



FRDC

**FRDC – PLANNING
WORKSHOP**

OCTOBER 2016

An aerial photograph of a wetland landscape, showing a network of water bodies and vegetated areas. The water bodies are dark, and the surrounding land is a mix of green and brown, indicating different types of vegetation and possibly some dry areas. The overall scene is a complex, interconnected system of water and land.

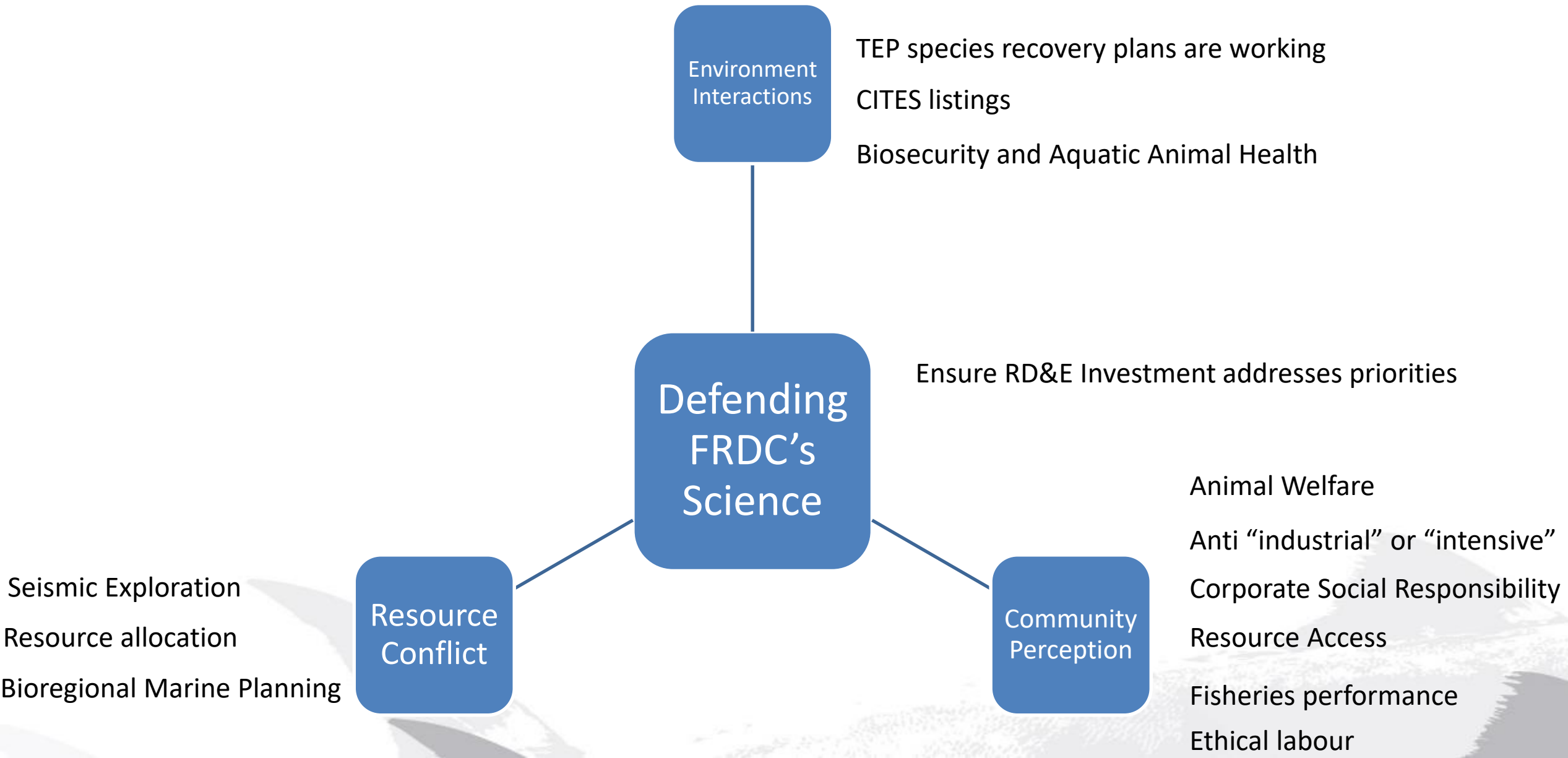
FRDC Operating Environment

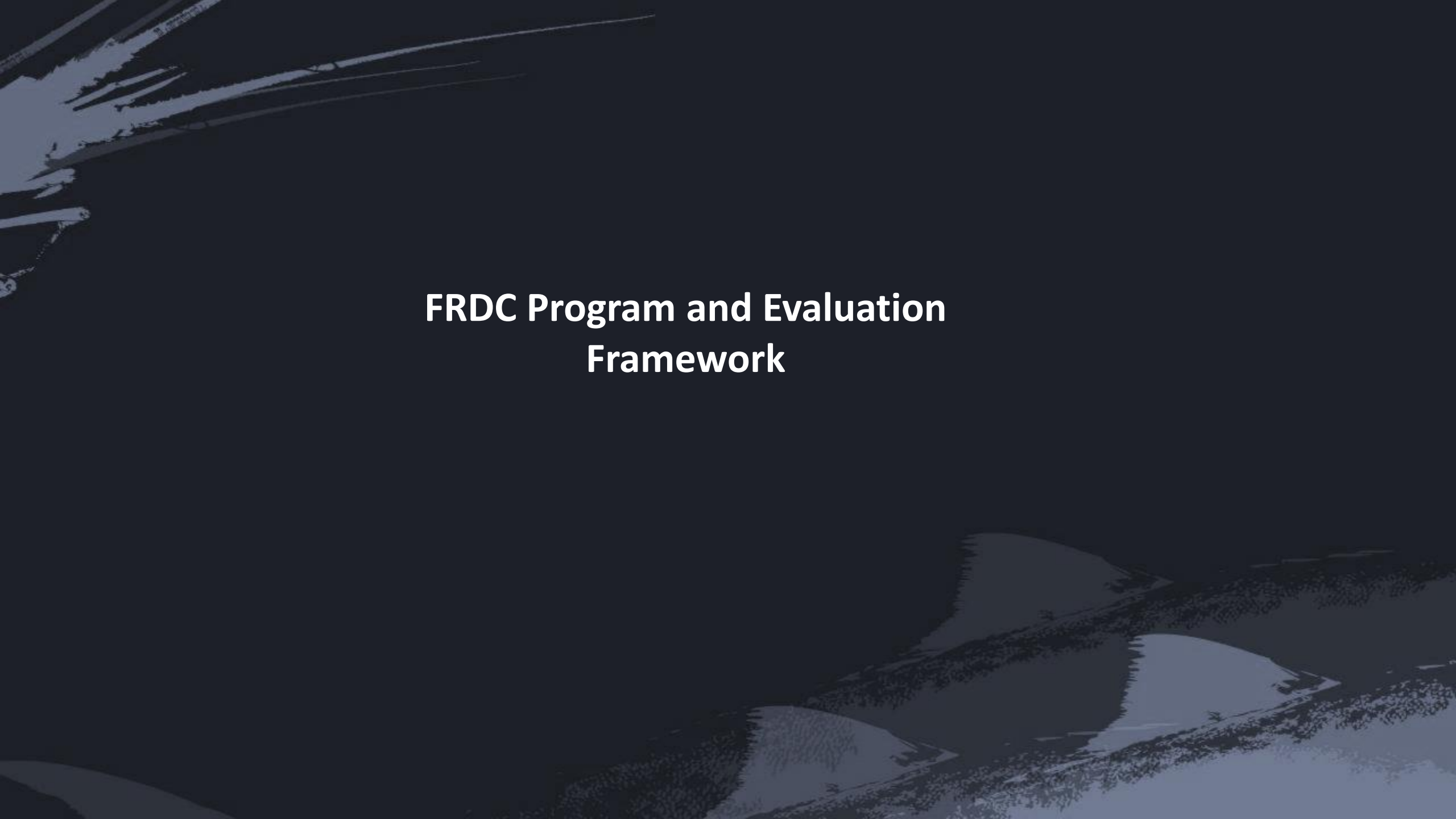
Operating Environment “Atmospherics”



