



FRDC

FISHERIES RESEARCH &
DEVELOPMENT CORPORATION

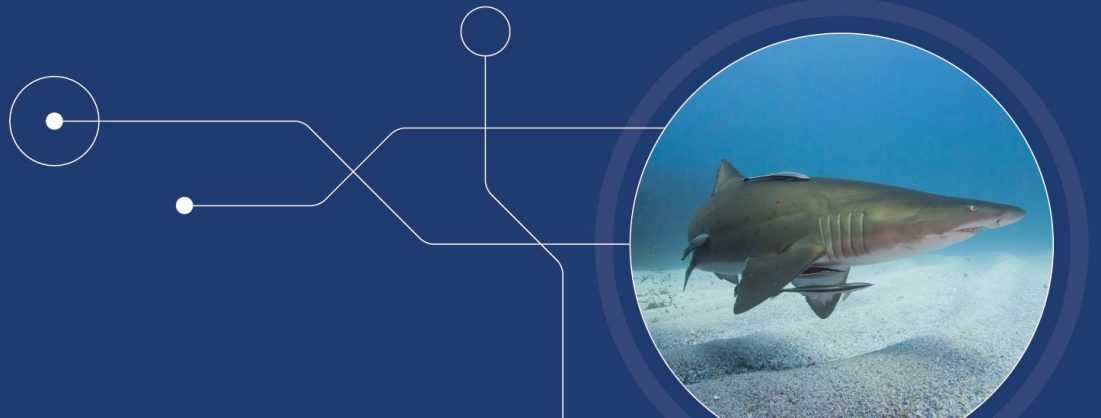
Workshop | Fisheries Research & Development Corporation

Workshop

Conversation Tracker

Stakeholder Workshop

November 15-16 2022



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Context

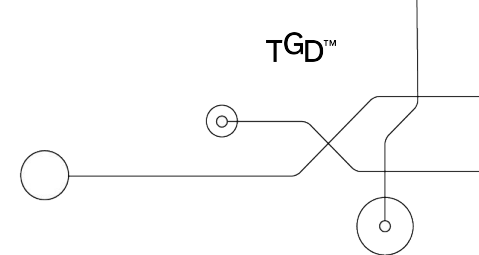
Background | The Fisheries Research and Development Corporation (FRDC) is implementing its current Research and Development Plan and through stakeholder engagement aims to provide an update, identify barriers and opportunities and co-design initial and potential solutions. Meaningful and considered engagement is required in order to cater to both diverse and aligned needs of the stakeholders. A workshop was delivered on the 15-16th of November 2022.

Purpose of the workshop |

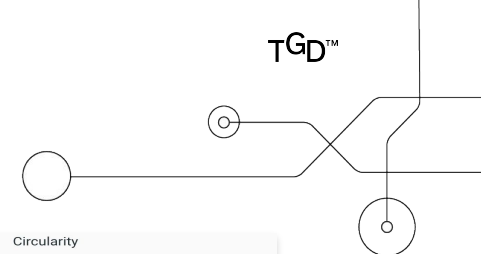
The Growth Drivers was engaged by the FRDC to design and facilitate the workshop. The role was to facilitate participants' collaboration and understanding of challenges and opportunities while co-designing new ways of working and delivering value. The workshop also aimed to co-design pathways and solutions for responding to ESG, Integrated Ocean Management and extension challenges driving increased adoption of R&D.

Structure of the document | This document follows a pattern of describing each activity, it's purpose and the results produced by participants engaging in the process.

Audience | The intended audience is the participants of the workshop.



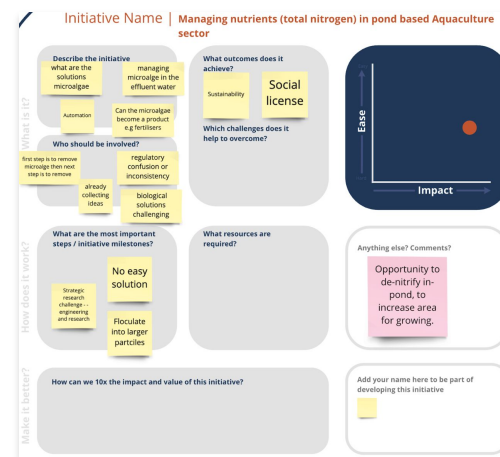
From Broad Opportunity to Program Consolidation



Executing the R&D Plan | Moving into 2022, and preparing for 2023, the need has transitioned towards bringing focus to what was a long list of important opportunities and challenges.

The attendance and participation in the workshop was designed in order to consider issues broadly while bringing closer focus and co-design methods to answer:

- How might FRDC create more user centric systems, processes, consultative structures and service offerings; and
- How might we refine a program of work in agreed priorities including ESG, Integrated Ocean Management and Extension.



Welcome & Introduction

Welcome to Country

Kaurna man, Uncle Mickey Kumatpi Marrutya O'Brien welcomed the participants of the workshop to country and engaged people in the stories and approaches of his people and country.

In particular, Uncle Mickey was able to relate an Aboriginal story about sharing knowledge and resources in a community setting, building understanding, empathy and collaboration to overcome shared obstacles.



Session 1

Systems, Processes & Consultative Structures

Welcome by Patrick Hone

Managing Director, FRDC

The FRDC acknowledges Australia's Indigenous people who are the traditional owners of country throughout Australia and recognises their continuing connection to lands, waters and culture. We pay respect to their Elders past and present, and extend that respect to all Indigenous people.

This workshop is about engaging meaningfully with you to work together and develop ideas so that we can understand the opportunities we have to solve some of our most complex challenges and realise our desired future.

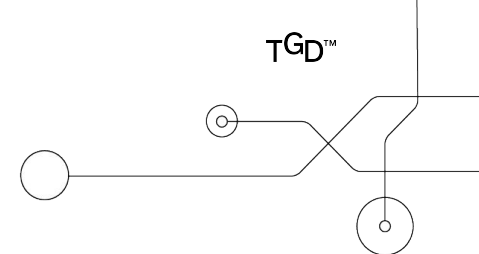
Today is a part of an ongoing process that helps us reflect on existing strategies and plans and step forward together adapting and adjusting our focus for long term strategic benefit of us all.

I want to thank you all for the time you've put aside to work collaboratively and look forward to a productive workshop.



What We Did | Day 1

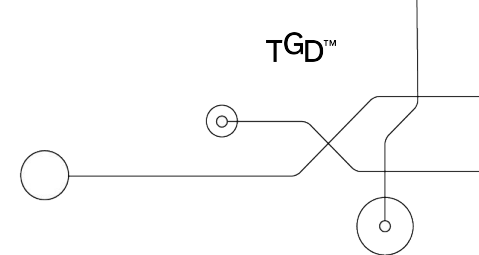
TGD™



Time	Session	Details
9.00	Welcome	Welcome to Country, Greeting, Introductions and Expectations
9.55	Patrick's Observations and Insights	Observations of current events and emerging trends, Issues and Opportunities
10:30	Morning Tea	
10:45	Progress update	Update on progress against R&D plan
11:15	Systems and Consultative Structures	Participant feedback on the RAC, IPA, Coordinating Programs, Calls & RFPs and Fishnet. How might FRDC deliver best value to stakeholders?
12:30	Lunch	
12:10	Services Feedback	How are FRDC services valued and used?
14.45	Integrated Ocean Management	Presentation from John Whittington (Blue Economy CRC) and working session co-designing options for FRDC to invest in
	Close	

What We Did | Day 2

TGD™



Time	Session	Details
9.00	Recap and plan for the day	Overview of results from previous day and plan for activities ahead
9.15	Exploring ESG	Understanding capability and perceived importance of various ESG categories. Prioritising FRDC investment in ESG programs
10:30	Morning Tea	
10:45	Exploring ESG (cont)	<i>Continued</i>
11:45	Extension Officer Network	Reviewing the FRDC Extension Officer Network
12:45	Lunch	
13.30	Extension Officer Network	<i>Continued</i>
14.10	Review, Thank you and Close	Review of workshop experience, closing remarks from Patrick and workshop close
	Close	

Participant Expectations

| Activity Purpose

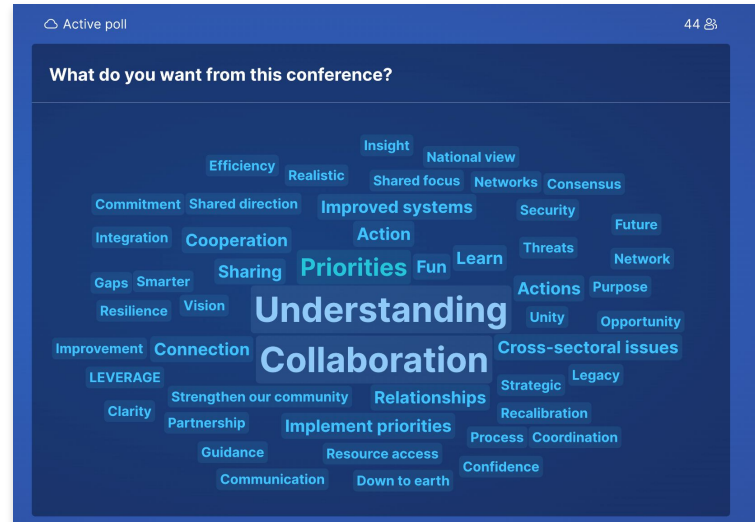
An initial expectation setting exercise was undertaken to gather both clear unifying expectations as well as the diverse needs of participants. This was captured through in-room facilitation of a conversation as well as an online poll (*results below*).

| Expectations Summary

Some very clear shared expectations were covered in this session:

Understanding | There was a sense that participants were seeking understanding about a range of topics, including different perspectives and experiences as well as the options FRDC may have to improve systems, develop clear directions and identify gaps.

Collaboration | Participants were clear on the fact of a number of issues on which collaboration would be important. These included resource access and security as well as other important cross sectoral / national priorities. Other related input included building relationships, strengthening community, cooperation and unity.



Systems, Processes & Consultative Structures

| Activity Purpose

In this activity, participants discussed what they valued in the existing systems, processes and consultative structures. They then discussed the challenges and opportunities with the purpose of the activity culminating in identifying key improvements that may work towards greater user centricity.

| Activity Overview

Participants were broken into groups focusing on each of:

- RAC - Nathan and Jamie
- IPA - Chris and Jen
- Coordinating Programs - Kylie and Cheryl
- Calls for investment - Crispian and Matt
- Fishnet - Kyaw Kyaw and Patrick

FRDC team members led discussion with the following questions guiding the conversation:

1. **What** do you value about this system, process or structure?
2. **How** might we get realise more value for users of this system, process or structure?

