

**National RD&E Framework for Fisheries and Aquaculture  
Planning Workshop Report  
July 22 and 23, 2009**

Location: Stamford Grand Hotel, Glenelg South Australia

**Aims:**

- 1) To introduce and discuss the development of a national fisheries and aquaculture RD&E framework;
- 2) To obtain stakeholder views on opportunities and challenges for the fisheries and aquaculture industries and the implications for future RD&E;
- 3) Discuss and develop the characteristics, features and governance of a RD&E framework

Participants at this workshop included fisheries managers, industry, researchers, research agencies, extension, the university sector, and research funders and managers.

**This report is the facilitator’s record of discussion and is to be used in further debate.**

*This report provides a summary of the main discussion points raised during the workshop. The key elements of a RD&E Framework that were developed by small groups during the workshop are attached and were used to draft the composite model in the body of this report. This workshop report will be used to inform the on-going development of a RD&E Framework for Fisheries and Aquaculture. Electronic copies of the presentations were made available to participants after the workshop. Peter Neville, chairman of FRDC, opened and explained the purpose of the workshop. A list of participants is also attached to this report.*

**Session 1 Context** (2 presentations began this session)

– **The Primary Industries Ministerial Council and why we are developing a National RD&E Framework**

**Bruce Kefford**

– **Scope of the National RD&E framework for Fisheries and Aquaculture**

**Robert Gott**

Summary discussion following presentations – questions, issues and clarification of what needs to be developed:

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| <ul style="list-style-type: none"> <li>• Is this process more about formalising existing collaboration? (Given diminishing resources actually forces collaboration). Views range from simply refinement of the existing structures and processes to the opportunity to make major changes to adapt to the future operating environment of fisheries and aquaculture</li> <li>• Issue of jurisdictional responsibility and how this will be dealt with? Fish are across borders! This has implications for management and RD&amp;E. What does research include for Wild Catch and how are</li> </ul> | <ul style="list-style-type: none"> <li>• Does Fisheries fit under Primary Industries (and / or NRM?)</li> <li>• Where is Ministerial commitment to the process?</li> <li>• Marine environment issues – where are these considered? How will Cross-sector issues be dealt with?</li> <li>• Need a clear definition of <u>extension</u> (especially as there is not much Development and Extension currently!).</li> <li>• How will existing plans fit??</li> <li>• Degree of uncertainty with the concept of State Governments</li> </ul> |
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| <p>statutory requirements addressed?</p> <ul style="list-style-type: none"> <li>• How does industry fit? – And how do we ensure their buy-in?</li> <li>• Is Post harvest included?</li> <li>• How will the indigenous sector be consulted?</li> <li>• How do you balance collaboration with competition for RD&amp;E \$? At what level/s should there be collaboration? Need to have greater contestability for private sector to be involved.</li> <li>• Want to see removal of IP constraints.</li> </ul> | <p>working <u>together!</u></p> <ul style="list-style-type: none"> <li>• Strategic Framework – too top heavy – will this do more for agencies than Industry?</li> <li>• Industry and community are rich source of innovation – how will they be involved (relationship in the process)?</li> <li>• Need to identify where the best capability can be sourced.</li> <li>• Research issues may require local work by external providers.</li> </ul> |
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## Session 2 Fisheries and Aquaculture – sector overview

Ewan Colquhoun (presentation)

### Actions arising:

Definition of extension - What is it and who are the providers? (Include SeaNet, Marine Discovery Centres, Oceanwatch, training providers etc).

Facilitate industry buy-in and collaboration – there may be a role for FRDC people development program

Consultation with the indigenous sector – recommend develop a funded piece of work to identify the best way to consult with this sector.

Discussion: feedback on sector overview presentation and views on what else should be considered / included in sector overview report.

- Need data on RD&E investment.
- Types of data need to include – economic, social, trends; use of technology/IT; where competition for resources comes from.
- Can we get indigenous use data? For both commercial and recreational?
- Need to include Workforce data on Industry to .....
- Will Post-harvest info include – food service and global retailing?
- There is a risk in aggregating data – could lose meaning / provide insufficient resolution.
- Devolution of non-core activities from Government – what private sector services (third sector?) are you going to include?
- Will you include what the Government view on core activities is??
- Need to define the Sector – how will you describe this? As National? Regional? Species? How will you approach this?
- Can you do ‘capability’ on a Regional basis?
- Missing in sector schematic – international fisheries and their impacts on Australia.
- Wild Catch / Aquaculture are two separate sectors and need to be treated differently.
- Missing in schematic - conservation.
- Compliance needs to be included – capabilities and cost.
- Missing on Ewan’s diagram is an explicit mention of Research (will the capability audit cover this?).

