

Consultation Plan for the Fisheries Research and Development Corporation's 2020–25 RD&E Plan

V 2.0, 10/06/19

Purpose

This Consultation Plan seeks to:

- explain the purpose and objectives of consultation to inform FRDC's 2020-25 Research, Development & Extension Plan
- describe who will be consulted
- briefly outline an efficient and effective strategy for delivering consultation
- explain how input provided will be used.

Background:

Relevant documentation	Link
<i>FRDC's Funding Agreement with DAWR</i>	Funding Agreement
<i>PIRD Act 1989</i>	PIRD Act
<i>FRDC RD&E Plan 2015-20</i>	FRDC 2015-20 RDE Plan
<i>National Fishing and Aquaculture RD&E Strategy 2016</i>	National RDE Strategy

Established in 1991, the Fisheries Research and Development Corporation (FRDC) exists to increase the economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation, and marketing. The (FRDC) has been delivering economic, social and environmental benefits for Australia through investment of public and industry moneys in knowledge, innovation, extension, and commercialisation activities for some 28 years.

Fishing and aquaculture are major contributors to Australia's economy, society and culture. Approximately 110,543 tonnes of healthy seafood protein is served up to Australians every year by Australian fishers and farmers¹. Exports of Australian seafood generate approximately \$1.5 billion annually². Recreational fishing was reported in 2003 to engage approximately 3.4 million Australians in outdoor activities with friends and family each year, creating approximately 90,000 jobs³ and resulting in \$1.8 Billion in expenditure^{4,5}. And fishing continues to be central to Indigenous culture for many Indigenous nations, with 186,200 Indigenous people estimated to have participated in non-commercial fishing during 2000-01⁵, resulting in expenditure of approximately \$22.5 million.

The FRDC plans and invests in RD&E activities on behalf of, and in consultation with Australia's aquaculture, wild-catch, recreational and Indigenous sectors, government partners, research entities and the Australian community, on whose behalf Australian aquatic resources are managed. The performance and innovation enabled through this investment contributes to the competitive

¹ Australian Bureau of Agricultural and Resource Economics and Sciences (2017) Australian Fisheries and Aquaculture Statistics. http://data.daff.gov.au/data/warehouse/9aam/afstad9aamd003/2016/AustFishAquacStats_2016_v1.0.0.pdf

² Australia's Seafood Trade (2015) Australian Government <http://www.agriculture.gov.au/SiteCollectionDocuments/fisheries/aus-seafood-trade.pdf>

³ ABS 2003

⁴ Campbell, D & Murphy, JJ 2005, The 2000–01 National Recreational Fishing Survey economic report: a Fisheries Action Program project, FRDC project no. 99/158, National Heritage Trust, Department of Agriculture Fisheries and Forestry, Canberra.

⁵ Henry, GW & Lyle, JM (eds) 2003, The National Recreational and Indigenous Fishing Survey, FRDC project no. 99/158, Department of Agriculture, Fisheries and Forestry, Canberra.

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advantage that Australian fishers, aquaculturists and associated industries enjoy. It galvanises Australia’s clean and sustainable reputation, and it helps make our recreational fisheries among the most desirable in the world. And it continues to support Indigenous communities in their pursuit of recognised primacy and cultural practice, self-determination, economic development and enhanced capacity. These outcomes can only be achieved by incentivising collaboration, leveraging investment along the supply chain, and anticipating issues and opportunities that may threaten or enhance the sustainability and value of fishing and aquaculture in Australia as they emerge.

Investments made, and activities undertaken, by the FRDC are governed by its RD&E Plans established for each consecutive five-year period (refer Division 3 of the PIRD Act). Each plan:

- highlights key priorities for the FRDC over a defined five-year period
- describes the FRDC
- defines its business environment
- lays down, against the business environment, the FRDC’s planned outcomes for a defined five-year period
- outlines the framework for RD&E investment that will address national strategic challenges and priorities, and contribute to achieving its planned outcomes

Discussion

The purpose of consultation activities proposed to inform the 2020-25 RD&E planning process will be to:

1. facilitate discussion about current performance and possible future states for fishing and aquaculture in Australia
2. promote unity around the desired outcomes, and align strategic planning to pursue shared aspirations
3. provide opportunity for key stakeholder groups to have input into the FRDC’s strategic direction
4. ensure a targeted and balanced investment portfolio approach during 2020-2025 across issues of critical national importance as well as sectoral or jurisdictional stakeholder priorities.

