

# PROCEEDINGS

## FRDC Stakeholder Annual Planning Workshop

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DATE: 25<sup>th</sup> and 26<sup>th</sup> September 2019

VENUE: The National Wine Centre, Adelaide SA

APPENDICES: [1: Workshop Agenda](#)

[2: List of Attendees](#)

[External: Presentations](#)

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Day One: Wednesday 25<sup>th</sup> September

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### Kaurna Welcome to Country (Mickey O'Brien)

### Opening the Workshop (Crispian Ashby)

Crispian Ashby welcomed the workshop attendees to the 2019 FRDC Stakeholder Annual Planning Workshop. In his address, Crispian highlighted that this workshop considerably differed from previous Annual Planning Workshops given the focus on the development of the 2020-2025 FRDC RD&E Plan (Day One) as well as discussions on the FRDC's approaches to investment and extension (Day Two) – touching on the purpose workshop, to:

1. Inform and engage in the development of the 2020-2025 FRDC RD&E Plan
2. Discuss the findings, recommendations and implications of the FRDC investment partners review
3. Discuss the FRDC's approach to extension
4. Provide a forum for stakeholders to hear and have authentic input into the future strategic direction of the FRDC

### Development of the 2020-2025 FRDC RD&E Plan (Matt Barwick)

Matt Barwick provided an overview of the consultation process FRDC had adopted to inform the 2020-2025 RD&E Plan – using scenario planning to explore aspects of uncertainty relating to the future.

The PowerPoint presentation can be accessed [here](#).

Attendees at the Annual Planning Workshop participated in a workshoping process to inform the 2020-2025 RD&E Plan on the first day. Participants were presented with four possible future scenarios that were developed in collaboration with a broad collective from across the wild harvest, aquaculture, recreational, indigenous and post-harvest sectors, as well as fisheries management and research communities. The key dynamics shaping each scenario were:

1. A world in 2030 wherein the prevailing motivation is confidence, and influencers are largely unifying and inclusive
2. A world in 2030 within which the prevailing motivation is fear, and influencers are largely polarising and divisive
3. A world in 2030 wherein aquatic systems are managed sustainably in an integrative manner, and key environmental impacts are largely known, measured & managed, and
4. A world in 2030 within which government policy is driven by populism, and key environmental impacts are largely unknown, unmeasured and unmanaged.

These dynamics shaped each scenario in important ways, offering diverse futures with respect to human values, climate and the environment, geopolitics, population growth and movement, technology & innovation, economics, and trade – among other aspects.

Working together in groups, participants worked to explore each possible future, and consider implications for fishing and aquaculture in Australia. Each future scenario offered unique implications for Australia's fishing and aquaculture community. Analysis of input collated from the Annual Planning Workshop yielded key insights, including a need to:

- Build capacity of the fishing & aquaculture community to have greater influence on consumers, politicians, businesses.
- Refine the structure of communication and extension activities to optimise effectiveness.
- Enable collection and improved interoperability of data and information required to enable adoption of a truly systemic approach for management of aquatic resources.
- Continue efforts to build social license to operate, particularly through nurturing connection between producers and community.
- Build mutual trust and respect between sectors, and other resource users.
- Consider the merits of addressing structures and systems driving industry consolidation.
- Ensure equitable and secure allocation among all sectors to ease inter-sectoral conflict.
- Improve unity among all sectors. This will require investment of time and resources to enable the building and maintenance of relationships between all sectors. There is also a need to do so with other key players, including Environmental Non-Government Organisations (ENGOS).
- Develop and apply a sophisticated communication strategy to deliver a shared narrative to the Australian community and consumers. This will require investment in capacity building for all sectors, noting the present capacity deficit in this area.
- Identify and apply new approaches to extension of R&D – by FRDC and others, including a need to reduce scientific nature of extension activities.
- Acknowledge the diminished role of science in future scenarios driven more by populism than evidence.
- Determine how best to deliver impact in these and other areas whilst optimising profits.
- And once these implications have been identified and collated across all scenarios, they offer insights that will assist in prioritising future needs to respond to key threats, and capture possible opportunities.

The process overall was well received, however, some participants shared uncertainty regarding how scenario planning might be informative in a strategic planning context, while others were concerned to ensure that profitability of the fishing and aquaculture remained a focus looking forward.

In closing this first Day of the Annual Planning Workshop, Matt Barwick and Crispian Ashby thanked the workshop attendees for their participation and insight throughout Day One. Matt highlighted that the feedback received would be used to help refine the approach applied in a series of regional workshops, intended to provide opportunity for broader input to help shape the plan that would be held in late September/early October in Southeast, Southwest and Northern Australia.