- Map Government structures and legislative structure Need to include some understanding of the Benefit: Cost of RD&E to Industry.
- Not convinced profitability and consumers are given enough importance – you could have consumers in centre of Ewan’s diagram.
- Must talk about imports because 70-80% of what we consume is imported! What is the impact of this?
- Add Freshwater and Inland to schematic.
- Need to narrow the scope of this exercise → to harvest?
- Understood that social and cultural aspects are important – but, are these core to RD&E Framework?
- Two types of data – things that are not directly within the control of Industry – e.g. Australian dollar, fuel, access to capital, etc (thus outside of the Framework’s capacity to influence); and
  - Explicit data about what can be controlled and influenced by the Framework.
- Need to do a map for the future of the R&D priorities in 10-20 years time and within this identify national priorities at a high level.
- **Actions arising:**
- Collection of data (economic, social, indigenous, trends, technology, workforce etc) to complete a rigorous sector overview – Ewan Colquhoun with assistance from Working Group and Leadership Group.
- Revise sector Overview Map based on discussions from workshop - Ewan Colquhoun.
- Create a map for future R&D priorities, identifying how it fits in with national priorities - part of Sector Overview - Ewan Colquhoun.

**Session 3 Presentations from Wild Fisheries (Neil MacDonald), Recreational fishery (Len Olyott) and Aquaculture (Brett McCallum) sectors and Fisheries Managers (Heather Brayford) on:**

**- National perspectives on strategic areas for RD&E investment (Patrick Hone)**

Summary of discussion: Identification of priority strategic areas for Fisheries and Aquaculture RD&E investment.

**Development of harvest / management strategies.**

- Reduce by-catch impacts;
- Understanding impacts of Management Measures.
- Determining fishing impacts.
- adopting flexible processes (including legislation)
- MEY / HSE
- Increasing production efficiencies.

**Co-management / governance models.**

- consolidation of industry structures;

**Post-harvest and supply chain**

- understanding consumer needs; market understanding.
- Consumer needs and wants; products to meet consumer needs (domestic and export);
- Market intelligence, trends, shocks, etc.
- Distribution systems;

**Emerging and developing aquaculture**

- understanding constraints.

**Oceanic / environmental drivers**

- Linking environment and fisheries productivity. Habitat function relation; climate change; biosecurity; oceanography; source/sink relationship.
- Climate Change?

**Value-Add to Products – Fisheries & Aquaculture**

- Maximum product value.
- Rec fishing – quality of the experience;
- Social & Economic & Business Performance – Best Practice.
- Value chain analysis.

**Understanding indigenous fishing....**

**Measuring resource status.**

**Community perception and support**

- Building a case for investment in Research and Development; Demonstrate Sustainability of fish resources – into community support; Evidence base / social licence to operate!
- Understanding and defining social and economic values and impacts of different users of fisheries resources

**Enhancing fisheries,**

- Not just recreational.

**Access to resources**

- Resource allocation, spatial and temporal approaches, marine parks, indigenous.
- securing and sharing the resource.

**Building Capability / People Development**

- People development; Capacity to understand and analyse value chain.
- Workforce development

**Innovative technologies.**

**Extension and knowledge management.**

- Recfish Australia can offer an extension service.

**Session 4 Current Fisheries and Aquaculture RD&E structure and processes**  
**Possible future (ideal) RD&E framework Mehdi Doroudi**

*(Note – groups used the following reference points in helping to identify and describe RD&E Framework elements – Attachment 1 describes the group work in full)*

**Ideal / Future RD&E Framework – Measures of Success / Outcomes we aim to achieve**

- Improve the profitability, productivity and sustainability of Fisheries and Aquaculture.
- Remove duplication in RD&E efforts. Access to best provider.
- More collaboration / integration of RD&E.
- Reduce funding uncertainty.
- More effective / efficient RD&E; more efficient use of funds and resources.
- Strong Industry / RD&E provider relationship.
- Alignment of Industry and Government RD&E priorities (shared).
- Research in one location accessible to all. Increase flexibility – attract new RD&E players? (Providers?).
- Provide leverage for supplementary RD&E funds from associated fisheries and aquaculture stakeholders.
- Enhance the rapid uptake of RD&E outcomes (through increased involvement of Industry, State Governments, CSIRO and Universities).
- Ensure capacity matches RD&E needs

**Examples of current collaboration** that we could use to inform the ideal / future RD&E Framework:

- SA / Vic Alliance.
- CSIRO / QDPI Co-Location.
- RecFish RD&E Strategy.
- Northern Fisheries Management (WA, Qld, NT, Commonwealth).

