and ideas to help with each step of the EMS process
- *the Seafood EMS CD*, which includes a wealth of additional EMS information
- *the Seafood EMS Website*, which will enable industry to access a wealth of existing EMS information and new information as it becomes available
- *the Seafood EMS Inventory*, which will link seafood industry organisations and companies developing an EMS
- training programs for operators and EMS facilitators - being developed in conjunction with Seafood Training Australia and the University of Queensland
- interactive training software to help seafood businesses to integrate EMS and food safety systems into day to day business activities.

SSA has coordinated the submission of a major EMS project application to the Commonwealth Government's \$4 million pilot program to assess the value of EMS to primary producers and natural resource management. This project will involve several industry sectors (e.g., SA Seafood Council, Pearl Producers Association, Tasmanian Oysters) as well as relevant government agencies such as Primary Industries and Resources South Australia (PIRSA).

### **Trade and market development**

Governments invest heavily in international trade and market development in recognition of the importance of exports to Australia's economy, the complexity of issues involved, and the long lag times before benefits accrue to individual businesses. SSA is helping the seafood industry to connect into government trade and market development initiatives that have been accessed by other primary industries for years.

SSA's input into Codex during 2002 was instrumental in helping to achieve a satisfactory resolution to proposed maximum levels for cadmium in crustacean that would have cost Australia hundreds of million of dollars in lost export revenue and wreaked havoc in Australia's prawn and lobster industries. SSA's scientific reviews were also instrumental in FSANZ's decision to remove the nil tolerance for *Listeria* in seafood from the Food Standards Code.

SSA activities relating to trade and market development are determined in very close consultation with industry and government. SSA does not get involved or invest in commercial seafood trade, or in activities that could involve commercial transactions in the competitive seafood market.

### **Seafood industry occupational health and safety**

SSA's services in this area are being defined in response to industry demand and to complement existing initiatives such the Western Australian Fishing Industry Council initiative currently being funded by the FRDC.

### **SSA Publications**

SSA has developed a comprehensive publications program that includes SSA's food safety and EMS publications, and publications developed under various FRDC funded projects. Approximately twenty organisations spanning all States and Territories are now agents for SSA publications and an on-line bookshop has been developed at <http://bookshop.seafoodserices.com.au>. Industry's response has been very positive and this program is already greatly enhancing the extension of R&D outcomes to industry.

### **Fish Names**

SSA is responsible for administering the National Fish Names Committee. The committee and fish names process has been refined in consultation with industry and government and significant progress has already been made on several long standing fish names issues. The Fish Names Committee has also played a key role in the development of the Australian Seafood Handbook (domestic species) and the Australian Seafood Handbook (imported species).

### **1300 seafood hotline**

SSA responds to over 300 calls to its toll free seafood hotline each month. The diversity of callers and topics on which information is being sought continues to expand.

### **Commercialisation**

SSA has conducted a review into commercialisation opportunities relating to all projects funded under the former National Seafood Centre. SSA is now developing a framework for evaluating the commercialisation potential of project outputs at the project evaluation stage.

### **SSA website**

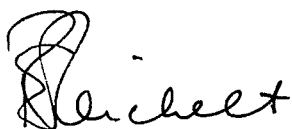
I encourage AFMF members to peruse the SSA website which provides more detailed information on SSA and its services. Please revisit the website from time to time as it is updated with the latest information on SSA and seafood industry development. We would also welcome feedback on how to improve the site, gaps in content from your perspective and so on.

I trust this information has helped you gain a better understanding of SSA. You may also wish to discuss the value of SSA's services with ASIC, State industry bodies, or agencies such as FSANZ, AQIS, Agriculture Fisheries and Forests Australia, Environment Australia or State food safety regulators.

I would also like to encourage you to link into the SSA Network, either by attending face to face meetings or by joining the growing number of people having input via the website.

Please do not hesitate to contact SSA Managing Director, Ted Loveday or me if we can be of any further assistance. I have also asked Ted to contact you with the view to arranging a meeting to discuss industry development opportunities.

Sincerely



Professor Russell Reichelt  
Chairman, Seafood Services Australia

**CC:** SSA Directors  
FRDC Directors  
ASIC Directors

**Attachments:** Fast facts on SSA  
Australian Seafood Standard – Version 8  
Seafood EMS Chooser  
Guidelines for food safety in seafood processing  
SSA means business