Matt also noted that as a next step in the consultative process to develop the FRDC 2020-2025 RD&E Plan, data collected at the Annual Planning Workshop would be combined with data collected during later regional workshops, and the collated dataset would then be used to inform a two day workshop involving a broad cross-section of the fishing and aquaculture community on 29<sup>th</sup> & 30<sup>th</sup> October. This would set the strategic intent for fishing and aquaculture in Australia.

Further information as the plan unfolds and access to key documents can be found on the FRDC RD&E Plan [web page](#).

Action(s):

- Matt Barwick to collate and incorporate feedback and data from the 2019 Annual Planning Workshop into the drafting of the FRDC 2020-2025 RD&E Plan

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## Day Two: Thursday 26<sup>th</sup> September

### Summary from Day One & FRDC Overview (Patrick Hone)

Patrick Hone reiterated the purpose of the 2019 FRDC Stakeholder Annual Planning Workshop, noting that discussions on FRDC's approaches to investment and extension as part of Day Two should be considered relative to the establishment of the developing FRDC 2020-2025 RD&E Plan.

Patrick provided a brief overview, setting the scene of the FRDC planning environment and highlighted some key aspects of the FRDC's operating ecosystem – these included:

- The Council of Research & Development Corporations (RDCs) discussion on modernising the RDC system
- The advisory panel that will be advising the Government on RDC reform
- The development of the new food and fibre plan
- The National Fishing Plan as part of the Governments election commitment
- The Senate inquiry into seismic testing

Patrick also acknowledged the suite of reviews that are current underway, including the Environment Protection and Biodiversity Conservation Act and biodiversity targets, and the Code of Conduct for Responsible fishing by the United Nations.

The PowerPoint presentation can be accessed [here](#).

### Review of FRDC Investment Partner Structure (Forrest Hill Consulting)

Scott Williams from Forrest Hill Consulting presented on the drafted 'Review of FRDC Investment Partner Structure'. This work is being undertaken as part of FRDC project 2018-173 '[Review of FRDC's Industry Partnership Agreements \(IPAs\), Research Advisory Committees \(RACs\), Subprograms and Coordination Programs](#)'.

The investment partner review was informed (in part) by an online stakeholder survey that many RAC, IPA and Subprogram members had participated in. The survey delivered the following insights:

- Stakeholders as a whole are moderately positive about the effectiveness of the various partnership structures and claim to understand them moderately well, with IPAs the least well understood
- Insiders of RACs, IPAs and Subprograms have, not surprisingly, more positive views towards their effectiveness than outsiders. Outsiders rate the ease of engagement with each structure as quite low
- There is very positive sentiment towards FRDC's management of the RACs, IPAs and subprograms
- There is a reasonable level of understanding of the priorities of the respective structures, their outputs and progress among insiders
- There is a lower level of understanding of how the three types of investment structures fit together, with a perception that FRDC effectively facilitates collaboration and understanding of the framework diagram
- Stakeholders are only moderately positive that FRDC ensures optimal adoption of R&D outcomes

The Forrest Hill review provided a suite of observations as well as options of investment partner models in other RDCs. Scott presented a number of investment partner model options for workshop attendees to consider, based on outputs from stakeholder surveys, interviews, and the consultants' experiences. The relative strengths and weaknesses of the alternate investment partner models were discussed from the nuanced perspectives of RAC Chairs, IPA & Subprogram leaders etc. Ultimately, the workshop attendees agreed that any future framework should seek to deliver improved simplicity & process efficiencies, foster better collaboration & co-investment, and not add layers when compared to the existing model.

The PowerPoint presentation can be accessed [here](#).

Overall, Forrest Hill's work was largely well received, and instigated discussion on the potential benefits of change to FRDC's advisory bodies, such as RACs and Subprograms. This in turn prompted questions about what the investment partner structure of FRDC might look like under the 2020-2025 RD&E Plan.

FRDC Management highlighted that recommendations provided by Forest Hill would be explored and refined in tandem with the development of the 2020-2025 RD&E Plan, such that the structure optimises delivery of the adopted Plan. This includes consideration of RD&E procurement and contracting models.