- Establishment of a Commonwealth Recreational Fishing Advisory Council
- Supporting the National Seafood Industry Alliance (NSIA) peak body project <http://unitedseafoodindustries.com.au/>
- Incorporating the recreational and Indigenous fishing in the AFMA Fishing Act
- Government response to the Productivity Commission Marine Fisheries and Aquaculture report – government response (<http://www.pc.gov.au/inquiries/current/fisheries-aquaculture#draft>)
- Development of the National Aquaculture Strategy
- Revision of the Commonwealth Harvest Policy and Guidelines
- Revision of the Commonwealth Bycatch Policy and Guidelines
- Government response to the review of Commonwealth Marine Reserves
- Development of a Southern Bluefin Tuna (SBT) recreational fishing survey
- Development of an economic and social survey of recreational fishing
- PIRD Act changes to allow FRDC to collect voluntary marketing contributions
- Senate Inquiry into Climate Change for fisheries and aquaculture
- Senate Inquiry into Small Pelagic Fishery

Major operating environment issues for fishing and aquaculture



An aerial photograph of a wetland landscape, showing a network of water bodies and vegetated areas. The water bodies are dark, and the surrounding land is a mix of light and dark green, indicating different types of vegetation. The overall scene is a complex, interconnected system of water and land.

FRDC Program and Evaluation Framework

Diagrammatic representation of FRDC's Program Framework



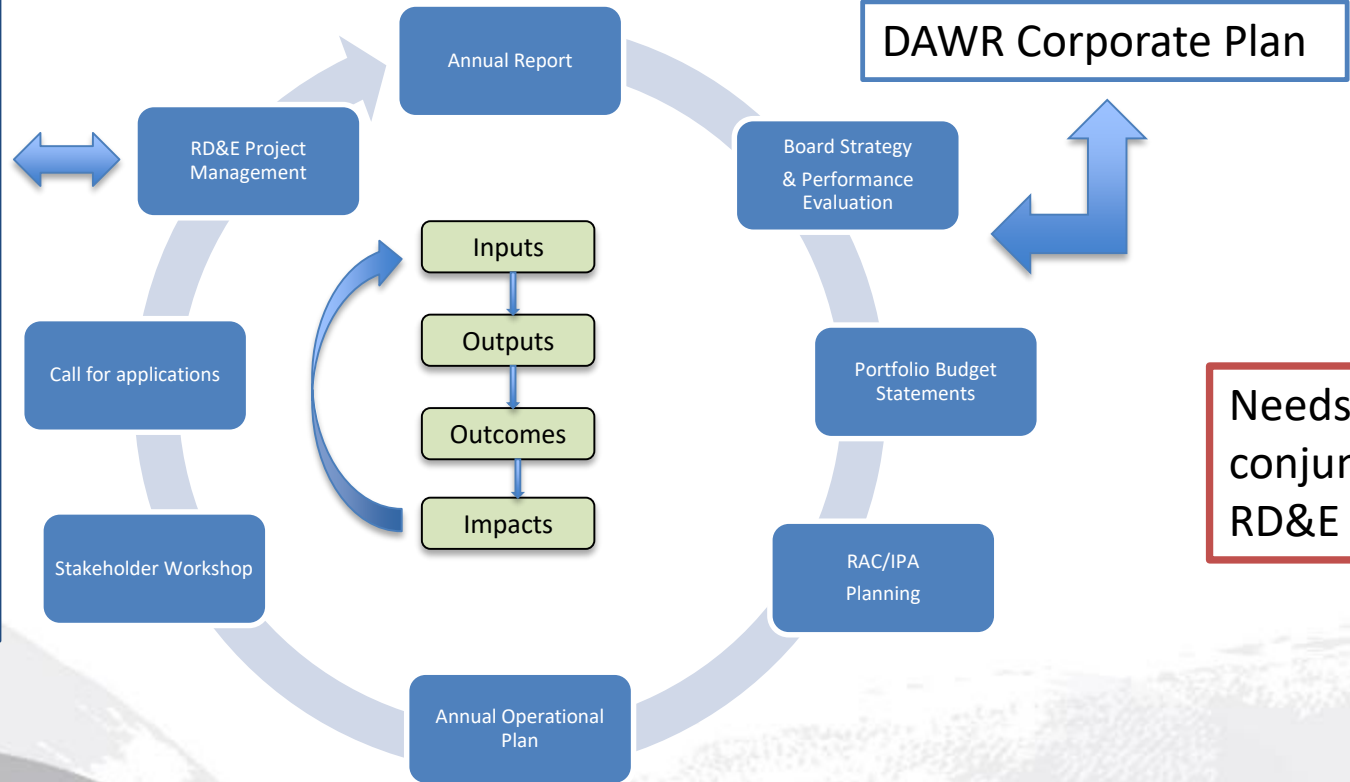
Public Governance, Performance and Accountability Act 2013 | *Primary Industries Research and Development Act 1989*

Other Legislation (eg EPBC Act) and Associated regulations, policy orders & rules

FRDC Policies & Procedures – Quality Management System ISO 9001

Australia's Science & Research Priorities and Rural Research & Development Priorities
Fishing & Aquaculture RD&E Strategy - FRDC's RD&E Plan 2015-2020

FRDC Outcome Statement
"Increased economic, social and environmental benefits for Australian fishing and aquaculture, and the wider community, by investing in knowledge, innovation and marketing"