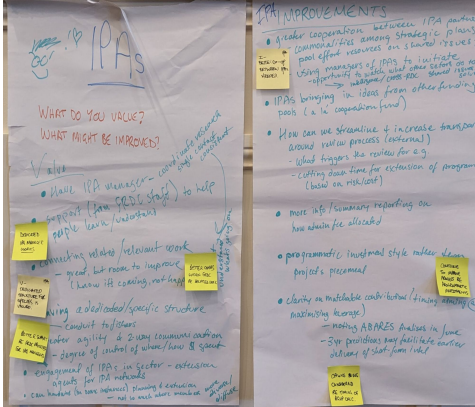
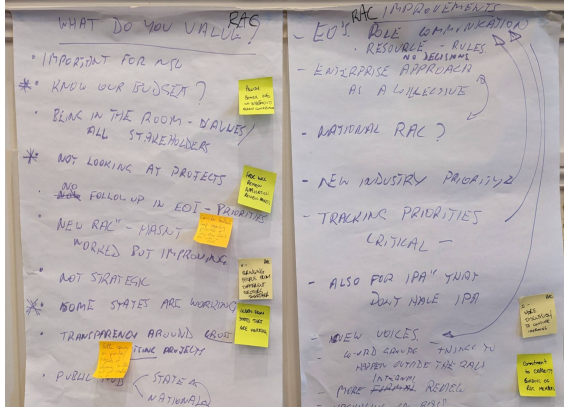
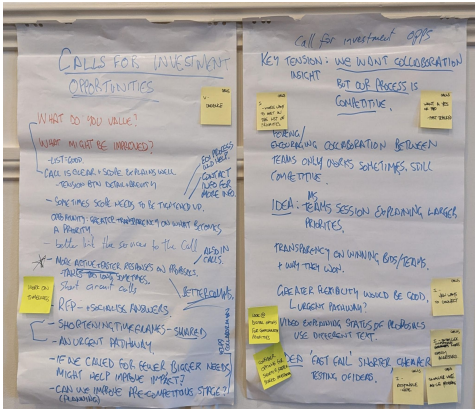
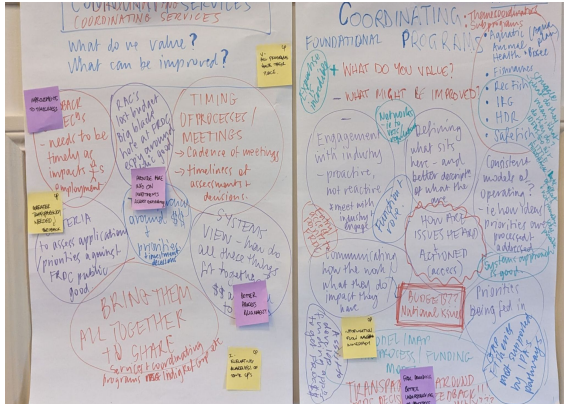
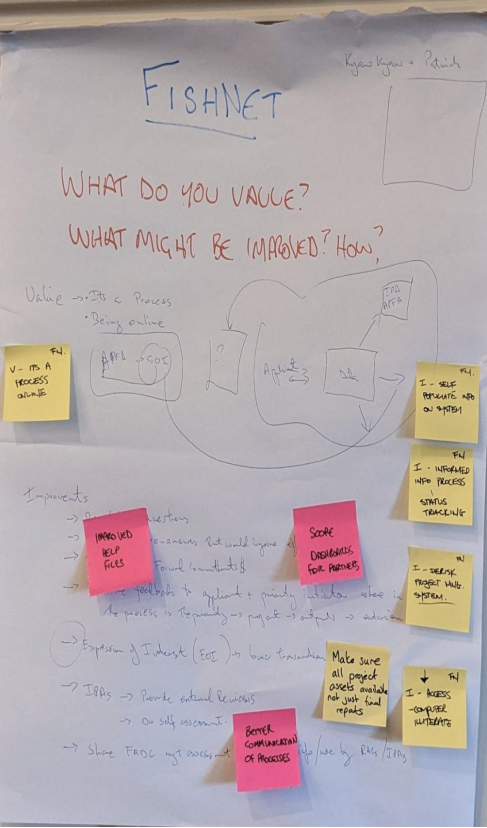
Challenge 1 | Activity 1

FRDC TGD™

What do you value about this process/ structure?

How might we get more value from this process/ structure?

Systems, Processes & Consultative Structures



Session Outcomes

RAC

Value |

- Bringing people from different sectors together

Improve |

- Need to provide RAC members with clearer information to understand their current position for the jurisdiction with respect to investments against contributions
- Engage RAC members with relevant expertise in application review process
- Better communication on priorities (including projects relevant but not created by RAC)
- Commitment to building capacity of RAC members to help them excel in their roles

IPA

Value |

- Dedicated IPA manager works well
- Dedicated structure for species is valued

Improve |

- Better comms within RDC related work
- Better support for FRDC processes for IPA managers
- More cooperation between IPAs needed
- Improve process for programmatic investments
- Options being considered in regards to timing of AGVP calculation

Calls for Investment

Value |

- Cadence

Improve |

- Consider options for shorter, faster, agile/staged investments
- Look at digital options to help communicate the intent of priorities to potential interested solution providers

Session Outcomes

Coordinating Programs

Value |

- All programs have their place

Improve |

- Provide more information on investments against contributions
- Elevating awareness of some coordinating programs
- Improve understanding of the process
- Timely flow of information

Fishnet

Value |

- Online process

Improve |

- Improve intuitiveness of help files for users
- Scope development of dedicated dashboards to give our partners a 'window in' to FRDC's systems
- Ensure all project assets are available, not just reports



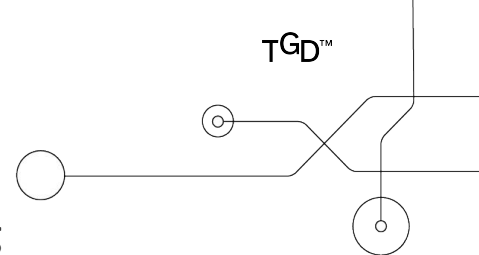
Next Steps

In order to address visibility, communication and participation in delivering results from innovation spend, consider developing an innovation blueprint defining user needs, solution and business model design and scaling.

Validate the findings from the workshop and gather more specificity on the end user outcomes from the proposed changes.

Develop an action plan for designing, testing and implementing proposed changes with consideration given to the system impacts of changes (e.g. implications of redirecting finite resources).

Develop a regular process in order to ensure innovation and improvement processes are a regular part of processes.





Session 2

Services

Services

| Activity Purpose

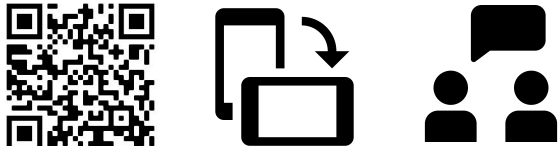
The purpose of this activity was to understand the value and use of approximately 20 different services that FRDC supports or provides. In addition to propagate a discussion about what changes to those services may attract more awareness and use.

| Activity Overview

Participants were asked to familiarise themselves with the list of services (*see Appendix*) and complete a live poll asking of each service on a 5 point scale:

1. **Value** - Rate the value of the service to your organisation
2. **Use** - How frequently do you use the service

Participants were requested to leave the response blank for those services that they did not have experience with.



None, Seldom

Leave blank if you don't know it

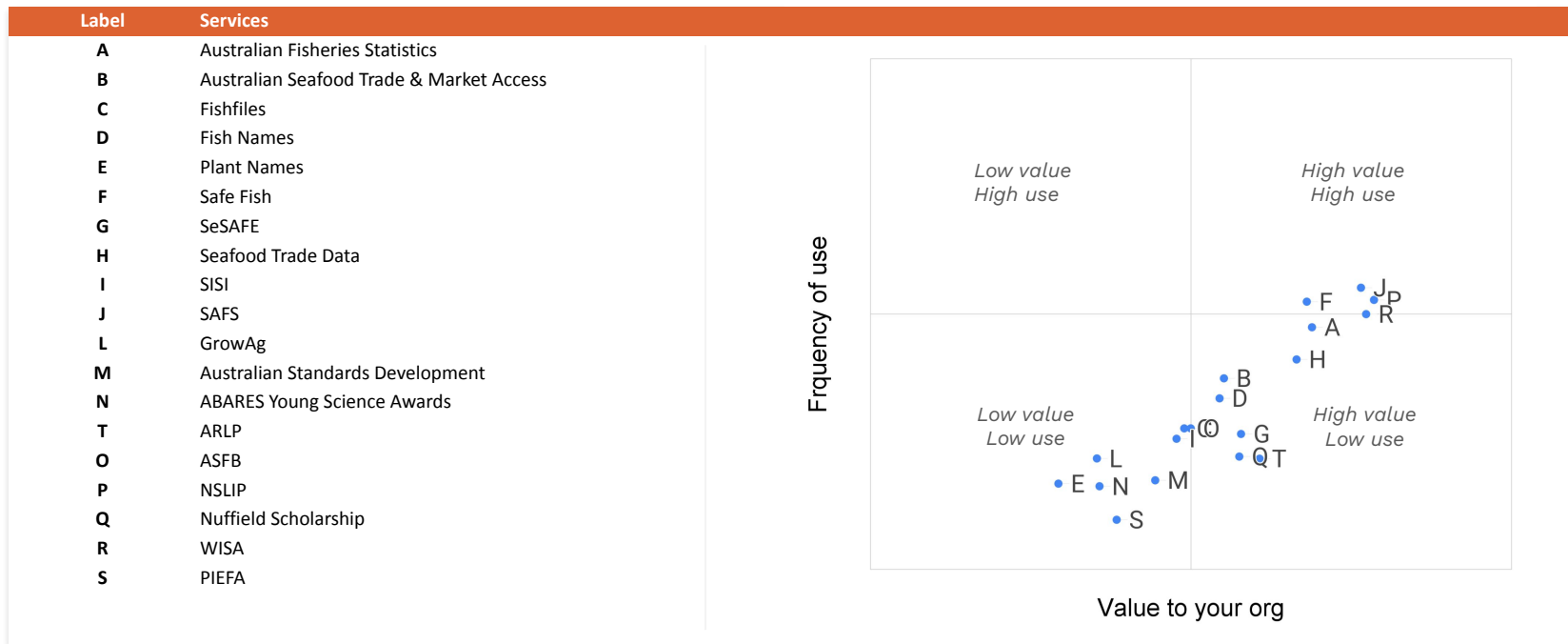
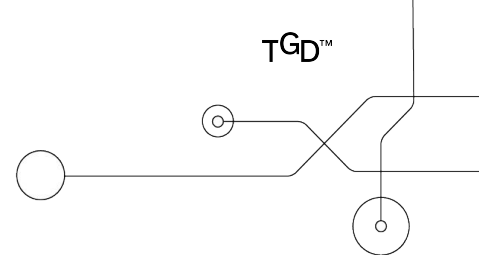
Critical, >Weekly

0 1 2 3 4

Value to your org	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Frequency of use	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

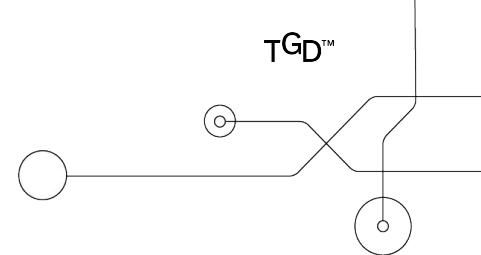
Services

Participant responses were collated into a visualisation as a on-the-fly 2x2 matrix as stimulus for discussion. We explored why services were rated as they were and how they might receive a different rating.