The FRDC began development of the new FRDC Strategic RD&E Plan for Australia’s fishing and aquaculture community for the period 2020-25 in February 2019. In addition to delivery of approved consultation activities, the 2020-25 RD&E Plan will also be informed by:

- a. a contemporary situational analysis of fishing and aquaculture in Australia, which updates earlier work conducted in 2014 (FRDC Project 2014/503.20⁶) providing an updated understanding of what fishing and aquaculture looks like in Australia today, who is involved, what drives them, how they are performing, how the product (if retained) is used, what are the risks and trends
- b. a foresighting process looking over a ten-year time horizon (2030) that considers geopolitical, social, economic, environmental and/or technical changes likely to occur over 2020-2030, drivers of those changes, and implications for fisheries production/targeting, trade, pricing, fishing participation, expenditure, and the environment

⁶ [Ridge Partners \(2014\) Australian F&A Sector Overview: A report supporting the development of Working Together: The National Fishing and Aquaculture RD&E Strategy. http://frdc.com.au/Archived-Reports/FRDC%20Projects/2014-503.20-DLD.pdf](http://frdc.com.au/Archived-Reports/FRDC%20Projects/2014-503.20-DLD.pdf)

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- c. strategic documents of Australia’s fishing community that are current for the planning period
- d. Stage 2 of an organisational transformation project to enable FRDC to explore new models for responding to both the changing operating environment and provide an effective way to stimulate and support disruptive, transformational innovations that will ‘future proof’ fishing and aquaculture in Australia.

Figure 1 describes the how each of these work elements will inform strategic planning outputs. It is important to note that each project has a consultation demand. This consultation plan describes only consultative process proposed to inform the RD&E Planning process during February - June 2020. However, priority will be placed on ensuring synergy with processes that will inform the situational overview, future-scanning, and FRDC transformation projects to ensure cost effectiveness and avoid consultation fatigue.

Inputs to 2020-2025 RD&E Plan

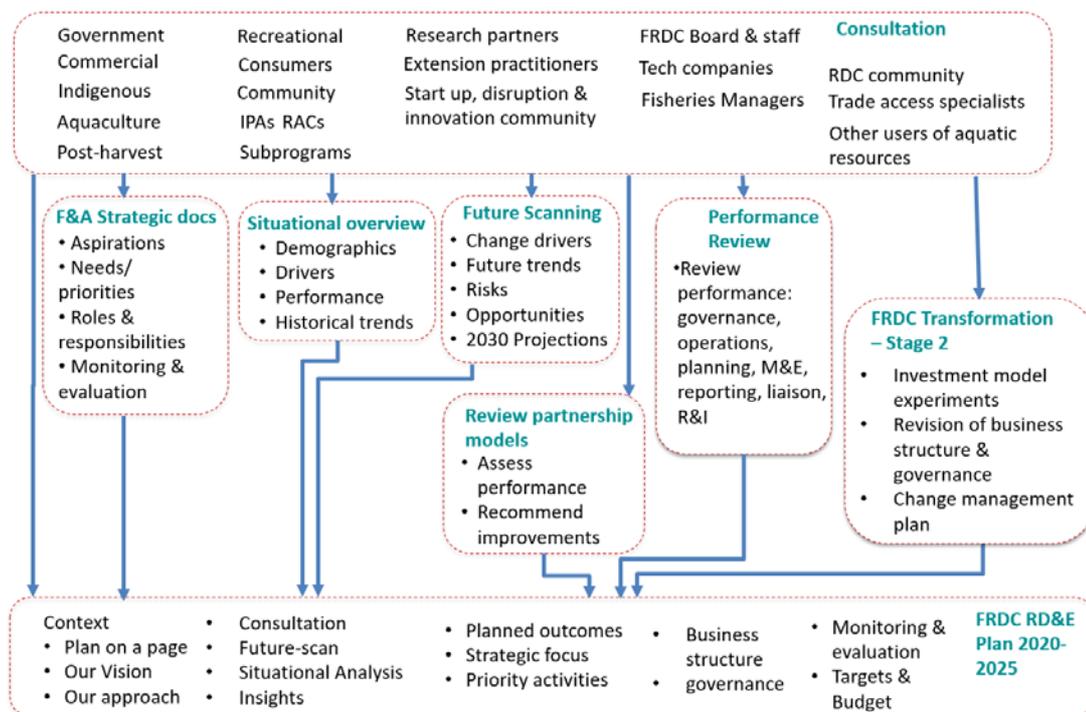


Figure 1 workplan elements informing 2020-2025 RD&E Plan

Stakeholders

Consultative activities undertaken to inform the 2020-25 RD&E Plan will seek to engage:

- aquaculturists, and commercial, recreational and Indigenous fishers
- FRDC’s four Representative Organisations and the Indigenous Reference Group
- federal, state and territory governments including fisheries and natural resource managers
- the Department of Agriculture and Water Resources
- representatives of the Australian community, on whose behalf aquatic natural resources are managed
- seafood consumers
- other users of aquatic resources
- FRDC Industry Partnership Agreement stakeholders, Research Advisory Committee stakeholders, Subprogram stakeholders, and Coordination Programs stakeholders;

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- members of the start-up/disruption/innovation community
- research partners including universities, government agencies, further education organisations (e.g. TAFE), and private-sector research entities
- relevant industry networks with expertise in trade access, seafood processing, research provision, extension
- relevant research and development entities outside fisheries.

Consultation process

The consultation process is intended to apply best practice in the delivery of consultative activities, in that consultation with key stakeholders will start as early as possible, be continuous throughout development of the RD&E Plan, and authentically inform the focus and intent of the Plan. Methods proposed aim to solicit the best possible advice and harness insight from relevant industries and communities as well as the innovation, science and research ecosystem.

The consultation approach will seek to engage both established leaders and the emerging cohort of tomorrow’s influencers. The FRDC will also strive to learn from both those with extensive history in and deep knowledge of Australia’s fishing landscape and research environment, and those from other relevant spheres. And it is proposed to use mixed methods in an effort to ensure broad geographic and sociographic input.

The use of the scenario stories and corresponding projections will be critical to this process. The stories and projections will be used to challenge beliefs systems and ways of thinking that will engender cultural change, different work practices and most importantly develop the industry-wide support for the new thinking and the development and implementation of the strategic plans that will emerge from this process.

Two groups will be established to co-design the future direction for FRDC. The first (Leadership Group) will consist of senior decision-makers from across the fishing and aquaculture community.

The second group (Innovator Group) will consist of people from across the fishing and aquaculture community who are regarded as entrepreneurial, and/or graduates of capacity building programs supported by FRDC. This group will have primary responsibility for:

- mapping the fishing and aquaculture system;
- writing the scenario stories; and
- assisting in the facilitation of the scenario workshops with the Leadership Group

The inclusion of people from throughout the industry will assist to:

- ensure ownership of the insights developed throughout the process;
- disseminate insights throughout the industry; and
- develop capacity building within the industry in the areas of scenario planning, knowledge management and systems theory- all key processes for operating in an uncertain and volatile business landscape.

All of these results will contribute to the cultural change process within the fishing and aquaculture community that is required to build capability and enhance resilience.

The methodology for this project is based on 3 themes: Sensing, Making Sense and Design.

Sensing

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Sensing requires consultation of representatives from Australia’s fishing and aquaculture community and research work to gain the data and information about the external operating landscape. A large portion of the research work will be conducted in the sectoral analysis and foresighting projects by Ridge Partners and CSIRO, respectively. Consultation with stakeholders will take place through a workshop where participants are invited to develop a systems map of the dynamics of the industry operating landscape. Participants will be encouraged to express their views on critical issues and enunciate their views of the dynamics that are shaping the current industry operating landscape.

Views and ideas will be mapped in real-time. At the end of the workshop, a map will be produced that shows the critical drivers and the relationships between them that are shaping the industry operating landscape. It will also represent a shared understanding amongst industry participants about the dynamics of that landscape.

Given the diversity of the conditions of Australia’s fishing and aquaculture community, participation from a broad cross-section will be encouraged to reflect the diversity of views of the dynamics shaping the industry landscape throughout Australia.

Making Sense

Like any map, a systems map provides important information about the landscape. This is facilitated by identifying feedback loops in the map and writing narratives about those loops. The Innovator Group will be mentored on how to identify feedback loops and write corresponding narratives that assist to make sense of the map and provide critical insights about industry dynamics. The loops and associated narratives provide a rich source of information that will assist decision-makers to gain a deeper understanding of industry dynamics and the implications this has on current approaches and direction.