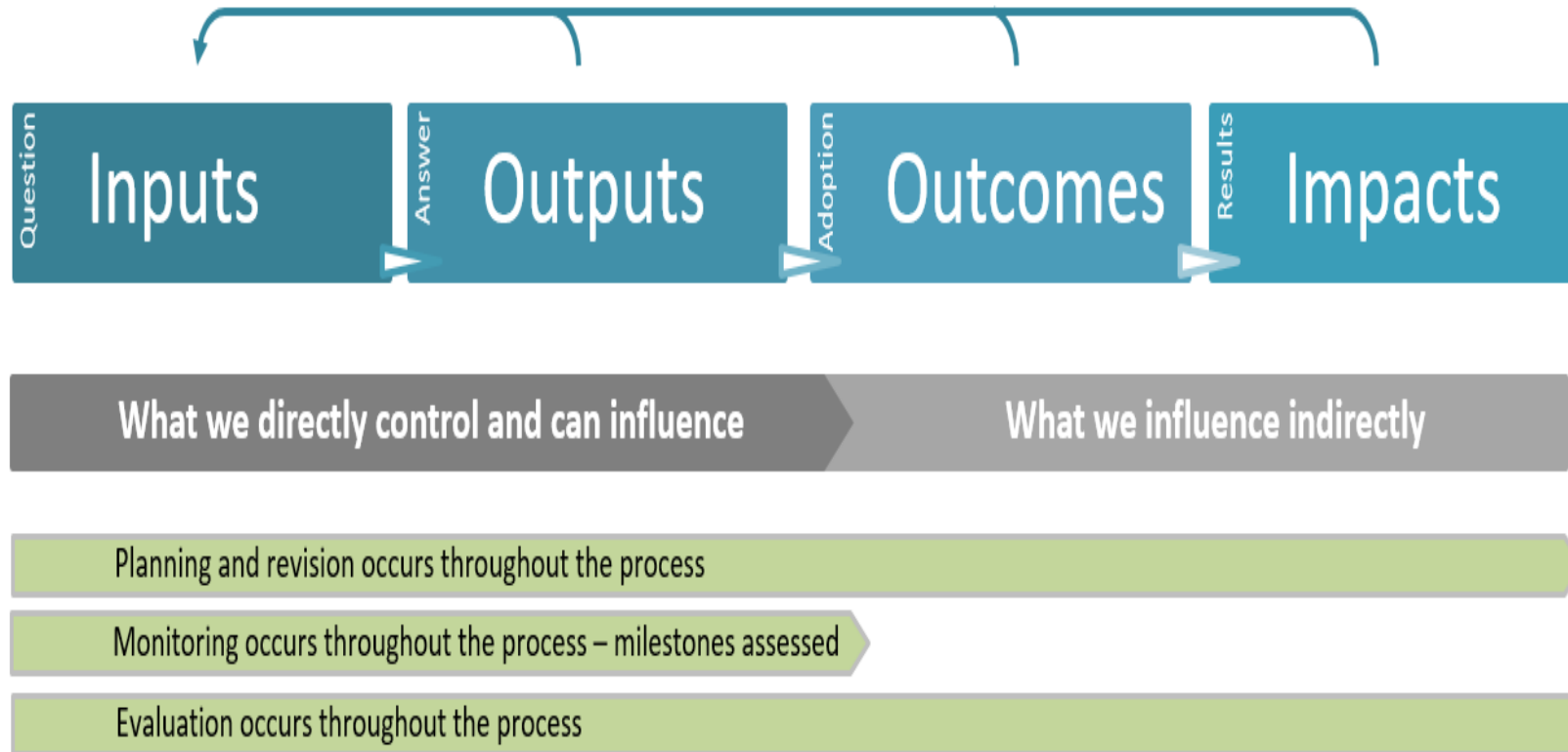


Needs to be read in conjunction with FRDC's RD&E Plan 2015-2020

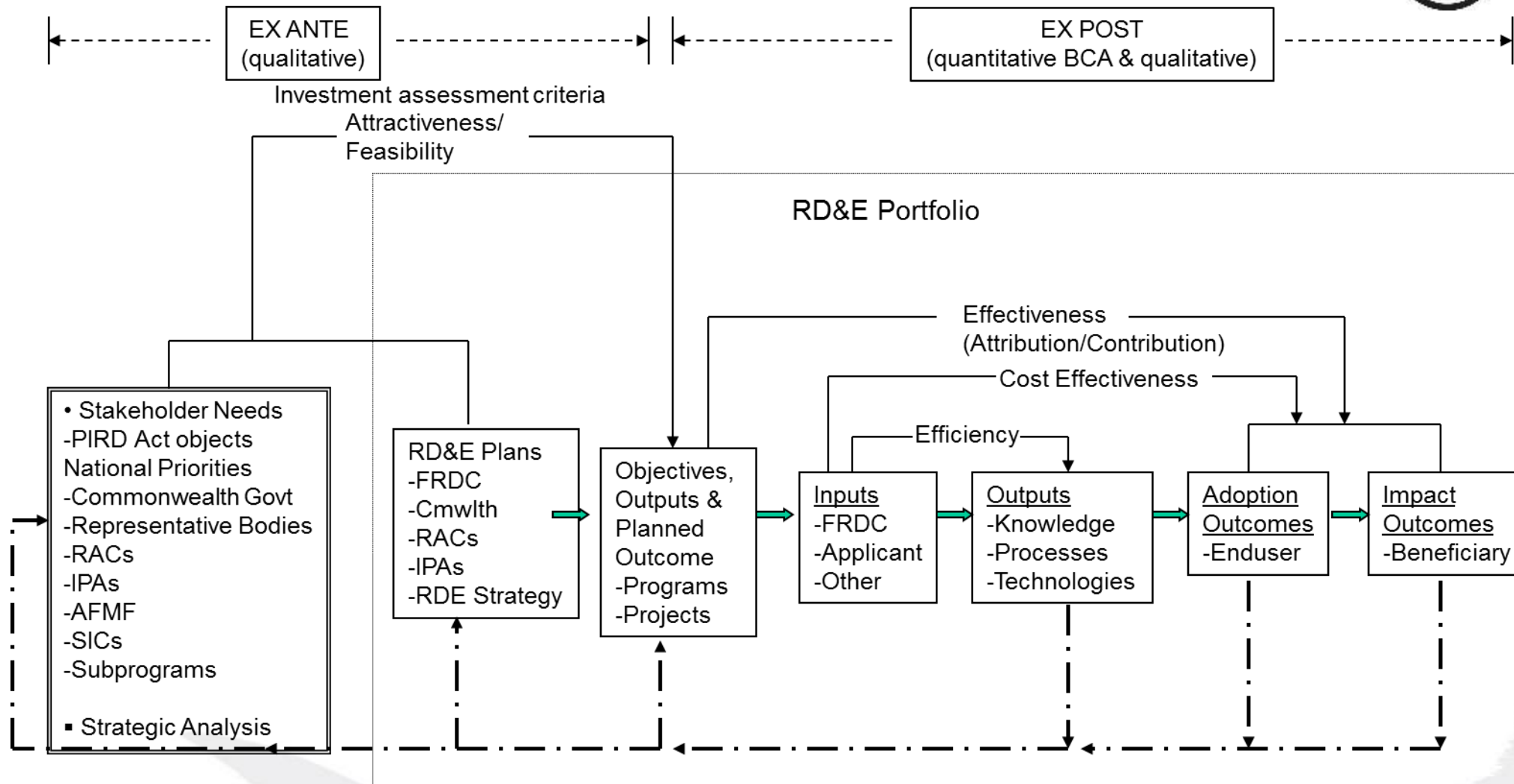
FRDC's Program Framework – Assessment Elements