Next Steps

TGD™



Validate the findings from the workshop and gather more specificity on demand for specific opportunities (include aquaculture ponds in Safety Services).

Allocate budget, design and implement service changes.

Develop an awareness raising campaign for those services for which awareness was identified as a barrier.

Ensure going forward that regular M&E covers the suite of services in order to gather awareness, value and use information in order to support adoption programs.

Session 3

Fair & Secure Access to Aquatic Resources

Fair & Secure Access

| Activity Purpose

The purpose of this activity on *Integrated Ocean Management* was to lift understanding of the broader context of tension over contested access to ocean resources, explore ways of responding to these emerging challenges and co-design a series of options that the FRDC may be able to invest in and coordinate.

| Activity Overview

John Whittington of the [Blue Economy CRC](#) provided a context setting and experience from his work across energy and oceans with a general reference to multiple user. The participants heard about complex decision making environments, policy and approvals environment, principles, equity, rights, need for certainty and agility as well as how we understand consequences.

Participants then worked at their tables working through templates structured around the following questions:

1. **What** is a desirable future state for ocean management?
2. **Where** are we now? What is the current state?
3. **What** are the strategic shifts / program priorities to realise the future state?

The session outputs were then analysed by the facilitation team, presented back to the participants and ranked in priority order.



Fair & Secure Access

Challenge 3 | Activity 1 [Integrated Aquatic Management | Future State]



Success for Fisheries & Aquaculture

Success from different perspectives

Challenge 3 | Activity 2 [Integrated Aquatic Management | Current State]



How does current aquatic management affect you/your organisation?

Why do we need to adopt integrated management?

Things that need to be considered in the development of solutions?

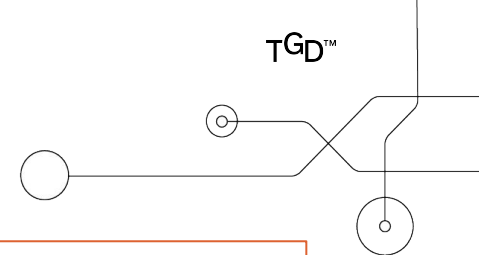
Challenge 3 | Activity 3 [Integrated Aquatic Management | Stakeholder Mapping]



Stakeholders

Identify Government agencies, other aquatic users, key decision makers and anyone else that may be interested in the outcomes.

Fair & Secure Access



Current State

- There are uncertainties on resource access that are limiting growth
- Relocation of stocks is causing conflict
- Industry is becoming devalued in the face of offshore energy projects and the consumer is ambivalent to F&A outcomes
- There is a lack of coordination amongst F&A and access resources to address challenges
- There is a lack of evidence based decision making and information to support risk assessment
- Concern that the science is not up to speed with developments for an understanding of environmental impacts from new entrants i.e. wind farms

Strategic Shifts

- Create greater clarity around F&A requirements in IM
- Establish a steering committee to unify sectors within F&A
- Create a usable spatial analysis platform and dataset that build upon existing platforms
- Establish a greater understanding of the impacts from other sectors
- Standardise and aggregate data sources and review what is happening internationally
- Support and engage in case studies
- Create a framework for compensation for F&A
- Support national and regional coordination

Future State

- There is a clear process for resource sharing
- Infrastructure is flexible
- Governance for water resources is empowered and effective
- Knowledge is shared across international regions
- There is a concise framework for policy on sharing of water resources
- A single set of principles to guide all sectors
- Aquatic resource users listen, show respect and engage with one another
- There is an increased understanding amongst the general public on the importance of resource sharing across all the sectors
- Seafood is recognised by the general public and government as a valued partner in food security

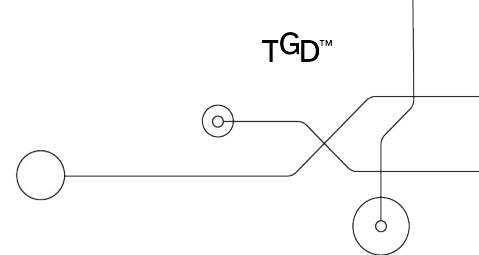
IOM | Prioritisation of Spatial Squeeze Response

| Summary of projects to be developed

A synthesis of the projects to be supported by FRDC in pursuit of better outcomes for Fisheries and Aquaculture through Integrated Ocean Management are listed (right) as prioritised by participants in the room.

It was undertaken that FRDC would look to consult to develop clarity around the activities and outcomes to be delivered in each of these areas.





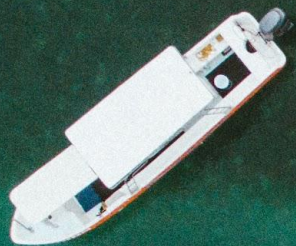
Next Steps

Validate and further develop projects around the areas prioritised by participants (using co-design while also leaning on previous work and results).

Continue to monitor and support Fishing and Aquaculture stakeholders to participate and influence the process. In particular encourage segments of our stakeholders to work together on the issue.

Continually inform stakeholders regarding new information from other research structures (e.g. Blue Economy CRC).

Continue to seek opportunities to co-invest with other funders for shared outcomes of benefit to stakeholders.



Session 4

Enhanced Sustainability Framework

Enhanced Sustainability Framework

| Activity Purpose

The purpose of this activity was to discern participant understanding and implementation maturity around ESG categories. Additional requirements include the ability to articulate prioritisation of FRDC investment to progress ESG reporting in order to deliver on market and stewardship expectations.

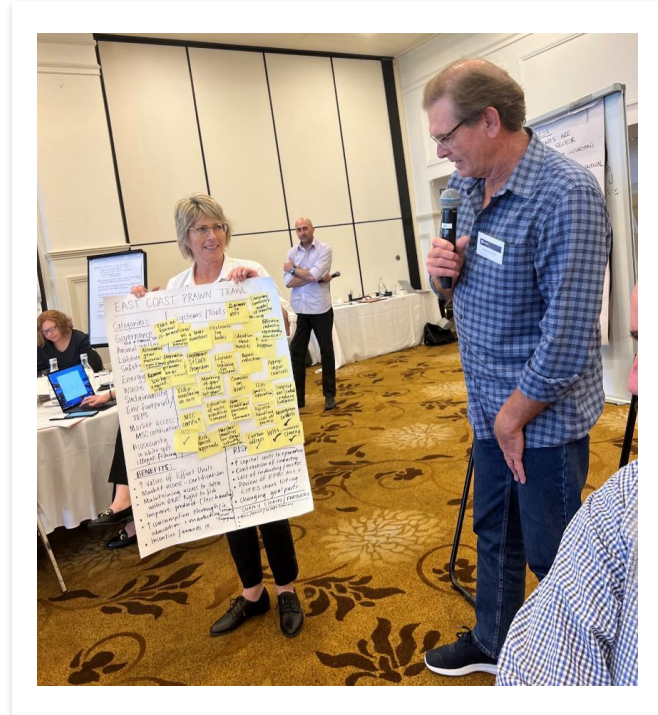
| Activity Overview

Crispian Ashby provided an overview of the global, political, supply chain and consumer context around ESG including insights from adjacent industries including red meat, eggs and Australian agriculture generally. Insights from this discussion were then segwayed into a scenario exercise in order to explore capabilities, benefits and risks in responding to an ESG reporting challenge.

Each table was asked to respond to the following scenario:

“An opportunity has presented itself to secure significant investment that will help to double the benefits enjoyed from fishing and aquaculture in your region. The investor has placed a condition on investment, that you provide and implement an ESG data collection and reporting plan”

Table responses were quickly summarised and synthesised.



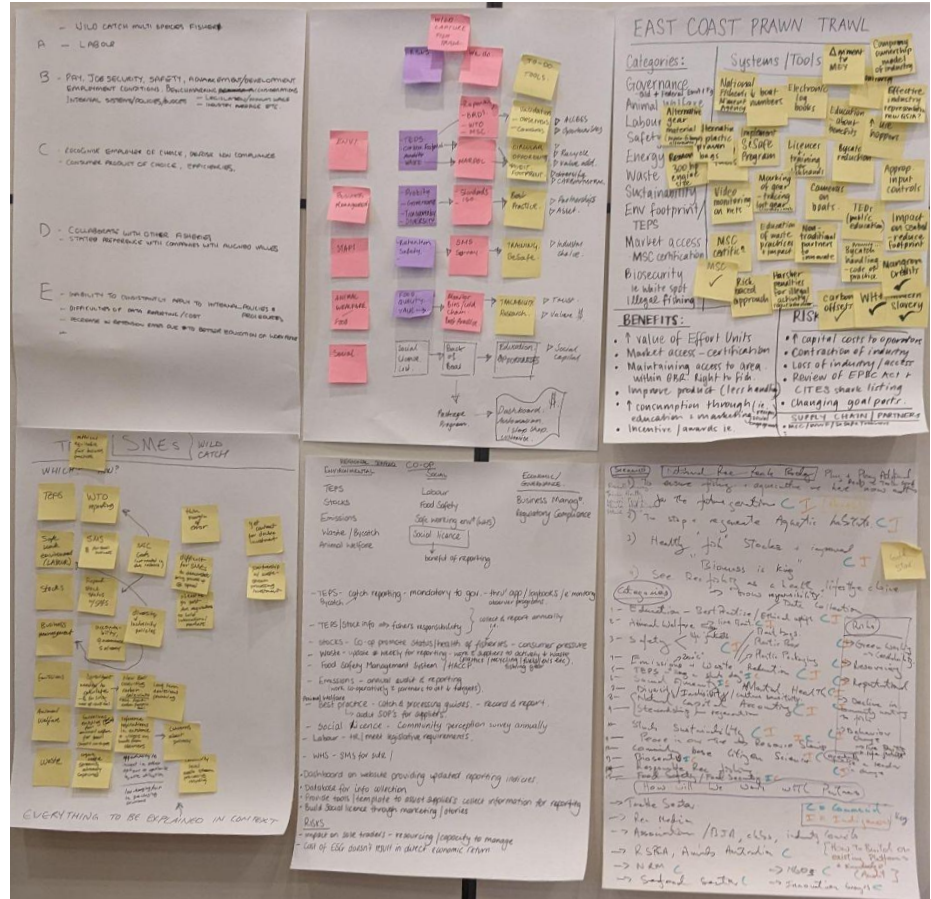
Enhanced Sustainability Framework

Key outcomes

The activity allowed people from different sectors to learn more about ESG reporting challenges and solutions from different perspectives in a playful way.