Draft summary of **key elements of key elements of RD&E Framework** (to be used to stimulate further debate)

| Future (ideal) elements of RD&E Framework  | Issues requiring work  | Measures of success / outcomes we desire  |
|--|--|---|
| <p><b>Industry Planning and RD&amp;E Priority Setting:</b></p> <ul style="list-style-type: none"> <li>- Single national Industry plan framework that integrates national and regional planning processes for fisheries and aquaculture;</li> <li>- National Fisheries and Aquaculture plan that sets out planned outcomes and targets for success</li> <li>- End-users cooperate in developing plans</li> <li>- Industry focused</li> <li>- What is the prioritisation process?</li> <li>- possibly an annual Forum of Industry / RDE providers / Fisheries Managers to debate progress over past 12 months and agree on high level RD&amp;E priorities. Need to accommodate local / species / sector specific priorities.</li> <li>- Regional planning for species based fisheries management</li> <li>- National approach to industry development and people development planning</li> </ul> | <p><i>a) Prioritisation process – how is this to be achieved at a national level that is meaningful and still take into account local / species / sector needs?</i></p> <p><i>- For the development (now) of RD&amp;E Framework – could we use a scan of all existing Plans to identify RD&amp;E priorities and use the leadership group to validate this at next workshop? Then over next 12 months actually have an Industry / Fisheries Managers / RD&amp;E provider process to plan outcomes, priorities and targets?</i></p> <p><i>b) Do we ultimately aim for a single National Fisheries and Aquaculture Plan or, do we run a six monthly or an annual Forum which brings together key people to discuss and agree on national and local / sector specific priorities?</i></p> <p><i>c) Need a process for negotiating the Regional approach – RD&amp;E capabilities, capacity and resource sharing and identification of specialisation. (and need some independent / industry oversight of this)</i></p> <p><i>d) How do we best engage the indigenous sector?</i></p> <p><i>e) Need to clarify the role of FRAB's.</i></p> | <ul style="list-style-type: none"> <li>- Improve the profitability, productivity and sustainability of Fisheries &amp; Aquaculture.</li> <li>- Plan continually updated to maintain relevance.</li> <li>- Avoid duplication.</li> <li>- Compete on ideas and maximise collaboration on delivery.</li> <li>- Identification of common areas of research.</li> <li>- Alignment of Govt and Industry RD&amp;E priorities.</li> <li>- Regional model for sharing capabilities and infrastructure in place.</li> <li>- Creation of National Centres of Excellence but retention of core capabilities.</li> </ul> |
| <p><b>Funding:</b></p> <ul style="list-style-type: none"> <li>- Portfolio funding (expand Industry Partnership to include research providers).</li> <li>- Support Regional models (e.g. SE Climate Change).</li> <li>- Need an annual investment evaluation cycle.</li> <li>- Need co-investment model – more than just FRDC funding.</li> </ul>   | <p><i>a) Need to provide detail for what “portfolio” funding is.</i></p> <p><i>Need to explain the funding process – will it include part for competitive bids / part commissioning of work / part used to maintain “core” capabilities or work on national priorities??</i></p>   | <ul style="list-style-type: none"> <li>- More efficient use of funds and resources.</li> <li>- Reduce funding uncertainty.</li> <li>- Avoid duplication.</li> <li>- Increase flexibility – include attracting new players.</li> <li>- Provide the necessary “leverage” for supplementary RD&amp;E funds from associated F&amp;A industry stakeholders.</li> </ul>   |

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| <p><b>Partnerships – Relationships:</b></p> <ul style="list-style-type: none"> <li>- Agreement established between functional groups (Fish Managers, Research Providers, Funders, Extension, Training, and Industry Associations) that establishes the principles for implementing the RD&amp;E Framework.</li> <li>- Defined roles and responsibilities for each functional group.</li> <li>- Formal agreements provide surety amongst collaborative partners.</li> </ul> | <p>a) <i>Need a process to obtain this “agreement” – needs someone (FRDC?) to facilitate and broker such a process.</i></p> <p>b) <i>Need a mechanism for holding the various functional groups accountable for their roles and responsibilities – perhaps could be part / add on to annual forum mentioned above??</i></p> <p>c) <i>Do we need formal agreements – such as the Vic / SA Alliance? Need clear governance arrangements.</i></p> <p>d) <i>Do we establish a RD&amp;E network and / or Research Directors forum to help cultivate the partnerships? Is NAFM the first step in cultivating collaboration?</i></p> <p>e) <i>Need to clarify the role of FRAB’s.</i></p> | <ul style="list-style-type: none"> <li>- Enhance the rapid uptake of RD&amp;E outcomes through increased involvement of industry, State Governments and University RD&amp;E stakeholders</li> </ul>   |
| <p><b>Infrastructure:</b></p> <ul style="list-style-type: none"> <li>- RD&amp;E Providers manage infrastructure to ensure efficient use.</li> </ul>  | <p>a) <i>As above under relationships – do we need formal agreements in place?</i></p> <p>b) <i>How will accountability to Industry be maintained? Can an Annual Forum achieve this?</i></p>   | <ul style="list-style-type: none"> <li>- Allow the F&amp;A industry to develop and maintain appropriate infrastructure and facilities for both F&amp;A and other cross-sectoral RD&amp;E programs;</li> <li>- Creation of a centralised data repository.</li> </ul> |
| <p><b>Extension:</b></p> <ul style="list-style-type: none"> <li>- Industry delivered extension – SeaNet, Southern Rock Lobster Green and Clean program.</li> <li>- Marine Discovery Network.</li> <li>- Extension delivery aligned with bioregions.</li> <li>- Education and training sector is a player in extension of research outputs through education and training programs</li> </ul>   | <p>a) <i>Need to define extension for Fisheries and Aquaculture - what is it and who are the providers? – include Industry / Agency partnership for delivery.</i></p> <p>b) <i>May need a phased approach to implementing extension.</i></p>   | <ul style="list-style-type: none"> <li>- Develop a national extension and knowledge management service</li> <li>- Increase the timeliness of output uptake</li> </ul>   |
| <p><b>Education and Training:</b></p> <ul style="list-style-type: none"> <li>- VET to be delivered regionally / locally but through a distributed network.</li> <li>- Need to have accredited training.</li> <li>- Higher education / Uni centralised delivery (eg QMS).</li> <li>- People development – National leadership; Innovation; Workforce; Linked to Industry / Govt partnership.</li> </ul>   |  | <ul style="list-style-type: none"> <li>- Enhance the identification, attraction and championing of students and post-doctoral fellows to allow the F&amp;A industry’s human capacity to build sustainably</li> </ul>  |

