



STRATEGIC FRAMEWORK

2026

- OUR THREE CORE PILLARS FOR 2026

Our Mission

For over a century, Britain's fish and chip shops have been at the heart of our communities. We are more than just takeaways – we are gathering places, employers, apprenticeships providers, and proud custodians of a national tradition recognised around the world. Yet today, independent fish and chip businesses face growing pressures that threaten their future.



The National Federation of Fish Friers is dedicated to protecting, promoting, and advancing the fish and chip industry. We champion the interests of our members, uphold the highest standards of quality and sustainability, and ensure the voice of our sector is heard at every level. Through advocacy, training, and innovation, we support growth, encourage excellence, and secure a thriving future for Britain's most iconic takeaway.

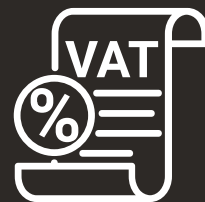
Our strategy is built on three core pillars...



1. Protecting and Promoting Independent Fish & Chip Shops



2. Raising Standards



3. A Fairer Tax System



1. Protecting and Promoting Independent Fish & Chip Shops

Fish and chip shops are more than businesses – they are part of Britain’s cultural fabric. The NFFF stands proudly to defend and celebrate them.



WE ARE MEMBERS

We commit to:

- Lobbying government and industry to ensure the voices of independent friers are always heard.
- Championing the role of fish and chips as a symbol of British heritage and community life.
- Promoting the industry nationally and internationally to keep fish and chips at the heart of Britain’s food identity.
- Making the Seafish Levy work better for the fish and chip sector.

Protecting and promoting independents means securing the future of local high streets and preserving the unique character of our trade, and the many jobs they provide.

2. Raising Standards

The NFFF is committed to excellence. Our reputation – and the future of our industry – depends on the quality, safety, and sustainability of the food we serve.

We pledge to:

- Champion best practice through training, accreditation, awards, and professional development.
- Support training and skills programmes to bring new generations into the trade and upskill the existing workforce.
- Lead on sustainability by promoting responsibly sourced fish, minimising waste, reducing carbon footprints, and helping shops adopt greener practices
- Improve the reputation of careers in fish and chips by highlighting the fantastic opportunities they provide.



By raising standards, we safeguard the trust of our customers and the future of our national dish.

3. A Fairer Tax System

Independent fish and chip shops are the backbone of high streets, shopping parades and villages across the UK. But many are being driven to the brink by an uneven tax system that fails to recognise the challenges of small independent hospitality businesses.

We call for:

- A fairer VAT regime that levels the playing field between independent shops, large chains, and supermarkets.
- Targeted business rates reform to support small, community-focused shops.
- Support for sustainable practices through tax incentives that reward responsible sourcing, waste reduction, and energy efficiency.

A fairer tax system will ensure that hardworking friers can thrive, reinvest, and continue serving their communities.



Our Vision

We believe in a future where every independent fish and chip shop can flourish – supported by fairer taxation, strengthened by higher standards, and protected as part of our national identity.

The National Federation of Fish Friers will work tirelessly to ensure that fish and chips remain not just a meal, but a proud tradition, a sustainable trade, and a thriving part of Britain's communities.

Stronger Shops. Higher Standards. Fairer Tax.

That is our promise.

That is our blueprint to lay the foundations for a stronger future together.

