

**Sea Fish Industry Authority
Invitation to Tender
(Open Procedure)**

**Identification of the issues, needs, and best practice
of skills, recruitment, and retention in England's seafood industry**

**Issued on: 16 September 2019
Seafish Reference No: TD2020-003**

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1. INTRODUCTION

Seafood 2040 (SF2040) is an England-only strategic and collaborative 2 year project facilitated by Seafish in partnership with Defra and other various seafood industry partners. It is the result of shared enterprise from stakeholders across the seafood supply chain in pursuit of a forward thinking action plan. SF2040 consists of 25 recommendations that set out a vision for a thriving seafood industry. Collaboration, research, innovation and best practice are important drivers throughout the framework.

SF2040 was delivered to the Minister of State at the Department for Environment, Food and Rural Affairs, George Eustice, in November 2017 who gave his support. The framework was published in the public domain in December 2017. Funding was successfully granted from the European Maritime & Fisheries Fund (EMFF) and the project runs from September 2018 – 2020.

Whilst SF2040 is focused solely on the English seafood industry, it is acknowledged that implementation of the recommendations will have a positive impact on the whole of the UK seafood industry.

SF2040 is the first step in a longer journey, however, it sets out a shared destination that will hopefully inspire great work and deliver real value for the English seafood industry. For further information on the SF2040 Strategic Framework please go to: <https://www.seafish.org/article/seafood-2040>

Before making the decision to bid for this tender, please note that the project is dependent upon external funding. Seafish intends to apply to the EMFF and as part of the process an invitation to tender is required. This project will not occur without external funding.

1.1 REQUIREMENT

Seafish wants to appoint an experienced researcher, consultant or consortium to deliver part of SF2040 Recommendation 16:

- *Map skills, recruitment and retention needs and issues across the entire value chain and*
- *Review best practice with regards to training, skills development and workforce retention within the UK and overseas*

Project Purpose

In this era of Brexit uncertainty and struggling workforce retention across the entire English seafood industry, the sectors need information, support and a joined-up approach to better understand labour market patterns as well as recruitment and retention issues and solutions. Also, improved training, ongoing skills development, and career planning are additionally required in order to ensure the industry has the tools to prosper and attract and retain talent whether local or international.

Unfortunately the last comprehensive labour market research for the seafood industry was conducted in 2001. In 2002, 73 seafood industry-led National Training Organisations were scrapped in favour of fewer, bigger Sector Skills Councils. Since then the training skills and qualifications interests of the seafood industry have been split between bodies representing the food and drink sector, retail, and catering and hospitality. Fishing, as part of the maritime sector, was left out because it was not big enough to qualify as a Sector Skills Council. As a result, detailed and comprehensive labour market intelligence for the entire seafood industry has been intermittent and inconsistent.

England needs labour market, skills development, recruitment, and retention intelligence and solutions. This application proposes to provide that information through:

1. Updated labour market intelligence such as data analysis and reporting of migration and labour force patterns
2. An assessment of the industry's recruitment and retention needs and issues
3. An assessment of national and international best practice in training, skills development, and workforce retention
4. A review of the current training infrastructure to identify areas of improvement
5. Recommendations from net to plate based on the information and findings captured in the steps above.

This project will include in-depth individual sector research (e.g. catching, processing, aquaculture, etc.), rigorous government and industry stakeholder consultation (regional workshops and one-to-one interviews), and detailed analysis of training provision and needs as well as access to that training. It is expected the project will identify issues and needs that translate into solutions enabling government and industry to develop a partnered approach that supports the industry's needs in the future and ensures they can capitalise on opportunities for growth.

Life post-Brexit will have challenges as well as opportunities. With increasing competition in specialised services and ever-demanding market and labour shortages, England's seafood industry recognises that recruitment, training, and employee development will be even more important in the future if they are to maintain a competitive edge. Thus, supplying the government and industry with relevant information and recommendations will ensure a robust, future-proof solution to their labour needs.