Design

The scenario planning process leads to a set of insights about:

- the prevailing beliefs held relating to the current direction of the FRDC and the fishing and aquaculture community. These insights also indicate what new beliefs may need to be adopted to take the FRDC and fishing & aquaculture sectors into a future that is sustainable;
- how key driving forces on a national and international level could affect the future of each sector;
- how particular feedback loops are shaping behaviours within each sector; and
- proposed changes in how the industry and the FRDC need to operate into the future.

These insights and others from the futures work along with the insights gained from the interpretation of the systems map will be used as input to identifying the strategic intent for the 2020-2025 RD&E plan, and areas of strategic focus.

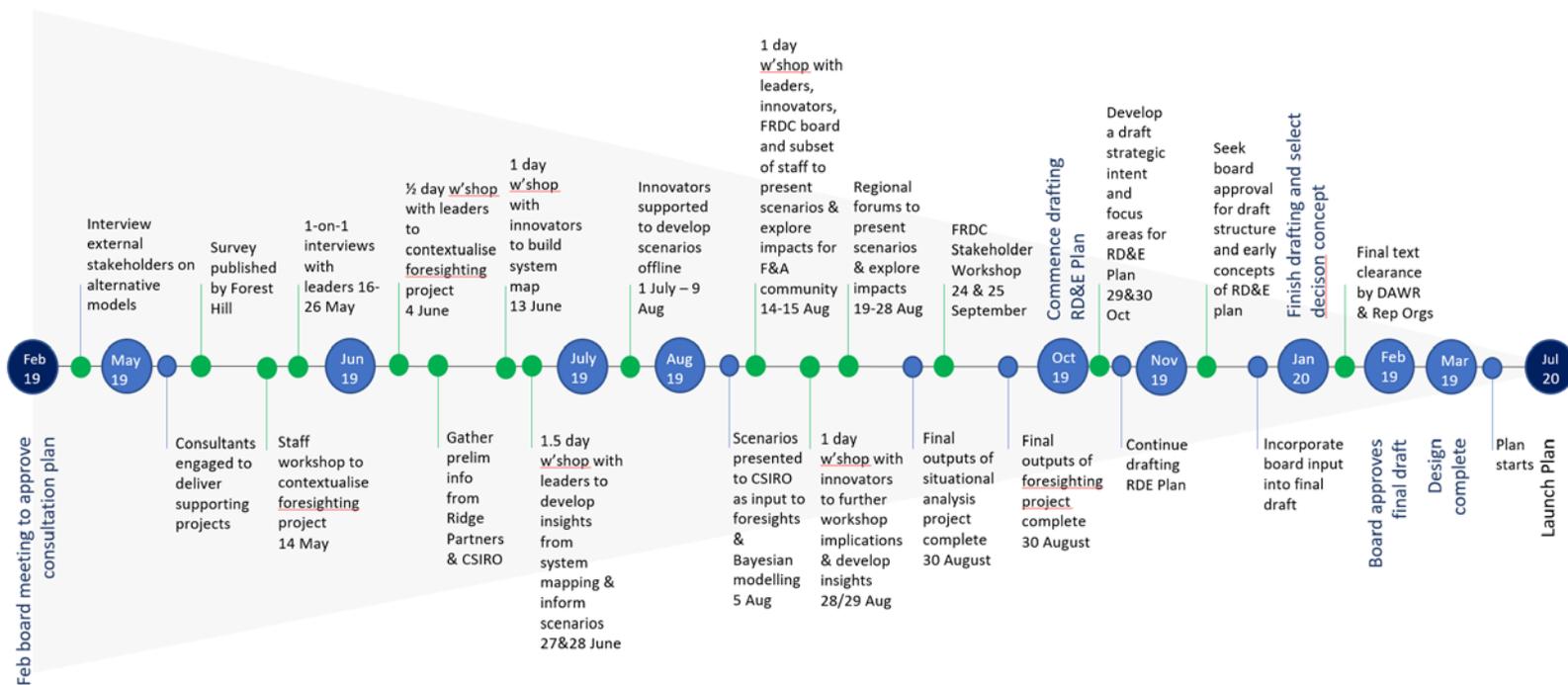
There will also be opportunity for broad input from across the fishing and aquaculture community: FRDC will be hosting workshops in late 2019 to obtain wider input to the vision, strategic intent and priority focus areas for the 2020-25 RD&E Plan. A wide variety of stakeholders will be also able to contribute ideas and suggestions via a generic FRDC email address.