The key outcomes across the different responses included:

- People from different sectors were able to share stories and experiences to increase understanding of relevance of different ESG categories to each representative
- The ESG categories are relevant broadly to each of the sectors present
- Generally observed that smaller operations may find the capital and time costs more difficult to accommodate



Enhanced Sustainability Framework

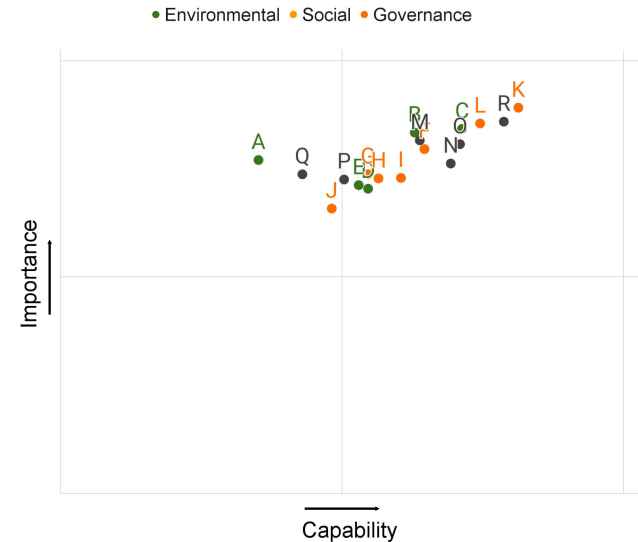
| Activity

In order to understand where FRDC might invest to support ESG reporting, participants responded to a survey of ESG categories with their organisation's capability in reporting the category and its importance to their organisation.

| Outcome

A plenary discussion of the results of the survey plotted on to the matrix (right) revealed a number of opportunities related to the categories which are important but require capability improvements.

Greenhouse Gas - Embedded Carbon / Energy Use	A
Habitat Impact / Footprint / TEPS	B
Stock status (Wild catch)	C
Packaging & materials use	D
Waste Management	E
Social contribution / Employment / Wellbeing	F
Ethical practices - equality	G
Animal Welfare / Husbandry Practices	H
Labour practices inc. slave labour	I
Illegal Unreported Unregulated (IUU)	J
Safety of people / OHS	K
Food safety	L
Biosecurity	M
External Management Practices (Fishery Management)	N
Best management practice adherence	O
Traceability systems	P
Carbon footprint accounting	Q
Compliance with local laws	R



Enhanced Sustainability Framework

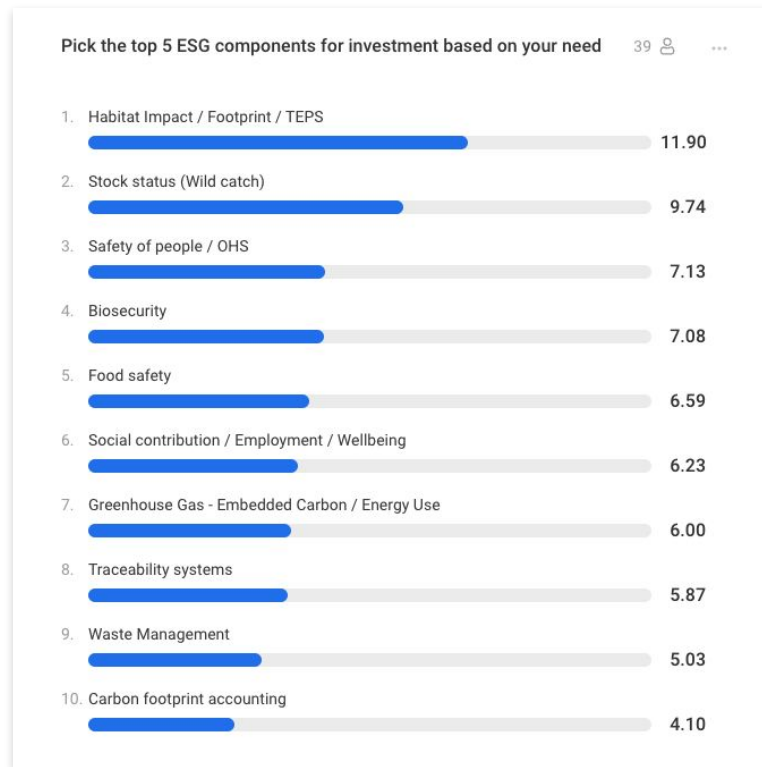
| Activity

In order to identify ESG categories that require investment, participants were asked to rank their intention to invest based on need. This can be compared with the previous exercise that asked about capability to report and the importance to their organisation.

| Outcome

A plenary discussion of the results of the survey plotted on to the chart (right) revealed a number of opportunities related to the categories which are important but require capability improvements.

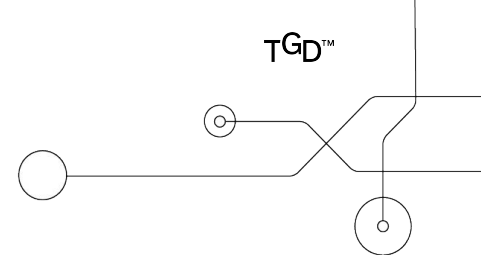
When comparing the data on intention to invest with the capability and importance data from the previous activity it is interesting to note that Greenhouse Gas, Carbon Footprint Accounting and Illegal Unreported Unregulated were ranked as important but low capability previously while the intention to invest in these areas does not reach the top 5.



Next Steps

Continue to monitor regulatory and market access requirements in order to inform and underpin changes required by stakeholders.

Invest in prioritised areas of ESG in order to build capability to report across stakeholder groups, reducing cost of reporting as well as performance.





Session 5

Extension Officer Network

Extension Officer Network

| Overview

Jamie Allnutt provided an overview of the Extension Officer Network (EON) and context in Fishing and Aquaculture. The historic and strategic context of extension in Fishing and Aquaculture was provided along with measures of the application of extension principles through the EON to date.

Also presented were five of the big challenges that may need extension expertise:

Plastics | *how do we reduce our use of plastics?*

Circular economy | *how do we adopt circular economy and re-use principles?*

Climate change | *how do we adapt our behaviour to a changing climate?*

Sustainable fishing tech | *How do we fish sustainably using tech? – bycatch, propulsion, data*

Habitat | *how do we restore and protect habitat?*



Extension Officer Network

Activity Purpose

The purpose of this activity was to explore some of the big challenges that may be soluble with the addition of purposeful extension activity. The approach was intended to drive a conversation about the commonalities of what may be needed from the Extension Officer Network in tackling large multijurisdictional and multi-sectoral challenges.

Activity Overview

Participants self-assigned into 5 groups, each focusing on a different major challenge. Groups were asked to respond to the following questions:

What change are we trying to achieve and is it related to a strategic issue?

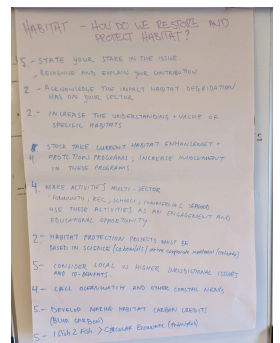
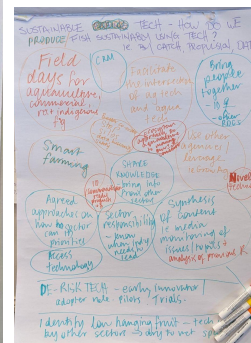
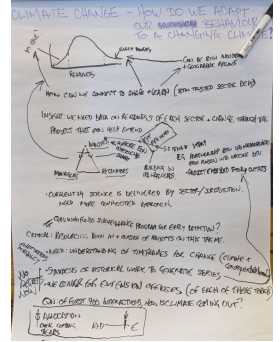
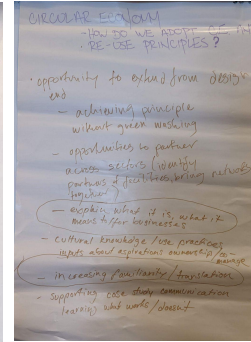
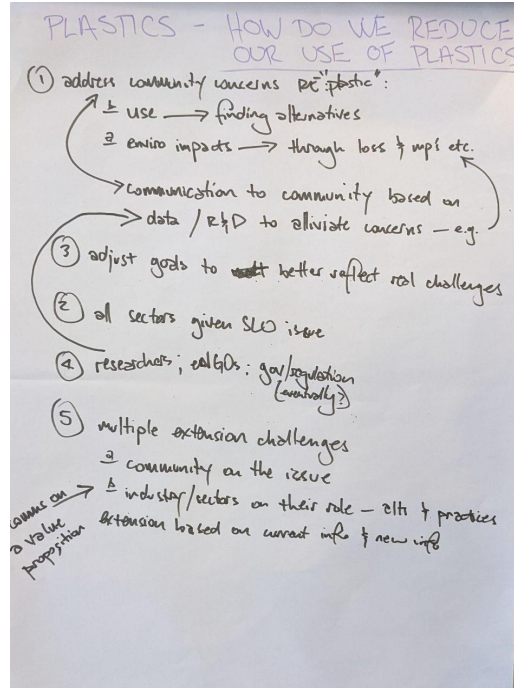
Who are the people impacted by the change and what is their readiness for change – are they involved and motivated?

Do we need to adjust our change goals?

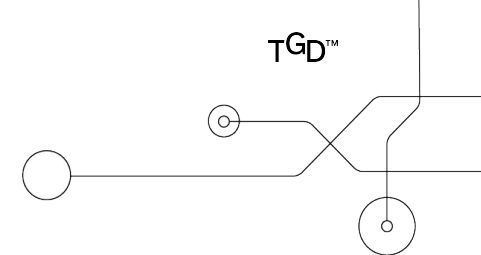
Who are some partners and providers – co-design?

How can we implement?

Groups then provided a report back in plenary with an opportunity for synthesis and discussion.



Extension Officer Network



Plenary discussion points

- | Acknowledge challenges of geography and diverse sectors
- | The network should operate in a way that brings to bear the combined knowledge and skills
- | As a newly formed team, the EON is at risk of being overloaded in startup phase, affecting capacity
- | Important to work through synthesis of projects that have already been done and bring that knowledge to relevance

Insights from the activity

- | Synthesise and help to understand historic research and work done
- | Find and support collaborative opportunities across sectors and regions to bring innovative options to life
- | Communicate and actively build community around issue
- | Identify and support early adopters and de-risk the initial steps

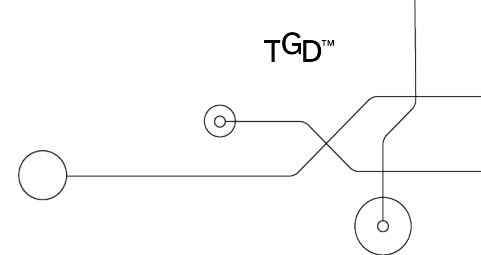
Next Steps

Continue to manage capacity and expectations of the FRDC Extension Officers.

Look for opportunities to synthesise existing work to meet demand based on emerging needs from stakeholders.

Continue to communicate the role and services that extension officers can provide.

Ensure EON operates like a network, sharing learnings about de-risking innovation, accessing existing research that is broadly relevant and feeding into research needs.



Closing Remarks

Close by Patrick Hone

Managing Director, FRDC

The FRDC appreciates your passion and energy over the two days. We hear your concerns and are excited by the opportunities we have been able to solidify and uncover during our time together.