| Element | Requirements | KPI | Method | Reporting |
|---------------------------------------|--|--|---|--|
| Governance | PIRD and PGPA Acts FRDC Outcome statement | 100% Compliant | Funding Agreement (FA) | Annual Report 6 Monthly FA meetings |
| Administration | ISO 9001 Quality Manual | Maintain ISO Certification | ISO Audits Staff Performance reviews | Annual report ISO reports |
| Finance | Annual Operating Plan and Portfolio Budget Statement | 100% Compliant | Internal Audits ANAO Audits Compliance check list Comcare Survey Project Financial Acquittals Research provider audits | Annual Report Monthly Financial Statements Compliance reporting |
| RD&E Investment | FRDC RD&E Plan 2015-2020 | See KPI's in RD&E plan and section below | FRDC RD&E Plan 2015-16: Monitoring and Evaluation CRRDC Cost Benefit http://www.ruralrdc.com.au/impact-assessment-performance/ | Annual Report http://frdc.com.au/research/benefits_of_research/Pages/default.aspx |
| Communication & Engagement | Communication, Extension and Adoption Plan | See targets in plan | Stakeholder Survey FISH and readership Survey Consumer Survey Community Perception Survey http://frdc.com.au/research/market_research/Pages/default.aspx | WEB site |

FRDC RD&E Plan Monitoring and Evaluation (M&E) Framework



FRDC: RD&E Plan - Monitoring & Evaluation Framework



Key:

—————> Flow of information: planning, investing and management

← · - · - Flow of information: feedback to future planning and reporting on outcomes

An aerial photograph of a wetland or marsh area, showing a network of water channels and vegetated land. The water is a light blue-grey color, and the surrounding land is a darker, textured green. The overall scene is captured from a high angle, looking down on the terrain.

Performance Report 2015-16

OVERVIEW - FRDC RD&E Plan 2015-2020



ENVIRONMENT

INDUSTRY

COMMUNITIES

PEOPLE

ADOPTION

CORE INVESTMENT PROGRAMS

National priorities

- Ensuring that Australian fishing and aquaculture products are sustainable and acknowledged to be so
- Improving productivity and profitability of fishing and aquaculture
- Developing new and emerging aquaculture growth opportunities

National RD&E infrastructure

- FRDC subprograms and coordination programs
- People development
- Delivery of key services

Partnerships

- Sector-based plans
- Jurisdictional-based plans

Collaborative opportunities

LEAD ...

Develop a targeted, national program of investment to deliver high-value, high-priority impacts and outcomes.

COLLABORATE ...

Where sector or jurisdictions priorities align with national priorities or infrastructure leading to co-investment in RD&E to achieve common goals.

PARTNER ...

With sectors or jurisdictions to give partnerships greater ownership of their strategic priorities and direction, investment in these activities and responsibility for taking outputs and turning them into resources.



Work nationally and regionally



Lead: Patrick Hone

| Outputs 2015-2016 | Outputs 2016-17 | KPI (output) 2016-17 | Outcome evaluation | Status |
|---|---|--|--|---|
| <ul style="list-style-type: none"> • Establish Adelaide office • Appoint new staff for Adelaide office • Establish Research Advisory Committees • Manage development of the Status of Australian Fish Stocks • Implement cloud based ICT • Establish Regional Australia Hub • QMS system updated | <ul style="list-style-type: none"> • At least one RAH activity undertaken • New FRDC Chair inducted • Develop workforce plan and implement staffing changes • Manage delivery of the Status of Australian Fish Stocks • Manage outcomes from July election • QMS system updated | <ul style="list-style-type: none"> • Increase in RACs coordination • Maintain ISO9001:2008 accreditation • Status of Australian Fish Stocks completed | <ul style="list-style-type: none"> • Minister & Stakeholders satisfied with new office arrangement. • Improved perception of FRDC's RD&E investment process • Increase in stakeholder support that FRDC's investments target their high priorities (increased relevance) • Increase in joint funded projects between RACs and IPAs | <p>Most of the elements are green, however, the ICT strategy needs to be accelerated; and the risk framework updated.</p> |
| | | | Active management | Control focus |
| No major concern | | | | |

Work nationally and regionally



Information Communication and Technology

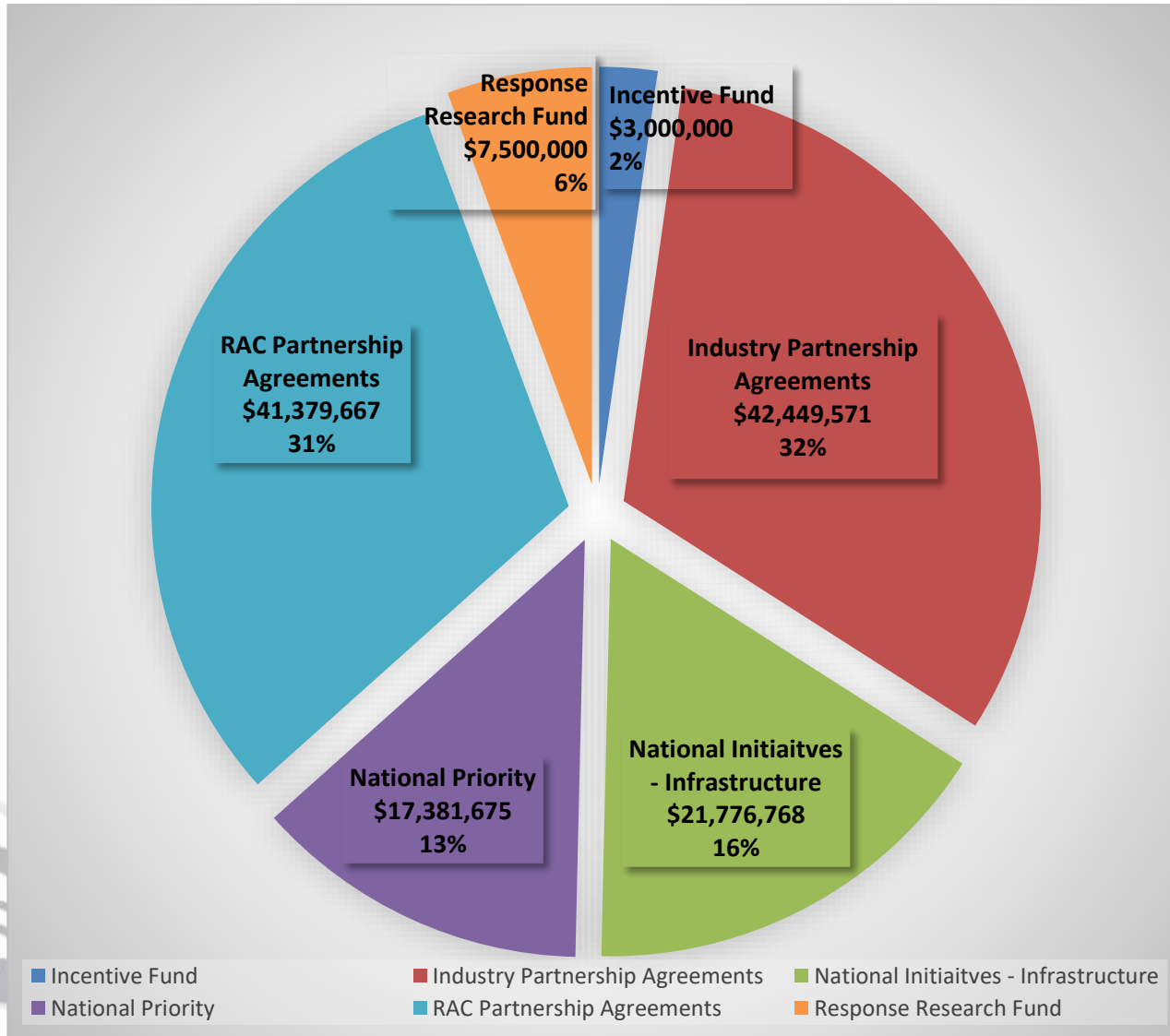
| Initiatives | Outcomes | Status |
|--|---|--------|
| Business Intelligence | <ul style="list-style-type: none"> Empowered users with insights in to complex data | Green |
| Continual Improvement of FINO (the FRDC's project management system) | <ul style="list-style-type: none"> Increased productivity in FRDC operations More empowered and self-reliant Improved performance evaluation and government reporting Project, financial and communications data real-time and available | Red |
| ICT Maintenance | <ul style="list-style-type: none"> Security, stability and resiliency of ICT systems | Yellow |
| Move to Cloud | <ul style="list-style-type: none"> Business continuity in the event of disaster Support a decentralised work environment | Green |
| Quality Management System | <ul style="list-style-type: none"> ISO certification Corporate knowledge and business information are made easy to use. Risk is embedded in procedures | Yellow |
| Web platform and FRDC database | <ul style="list-style-type: none"> Having a one stop shop to make available information catering for different audiences Greater awareness and understanding of FRDC Engagement and transparency will be enhanced by having collaborative platforms and open access to information | Green |