The proposed timeline for delivery of above-described activities is summarised below.

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Timeline

Consultation will inform development of a draft RD&E Plan by the end of 2019, including identification of strategic areas of focus, proposed changes to investment frameworks, business structure, governance and/or systems & processes to be implemented during 2020-25. The final plan will be launched in June 2020.



The 2020-25 R&D Plan will guide FRDC’s business and investment in research, development and extension activities during this period, in line with the Annual Operational Plan (AOP), PIRD Act, and relevant industry and Government priorities.

Co-designing groups

Leadership Group Membership

Name	Role
Patrick Hone	Managing Director, FRDC
Kate Brooks	FRDC Board
Colin Buxton	FRDC Board
Jane Lovell	CEO, SIA
Russell Conway	Chair, Recfish Australia
Colin Tannahill	Managing Director, Shimano Fishing Australia Pty Ltd
Aaron Irving	Chairman, National Aquaculture Council
Stan Lui	Chair, Indigenous Reference Group
Jo McCrea	Fisheries & Seafood Manager, WWF
Sean Sloan	Member, Australian Fisheries Management Forum
Dave Smith	Chair, Research Provider Network
Michael Ryan	A/g Assistant Secretary Animal Industries, RDCs and Investment
Barry McGookin	Food Innovation Australia Ltd

Innovator Group membership

Name	Position
Wayne Dredge	Director, Piscari Industries Pty Ltd
Serena Zipf	Director Rockaqua Pty Ltd
Steve Davies	Director Lands End Australia
Josh Fielding	FRDC Senior Projects Manager
Ewan McAsh	Director McAsh Oysters Pty Ltd
Umar Nguyen	Director, Platinum Provedore
Patrick Sachs	Assistant Director, Southern Bluefin Tuna Taskforce, DAWR
Dave Ciaravolo	CEO , AFANT
Mike Gilby	Aboriginal Project Officer, Victorian Fisheries Association
Rachel King	EO, Australian Council of Prawn Fishers
Brett Patience	National Seafood Development Manager, Bidfoods
Katherine Winchester	CEO, Northern Territory Seafood Council
Alan Haroutonian	CEO, X-lab
Craig Copeland	CEO, OzFish Unlimited
John Wakeford	Director, Fishing Untangled Pty Ltd

Meeting Schedule

Purpose	Attending	Numbers	Duration	Date	Location
<ul style="list-style-type: none"> Develop key questions that will guide the scenario planning process 	Leadership Group	15	1/2 day	4-Jun	Canberra FRDC Conference room
<ul style="list-style-type: none"> develop a systems map learn how to identify feedback loops and write narratives that define the key dynamics that are shaping the fishing & aquaculture community 	Innovation Group	12	2 days	13 June	Canberra FRDC Conference Room
<ul style="list-style-type: none"> Finalise systems map Develop insights from the map 	Innovation Group	~12	1 day	2 July	Qantas meeting room, Sydney.
<ul style="list-style-type: none"> Develop alternate descriptions of the future (scenario inputs) 	Leadership Group	~30	1.5 day	27-28 June	Canberra FRDC Conference Room
<ul style="list-style-type: none"> Consider implications of the future and how they inform a strategic intent and identification of strategic focus areas for the FRDC 	Leadership & Innovation Group (day 1), + FRDC board (day 2)	~30 (day 1), ~40 (day 2)	2 day	14-15 August	Southern Cross Club, Canberra
<ul style="list-style-type: none"> Regional forums to present scenarios and explore implications 	FRDC stakeholders	20-30 per event	1 day	19-28 August	TBC
<ul style="list-style-type: none"> Synthesise results to provide a briefing document that will inform the development of a draft strategic intent and priorities for the FRDC RD&E plan 	Gary Saliba, Matt Barwick and interested participants	~15	1 day	29-Aug	Canberra FRDC Meeting Room
<ul style="list-style-type: none"> Develop a draft strategic intent and focus areas for RD&E Plan 	Innovation group	~16	1 day	29&30 October window	Canberra FRDC Meeting Room