This time together has enabled us to build trust, strengthen our networks, connect and socialise and importantly turn threats into opportunities. As a group we have a lot in common and a lot to work collaboratively for.

Some of the key messages we heard from you were:

- Increase awareness of FRDC services and how they might be improved and expanded
- Improve the transparency in our approval process - speed up, share data, increase efficiency
- Ensure you are aware of the circumstances and opportunity with our Emergency Response Fund

Where to next? We will integrate your input into the operational planning process, we will report to you through all our channels on progress on the opportunities identified.

Stepping into the future will require us to have a strong and shared story of our journey to now and where we are going. This is so critical for our collaboration success.

Wishing you a safe journey and see you soon!





FRDC

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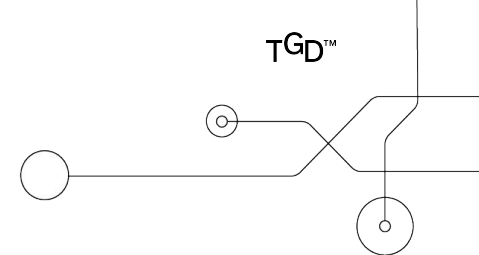
TGD™



Participants

Facilitators (FRDC) | Patrick Hone | Matt Barwick | Kylie Dunstan | Crispian Ashby | Jamie Allnut | Jennifer Marshall | Nathan Bicknell
TGD Team | Paul Barnett | Ky Snyder

TGD™



Participants in Focus Groups and Workshops included:

Nicole	Anderson	Paspaley Pearling Company
Doug	Hall	Aquaculture Council of Western Australia
Heidi	Mumme	MI-Fish Consulting
Tom	Cosentino	Southern Rocklobster Limited
Tricia	Beatty	Professional Fishers Association
Tony	Charles	Australian Prawn Farmers Association
Matt	Pember	WA Fishing Industry Council
Brett	McCallum	FRDC
Chris	Calogeras	C-AID Consultants
John	Whittington	Blue Economy CRC
Kim	Hooper	Australian Prawn Farmers Association Inc
Jackson	Taber	Australian Prawn Farmers Association
Mardi	Albert	DAFF
Cathy	Dichmont	Cathy Dichmont Consulting
Nicholas Inc.	Savva	Australian Abalone Growers Association
Kirsten	Rough	Australian Southern Bluefin Tuna Industry Association
Mike	Steer	SARDI Aquatic & Livestock Sciences
Andy	Myers	Oysters Australia
Darryl	Hockey	WAFIC
Julian	Harrington	Tasmanian Seafood Industry Council
Nick	Moody	
Stan	Lui	IMRCA
Alan	Jordan	University of Tasmania
Manue	Daniels	WISA
Chris	Padovani	Seafood Industry Victoria

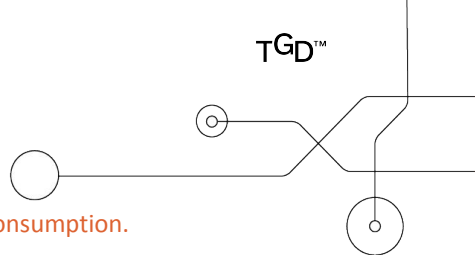
Lowri	Pryce	OceanWatch Australia
Rachel	KING	Australian Council of Prawn Fisheries
Chris	Wilcox	Minderoo Foundation
Claire	Webber	South Australian Sardine Industry Association
Sian	Breen	Department of Agriculture and Fisheries
Jas	Chambers	Ocean Decade Australia
Julian	Morison	Kuti Co
Matt	Taylor	Western Rock Lobster
Nicola	Hutchinson	Western Rock Lobster
Rohan	Henry	Rohan J Henry Consulting
Matt	Barrenger	TSGA
Wendy	Steele	CSIRO
Stephanie	Martin	Department of Agriculture, Fisheries and Forestry
Jayne	Gallagher	Honey & Fox Pty Ltd (STAG)
David	Smith	AFMA
Adam	Main	CH4 Australia
Alison	Turnbull	SafeFish/UTAS
Alistair	Hobday	CSIRO
Sean	Sloan	DPI Fisheries NSW
Ryan	Murphy	AFMA
Veronica	Papacosta	Seafood Industry Australia
Russell	Conway	ARFF
Brad	Milic	Australian Longline Fishing
Mark	Anderson	Indigenous Land and Sea Corporation
Matt	Watson	MSC

Matt	Barwick	FRDC
Kylie	Dunstan	FRDC
Patrick	Hone	FRDC
Crispian	Ashby	FRDC
Cheryl	Cole	FRDC
Kyaw Kyaw	Soe Hlaing	FRDC
Nathan	Bicknell	FRDC
Chris	Izzo	FRDC
Jamie	Allnut	FRDC
Jennifer	Marshall	FRDC
Sue	Rana	FRDC
Paul	Barnett	The Growth Drivers
Ky	Snyder	The Growth Drivers

FRDC Services

long-term foundational investments

TGD™



Australian Fisheries Statistics Provides a snapshot of fishing and aquaculture statistics relating to production, trade data and consumption.

Seafood Trade and Market Access (STAG) Works with industry and government to address priorities for international trade and market access.

<https://seafoodtradeadvisory.com/>

Fishfiles Aims to provide access to information on fish species, buying, handling, storing, cooking seafood, chef tips, events, fisher profiles and more.

<https://www.fishfiles.com.au>

Fishnames and Plantnames Development and maintenance of standard names for fish and aquatic plants to remove confusion, strengthen consumer confidence, create market efficiency, underpin effective monitoring and improve management of food safety.

<https://www.frdc.com.au/knowledge-hub/standards/australian-fish-names-standard>

<https://www.frdc.com.au/knowledge-hub/standards/aquatic-plant-names-standard>

Safefish provides technical advice to support Australia's seafood trade and market access negotiations and helps to resolve barriers to trade.

<https://www.safefish.com.au/>

Seafood Safety Initiative – SeSAFE An initiative co-funded by FRDC and AMSA with a goal of raising awareness and improving safety performance across fishing and aquaculture. <https://sesafe.com.au/>

Seafood Trade Data Provides seafood trade data (both import and export) by volume and value. <https://www.frdc.com.au/seafood-production-and-trade-databases>

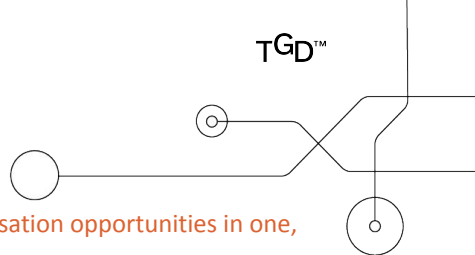
Seafood Industry Safety Initiative (SISI) Aims to coordinate action implementing national strategy to improve the safety of all individuals working in Australian fishing and aquaculture. <https://www.frdc.com.au/fish-vol-28-2/central-source-safety>

Status of Australian Fish Stocks (SAFS). a series of assessments of the biological sustainability of a range of wild-caught fish stocks against a nationally agreed framework. <https://fish.gov.au/>

FRDC Services

long-term foundational investments

TGD™



GrowAG Is an online platform that aims to showcase world leading agricultural research, unique technologies and commercialisation opportunities in one, easy to use location. <https://www.growag.com/>

Australian Standards Development FRDC is accredited to develop Australian Standards in the fields of terminology, sustainability, and operational practices in the fishing and aquaculture industry that aim to ensure products, services, and systems are safe, consistent, and reliable.

ABARES Young Science Awards An awards process to encourage young scientists, researchers and innovators with original projects that aim to keep Australia's rural industries sustainable and profitable. <https://www.agriculture.gov.au/abares/conferences-events/scienceawards>

Australian Rural Leadership Program (ARLP) A 15-months leadership development course for individuals committed and ready to respond to regional, rural and remote Australia's most complex challenges and biggest opportunities. <https://rural-leaders.org.au>

Australian Society for Fish Biology (ASFB) Regular conferences that pursue the intention of promoting fish studies and the interchange of information between fish biologists in a relaxed but effective manner. <https://www.asfb.org.au/>

National Seafood Industry Leadership Program (NSILP) A national industry-specific leadership program for people wishing to take up leadership roles within the seafood industry. <https://affectusaus.com.au/programs/national-seafood-industry-leadership-program/>

Nuffield Scholarships A program that awards primary producers with scholarships to travel and study an agricultural topic of choice. <https://www.nuffield.com.au/>

Women in Seafood Australasia Program (WISA) A program dedicated to raising the profile of women in the seafood industry by supporting, promoting, encouraging, representing women in the Australasian Seafood Industry. <https://womeninseafood.org.au/>

Primary Industry Education Foundation Australia (PIEFA) A partnership to engage Australian schools and community through education of food and fibre production and careers. www.piefa.edu.au

Workshop Capture: Systems, Processes & Consultative Structures

Calls for investment

CALLS FOR INVESTMENT OPPORTUNITIES

WHAT DO YOU VALUE?

- LIST-FOOD
- CALL IS CLEAR + SOME BEHAVES WELL - TENSION BTW DETAIL/DEPTH
- SOMETIMES SOME NEEDS TO BE TIGHTENED UP
- OUTCOMES: GREATER TRANSPARENCY ON WHAT BECOMES A PROGRAM
- better link the sources to the call
- MORE ACTIVE/PROPER RESPONSES ON PROGRESSES
- Start direct calls
- REP + SPECIALISE ANSWERS
- SHORTENING TIME/CLARMS - SHARED
- AN URGENT PATHWAY
- IF WE CALLED FOR FEWER BIGGER NEEDS MIGHT HELP IMPACT?
- CAN WE IMPROVE PRE-COMPETITIVE STAGE?

WHAT MIGHT BE IMPROVED?

CONTRACT USED FOR MORE INFO

ASIDE IN CALLS

BETTER COMMS

POST-PROGRAM

Calls for investment

Call for investment

KEY TENSION: WE WANT COLLABORATION INSIGHT BUT OUR PROCESS IS COMPETITIVE

TO RING/ EXERCISING COLLABORATION BETWEEN TEAMS ONLY OVERS SOMETIMES, STILL COMPETITIVE

IDEA: MS TEAMS SESSION EXPLORING LARGER PRIORITIES

TRANSPARENCY ON WINNING BIDS/TEAMS + WHY THEY WON

GREATER FLEXIBILITY WOULD BE GOOD. URGENT PATHWAY?

VIDEO EXPLAINING STATUS OF PROGRESSES USE DIFFERENT TEXT

YEN 'FAST FAIL' SHORTER CHEAPER TESTING OPIDERS.

Coordinating Programs

COORDINATING SERVICES

What do we value? What can be improved?

PRAC ECAS needs to be timely of impacts of employment

PRAC'S not having big blocks of time at hand

IDEA: to assess application priorities against PRAC public good

BRING THEM ALL TOGETHER TO SHARE

Timing of processes/meetings

Consistency of assessment to decision

SYSTEMS VIEW - how do all these things fit together?

DELIVERY MODEL

BRING THEM ALL TOGETHER TO SHARE

Coordinating Programs

COORDINATING SERVICES

WHAT DO YOU VALUE?