**Action(s):**

- FRDC to distribute the drafted 'Review of FRDC Investment Partner Structure' for stakeholder feedback
- Forrest Hill to finalise the review and provide to the FRDC to publish on the FRDC website
- FRDC to integrate the recommendations from the 'Review of FRDC Investment Partner Structure' into the drafting of the 2020-2025 FRDC RD&E Strategic Plan

## FRDC Extension (Peter Horvat & Annabel Boyer)

Peter Horvat provided an overview of the key findings from three extension surveys the FRDC had undertaken in 2018/19: (i) FRDC's self-assessment of extension success; (ii) a research provider survey (82 respondents); and (iii) RAC & IPA members survey (25 respondents). This is an initiative the FRDC have employed to aid in prioritising efforts to improve FRDC's extension service delivery in order to enhance R&D extension and adoption. Key observations from the surveys included:

FRDC's (i) self-assessment of extension survey:

- It was considered that IPAs tend to extend R&D well, and were seen to have a greater 'control' of extension activities, understand their audience and needs (their sector)
- The extension of RAC led R&D was considered to range from low to medium
- Successful R&D extension of FRDC Subprograms was low

FRDC's surveys of (ii) research providers and (iii) RAC & IPA members rated the success of extension and adoption:

- The two survey findings contrasted
  - Providers perceived a relatively high level of success for extension to managers and industry. Though noted that managers and industry were the most difficult to undertake extension and get adoption
  - RAC & IPA members rated all categories for adoption (i.e. to managers, industry, consumers) low
- Though neither group considered themselves as being responsible for extension
  - RAC & IPA members perceived that FRDC does not sufficiently support 'extension' exclusive projects, noting few are funded
  - Two thirds of service providers indicated they have never applied for funding to extend their projects
- Common points raised by respondents in the two surveys included:
  - Extension should not be 'locked' in at the application stage for the life of the project
  - Projects that are well-targeted to users get extended & adopted
  - Dispersed groups, such as consumers and recreational fishers are difficult to reach
  - Policy & regulations are often a barrier to extension

The PowerPoint presentation can be accessed [here](#).

In addition, Peter and Annabel Boyer led a session discussing the FRDC's approach to and enabling mechanisms for the extension of R&D outputs. It was broadly acknowledged that there needed to be change in how extension was embedded in projects, such that it was explicitly addressed at the onset of application develop / project inception. While being flexible to opportunities / changes as a project progresses – requiring FRDC to liaise (more) with providers throughout project duration.

Peter indicated that Annabel had taken on the role as the FRDC's Extension Coordinator and as such, would be taking greater carriage of extension activities. In this manner, Annabel would seek to enhance R&D extension by: (i) identifying appropriate communication & extension formats; (ii) ensure that communication and extension is addressed clearly and concisely at the onset of, or during projects, and (iii) coordinating expertise to assist with &/or deliver communication and extension.

### Action(s):

- Evaluate and develop FRDC research applications to emphasise research end-user and extension and adoption through the life-cycle of projects

- Increase FRDC oversight of extension dimension of projects throughout project life-cycles.
- Complete 'synthesis' extension projects of key FRDC research areas
- Continue to work with the other RDCs on evaluating and developing an effective extension model

## Actions from the 2018 Annual Stakeholder Workshop (Crispian Ashby)

Crispian provided an overview of the key responses to the from the 2018 post-Annual Stakeholder Workshop survey – key feedback associated with the structure of workshop included:

- Having increased interactive workshop components, including incorporating sessions that focus on:
  - Collaboration – i.e. who with & how to
  - Enhancing engagement with stakeholders and research providers
- Sessions identifying innovation opportunities as well as future trends analyses – this might include bringing in outsider / cross-sectoral perspectives
- Sessions that are theme-based rather than a RAC/IPA-based approach
- FRDC's overview of horizon issues, including highlighting strategic issues that may need addressing and, or consideration

Crispian provided an update on the status of the priorities below, noting that there are RD&E activities currently underway that will inform the drafting of the scopes of these priorities. In seeking feedback from FRDC investment partners, few drafted priorities were wholly supported with only a small number receiving a relatively high level of support. Given this is an iterative process, some highlighted priority areas will be deferred and re-examined as new information and recommendations (from current activities) come to light.

The table below provides a summary of progress against the nominated stakeholder priorities from the 2018 Annual Stakeholder Workshop.