### Summary of plenary discussion: feedback / discussion on the suggested elements when groups reported back:

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| <ul style="list-style-type: none"> <li>• Group 1 has identified some good examples – next step - who/how to specify what to do next to duplicate / replicate examples of collaboration.</li> <li>• Role of FRDC in the process should focus on – governance / broker / negotiation.</li> <li>• Regional approach to fisheries planning – has some support.</li> <li>• Need to better define “core” skills and capacity.</li> <li>• Note – Industry not always aware of what collaborations / alliances are in place!</li> <li>• Ensure a strong emphasis on fishers engaging with RD&amp;E providers.</li> <li>• Need to identify areas of RD&amp;E specialisation not just collaboration – and bring Industry along!</li> <li>• Need to clarify governance arrangements across RD&amp;E providers, eg reconcile costing arrangements.</li> <li>• Stock assessment work – not science – but a lot of science to develop techniques.</li> <li>• A progressive evolution towards regional models, building on existing collaborations across the nation over time.</li> </ul> | <ul style="list-style-type: none"> <li>• Need to describe how we can better align management structures, e.g. rock lobster.</li> <li>• Capacity Audit – identify / describe relationships critical to fisheries management as well as capacity.</li> <li>• Cannot ignore inter-twining of fisheries management with RD&amp;E system – need to understand the link!</li> <li>• Suggest you turn Group 5 map into National Map – i.e. Map RD&amp;E specialisation and management arrangements by bioregion.</li> <li>• Still missing extension issue! Fishers like to be able to talk to individuals / locally. Work needs to be done on extension requirements in order to consolidate and achieve adoption of research (and include Industry - not just agency personnel).</li> <li>• Confidentiality of fisheries data with respect to sharing across jurisdictions – need to test this!!</li> <li>• There will be difficulties in achieving agreement on portfolio funding.</li> <li>• Industry / Research relationship is the key.</li> </ul> |
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### Gaps in Framework / aspects that require more development?

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| <p><b>Extension</b> – must be integrated, not an add-on. Need to define Extension - its role, role for peak bodies; within this need to cultivate own industry people in extension. Include two-way information flow of priorities and adoption. Recfish are a good example of how this can work.</p> | <p><b>Planning and Prioritisation process</b> – especially National Plans that have to relate to this framework – who / how to engage?</p> <ul style="list-style-type: none"> <li>• Cost of consultation with Industry is high – Industry needs to think about rationalising organisations. . Creation of one body which can facilitate communication/consultation with the national framework process.</li> <li>• List of research priorities is light on! How do you plan to detail the RD&amp;E priorities? Whose priorities / what weightings?</li> </ul> |
| <p><b>Funding models / co-investment</b> – more details on what exists and how it is used / issue of cross-subsidies and costing systems.</p>   | <p>Look at the <b>social capital</b> – –The Networks and relationships that currently exist. The ‘glue’ or the ‘arrows’ between the boxes is an essential element for the framework to work – would also indicate the pre-conditions necessary for collaboration – across both Industry and Research.</p>   |
| <p><b>Indigenous capacity and mechanisms for identifying RD&amp;E priorities</b></p>  | <p>Stocktake of <b>management capability</b> – should include barriers to implementation.</p>   |
| <p>More definition needed on structures around <b>fisheries regions</b>. Capacity of fisheries regions should be determined</p>   | <p>More detail on approaches to dealing with Fisheries Managers – describe the <b>linkages between NRM process and Fisheries Management</b> and how to get</p>  |

**Actions arising:**

**Industry Planning and RD&E Priority Setting:**

1. Scan all existing Plans to identify RD&E priorities and use the leadership group to validate this at next workshop.
2. Develop a process for negotiating a regional approach to fisheries planning – RD&E capabilities, capacity and resource sharing and identification of specialisation. This will need some independent / industry oversight.
3. Clarify the role of FRAB's in a regional approach.