WHAT MIGHT BE IMPROVED?

Engagement with industry - proactive, not reactive, meet with industry groups

Defining what sits here - and better describe of what the

HOW ARE ISSUES HEARD

ACTIVATED ACCESS

Communicating how the work what they do impact they have

DELIVERY MODEL

PROGRESS / FUNDING

TRANSPARENCY

Fishnet

WHAT DO YOU VALUE?

WHAT MIGHT BE IMPROVED? HOW?

Value with a Process - Being active

Supports

Make sure all output from meeting for good final

Shorter completion of processes

RAC

RESOURCE RULES

ENTERPRISE APPROACH AT A COLLECTIVE

NATIONAL RAC

NEW INDUSTRY PRIORITIES

TRACKING PRIORITIES CRITICAL

ALSO FOR IPA "JUST DON'T HAVE IPA"

NEW VOICES

WORLD LEADER

WIDER OUTSIDE THE CALL

INTEGRITY

MORE TRANSPARENCY

REVIEW

IMPROVING OR RAC?

RAC

RESOURCE RULES

ENTERPRISE APPROACH AT A COLLECTIVE

NATIONAL RAC

NEW INDUSTRY PRIORITIES

TRACKING PRIORITIES CRITICAL

ALSO FOR IPA "JUST DON'T HAVE IPA"

NEW VOICES

WORLD LEADER

WIDER OUTSIDE THE CALL

INTEGRITY

MORE TRANSPARENCY

REVIEW

IMPROVING OR RAC?

IPA

WHAT DO YOU VALUE?

WHAT MIGHT BE IMPROVED?

Value

Have IPA managers - could have national support (have PRAC staff) to help self

connecting relevant work

great but need to improve

know if it's coming, not being at the moment

Using a dedicated/specific structure

emphatic to visitors

number agility & 2 way communication

degree of input of where level of support

engagement of IPA sector - enthusiasm

support for IPA members

can be done (in some instances) private & public

IPA

IMPROVE

Greater cooperation between IPA members

Commercial/Free energy strategic plans

pool effort resources on shared issues?

using managers of IPAs, focus effort on key opportunities to build good working relationships

IPAs bringing in ideas from other funding pools (i.e. co-operation fund)

How can we streamline & increase transparency across system process (external)

What triggers the review for e.g.

clarity over time for extension of programs (based on indicators)

more info/ transparency regarding on how admin fee allocated

programmatic investment style rather than project placement

clarity on matchable each/leave/ funding delivery

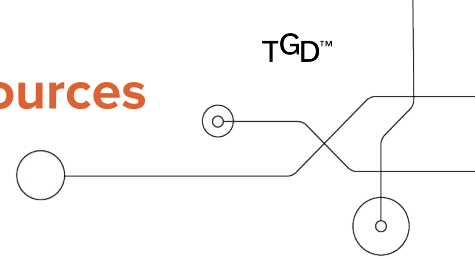
maximising resource

making IPAs/RES Analysts in some situations may facilitate further delivery of last/long term

Supporting any facilities further delivery of last/long term

Workshop Capture: Fair & Secure Access to Aquatic Resources

[Current State]



Challenge 3 | Activity 2 | Integrated Aquatic Management | Current State

How does current aquatic management affect you/your organisation?

- Understand how equity
- Complex and difficult to understand
- No recognition of the value of the industry and the jobs it creates
- Barriers to solutions
- Post mental health
- Industry of future jobs
- Regulation in government
- Not being treated

Why do we need to adopt integrated management?

- (Management) because time is valuable - short
- Because the ocean moves so slow things
- Because health are complex and integrate
- Because space is not uniform
- Energy developed countries are at the expense of fishing industry
- So we will have to integrate and work
- Cost Benefit of Capex
- Industry leaders support to support follow fishing practices in our work
- Industry leaders support to support follow fishing practices in our work
- Industry leaders support to support follow fishing practices in our work

Things that need to be considered in the development of solutions?

- Climate change
- Extreme events (risk)
- Small business
- Industry leaders support to support follow fishing practices in our work
- Industry leaders support to support follow fishing practices in our work
- Industry leaders support to support follow fishing practices in our work

Challenge 3 | Activity 2 | Integrated Aquatic Management | Current State

How does current aquatic management affect you/your organisation?

- Under equity problems
- INVESTMENT
- UNCERTAIN
- FORGOTTEN

Why do we need to adopt integrated management?

- Climate change will reduce our fish stocks
- More equity
- More jobs
- More jobs
- More jobs

Things that need to be considered in the development of solutions?

- TRADE NOT RISK
- CUMULATIVE IMPACTS
- 'COMMON' VALUES - LANGUAGE - DATA - CRITERIA
- Recognise values plus VALUE CRITERIA
- Personal values of participants - be accepted
- Things in our CONTROL/INFLUENCE
- COALITIONS of WILLING

Challenge 3 | Activity 2 | Integrated Aquatic Management | Current State

How does current aquatic management affect you/your organisation?

- Science has not caught up with what managers need
- Environmental groups which require and demand a fair security
- Does not recognize multiple uses of water (public)
- MPAs - Callus - Management - Fish Drivers - Influence - Science
- Understand
- Science - Callus - Management - Fish Drivers - Influence - Science

Why do we need to adopt integrated management?

- Allow increasingly quantity approach
- Ability to demonstrate social license
- More holistic approach to manage complexity
- Focus the science on practical solutions to see if used/adopted

Things that need to be considered in the development of solutions?

- ...

Challenge 3 | Activity 2 | Integrated Aquatic Management | Current State

How does current aquatic management affect you/your organisation?

- UNCERTAINTY IN ACCESS SECURITY
- INDUSTRY RESOLVE TO ADDRESS ISSUE
- COMPLEXITY IN SPECIFIC ENGAGEMENT
- LACK OF COORDINATED PLANNING FROM GOVT
- CHALLENGES IN ADAPTIVE MANAGEMENT

Why do we need to adopt integrated management?

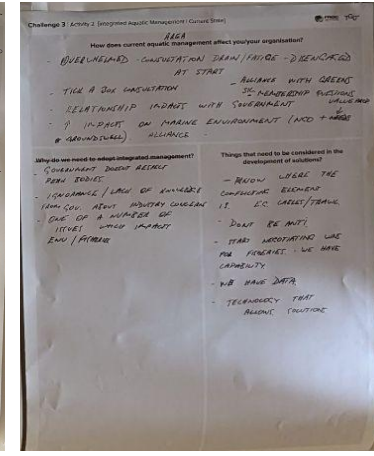
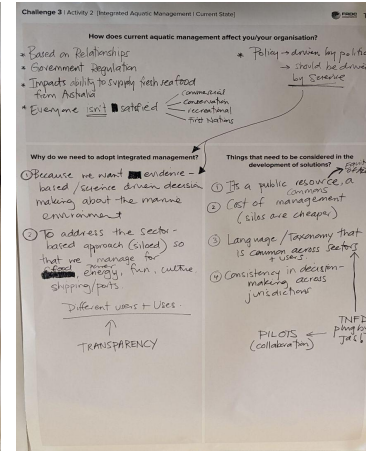
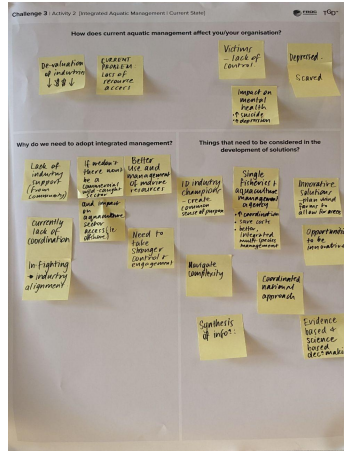
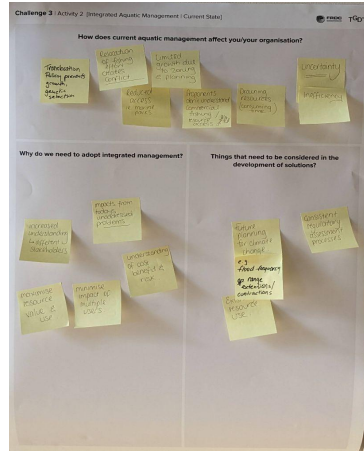
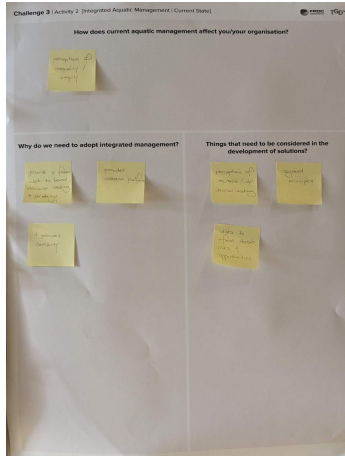
- NEED TO REDUCE CONFLICT
- CREATE COMPENSATION FRAMEWORK
- BETTER ACCESS SECURITY
- USE AND CONFLICT WILL CONTINUE TO INCREASE
- INDIGENOUS VALUES AND CONSIDERATIONS
- INDUSTRY WELLBEING
- LONG-TERM GOALS AND SUSTAINABILITY

Things that need to be considered in the development of solutions?

- AGREEMENT FOR NEED FOR WIDE OF GOVT APPROACH
- ENGAGEMENT AND CONSULTATION PROCESS
- SYNTHESIS OF AGREED INFORMATION TO ASSESS ENV. SOCIAL AND ECONOMIC VALUES AND RISK

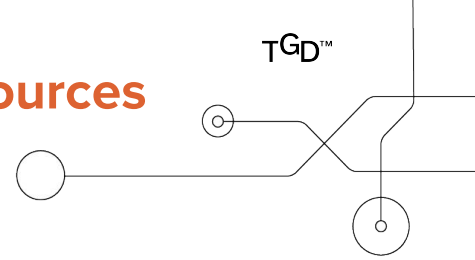
Workshop Capture: Fair & Secure Access to Aquatic Resources

[Current State]



Workshop Capture: Fair & Secure Access to Aquatic Resources

[Strategic Shifts]



Challenge 3 | Activity 4

What can, should and our sector do about this?

convertable a common framework to each jurisdiction (team)

How should FRDC support the above actions?

1. Recognition of need for integrated management
2. Shared vision for integrated management
3. Legal frameworks to support integrated management
4. Stakeholder consultation, engagement and participation
5. Integrate common objectives across sectors
6. Consider trade-offs and cumulative impacts of activities
7. Process flexible to changing conditions
8. Process for ongoing review, evaluation and refinement
9. Effective resourcing, capacity and tools

Other R&D Initiatives

Handwritten notes on sticky paper include: "Raise public", "Build relationships other users", "Share co-ordinate collaborative resources", "define what 'need' is for each sector/player", "develop common language", "agreed principles", "stakeholder consultation, engagement and participation", "integrate common objectives across sectors", "consider trade-offs and cumulative impacts of activities", "process flexible to changing conditions", "process for ongoing review, evaluation and refinement", "effective resourcing, capacity and tools".