Project Aims

The aims of this project are:

- To establish current skills levels, and recruitment and retention levels and planning;
- To improve our understanding of potential skills and training provision gaps;

- To identify current recruitment problems, trends and likely future labour market demands;
- To identify best practice in seafood training, recruitment, and retention beneficial to the industry;
- To obtain reliable and detailed reference data covering employment patterns in the seafood industry in England; and
- To recommend actions based on the overall analysis to ensure a labour force that is suitably trained and skilled to meet its future requirements and an industry that can effectively address the skills, recruitment and retention needs and issues.

Project Scope

The project scope includes:

- England only;
- All the sectors within England's seafood industry including catching, aquaculture, processing primary, processing secondary, retail, and food service, and transport logistics; and
- A consideration of training needs and delivery in those industries/sectors where common standards (or Certificates of Equivalence) apply to ensure the labour force is both flexible and able to take advantage of employment opportunities that may emerge in future.

Project Oversight

The SF2040 Chair and Project Manager will oversee the work to ensure successful delivery. The Head of the Seafish Safety, Training & Services team will provide specialist technical support.

Key stakeholders from government and industry have been asked to participate in a Project Steering Committee, including the Head of Seafish Safety, Training and Services. This group will provide guidance and oversight of progress through monitoring the quality of the project as it develops and advising on the findings and resulting recommendations. The successful consultant/consortium will present their work to the PSC for comment at two specific milestones as determined by the Timetable of Activity (Section 1.2).

Project Stakeholder Management

SF2040, the Project Steering Committee, and the successful consultant/consortium will work with the following stakeholder groups in order to deliver a cohesive and targeted approach to ensure the project meets their requirements and avoids duplication with other surveys/studies/results:

- **Government Departments** – including Defra, the Department for Transport and its executive agencies responsible for seafarer safety (the Maritime & Coastguard Agency and the Marine Accident Investigation Branch) and the Department for Education
- **Employers/Trade Bodies** – including the National Federation of Fishermen's Organisations

(NFFO), the British Ports Association (BPA), the British Retail Consortium (BRC), the British Frozen Food Federation (BFFF), the National Federation of Fishmongers (NFF) and the National Federation of Fish Friers (NFFF)

- **Sector Skills Bodies** – including the Maritime Skills Alliance (MSA), the National Skills Academy for Food and Drink, and People First
- **Training Providers** – including Seafish's network of Approved Training Providers, Colleges of Further and Higher Education and Universities

Project Milestones and Outputs

The expected milestones are:

- Onset: Project scoping, planning and contract agreement
- Mid-way: Presentation to Project Steering Committee of initial findings
- Conclusion: Final presentation to the Project Steering Committee

The expected outputs are:

- A final report
- Data compiled neatly and coherently in an Excel format for Seafish further analysis

Project Timeframe

The research project is 5 months: December 2019 – May 2020.

1.2 TIMETABLE OF ACTIVITY

DATES	ACTIVITY	MILESTONE	OUTPUT	RESPONSIBILITY
September 2019	Invitation to Tender		Successful bidder selected	Seafish (SF2040 and Safety, Training & Services team)
October – November 2019	Secure funding		EMFF contract	Seafish
December 2019	Contract negotiation and project scoping and planning with SF2040	1 st milestone – project has started	Signed contract with Seafish and agreed project plan	Seafish and Consultant/Consortium
January - March 2020	Develop short survey, workshop and interview questions, conduct 3 regional workshops and one-to-one interviews (on the phone or scheduled around the workshop if in the same region), collect and analyse data, and begin to develop initial findings and recommendations		First draft outline in March	Consultant/Consortium

	Seafish (SF2040 and Safety, Training & Services teams) will assist with determining the stakeholders to email the survey or ask to participate in a workshop or one-to-one interview		Stakeholder Engagement Schedule	Seafish and Consultant/Consortium
End of March 2020	First presentation to Project Steering Committee for comment on findings, research, data, and any related discussion	2 nd milestone – mid-project	Presentation of preliminary research and findings	Consultant/Consortium
Mid-April 2020	Finalise research and analysis and submit draft of report for peer review		Draft of complete report	Consultant/Consortium
End of April 2020	Peer review by Safety, Training, and Services team		Completed peer review	Seafish
May 2020	Project completion - report and data set finalised and presentation to Project Steering Committee	3 rd milestone – end of project	Report, data set and presentation	Consultant/Consortium

1.3 BUDGET

The tender is worth £47,400 + VAT for five (5) months. Please provide a detailed budget proposal of how the funding would be spent, specifically, who will be doing the work and their roles, levels of expertise and relevant experience to the project subject matter. Please include the number of days to be allocated to the project and how quality control of project and data results will be assured.