**Funding:**

1. Develop a funding model that takes into account co-investment and regional models.

**Partnerships – Relationships:**

1. Establish an Agreement between functional groups (Fish Managers, Research Providers, Funders, Extension, Training, and Industry Associations) that establishes the principles for implementing the RD&E Framework.

## Session 5 Work in (organization/ sector) groups to discuss and identify the implications of this new Framework:

### RD&E Providers

*Fisheries regional planning- what are the implications of these Framework elements for us/our organisations/sector?*

- Opportunity to identify capacity and see gaps and duplication.
- Opportunity for specialisation.
- Opportunity for Capacity building, increased funding, leverage, reduce duplication.
- Build on existing collaboration; builds managers into the model.
- Opportunity for better ministerial relationships.
- Regional sensible way to do business.
- Better planning.
- Force into strategic thinking and planning.
- Provide a mechanism to assist to do what needs to happen anyway, i.e. financial constraints are already driving collaboration.
- Implications for managing the resource changes.
- Need to integrate processes into other frameworks,
- There will be operational and human resource changes

*- What are some of the key risks in implementing such a Framework and suggestions you have to mitigate these risks?*

- Overcoming cost structure differences.
- Capability audit rigour to get a full picture, meaningful comparisons.
- Losing “smaller” ideas. Real commitment to the process.
- Small organisations might suffer; reduced funding; increased transaction costs; political risk; industry support; closed shop preventing new engagement including international; communication of changes; industry support; becoming perceived as a cost cutting exercise; loss of regional agendas; losing bottom-up planning; loss of corporate memory; losing strategic research; for FRDC, risk of losing public good funding if seen to be only aligned to industry: A progressive evolution towards regional models, building on existing collaborations across the nation over time.
- Managing expectations;
- managing consultation process – not getting it right; political processes diverging;
- losing industry funding if it sees loss of outcomes as we move from a less competitive model;
- loss of researcher morale?: communication
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*- Overall – if we implement this Framework / these elements – describe what success will look like for your organisation/s.*

- Improved research outcomes.

- Enhanced capability.
- Customer satisfaction.
- More security on key research issues.
- More dollars.
- Effective fisheries regional planning and delivery
- Collaborative rather than competitive.
- Closer: industry and government.

Framework that supports evaluation.

### **Fisheries Managers**

- *What are the implications of these Framework elements for us/our organisations?*

- Increased collaboration and dialogue with other jurisdictions.
- Possible changes in management arrangements and legislation.
- Political implications and aligning political drivers with the framework.
- Funding, change management and staff implications.
- Challenge of how to win support from license holders, recreational and indigenous sectors
- How do we extend what has been discussed with respect to what RD&E needs to be to the grass roots.
- Communication and consultation with the community.
- Potential requirements for jurisdiction to change data bases and IT systems and processes.

- *What are some of the key risks in implementing such a Framework and suggestions you have to mitigate these risks?*

- Political differences between the States – how do we maintain political commitment over time? Mitigation: demonstration of “value” to PIMC / contractual agreements.
- Lack of Industry buy-in. Mitigation: good communication plan and inclusive prioritisation process.
- Don’t deliver / no changed state in RD&E achieved. Mitigation: leadership – Industry and RD&E CEOs
- Lack of sign-on by all jurisdictions. Mitigation: leadership – Industry and RD&E CEOs
- Lack of success – in terms of meeting the outcomes sought. Mitigation: Effective planning
- Marginalisation / capacity of smaller jurisdictions. Mitigation: Effective engagement and taking account of differences
- Resourcing of the framework. Mitigation: A clear understanding of the resource requirements and Ministerial council sign off

- *Overall – if we implement this Framework / these elements – describe what success will look like for your organisation/s.*

- More cost effective efficient and better informed fisheries management outcomes.

## **Alignment of investments with required management outcomes (business driving funding not funding driving business).Industry Councils**

*- What are the implications of these Framework elements for us/our organisations?*

- Cost recovery.
- Recreation sector relying on government to have recreational sector's best interests at heart.
- If government insists on not being efficient, difference in cost should be their own (government).
- May need to create own industry Research & Development body.
- Levy collection mechanism.
- Two types of research – a) prescriptive ongoing research; and b) specific requests.
- States keep levy, retain percentage then send remaining to FRDC. Move to get dollars sent straight to FRDC – water down State's authority over where the dollars go.