Challenge 3 | Activity 4

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Challenge 3 | Activity 4

What can, should and our sector do about this?

Own the space by positioning all Fishing & Aquaculture sectors as "Stewards of the resource" - set the standard (Our Pledge) -> Thought Leader

Ad Nationality (Collaborative) define regionally

Seek partnerships strategically that support fishing and Aquaculture through for healthy aquatic environments - e.g. beavers etc.

How should FRDC support the above actions?

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Other R&D Initiatives

Handwritten notes on sticky paper include: "Own the space by positioning all Fishing & Aquaculture sectors as 'Stewards of the resource'", "Ad Nationality (Collaborative) define regionally", "Seek partnerships strategically that support fishing and Aquaculture through for healthy aquatic environments - e.g. beavers etc.", "Best practice practice + include practice that address sustainability, productivity + outcomes", "Develop agreed principles across fish + aquaculture sectors", "Develop a set of options that are consistent with stakeholder for trade-offs, effects, impacts, activities (eg service users)", "Process flexible to changing conditions", "Process for ongoing review, evaluation and refinement", "Effective resourcing, capacity and tools".

Challenge 3 | Activity 4

What can, should and our sector do about this?

Building on "Beavers"

Good "last" practice with common objectives

Practice framework for beavers

Mapshare from regional position

How should the above actions?

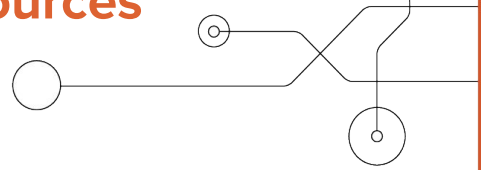
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Other R&D Initiatives

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Workshop Capture: Fair & Secure Access to Aquatic Resources

[Strategic Shifts]



Challenge 2 | Activity 4

What can, should and our sector do about this?

Get involved early
United Approach
New and improved participation system
Build trust
Collaborate
Pro positive outcomes

How should FRDC support the above actions?

1. Recognition of need for integrated management
2. Shared vision for integrated management
3. Legal frameworks to support integrated management

Stakeholder consultation, engagement and participation

Integrate common objectives across sectors

Consider trade-offs and cumulative impacts of activities

Process flexible to changing conditions

Process for ongoing review, evaluation and refinement

Effective monitoring, capacity and tools

Other R&D Initiatives

Challenge 3 | Activity 4

What can, should and our sector do about this?

Successful case studies

How should FRDC support the above actions?

1. Recognition of need for integrated management
2. Shared vision for integrated management
3. Legal frameworks to support integrated management

Stakeholder consultation, engagement and participation

Integrate common objectives across sectors

Consider trade-offs and cumulative impacts of activities

Process flexible to changing conditions

Process for ongoing review, evaluation and refinement

Effective monitoring, capacity and tools

Other R&D Initiatives

Challenge 3 | Activity 4

What can, should and our sector do about this?

LEADER / GOV INDUSTRY GROUPS

- UNDERSTAND INDIVIDUAL → COMMON GOALS
- LEADERSHIP / CAPABILITY CHALLENGES / LEARN / COMMUNICATION / LEARNING / DIFFERENT LANGUAGES / TRANSLATION INTO POLICY
- PROMOTE SUCCESS STORIES - BE POSITIVE
- ENRICH EXISTING / NEW KNOWLEDGE

How should FRDC support the above actions?

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2. Shared vision for integrated management
3. Legal frameworks to support integrated management

Stakeholder consultation, engagement and participation

Integrate common objectives across sectors

Consider trade-offs and cumulative impacts of activities

Process flexible to changing conditions

Process for ongoing review, evaluation and refinement

Effective monitoring, capacity and tools

Other R&D Initiatives

Challenge 3 | Activity 4

What can, should and our sector do about this?

Be active (don't be passive)

FRDC

How should FRDC support the above actions?

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3. Legal frameworks to support integrated management

Stakeholder consultation, engagement and participation

Integrate common objectives across sectors

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Other R&D Initiatives

Challenge 3 | Activity 4

What can, should and our sector do about this?

FRDC

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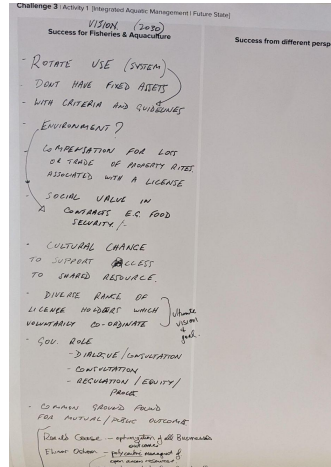
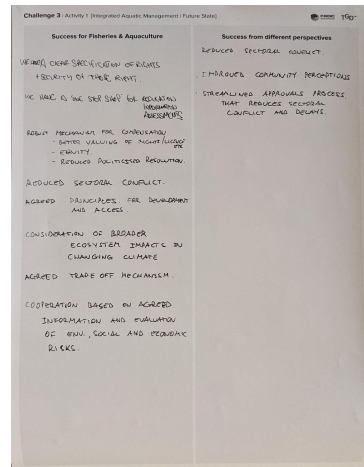
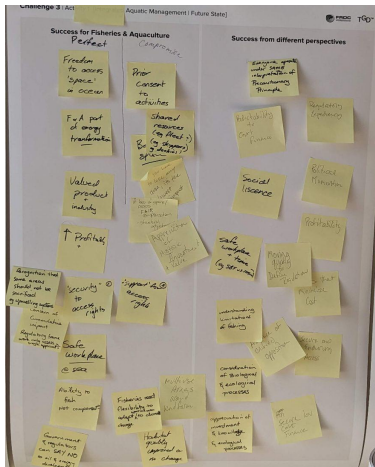
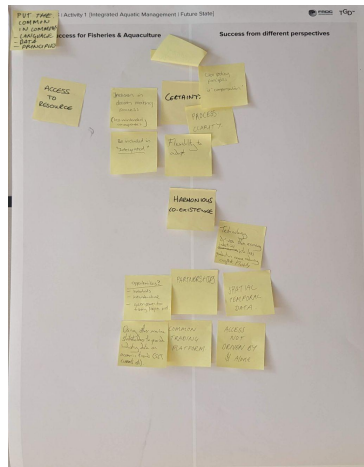
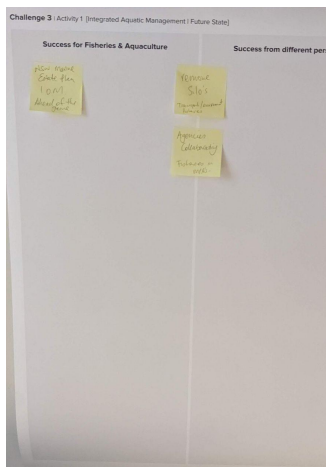
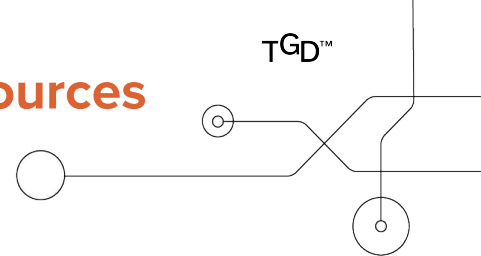
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Other R&D Initiatives

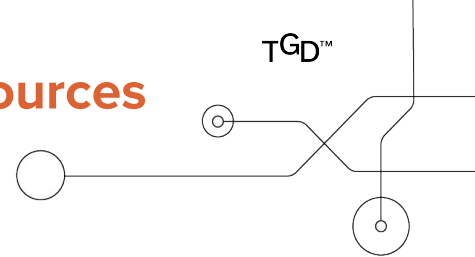
Workshop Capture: Fair & Secure Access to Aquatic Resources

[Future State]



Workshop Capture: Fair & Secure Access to Aquatic Resources

[Future State]



Challenge 3 | Activity 1 | Integrated Aquatic Management | Future State

Success for Fisheries & Aquaculture

Successful multi-use zones

Success from different perspectives

Access to areas (submarine)

Developed fisheries management plans

Localised fisheries management plans

Recognised displacing activities? or get resources

How can we compare?

Developers of resources need to be aware of sea state, sea level rise, sea level change

Some 'Sector' boundaries?

Learned energy from the sea

Recognised fisheries management plans used in assessment

Recognition boundaries established

Challenge 3 | Activity 1 | Integrated Aquatic Management | Future State

Success for Fisheries & Aquaculture

Success from different perspectives

Strong policy framework implementation

Consideration of policy all aspects

Take into account 'what's on the ground'

Interventions

Clear governance framework in place

Trans-boundary organisation

Address Accumulative impacts

where they intersect, bring them together

Recognised fisheries management plans used in assessment

Recognised fisheries management plans used in assessment

Not individual sectors

Compensation

Challenge 3 | Activity 1 | Integrated Aquatic Management | Future State

Success for Fisheries & Aquaculture

Success from different perspectives

Plan to resource National Base/IT

Honest + ongoing consultation

Recognise the benefits

Integrated multiple use not optimal

Considered one step not approach

Characterised National Base/IT

Not individual sectors

Compensation

Challenge 3 | Activity 1 | Integrated Aquatic Management | Future State

Success for Fisheries & Aquaculture

Success from different perspectives

Primary of First Nations "be what we need"

Native Title Claims (traditional owner settlement Act)

Social licence for users + Non-access

Success means everyone loses a bit of something

Access to Seafood

Consideration of gases that have conflicting uses - fishing, energy, diving, desalination, ports, seaweed farms

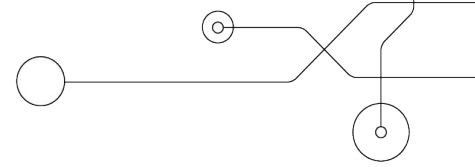
Effective use of the marine space

Recognition of existing users + appropriate compensation (loss + damage)

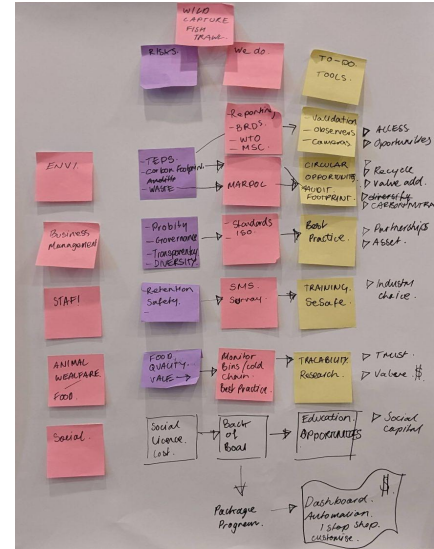
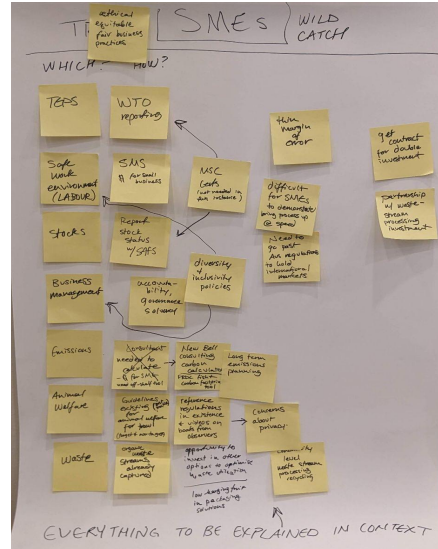
OTHERS