Within the £47,400 please include travel, hotel and subsistence costs for the following:

- One planning and scoping meeting with the SF2040 Project Manager in London (this meeting can be done via phone or Skype if the bidder is outside of the London region)
- A maximum of three regional 4-hour workshops (1 in the Southwest such as Exeter or Plymouth; 1 in Grimsby/Humberside; 1 in London if deemed necessary)
- Two presentations with the Project Steering Committee in London or Grimsby/Humberside
- £100 to cover potential parking fees, and taxi and tube fare to and from rail stations

The SF2040 programme adheres to the Department for Environment, Food and Rural Affairs (Defra) travel policy. Please refer to Annex 1 to include their caps on spending for subsistence and hotel in your proposed budget. In brief:

- Standard class for all train travel is required
- Hotel rooms in London are capped at £130 per night and elsewhere £75 per night
- Subsistence is £5 if away from home for more than 5 hours and £20 if away for 24 hours.

Please review Annex 1 to ensure your travel budget includes the correct caps.

2. STATEMENT OF REQUIREMENTS

2.1 SCOPE

Tenders are invited to collect quantitative and qualitative data on seafood labour market intelligence (e.g. migration, labour force patterns, etc.) and conduct regional workshops and interviews as well as develop a survey in order to assess and review the seafood industry's:

1. recruitment and retention needs and issues
2. national and international best practice in training, skills development, and workforce retention
3. current training infrastructure to identify areas of improvement

The data collection, assessment and review will culminate in meaningful and feasible recommendations from net to plate based on the information and findings captured.

Seafish requires a consultant, researcher, agency, and/or consortium that will be able to deliver the following activities and outputs:

- Bespoke qualitative and quantitative research resulting in a tidy, easy to follow dataset in Excel format for future use by Seafish and other stakeholders
- Final report with an Executive Summary, Recommendations, Conclusion and Reference sections with clever and relevant infographics for easy digestion of data etc.
- Two stages of presentations to the Project Steering Committee

2.2 RESPONSIBILITIES OF THE CONTRACTOR

Seafish is looking to appoint a consultant/researcher/agency /consortium that have demonstrable experience in:

- Education and skills research, knowledge of official statistics and open data sources, and qualitative and quantitative research methods
- Leading workshops and interviews to gain information and data and to test ideas
- Report writing in plain English with a strong narrative supported by robust analysis, fit for purpose recommendations, and excellent use of graphics
- Presenting results in an articulate and dynamic manner
- Knowledge of the seafood industry would be helpful

All research will become the property of Seafish (as per our conditions of contract – see appendix 2).

As part of this process, we require complete access to all presentations, data, and reports.

2.3 CONTRACT MANAGEMENT

The contract will be managed by Kimberly Cullen, SF2040 Project Manager.

3. INSTRUCTIONS FOR TENDERING

3.1 Format of Response

Tenderers are required to submit the following:

1. Completed Declaration (Appendix 1)
2. Presentation document (max 4 pages) covering all aspects mentioned in Sections 1.1-2.1:
 - Name of the tenderer(s), status in the company, and name of person for further contact if different than the tenderer(s)
 - 2 page (max) CV of the sole researcher. If there will be a team working on the project, 2 page CVs of each member are also required
 - Proposal for delivery based on the requirement as listed in Section 1.1
 - Evidence of capabilities and track record, including examples of relevant projects successfully completed. Examples can be submitted separately from the 4 max page requirement. Please include 1-2 examples only
 - Details and testimonials from two referees in relation to excellent quality of qualitative research methods (focus group, interviews), quantitative research methods (development of survey questions, and data compilation and interrogation) and report writing
 - A cost proposal based on the scope of work (Sections 1.1 and 2.1):
 - Fees broken down by staff time/activity
 - Reporting and management fees
 - Any other indicative costs for travel and related costs as discussed in Section 1.3.
 - Total cost
 - Please include the VAT (20%) in your Budget (Section 1.3)

Seafish reserves the right to reject any response which fails to meet any requirement set out in this ITT.