Draft Priority Title	Action(s)
Genomic / microbiomes / eDNA	<ul style="list-style-type: none"> <li>• Scoping a workshop on the state of the art of the technology</li> <li>• Feedback suggest that the use of this tech will be case specific – e.g. <i>2019-016 Estimating biomass of fish stocks using novel and efficient genetic techniques</i> (NSWRAC)</li> </ul>
Attracting & retaining an 'on water' workforce	<ul style="list-style-type: none"> <li>• Feedback suggests this this is not an RD&amp;E activity</li> <li>• Recommend deferring – informed by the review of the FRDC People Development Subprogram &amp; outcomes of the NSILP cohorts efforts on making seafood an attractive career</li> </ul>
Development of a Seafood Incident Response Plan	<ul style="list-style-type: none"> <li>• An application is being developed – <i>Seafood Incident Response Plan</i></li> </ul>
National Seafood Incident Response Plan	<ul style="list-style-type: none"> <li>• Combined with above</li> </ul>
A review of the need to update the biological information with novel techniques: Stage 1	<ul style="list-style-type: none"> <li>• Little interest in collaboration on this priority</li> <li>• Noting: <i>2019-010 Revisiting biological parameters and information used in the assessment of Commonwealth fisheries</i> (COMRAC)</li> </ul>

Automation / Technology	<ul style="list-style-type: none"> <li>• Little interest in collaboration on this priority. Feedback suggests the use of this tech will be case specific and sector</li> <li>• FRDC involved in multi-RDC <i>Growing a Digital Future</i> providing a high-level overview of technology use in agriculture</li> <li>• Refinement to be informed by recommendations from <i>2018-171 Development of digital capability frameworks</i></li> <li>• Noting: <i>2018-199 'TekFish' innovation + entrepreneurship Platform for Disruptive Innovation</i></li> </ul>
Plausible and Possible Futures for the Australian Seafood Industry	<ul style="list-style-type: none"> <li>• Little interest in this priority</li> <li>• Explored as part of the new FRDC strategic planning process – e.g. <i>CSIRO futures scan</i></li> </ul>
Making environmental information available to the fishing industry in real time	<ul style="list-style-type: none"> <li>• Little interest in collaboration on this priority. Feedback suggests activities will be sector specific – e.g. <i>2018-194 Forecasting spatial distribution of SBT in the GAB (ASBTIA)</i></li> <li>• Noting: <i>2018-026 e-fish: An Integrated Data Capture and Sharing Project</i></li> </ul>
Marine Debris Code of Practice: Stopping it at the source	<ul style="list-style-type: none"> <li>• Seeking a new lead</li> <li>• Feedback suggests this is not an RD&amp;E activity</li> </ul>
Fishing for Research Priorities	<ul style="list-style-type: none"> <li>• This is being addressed on a case by case basis with Vic &amp; Commonwealth progressing a (collaborative) trial</li> </ul>
Traceability and authenticity	<ul style="list-style-type: none"> <li>• <i>2018-188 Putting the ability into traceability: bringing traceability solutions to Australia's small and medium seafood enterprises</i></li> <li>• This is being progressed as a key challenge area through the FishTek platform</li> </ul>
Resource access allocation	<ul style="list-style-type: none"> <li>• Progressing a national workshop series that involves all stakeholder groups – <i>Resource Sharing in Australian Fisheries</i></li> <li>• Noting: <i>2017-122 Review of fishery resource access and allocation arrangements across Australian jurisdictions</i></li> </ul>
Examination of licensing / permitting / modern systems for recreational and Aboriginal (traditional) fishing	<ul style="list-style-type: none"> <li>• AFMF feedback indicated this is not a priority</li> </ul>
Modern/innovative catch and participation data collection – Indigenous & recreational data	<ul style="list-style-type: none"> <li>• AFMF feedback indicated this is not a priority</li> <li>• Noting: <i>2018-016 Improving data on Aboriginal and Torres Strait Islander marine resource use to inform decision-making (IRG)</i></li> <li>• Noting: <i>2018-161 National Social and Economic Survey of Recreational Fishers (RECFISH)</i></li> </ul>
Develop and trial fisheries management induction program for fisheries	<ul style="list-style-type: none"> <li>• Fisheries management education tools identified as a synthesis topic</li> <li>• Failure to get support for <i>2018-054 Developing capacity and capability within the recreational fishing and Indigenous sectors to better engage with government on fisheries management issues</i></li> </ul>

Extension & synthesis

- Feedback suggests that *synthesis* aspects of this priority are best addressed on a case by case basis

Action(s):

- FRDC to review priority areas on an ongoing basis, and consider how they align with stakeholder feedback obtained as part of the consultative process to inform the 2020-2025 RD&E Plan

## Summary & Close of the Workshop (Crispian Ashby & Patrick Hone)

Crispian asked that the workshop attendees provide feedback on Forrest Hill's drafted 'Review of FRDC Investment Partner Structure'. As part of this feedback, Patrick asked that the review criteria used be included to aid the FRDC in understanding how elements of the investment partner structure were prioritised etc. For example, how might FRDC continue to support People Development, highlighting FRDC project 2018-149 ['2019 review of the FRDC investment in People Development'](#).