Trade not Raid

Workshop Capture: Enhanced Sustainability Framework

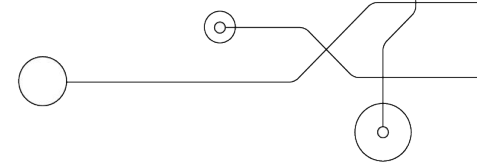


- WILD CATCH MULTI SPECIES FISHERIES
- A - LABOUR
- B - PAY, JOB SECURITY, SAFETY, ADVANCEMENT/DEVELOPMENT EMPLOYMENT CONDITIONS, BENCHMARKING, CONCILIATIONS INTERNAL SYSTEMS/POLICIES/BUDGET - INDUSTRY MESSAGE ETC.
- C - RECOGNISE EMPLOYEE OF CHOICE, DERISK NEW COMPLIANCE - CONSUMER PRODUCT OF CHOICE, EFFICIENCIES.
- D - COLLABORATE WITH OTHER FISHERIES - STATED PREFERENCE WITH COMPANIES WITH ALIGNED VALUES
- E - INABILITY TO CONSISTENTLY APPLY TO INTERNAL POLICIES & PROCEDURES - DIFFICULTIES OF DATA REPORTING/COST - DECREASE IN REPORTING RATES DUE TO BETTER REDUCTION OF WORKPRACTICE



- PERSONAL **TEPS** CO-OP SOCIAL ECONOMIC/GOVERNANCE
- TEPS
 - Stocks
 - Emissions
 - Waste / Breach
 - Animal Welfare
- Labour
Food Safety
Safe working envt (WHS)
Social licence
benefit of reporting
- Business Management
Regulatory Compliance
- TEPS - catch reporting - mandatory to gov. - thru app / logbooks / e monitoring
 - Breach
 - TEPS (Stock info) => fishers responsibility } collect & report annually
 - stocks - Co op promote status health of fisheries - consumer pressure
 - Waste - update @ weekly for reporting - work @ suppliers to actively & waste (plastics / recycling / food/loss etc).
 - Food Safety Management System / HACCP
 - Emissions - annual audit & reporting
 - work co-operatively & partners to set & follow.
 - Animal Welfare - catch & processing guides - record & report
 - BEST practice - audit SOP's for suppliers.
 - Social Licence - Community perception survey annually
 - Labour - HR / meet legislative requirements.
 - WHS - SMS for site /
 - Dashboard on website providing updated reporting indicators.
 - Database for info collection
 - Provide tools / template to assist suppliers collect information for reporting
 - Build Social licence through marketing / stories
 - RISKS
 - Impact on sole traders - resourcing / capacity to manage
 - Cost of ESG doesn't result in direct economic return

Workshop Capture: Enhanced Sustainability Framework



Scenario - Annual Rec - Scale Budget Plan + Play Model

1) To secure filing + quarterly or less now with

to the Johnsen C, J (Notes)

2) To step + create specific H2025 C, J

Healthy 'spike' Stocks + regional C, J

Blowout is King

See Resilient as a lack of future clarity

Categories:

- 1 - Education - Certification (Ethical opp)
- 2 - Annual Value - in the field
- 3 - Safety - in the field
- 4 - Environmental - Waste Reduction
- 5 - Social - Fairness / Labor
- 6 - Financial - Capital Allocation
- 7 - Regulatory - Compliance
- 8 - Stakeholder - Relationships
- 9 - Governance - Board
- 10 - Reporting - Transparency

→ Trade Sector
→ in. Policy
→ Association / N/A, also, in. Govt
→ R. S. P. / A. S. / A. S. / A. S.
→ N. E. M.
→ Sanford control → Smoother trans.

EAST COAST PRAWN TRAWL

Categories: Government, Labour, Energy, Waste, Sustainability, Market access, Biosecurity, Legal fishing

Systems / Tools: National, Alternative, Safety, Energy, Waste, Sustainability, Market access, Biosecurity, Legal fishing

BENEFITS:

- ↑ value of Effort Units
- Market access - certification
- Maintaining access to OTEQ within BSA Right to fish
- Improve produce (Ech head)
- ↑ consumption through education + research + marketing
- Incentive / awards ie

RISK: Capital costs to operations, Contract of industry access, Loss of industry access, EPC Act + CITES share listing, Changing partner, Supply chain partners

WILSON RATED AGRICULTURE

1) 2) 3) 4) 5) 6) 7) 8) 9) 10) 11) 12) 13) 14) 15) 16) 17) 18) 19) 20) 21) 22) 23) 24) 25) 26) 27) 28) 29) 30) 31) 32) 33) 34) 35) 36) 37) 38) 39) 40) 41) 42) 43) 44) 45) 46) 47) 48) 49) 50) 51) 52) 53) 54) 55) 56) 57) 58) 59) 60) 61) 62) 63) 64) 65) 66) 67) 68) 69) 70) 71) 72) 73) 74) 75) 76) 77) 78) 79) 80) 81) 82) 83) 84) 85) 86) 87) 88) 89) 90) 91) 92) 93) 94) 95) 96) 97) 98) 99) 100)

→ infomation design (eg function, not design)

→ made by TED life based risks, identify metrics, industry ability etc

fill up life cycle analysis (identify areas of improvement)

→ = good appearance (presentation + picture)

→ good produce, ability to respond to requirements

→ use local partners = credibility, work w/ regulators

→ cost: regulatory/reporting burden, if adequate access, ensure engineering assessment burden to create / fulfill suppliers to meet their own life cycle

ESG EXERCISE (Strategic)

A) CATEGORIES - 10 AREAS TO ADDRESS WHAT CUSTOMER WANT (ALL BUSINESS, NOT JUST ONE AREA) - CHECK ANDREAS, LISTENING, ACCOUNTING BUSINESS TO GET IN + MAKE OUR OWN TRUST (SUSTAINABILITY CHECKS)

B) HOW? SHOWS, SAYS, PROVES, HOOD

TEST - A PROCESS TO HELP US WHAT RELEVANT CUSTOMERS, CHALLENGES, MARKET VALUE

TEST - A PROCESS TO MAKE UNDERSTAND OF RELEVANT (E. ENVIRONMENTAL & BRAND)

C) BENEFITS - ACCESS TO MARKETS (likelihood, trust in brand, accountability)

D) PARTNERS - WE HAVE TO HAVE SOME TRUST WITH OUR PARTNERS

E) RISKS - HOW TO STAY IN ADJUSTMENT SHORT TERM

ESG

CURRENT:

- CAP CERTIFIED IN PRC
- ALREADY LEADIFIED
- ALBAAN RISEPA
- CARBAN ?

2030:

- NO PLASTIC (SINGLE USE)
- NO MORE WELFARE (EVERY YEAR)
- END OF RISE (PARTIAL)
- CONTINUAL IMPROVEMENT
- POTENTIAL HARVEST
- INTERACTING WITH WELFARE - E.C. STARS
- COMMUNITY BENEFITS QUANTIFIED
- EMISIONS

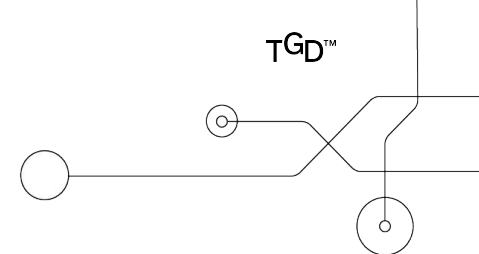
WEALTH OF PRODUCTS:

- REDUCTION (CO2)
- OFFSETTING (CO2)
- METHANE ?
- DISCHARGE (NUTRIENT)
- BUSINESS MANAGEMENT
- OWNERSHIP ?
- TECH / SCIENCE NOT IN PLACE (BATTERIES / VESSEL PROPULSION)

STRAITIS:

DC (R AND D) - INNOVATION, LEARN FROM OTHERS

Workshop Capture: Extension Officer Network

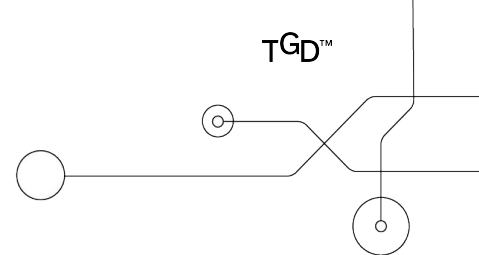


From Extension: Plenary discussion points

- Acknowledge that there's a challenge for FRDC with the EON working across such a diverse geographies and priorities
- Would like to see the EON work better as a network, so that there's greater homogeneity across extension officers to reduce complexity for industry to interact with. - consistency and reliability for industry so they understand how they're going to operate
- It's great that they're sharing expertise between them. "Its an excellent resource that we haven't had before"
- Don't load these guys up too much. They are only just finding their feet. Some of them haven't been around their state yet. This time next year we should be in a better position to understand what they've been able to get through and what a reasonable expectation is.
- "The really important part about getting industry at the grassroots level involved in extending the results of the project is to get them involved right up front of the project"
- There's a need for some synthesis work to be done on work/projects that have already been done and in place for some time. It's hard to go back over 20 years of projects retrospectively. That sort of synthesis information is important for the extension officers to be able to provide to people once they get the confidence of industry

Patricks response

It's surprising that RACs, IPAs and others are not prioritising project synthesis as a priority research activity. Encourage every RAC, IPA to be putting in ideas on where we need to lift the output of knowledge. And not just as a book that sits on a shelf. We need to think innovatively about what the output looks like.



Workshop Capture: Extension Officer Network

From Breakout Groups

- Talking with community to extend the research and narrative on the impact
- Driving awareness of alternative practices or products
- Crystallizing the value proposition for change. Make sure there's strong incentive across a diverse stakeholder group
- Ensure our communications to community reflect industry adoption
- Need a community for the issue

Plastics Group

- Important for extension officers to increase industry's familiarity with CE and translate it to be relevant to them
- Support the identification of opportunities to partner across sectors or regions
- Support the communication of case studies with key learnings on what works and what doesn't

Circular Economy

- We need to identify the early the adopters and test our assumptions on who they are.
- Leverage early adopters for story telling to bring others along
- Need a more connected approach for delivery of science across sector/jurisdiction
- Greater need for understanding the timeframes for change
- Synthesis of historic work to generate adoption stories

Climate Change

- We need to think about how we might monetize the value of habitat
- Habitat required greater cross sectoral collaboration

Habitat

- We need to understand better what has been previously done
- Being an early adopter is comes with risk. "No one wants to go first". How can we better incentivise the early adopter
- Find community across other sectors. There's a lot commonality in technology across sectors
- Would like field days for aquaculture, commercial, rec and indigenous
- CRM platform
- Need to de-risk early adopters

Sustainable Technology