3.2 Tender Return Date

Tenders should be returned no later than **4pm on Thursday 3 October 2019.**

3.3 Submission Details

Responses must be submitted electronically to: Kimberly Cullen, SF2040 Project Manager,
kimberly.cullen@seafish.co.uk

3.4 Timeline of Tender Process

The tender process timetable is as follows:

Actions	Date(s)
Distribution of application to tender document	Monday 16 September 2019
Last date for receipt of tender document submission	4pm, Thursday 3 October 2019
Assessment of tenders received and follow up as required	w/c 7 October 2019
Agencies invited to present* (TBC)	w/c 7 October 2019
Notification to successful applicant of intent to award contract	Thursday 10 or Friday 11 October 2019 (if no presentations required) OR 14-16 October 2019 (if presentations required)
Notification to unsuccessful applicants	w/c 14 October 2019
Contract commencement date if EMFF bid is successful	w/c 9 December 2019 or 16 December 2019

*Given tight turnaround, bidders will present if we cannot agree on who to appoint from the proposals.

3.5 Awarding Criteria

Seafish will award the work to the consultant which offers the most advantageous proposal in terms of value-for-money, experience, and other factors as specified within this document. In the interest of ascertaining the highest level of transparency, fairness and competition the below evaluation matrix will be used to score each tender and presentation (if required).

Criteria	Weighting (%)
<u>Experience and Expertise</u> We are looking for bidders that are: <ul style="list-style-type: none">• Suitably qualified/experienced in qualitative and quantitative research with proven, demonstrable use of sound methods• Knowledgeable of the UK education and skills landscape• Knowledgeable of official statistics (i.g. government education, labour and population data) and open data sources including where to find the data• Experience in the seafood industry	30%
<u>Interpretation of the brief</u> Understanding of the brief and ability to meet the required objectives	50%
<u>Service Level</u> How will you conduct the quantitative and qualitative research (including the facilitation of the survey, workshops, and interviews; gathering data/information on labour market and from what sources; finding best practice in recruitment, retention, and training in the seafood industry; and interrogating the data etc), construct the narrative and present the information?	20%

3.6 Recovery of Costs

An applicant is not entitled to claim from Seafish any costs or expenses incurred in preparing the tender document whether or not it is successful.

3.7 Terms of Supplier Contract

It is a condition of participation in this Procurement Exercise that the Tenderer accepts the Seafish Terms and Conditions attached in Appendix 2.

3.8 Exit Management

Please refer to Appendix 2, section 9.

APPENDIX 1:

Declaration of Tenderer

*I/We the undersigned do hereby contract and agree on the acceptance of the Tender by Seafish, to provide the goods and/or services in the Specification in accordance with the Schedules, at the accordance with the Seafish Terms and Conditions of Contract which appear in this set of documents.

*I/We the undersigned undertake to submit a tender in accordance with the following documents:

- Declaration of Tenderer
- Pricing Schedule
- Agency presentation

*I/We agree to abide by this tender from **4pm on Thursday 3 October 2019**, the date fixed for receiving tenders, until the Award of Contract.

*I/We understand that Seafish is not bound to accept the lowest or any tender and shall not be bound to use the contractor as a sole supplier.

*I/We understand that the service provision will commence on the dates specified, unless the Contract is terminated in accordance with the provision of Seafish terms and conditions of contract.

Signature:

Name:

(BLOCK CAPITALS)

Designation:

Duly authorised to sign Tenders for and on behalf of:

Name of Tenderer

Nature of Firm

Address

Telephone No

E-mail

Date

It must be clearly shown whether the Tenderer is a limited liability company, statutory corporation, partnership, or single individual trading under his own name.