| | | |
|-------------------|---------------|------------------|
| Active management | Control focus | No major concern |
|-------------------|---------------|------------------|

Implement RD&E Plan: Inputs



2015-20 RD&E PLAN TOTAL INVESTMENT TARGETS BY ACTIVITY

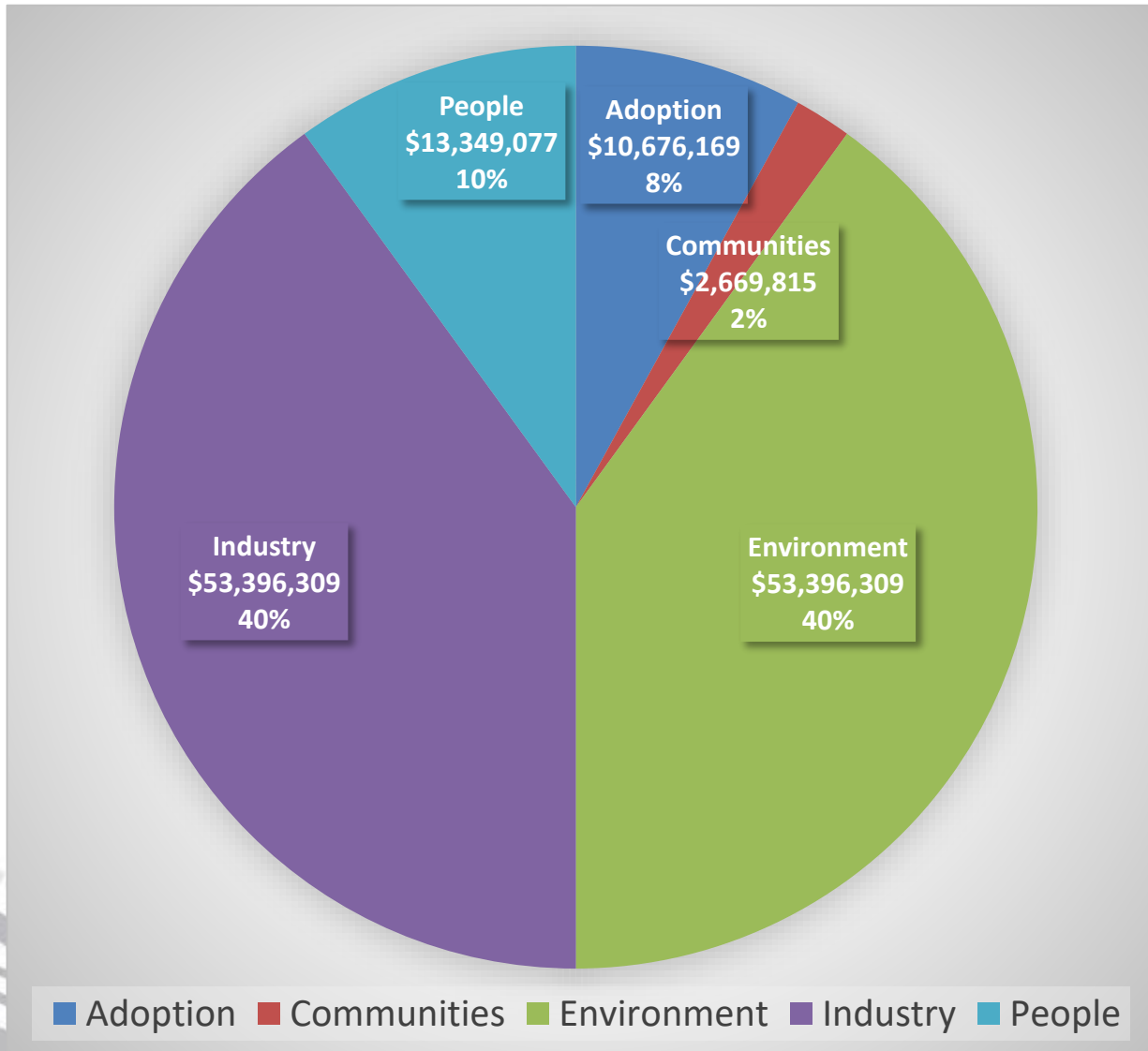


ACTIVITY INPUT PERFORMANCE 2015-16 BUDGETS AND ACTUALS

| Activities | Budget | Actual | Variance |
|---------------------------------|-------------|-------------|----------|
| National Priority | \$2,354,000 | \$3,624,031 | -54% |
| National Infrastructure | \$3,391,391 | \$4,681,629 | -38% |
| Response Fund | \$1,500,000 | \$1,133,799 | -24% |
| Collaboration | \$600,000 | \$14,331 | -98% |
| RAC Partnership Agreements | \$8,761,667 | \$8,717,948 | 0% |
| Industry Partnership Agreements | \$7,678,515 | \$6,403,379 | -17% |