*- What are some of the key risks in implementing such a Framework and suggestions you have to mitigate these risks?*

- Treasury demanding how dollars spent.
- Top down through government with no mention of private providers.
- Ministers / government fear of job loss, therefore reluctance to change.
- Lot of time and effort into development of a framework that won't deliver.
- Who is leading the framework?
- Who are the drivers?
- Succession, long term relationships could be lost – need to build capacity and keep in mind: A progressive evolution towards regional models, building on existing collaborations across the nation over time.

*- Overall – if we implement this Framework / these elements – describe what success will look like for your organisation/s.*

- Industry has increased opportunity to influence research direction.
- Having alternative providers and suppliers available to us.
- Not wasting community money.
- Deliver improved RD&E for current costs.
- Accountability of government.
- Forcing fisheries managers to seek best providers (contestability).

## Session 6 Summary and Next steps in the process and what is expected of participants

Summary of discussion – what advice can participants give to the Working Group on the development of the Framework? What expectations do participants have of the Framework development process?

- Must have transparency in framework itself.
- Ensure that fisheries management, research, and industry needs are considered
- At some point peak bodies will need to consult with grass roots – but not until after the draft report.
- Other industry bodies will need to be included / engaged – e.g. regional groups, species groups.
- Communication – small amount regularly rather than one big report.
- Information onto AFMF agenda – FRDC establishes a website? E.g. presentations.
- Clear definition of objectives and outcomes and steps involved.
- How success of framework will be evaluated.
- Look at Statement of Intent – parties are greater than Ministers.
- Ensure commitment from the States.
- Keep it simple.
- Capability assessment – key component needs to be comparable information.

### Working Group expectations of participants

- View the process as an opportunity not a threat.
- Communicate at a high level; do not get bogged down with too much detail at this stage.
- Communicate risks clearly so the working group can help.
- Let the working group know of any problems in the process.
- The process should capture, and engage with, all providers, managers and industry.
- The process should bring all relevant Universities and research providers together to facilitate commitment to the Framework.

### **Actions for working group – next steps and process/expectations**

- Clearly articulate the scope for the framework (risk of going too broad)
- Develop measures of success
- Develop / review consultation and communication plan to ensure transparency and appropriate consultation with stakeholders
- Communication plan will:
  - o Provide information in small bites
  - o Keep industry councils are kept up to date and have information to distribute to members following draft framework development
  - o Ensure regular communication with AFMF (need to seek new rep with departure of Will)
  - o Provide mechanism for issues (on website?)to be captured and information to be distributed
  - o Include face to face engagement
  - o Ensure other bodies (beyond peak) are informed and have opportunity to contribute

## Next Steps

### Timetable for Fisheries and Aquaculture RD&E Plan

| Date                         | Action / Milestone  |
|------------------------------|---|
| October 08                   | Establish Working Group   |
| November 08 through April 09 | Development of Project Scope, Communication Strategy, TOR's for Sector Overview and RD&E Capacity Audit consultancies |
| May 09                       | Leadership group workshop (Adelaide) 4 May 2009   |
| June 09                      | Briefing to MACC and AFMF (10 – 11 June).   |
| July 09                      | Sector Overview consultancy commenced   |
| July 09                      | Extended Leadership Group workshop (Adelaide) 22 – 23 July  |
| July-September 09            | Sector Overview consultancy progressed – Final report to be submitted 30 September 2009                               |
| August – September 09        | Sign off by AFMF on contribution to costs for sector overview and capability audit consultancies (out of session).    |
| September 09                 | Capacity audit consultancy progressed.  |
| September-October 09         | Leadership group workshop to develop draft RD&E framework. RD&E Framework drafted                                     |
| November 09                  | Brief AFMF meeting on draft framework.  |
| December 09-January 10       | Finalise draft framework including change plan  |
| February 10                  | Signoff of final draft framework by stakeholders  |
| February 10                  | Out of session sign off by AFMF and MACC.   |
| March 10                     |   |
| April 10                     | RD&E framework submitted for approval to PIMC and NRMMC   |
| July 10-Aug 10               | Launch  |

## ATTACHMENT ONE

Small groups at the workshop described their views on **Key elements of possible future RD&E Framework**

Group 1 (**Patrick's table**)

*Planning –*

- Regional approach (species based, formalised).
- Industry Development – National approach.
- Fisheries regional planning structures (FRABs, MkII).

*Funding –*

- Portfolio funding (certainty).
- TAFI / IMADS (good, eg partnership Tasmanian Government and University of Tasmania) – leverage – education and training outcomes.

*RD&E Providers –*

- Regional approach to support species fish management.
- National “R”, eg Economic Centre Tasmania.
- Identify and establish core versus non-core Research & Development providers – securing long term capacity by identifying Research and Development providers.

*Infrastructure –*

- Centralised data repository.
- IMOS MkIII Coastal.

*Capacity Training & Education –*

- Accredited training.
- Delivery Regional (VET) distributed.
- University / Higher degree (centralised) eg QMS, NniMS.
- People Development – National leadership; Innovation; Workforce; Linked to Industry / Government partnership.