APPENDIX 2: Conditions of contact (for reference)

SUPPLIER AGREEMENT Between:

XXXX, (the “**Supplier**”) and the **SEA FISH INDUSTRY AUTHORITY** (a statutory body established under the Fisheries Act 1981), with its head office at 18 Logie Mill, Logie Green Road, Edinburgh EH7 4HS (“**Seafish**”)

IT IS AGREED between the Supplier and Seafish as follows:

1. **Work** – Seafish has requested the Supplier to undertake _____, further details of which are contained in part 1 of the **Schedule** attached to this Agreement (the “**Work**”). The Supplier has agreed to undertake the Work in accordance with the terms of this Agreement.
2. **Term** - The Work will commence on _____ and will be completed by _____.
3. **Fee** - The fee for the Work will be £80,000 exclusive of VAT at the standard rate (where applicable) and shall be payable in accordance with the payment provisions set out in part 2 of the **Schedule** attached to this Agreement. Seafish agrees to make payment within 30 days of receipt of a valid invoice. The fee set out in this clause is a fixed sum and may only be varied in accordance with the terms of this Agreement.
4. **Expenses** - All expenses (including travel costs) must be agreed in advance and will only be payable by Seafish subject to the Supplier: (a) obtaining Seafish’s prior written consent to such expenses; and (b) providing evidence to prove such expenditure.
5. **Taxes** - The Supplier shall pay all taxes and other outgoings or expenses payable in consequence of the Agreement and shall fully indemnify Seafish in respect of any demand, costs or expenses suffered by Seafish in relation to any tax or employer’s National Insurance contributions or expenses payable in respect of the Supplier, its employees, agents or permitted sub-contractors or in relation to the provision of the Work.
6. **Standard** – The Supplier agrees to undertake the Work: (a) with all reasonable skill and care and in accordance with best practice in the industry; (b) in a proper, diligent, expeditious and professional manner; and (c) in accordance with any reasonable policies or guidance supplied by Seafish.
7. **Materials** - The Supplier shall provide all materials and equipment necessary to carry out the Work.
8. **Failure** – In addition to the rights set out in clause 9, in the event that the Supplier fails to perform the Work to a satisfactory standard, Seafish may request that the Supplier remedy the failure by providing the Supplier with details of the nature of the complaint. If, after reasonable notice the complaint remains unremedied, Seafish may:

- 8.1 suspend all further payments to the Supplier until the complaint is remedied to the reasonable satisfaction of Seafish; and/or
- 8.2 make any or all further payments to the Supplier subject to such reasonable conditions as Seafish may specify.
9. **Termination** – Seafish may terminate the Agreement by written notice if the Supplier: (a) commits a material breach of this Agreement; (b) fails to rectify a complaint notified to it in accordance with clause 8 within a reasonable period of notice; (c) ceases to carry on business; or (d) becomes insolvent, apparently insolvent, has a receiver, manager, administrator or liquidator appointed in respect of its assets or business, or suffers any similar action.

In the event that Seafish terminates the Agreement in the manner described above, Seafish is entitled to demand immediate repayment of (in which case the Supplier shall immediately repay) the whole or part of any payments already made to the Supplier which relate to the Work which has not been satisfactorily performed.

Seafish may also cancel any part of the Work due to unforeseen circumstances beyond Seafish's control, by giving the Supplier notice to that effect. In such circumstances the parties shall use its reasonable endeavours to agree the amount by which the fees payable by Seafish under this Agreement shall be reduced on a pro rata basis, to take account of the fact that the part of the Work is no longer required.

10. **Limits on Liability** -

- 10.1 Subject to clause 13 and the provisions of this clause 10, the aggregate liability of either party for any breach of the terms of this Agreement (including delict, tort, negligence or otherwise) shall be limited to twice the amount of the fees payable under Clause 3.
- 10.2 Subject to clause 13 and the provisions of this clause 10, neither party shall be liable to the other for any: (a) indirect, special or consequential losses or damage; or (b) loss of profit, business, or revenue; which arise out of or in connection with this Agreement.
- 10.3 Nothing in this Agreement excludes or limits the liability of either party for death or personal injury caused by that party's negligence or from fraudulent misrepresentation.

11. **Confidentiality** – Both parties undertake to treat any confidential and proprietary information disclosed to it by the other party as secret and confidential and will not use it for its own benefit or the benefit of any other party, other than for purposes required or permitted by this Agreement or as are otherwise required to make use of the Work. Neither party will disclose the other party's confidential information without the prior written consent of the disclosing party, other than to such of its employees who reasonably require to have the same and are bound by duties of confidentiality.

