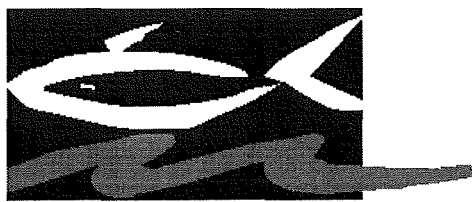


# **Development of a Model Induction Kit for Management Advisory Committee Members**

**Ross Ord**



**SEAFOOD TRAINING AUSTRALIA**



**FISHERIES  
RESEARCH &  
DEVELOPMENT  
CORPORATION**



**Project No. 2002/319**

## ACKNOWLEDGEMENTS

The Australian Seafood Industry Council gratefully acknowledges the financial support of the Fisheries Research and Development Corporation which made possible the development of an induction kit for members of management advisory committees in the seafood industry.

*Development of a model induction kit for management advisory committee members*

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# NON-TECHNICAL SUMMARY

2002/319	Development of Model Induction Kit for Management Advisory Committee Members
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## OBJECTIVES

1. Develop the induction kit in consultation with end users
2. Identify the contents of the induction kit.
3. Trial the induction kit with one Commonwealth fisheries MAC

## RATIONALE

An FRDC funded project on incorporating MAC (Management Advisory Committee) competencies into the Seafood Industry Training Package was completed in December 2001. The report from that project contained detail of the skills and knowledge required by MAC members to fulfil their role and responsibilities competently. One of the recommendations from this report suggested that the induction of new MAC members needed improvement.

The report stated that there was wide support for improved written communication about the operation of MACs and the basic technical knowledge required to allow meaningful debate of the scientific, economic and environmental issues. The development of an induction kit was one of a range of measures to improve the effectiveness of MAC members.

## OUTCOMES ACHIEVED

A guide to participants on AFMA's Management Advisory Committees (MAC) has been achieved. This document forms the basis of the MAC induction kit. Other sources of information will be inserted into the kit where appropriate and may include fishery specific information, legislation or other relevant documents.

A trial of the induction kit has confirmed its use will improve the effectiveness of new MAC members. Through the kit, new members are provided with essential information on the role and operations of MACs and their personal responsibilities as MAC members.

The kit covers generic material including legislation, roles and responsibilities, meeting procedures, common technical concepts and terminology.

## **METHODS**

The development process involved consultations with senior AFMA managers, Chairs of MACs, design of first draft by AFMA, development of subsequent drafts and a trial with a Commonwealth fishery MAC – SQUIDMAC. Guidance was also sought from senior FRDC managers throughout the project.

The final draft has gone through several iterations and was distributed to relevant AFMA personnel who were also provided an opportunity to attend a presentation of the final version. The final draft incorporates enhancements agreed following a technical review by AFMA, addition of glossary, foreword, examples of fisheries management strategies and references to primary information sources.

## **FURTHER DEVELOPMENT**

The flexibility of this guide caters for all the MAC fisheries and it is anticipated that State Management Advisory Committees will also adopt this guide for their use.

## **KEYWORDS**

Management Advisory Committees, MAC induction. Human Capital Development

# **TECHNICAL REPORT**

## **ACKNOWLEDGEMENTS**

The Australian Fisheries Management Authority provided significant input into the development, review and trailing of the induction kit and the contribution of Mr Frank Meere Managing Director AFMA and other AFMA managers to the success of the project is acknowledged.

## **INTRODUCTION**

Project 2002/319 funded by the Fisheries Research Development Corporation involved the *Development of a model induction kit for management advisory committee members*. The project was undertaken over the second half of 2002 by Seafood Training Australia and this is the final report.

## **BACKGROUND, NEED**

An FRDC funded project on incorporating MAC (management advisory committee) competencies into the Seafood Industry Training Package was completed in December 2001 (Johnstone, Evans and McIlgorm 2001). The report from that project contained detail on the skills and knowledge required by MAC members to fulfil their role and responsibilities competently. The authors of the report suggested that “there is a widely held view that participants in the MAC process are ill prepared for such a challenging and complex role and that improved training and induction is a key determinant of the effective operation of MACs.” A further point was made about the dearth of representation and leadership skills in the industry and the fact that the Fisheries Research and Development Corporation (FRDC) identified leadership development as a key strategy in its 2000-2005 Research and Development Plan.

The report suggested that there was almost “universal support for improving the induction of new MAC members” and “wide support for improved written information about the operation of MACs and the basic technical knowledge required to allow meaningful debate of the scientific, economic and environmental issues ... a Survival Kit”.

The development of this “Survival Kit” which became the induction kit for MAC members was one of a range of measures to improve the effectiveness of MAC members. These measures included a better selection process and training.