*Extension –*

- Ocean Watch / SEANET; SRL / Green Clean.
- Capacity for Industry (funding) – Industry led; and linked / partnership with Government.

(Current) Large Collaborative Endeavours –

QMS – UTAS/CSIRO collaboration with Quantitative Marine Science.

NNiMS – UTAS / JCU / UWA Collaboration in Marine Science.

## Group 2 (Rob's table)

Two possible approaches:

*"Informal" Structures / relationships to facilitate / foster collaboration –*

- RD&E Network (annual meeting) "**new**"
- Research Directors' forum.
- NAFM example (first step – collaboration).
- Build on existing structures (eg AFMF / Research Directors).
- Role of FRABs.

*"Formal" Structures –*

- TAFI model – agreements; governance (Board).
- SA / VIC

*Gap –*

- Extension – what is it? Who are the providers?
- RD&E Framework may need a phased approach – informal to formal; capability audit will assist (key first step).
- What are the RD&E needs?

*Key Elements –*

- Capacity audit – what is the scope of the problem we are solving. Needs to be robust for meaningful analysis and provide confidence amongst stakeholders as a decision making tool
- Industry "on side" to support rationalisation.
- Communication, relationships, sharing of information.
- Prioritisation process – how is this to be done, and by whom? (Achilles' heel).
- RD&E Network – needs leadership and drive.
- AFMF – "manage" its Research and Development providers.  
FRDC – "manage" non-AFMF providers.
- Tight Terms of Reference for the bodies that may be established, clear understanding of roles and responsibilities (Statement of Intent).

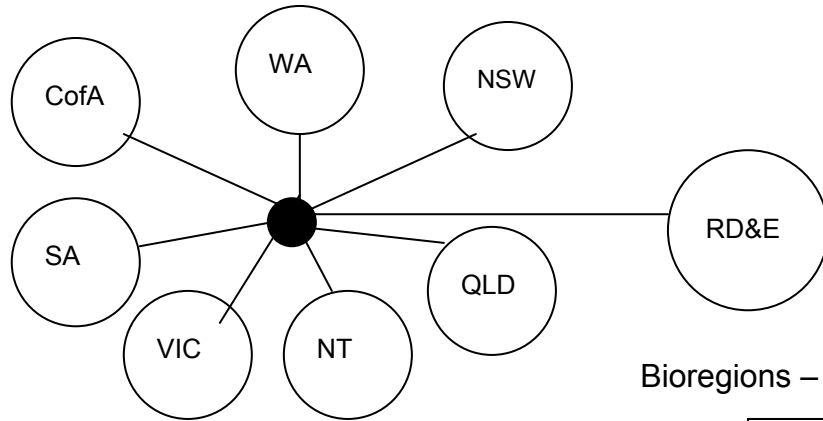
### Group 3 (Jo's table)

- Restructure FRABs to a Regional model.
- Extension aligned with bioregions.
- RD&E framework revisited by PIMC twice a year to ensure it remains “live”.
- Expand comanagement of planning / funding for RD&E eg partnerships between Industry sector and funders
- One national fisheries management agency (move toward).
- Agency alliances line up with bioregions, eg VIC / SA / TAS.
- Undertake capability audit on bioregion basis (as well as national).
- Improve funding process to support collaboration of resources, eg funding surety at an earlier stage of cycle.
- Funding committed for themes, rather than individual projects. (FRDC is relatively small part of funding base – see more expansion of MOU approach to funding dollars – formal agreement.
- Forum (six monthly) Industry, government, research providers to confirm RD&E priorities – sector based.
- Application process must identify Industry and extension partner at the development stage.
- Put significant resources to extension system (need to design the system).
- Investment evaluation annual cycle.
- Concerted activity to identify an appropriate consultation structure for indigenous sector to be able to participate in RD&E.

### Group 4 (Kate's table)

- SE Australia program on adaptation of fisheries and fisheries management to climate change is a good example that demonstrates a national approach that could be paralleled here. Bioregions / hubs for RD&E – SE Australia, Northern Australia, SW Australia – coordination RD&E – management implications.
- National initiatives / programs across bioregions.
- Lesson from SE Australia program – program logic useful for theory on how to achieve outcomes.
- Therefore program logic = key element including vision and hierarchy of outcomes.
- Other key elements – governance arrangements for framework; implementation in partnership with Industry.
- Monitoring and evaluation to demonstrate impact.
- Early engagement of Industry / stakeholders is critical for success.
- Funding – co-investment model –
  - Investment driven;
- Common priorities (aligned with national plan)

Group 5 (Anthony's table)



National RD&E  
 Oversight and Fisher / Manager engage.  
 RD&E delivery by bioregions and hubs.