For the avoidance of doubt, the obligations set out in this clause will not apply to any information: (a) which is or enters the public domain (other than as a result of a breach of the Agreement); (b) that has been developed by the receiving party independently of disclosure; and/or (c) which requires to be disclosed by law, (including disclosures under the Freedom of Information Act 2000).

The Supplier agrees to assist and co-operate with Seafish in connection with any request for information made to Seafish under the Freedom of Information Act 2000 or any other relevant statute.

12. **IPR** - All intellectual property rights, (including but not limited to patents, copyrights (including copyright in any software), design rights, trade marks, database rights, moral rights, domain names, rights in and to trade or product names, inventions, discoveries and know how), created, developed or otherwise arising from the performance of the Work (the “**Resultant IPR**”) shall belong to and from their creation become the exclusive property of Seafish.

The Supplier hereby assigns to Seafish (and insofar as it is not competent for the Supplier to currently assign, hereby undertakes and agrees to assign to Seafish, all future rights from the date of creation), free from any encumbrances, its whole right, title and interest in all Resultant IPR without any additional charge. The Supplier irrevocably waives in favour of Seafish: (i) all moral rights it may have in terms of Chapter IV Part I of the Copyright, Designs and Patents Act 1988; and (ii) any similar rights in any part of the world, in and to the Resultant IPR. The Supplier shall procure that all employees, third parties and sub-contractors used in the creation or development of the Work shall similarly waive such moral rights in and to the Resultant IPR.

The Supplier shall, at Seafish’s discretion, execute any further documents, forms and authorisations anywhere in the world and perform any such acts or things as Seafish may require to enable Seafish to secure full legal title to the Resultant IPR. The Supplier warrants to Seafish that the Work is its own original work and the Resultant IPR is not subject to any third party claims, liens, charges or encumbrances of any kind and that the Supplier is free of any duties or obligations or liabilities to third parties which may conflict with the terms of this Agreement.

13. **Indemnity**- The Supplier shall indemnify Seafish in respect of: (a) any breach or non-observance of the obligations incumbent upon them in this Agreement; (b) from any breach of the warranties provided; and (c) from any claim that the Resultant IPR infringes (or allegedly infringes) the rights of any third party.
14. **Insurance** – The Supplier shall effect and maintain at all times during the term of this Agreement, adequate insurance cover (including professional indemnity insurance) to cover liabilities under this Agreement, with a reputable insurer.
15. **Property** - The Supplier will not have any rights to Seafish property (including but not limited to information and data) and will promptly return all such property belonging to Seafish in its possession when asked to do so by Seafish or on the expiry or termination of this Agreement.

16. **Data Protection** - Each party must comply with all data protection laws that apply to it in relation to any personal data processed in connection with this Agreement.
17. **Sub-contract/Assignment** - The parties hereby agree that no sub-contracting is permitted by either party without the prior written approval of the other. Neither party shall be entitled to assign any part of the burdens or benefit of this Agreement without the prior written consent of the other party.
18. **Waiver** - The failure of either party to exercise or enforce any right conferred upon it by this Agreement shall not be deemed to be a waiver of any such right or operate so as to bar the exercise or enforcement of such right at any time or times in the future.
19. **Publicity** - No announcement or communications concerning the terms or conditions of this Agreement shall be made by either party without the prior written consent of the other party except to the extent any statement or disclosure may be required by law.
20. **Independent Contractor** – The parties are independent contractors and nothing in this Agreement shall constitute, nor imply the constitution of, any partnership, association, joint venture or any relationship of principal and agent between the parties.
21. **Entire Agreement** - This Agreement supersedes all prior agreements and arrangements and sets out the entire agreement and understanding between the parties relating to the provision of the Work.
22. **Variation** - No variation of any of the terms of this Agreement shall be effective unless it is agreed in writing and signed by both parties.
23. **Force Majeure** - If either party is prevented from or delayed in performing any obligations under this Agreement by reason of any circumstances beyond its reasonable control it shall be excused performance to the extent affected by such circumstances, so long as it shall both give prompt notice to the other party and use all reasonable commercial endeavours to remove or avoid such circumstances cause or effect.
24. **Governing Law** - This Agreement is made under and governed by Scots Law and the Scottish courts will have exclusive authority to settle any dispute arising under or in connection with it. IN WITNESS WHEREOF this Agreement together with the Schedule is executed as follows:

Signed for and on behalf of **SEA FISH INDUSTRY AUTHORITY** by

<div>(Signature)</div> <div>_____</div>	in the presence of this witness	
<div>(Full Name)</div> <div>_____</div>		<div>(Witness' Signature)</div> <div>_____</div>
Authorised Signatory		<div>(Full Name)</div> <div>_____</div>
<div>(Place of Signature)</div> <div>_____</div>		<div>(Address)</div> <div>_____</div>
<div>(Date of Signature)</div> <div>_____</div>		<div>_____</div>

Signed for and on behalf of _____ by _____

<div>(Signature)</div> <div>_____</div>	in the presence of this witness	
<div>(Full Name)</div> <div>_____</div>		<div>(Witness' Signature)</div> <div>_____</div>
<div>(Position)</div> <div>_____</div>		<div>(Full Name)</div> <div>_____</div>
<div>(Place of Signature)</div> <div>_____</div>		<div>(Address)</div> <div>_____</div>
<div>(Date of Signature)</div> <div>_____</div>		

APPENDIX 3: The Seafood 2040 Strategic Framework is in the public domain and is in a PDF format that can be downloaded from:

<https://www.seafish.org/article/seafood-2040>

APPENDIX 4: Defra Travel Policy

Subsistence

Subsistence may be claimed where the following conditions apply:

- the expense arises necessarily from the proper performance of the claimant's duties
- the expense is incurred whilst away from the claimant's regular place(s) of work or while staying away from home
- the expense incurred is reasonable and additional to the employee's normal expenditure
- the claim is fully supported by receipts submitted with the claim
- the claim is within the limit for each category, as set out below.

One meal (5 hour rate): A person claiming for one meal would be expected to be away from his/her base for a period of more than five hours.

Two meals (10 hour rate): A person claiming for two meals would be expected to be away from his/her base for a period of more than ten hours.

Three meals (12 hour rate): A person claiming for three meals would be expected to be away from his/her base for a period of more than twelve hours.

24 hour claim: A person can only claim under this heading if there is an overnight stay at a hotel where lunch and/or dinner is not included in the hotel claim. Additional meal claims as set out above apply for periods in excess of 24 hours.

Employee subsistence rates	Upper limits
One meal (5 hour) ceiling	£5
Two meal (10 hour) ceiling	£10
Three meal (12 hour) ceiling	£15
24 hour ceiling	£20

Claims for soft beverages may be made within each meal claim provided that receipts are produced and the claim falls within the applicable ceiling.

The period of absence is defined as the elapsed time from leaving home or normal operating base to return.

These expenses **cannot** be claimed if:

- a meal or beverage is not purchased
- the meal does not constitute additional expenditure

- the “staying with friends or relatives allowance” is claimed (in which case the 24 hour claim is not allowed)
- meals have been taken at home
- meals are provided during a training course, conference or similar activity
- meals are provided on the train or plane and included in the ticket cost.

Additionally, alcohol cannot form part of any claim.

Hotel rates

Location	Current rate
London (bed and breakfast)	£130 per night
Rate for specific cities (bed and breakfast)	Bristol (£100 per night) Warrington (£90 per night) Reading (£85 per night)
UK other (bed and breakfast)	£75 per night

Friends and family allowance

When individuals choose to stay with friends or family while on official business they are entitled to claim a flat rate allowance. The current allowance is £42 per night. This expense is taxable and the rate has been set to reflect this.

Tips and gratuities

Discretionary tips at restaurants, if appropriate in the circumstances, should be requested to be properly incorporated into the bill (it would automatically be the case where payment is made by credit card and you choose to add the tip before entering the PIN number). The maximum should be 10%

Alcohol

Costs relating to alcohol will not be reimbursed.