Finally, Patrick sought comment on what/how the public good component of FRDC's funding might be used; and to consider what would happen if there was no public good given the current review in standardising all the RDCs.

In closing the workshop, Patrick thanked all of the workshop attendees for their efforts and focus over the two days, acknowledging that the feedback and discussion is critically important in the development of the 2020-2025 FRDC RD&E Plan as well as informing the FRDC's approaches to investment and extension.

Action(s):

- Annual Planning Workshop attendees are invited to complete a post-workshop survey to be sent by the FRDC
- Annual Planning Workshop attendees to provide feedback on the drafted 'Review of FRDC Investment Partner Structure' document; with feedback to be submitted by 31<sup>st</sup> October 2019

**Wednesday 25<sup>th</sup> September**

Time	Agenda Item	Facilitator
10.00	Kaurna Welcome to Country	Mickey O'Brien
10.10	Objectives of the workshop	FRDC
10:15	Overview of process to inform 2020-2025 RD&E Plan	Matt Barwick
10:45	Strategic Discussion	Matt Barwick
12:00	<i>LUNCH</i>	
12:45	Strategic Discussion	Matt Barwick
3:30	<i>AFTERNOON TEA</i>	
4.00	Gaps Identified	All
5:00	<i>CLOSE</i>	

**Thursday 26<sup>th</sup> September**

Time	Agenda Item	Facilitator
9:00	Opening	Patrick Hone
9:15	Summary of R&DE Planning Workshop from the previous day	Matt Barwick
	Gaps Identified and further discussion	All
	Next steps	
10.30	<i>MORNING TEA</i>	
11:00	Review of FRDC investment partner structure (RAC's, IPA's, Subprograms) <ul style="list-style-type: none"> <li>• Outline of review</li> <li>• Key findings</li> <li>• Recommendations</li> </ul>	Scott Williams (Forrest Hill Consulting)
12:00	Discussion of recommendations	All
12.30	<i>LUNCH</i>	
1:15	Extension and adoption <ul style="list-style-type: none"> <li>• Findings from FRDC's extension surveys</li> <li>• FRDC's approach to extension</li> </ul>	Peter Horvat and Annabel Boyer
1:45	Discussion including mechanisms for extension	All
2:30	Actions summary and close <ul style="list-style-type: none"> <li>• Including actions from the 2018 Workshop</li> </ul>	Crispian Ashby
3.00	<i>CLOSE</i>	

## Appendix Two: List of Attendees

First Name	Surname	Affiliation
Josiah	Pit	VIC Research Advisory Committee
Marshall	Betzel	QLD Research Advisory Committee
Don	Plowman	SA Research Advisory Committee
Peter	Dundas Smith	NSW Research Advisory Committee
Brett	McCallum	WA Research Advisory Committee
Linda	Williams	WA Research Advisory Committee
Rik	Buckworth	NT research Advisory Committee
Caleb	Gardner	TAS Research Advisory Committee
Rachel	King	Australian Council of Prawn Fisheries
Dean	Lisson	Abalone Council Australia
Andrew	Gregson	Tasmanian Salmonid Growers' Association Ltd
Sven	Frijlink	Tasmanian Salmonid Growers' Association Ltd
Kim	Hooper	Australian Prawn Farmers Association
Colin	Buxton	Southern Rocklobster Ltd
Tom	Cosentino	Southern Rocklobster Ltd
Nick	Savva	Australian Abalone Growers Association
Matt	Taylor	Western Rocklobster Council Inc.
James	Cowe	Western Rocklobster Council Inc.
Rhys	Arangio	Southern Ocean
Owen	Li	Recfishing Research
Chris	Calogeras	Indigenous Reference Group
Emily	Ogier	Human Dimensions Program
Tracey	Bradley	Aquatic Animal Health and Biosecurity
Sevaly	Sen	National Priority 1
David	Smith	Research Provider Network & Cmwllth Research Advisory Committee
Russell	Conway	Recfish Australia
Aaron	Irving	National Aquaculture Council
Alex	Ogg	Inshore Fisheries
Alison	Turnbull	SafeFish
Scott	Williams	Forrest Hill Consulting
Patrick	Hone	FRDC
Crispian	Ashby	FRDC
Matt	Barwick	FRDC
Peter	Horvat	FRDC
Josh	Fielding	FRDC
Chris	Izzo	FRDC
Wayne	Hutchinson	FRDC
Nicole	Stubing	FRDC
Alison	Connelly	FRDC
Annabel	Boyer	FRDC