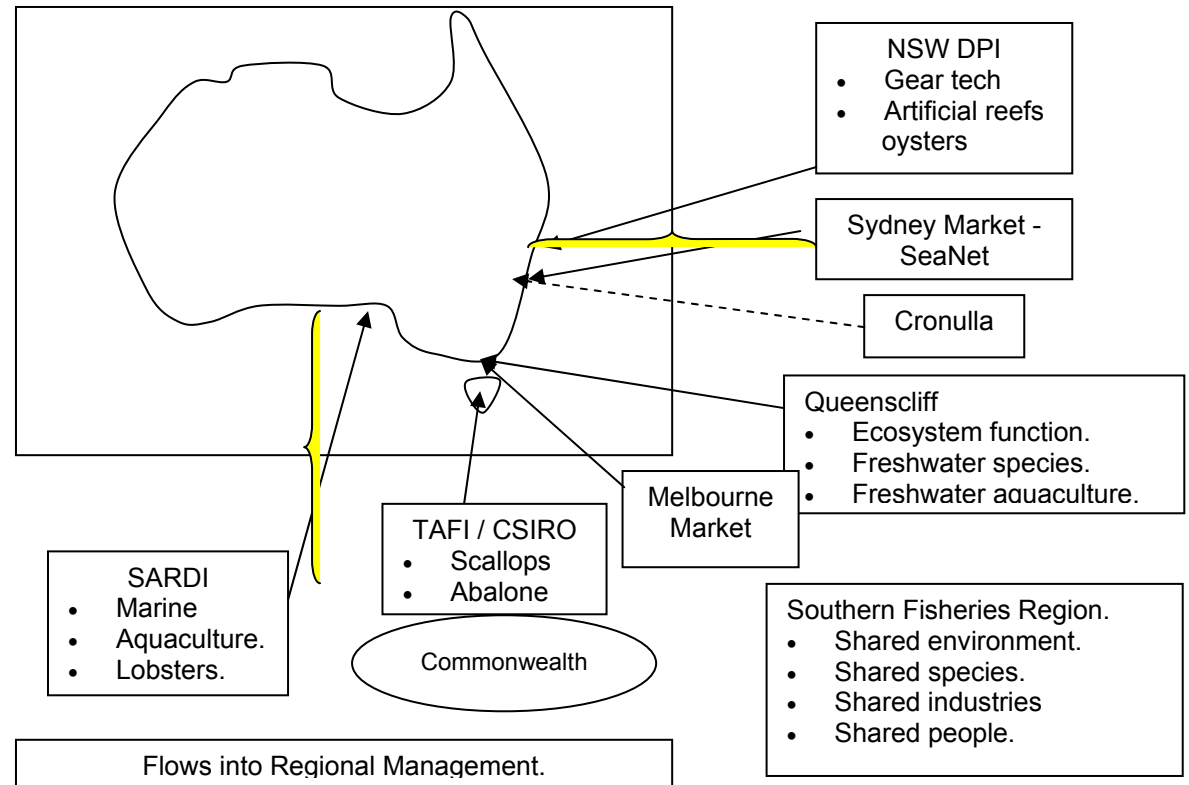
Bioregions – specialisation – capability – delivery.

Governance –

- Bioregion FRABs.
- FRDC \$ link to PISC outcomes and Extension.
- Common pricing principles and cost recovery.
- Transitional arrangements – wind down / wind up.

| Research Themes       | Entities |   |   |   |
|-----------------------|----------|---|---|---|
| Resource sharing      | V        |   |   |   |
| Gear technology       |          | N |   |   |
| Aquaculture (marine)  |          |   | S |   |
| Aquaculture (Fresh/W) | V        |   |   |   |
| Lobsters              |          |   | S |   |
| Ecosystem (f)         | V        |   |   |   |
| Scallops              |          |   |   | T |
| Abalone               |          |   |   | T |

V=  
 N=  
 S=  
 T=



Group 6 (Mehdi's table)

|   |  |
|---|--|
| Step 1 –<br>Stocktake of capability.  | <ul style="list-style-type: none"> <li>• At all levels from all providers, government and private.</li> <li>• Duplication recognised.</li> </ul>                             |
| Step 2 –<br>What do we want done State and National?                          | <ul style="list-style-type: none"> <li>• Assess best to deliver plans.</li> <li>• Alliances developed.</li> <li>• Centres of excellence.</li> <li>• Egos quelled.</li> </ul> |
| Step 3 –<br>Prioritise functions “Who is best for what?”                      | <ul style="list-style-type: none"> <li>• Plan developed yesterday.</li> <li>• Operational specific – State.</li> <li>• National – generic.</li> </ul>                        |
| Step 4 –<br>Are there gaps?   | <ul style="list-style-type: none"> <li>• Establish new centre of excellence.</li> </ul>  |
| How do we fill these gaps?<br>Step 5 –<br>Review of process, every ??? years. | <ul style="list-style-type: none"> <li>• FRDC – governance.</li> <li>• All aware of priorities / gaps / who is doing what.</li> </ul>  |

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