2015-20 RD&E PLAN TOTAL INVESTMENT TARGETS BY PROGRAM

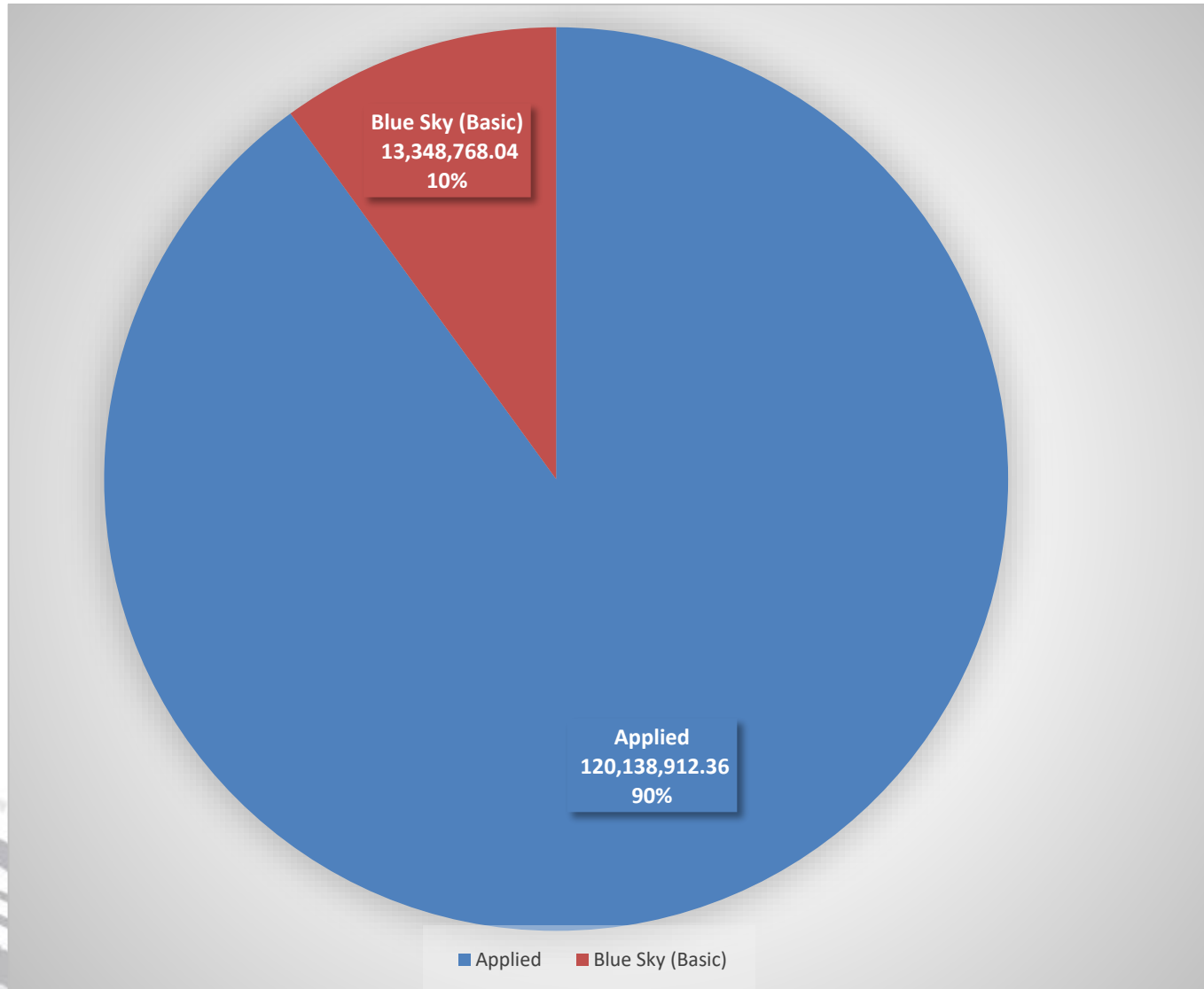


RESEARCH TYPE PERFORMANCE 2015-16 BUDGETS AND ACTUALS

| Program | Budget | Actual | Variance |
|-------------|-------------|--------------|----------|
| Environment | \$9,715,466 | \$8,682,441 | -11% |
| Industry | \$9,715,466 | \$11,543,472 | 19% |
| Communities | \$485,773 | \$856,996 | 76% |
| People | \$2,428,867 | \$1,539,830 | -37% |
| Adoption | \$1,940,000 | \$1,952,377 | 1% |

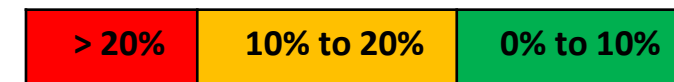


2015-20 RD&E PLAN TOTAL INVESTMENT TARGETS BY RESEARCH TYPE

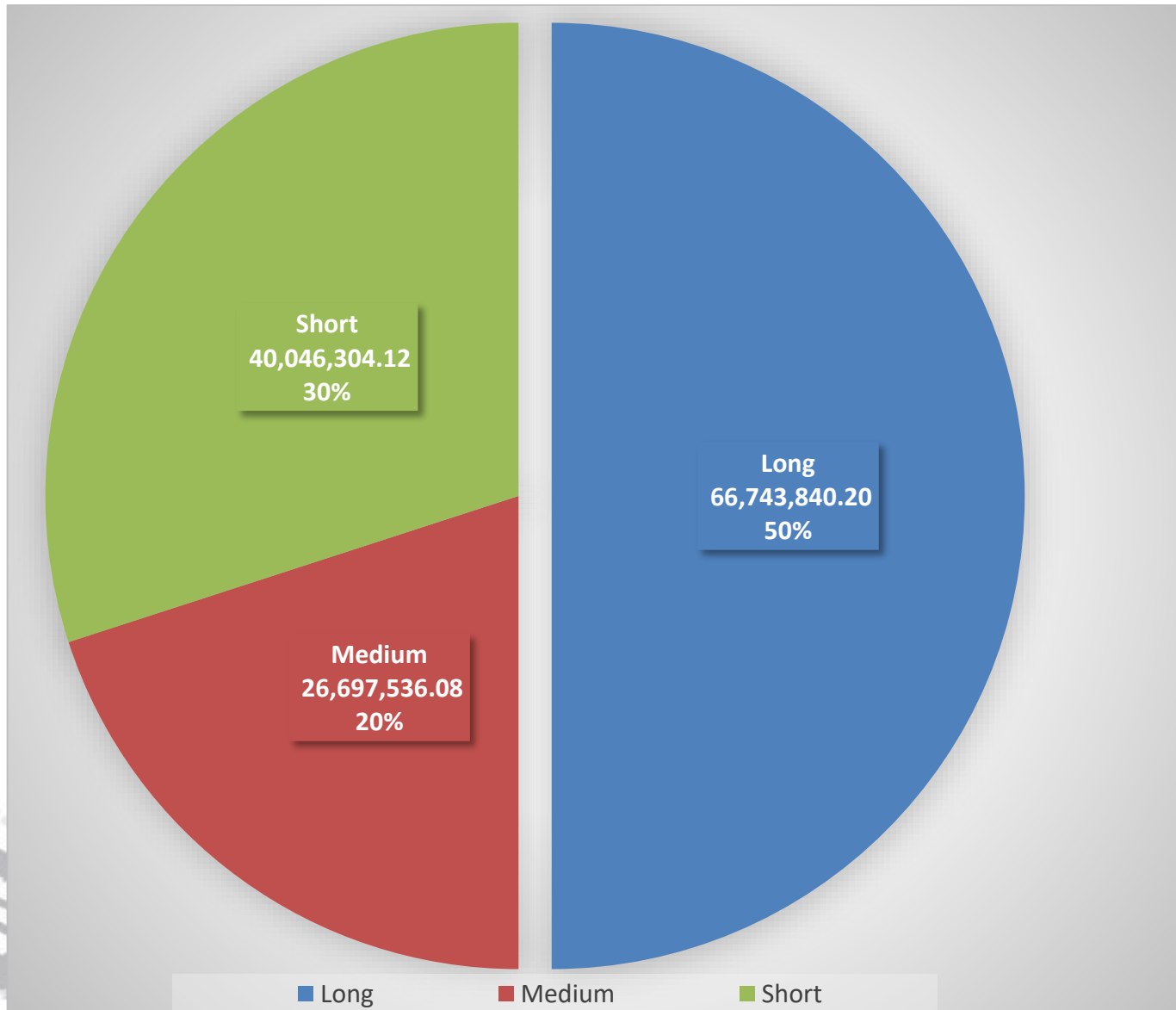


RESEARCH TYPE PERFORMANCE 2015-16 BUDGETS AND ACTUALS

| Type | Budget | Actual | Variance |
|---------|--------------|--------------|----------|
| Applied | \$22,117,604 | \$21,864,568 | -1% |
| Basic | \$2,457,511 | \$2,710,548 | 10% |



2015-20 RD&E PLAN TOTAL INVESTMENT TARGETS BY PROJECT LENGTH

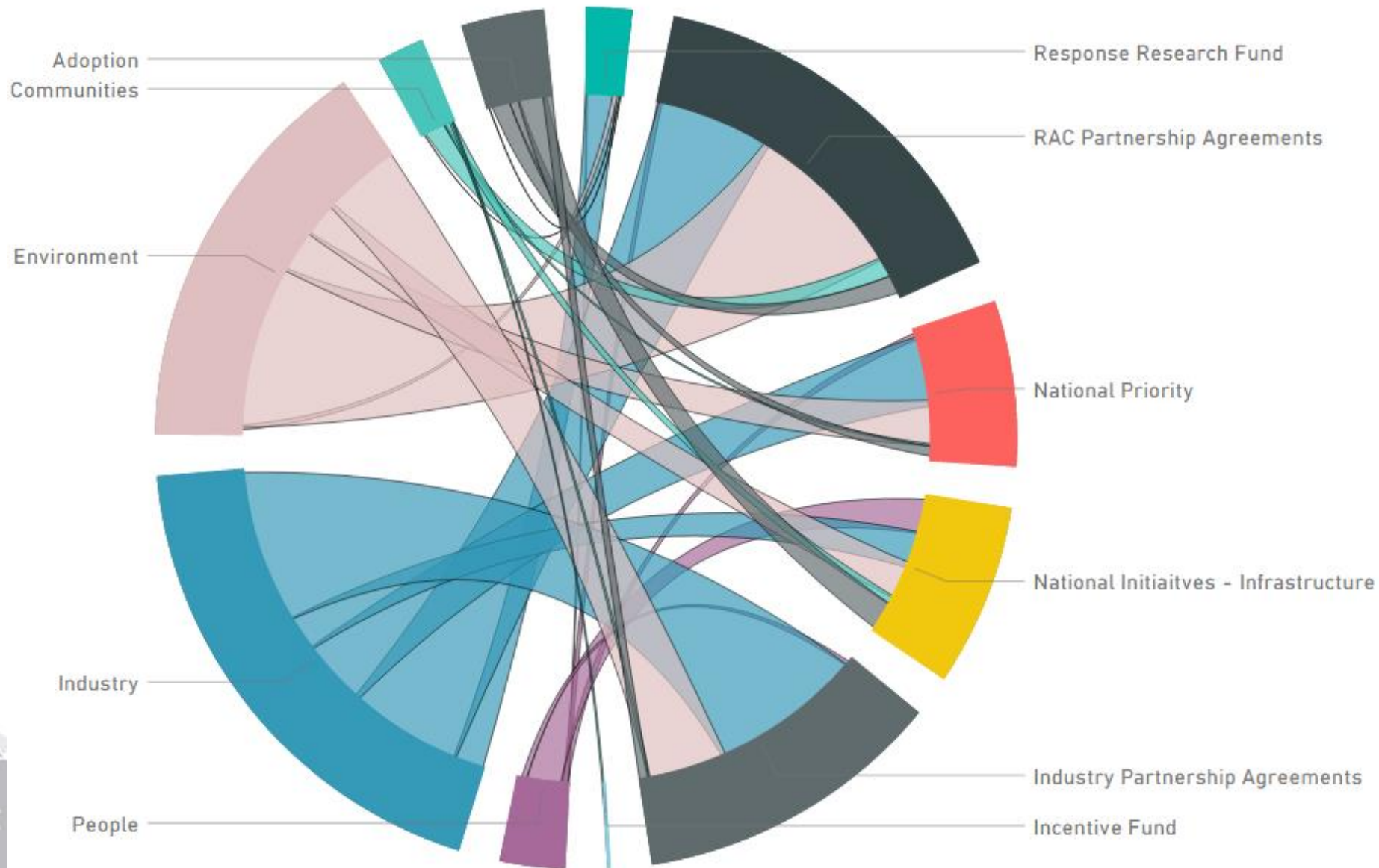


PROJECT LENGTH PERFORMANCE 2015-16 BUDGETS AND ACTUALS

| Length | Budget | Actual | Variance |
|--------|--------------|--------------|----------|
| Long | \$12,287,558 | \$5,651,188 | -54% |
| Medium | \$4,915,023 | \$12,290,605 | 150% |
| Short | \$7,372,535 | \$6,633,323 | -10% |



2015-16 Relationship Between Programs and Activities (based on actual expenditure)



Implement RD&E Plan: LEAD



| Activity | RD&E Plan Outcome | Status | Comment |
|--|---|--------|--|
| Priority one | Ensuring that Australian fishing and aquaculture products are sustainable and acknowledged to be so | | 2016 SAFS underway. Additional projects require initiation concerned with reducing undefined, equivalence, fishery metrics including habitat and bycatch. Development of ICT system commenced. Priority 1 to be managed as a subprogram and establishment commencing. |
| Priority two | Improving productivity and profitability of fishing and aquaculture | | Little activity. Some work commenced on developing underutilised and undervalued species. Also work on empowering recreational fishers in habitat utilisation. Further work required on new technologies and efficiency gains. |
| Priority three NEAO Subprogram | Developing new and emerging aquaculture growth opportunities | | Good progress. Establishment Committee for subprogram established. R&D for profit project for Yellowtail Kingfish underway. Scoping for Northern Aquaculture opportunities being developed. |
| National infrastructure Subprograms | Nationally focussed RD&E | | Continue to provide expert advice and prioritisation on topics associated with the subprogram theme. Committees established and functioning well |
| People Development | Develop capacity, capability and leaders to progress the fishing and aquaculture sectors | | Established national programs developing future leaders. PhD program under development |

Active management

Control focus

No major concern

Implement RD&E Plan: Collaborate



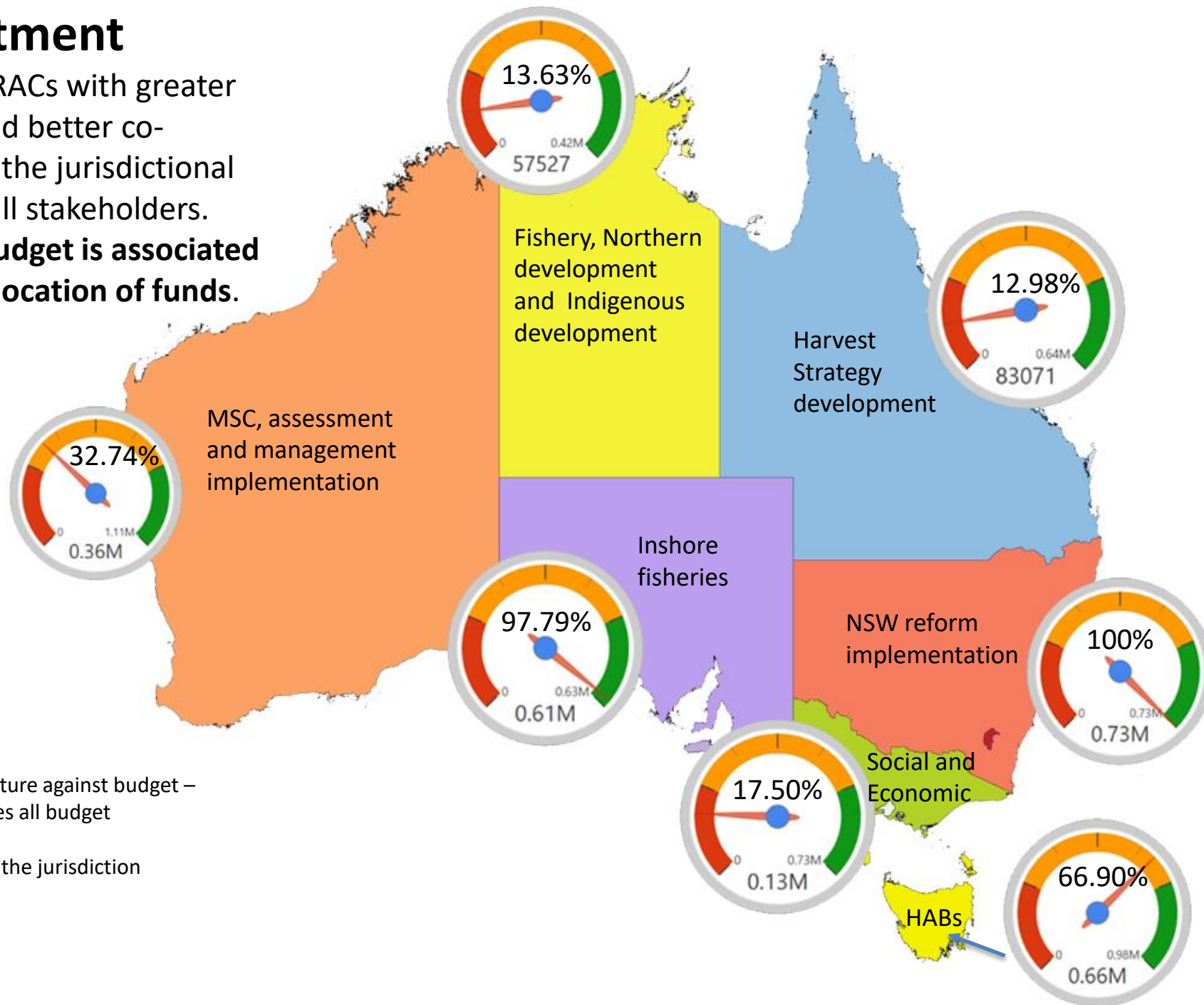
| Activity | Outcome | Status | Comment |
|-----------------------|--|--------|---|
| Incentive Fund | Encourage partners to invest in areas which still have a level of market failure such as people development, or the national priority areas. | | The incentive fund has been heavily undersubscribed The FRDC needs to investigate ways to better encourage partners to invest in areas of market failure or the national priority areas. Management will be discussing a process to encourage collaborative investment. |



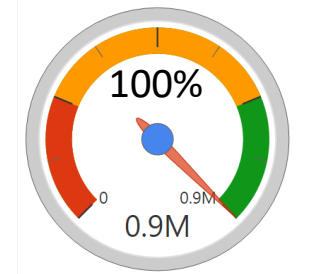
RAC Investment

8 Jurisdictional RACs with greater responsibility and better co-management at the jurisdictional level reflecting all stakeholders.

Note unspent budget is associated with 2016-17 allocation of funds.



- Percentage is expenditure against budget – where **GREEN** indicates all budget committed
- Text is key priority for the jurisdiction



Commonwealth

Policy and standard development and implementation

Implement RD&E Plan: Partner IPAs



| Activity | Outcome | Status | Comment |
|----------|--|--|---|
| AAGA | Sector based partnership agreements underpinned by a multi year strategic plan to deliver against identified industry priorities. Characterised by strong end user driven RD&E with rapid adoption pathways. | Green | Established in 2015 and is still in the process of finalising their RD&E Plan. They have however started investing in projects. |
| ABFA | | Green | Potential for incorporating Barramundi in the Grow North initiative and future R&D for profit applications. |
| ACA | | Yellow | The ACA IPA continues to operate and will be renewed in 2017. A planning process to renew their RD&E Plan which is outdated and needs to be re-developed to reflect stock status and marketing development. |
| ACPF | | Green | ACPF has established an IPA and is finalising its RD&E Plan. Management project developed and includes elements of people development and communication. Good progress – have now included Victoria. |
| APFA | | Green | RD&E plan recently completed and IPA investing against it. Some thoughts on developing a CRC-P on a breeding program. Recent prawn farm expansions are excellent sign of industry growth and leadership – Env Report Card? |
| ASBTIA | | Red | ASBTIA has not contributed the full 0.25% AGVP contribution R&D for a few years. R&D work plan has been on hold. |
| OA | | Green | The CRC-P project and implementing its plan over the next 3 years has put the IPA in a good position to address issues associated with disease resistance, husbandry, selective breeding and diversification opportunities. |
| Pearls | | Green | New IPA to be developed. Progress being made in revising the strategic direction. |
| SRL | | Green | New IPA was signed with SRL in November 2015. Slightly underinvested currently but are about to finalise a strategic planning process which will see this money committed over the next financial year. |
| TSGA | | Green | TSGA signed a new IPA in February 2015. TSGA and individual entities continue to conduct and deliver RD&E. |
| WRLC | Red | WRLC has an established IPA and an RD&E Plan. WRLC is in process of identifying RD&E priority areas. FRDC needs to provide more assistance to facilitate investment. | |

Active management Control focus No major concern



FINISH