## **OBJECTIVES**

The project objectives were as follows:

- To develop the induction kit in consultation with end users
- To identify the contents of the induction kit

- Trial the induction kit with one Commonwealth fisheries MAC

## **METHODS**

The development process was an enhanced version of the outline provided in the project proposal and comprised the following activities:

1. Initial consultations with Executive Officer of Seafood Training Australia and senior member of Australian Fisheries Management Authority (AFMA) to determine the scope of and general approach for the project
2. Brainstorm session with senior AFMA managers to determine contents of induction kit
3. Consultants review of source documents supplied by AFMA – fisheries management reports, strategic plans, papers, presentations about MACs and reports from previous projects concerning MAC competencies to determine the scope of information with which MAC members are required to work.
4. Development of a first draft by AFMA personnel which set out AFMA's knowledge requirements for MAC participants and ensure AFMA ownership of the material.
5. A review of the draft format and content by senior FRDC managers.
6. Trial of first draft with SQUIDMAC members with observation by the consultants to determine the weaknesses and strengths of the material and the method of delivery.
7. Development of second draft which incorporated relevant amendments based on the trial.
8. Distribution of second draft and subsequent presentation to senior AFMA personnel
9. Completion of final (third) draft involving technical review by AFMA, addition of glossary, foreword, examples of fisheries management strategies, fishery specific content for each MAC and links to primary information sources.
10. Distribution of final draft and subsequent presentation to AFMA personnel

At every stage of development, ownership and correctness of the approach and content was ensured.

Consultation with senior AFMA managers to gain ownership and to “fine-tune” the approach and the broad content was an important early step in the development process. Another vital step was consultation with the Chairs of the MACs as a group and their ratification of the draft at hand. This step completed in June 2002 served to gain ownership of the approach and refine the content further.

The first draft presented to AFMA provided the consultants with base material and informed the process further. It cemented the partnership between the consultants and AFMA, and ensured a good foundation for the development of the kit.

During the initial consultations, it was decided that an induction kit containing all requisite material would be too daunting in its size. There was also the issue of maintaining the materials and keeping the kit flexible enough to address the needs of the different fisheries. It was recommended that a kit which would contain a guide with basic information and which would direct the user to other sources of information would be the approach to adopt. Further, there would be a section allowing information specific to a fishery to be inserted. This section could contain for example, the history of management of the particular fishery, past issues, challenges and future direction.

This latter section would open up possibilities for the kit's usage by State MACs and thus facilitate this approach to induction of MAC members to filter down through the industry. The implications of extending this resource to the industry are clear. Well inducted and trained MAC participants increases the capability of industry members to engage in discussion on issues affecting fisheries and develops aspects of leadership which will help to ensure that there will be a future pool of leaders for the seafood industry.

## **RESULTS, DISCUSSION**

The three project objectives were achieved and the expected final product was delivered. This product is a black and white typed document ready for insertion of graphics and desktop publishing as agreed between Seafood Training Australia and AFMA. The achievement of a desktop published product was outside the scope of the project and AFMA has agreed that it will undertake this final step.

The final product has been approved by Mr Frank Meere, Managing Director AFMA on recommendation from Chairs of each Commonwealth MAC and Mr Peter Dundas-Smith, FRDC Executive Director. Approval of drafts by Senior Managers - AFMA and MAC Chairs occurred during the process. The final product was distributed to relevant AFMA personnel who were also invited to a presentation of the induction guide held during December 2002.

The induction kit which will contain the guide and other necessary information covers the the following areas:

- information about members' roles and responsibilities
- background about AFMA, its structure, its relationship to other agencies, management tools, the support it provides to MACs, and its challenges
- background on MACs in general
- information on how to achieve effective meetings, how to enhance a member's value to the MAC, and how to prepare for meetings
- acronyms, terms, concepts and principles (a glossary)
- legislation, key Acts and regulations
- brief details about past issues, recent events, challenges for the industry



- a section with answers to frequently asked questions
- advice about how to access other commonly used reference materials.

Space has been provided for fishery specific information such as a short history of the resource, recent events and future directions. Pointers to where other relevant documents should be sourced are included in the guide.

Following desktop publishing there is a strong possibility that the induction kit will be sent to a state fisheries director for his/her consideration as a future resource following customisation to the needs of the State fishery.

### **BENEFITS**

All sectors of the Australian fishing industry will benefit from the introduction of the kit. Benefits will be enhanced if the concept of the induction kit is adopted by state fisheries.

### **FURTHER DEVELOPMENT**

A follow-on project is to explore with one or several state fisheries management advisory committees the development of a similar kit for use by their committee members.

### **CONCLUSION**

The objectives of the project have been met. An induction kit for use by new members of Commonwealth MACs has been developed and piloted. AFMA has agreed to desktop publish the kit and use it as part of the induction program for all new MAC members. The kit is to include material specific to each MAC.

Steps are in place to ensure the currency and relevance of the kit. The kit will be maintained through a yearly or biennial review conducted by each MAC through the relevant Chair. Variations on this suggestion include rotating the yearly review amongst the twelve MACs or selecting a group of two or three MACs each year to conduct the review, the selection of the MACs in the group to be rotated amongst the twelve committees.

### **REFERENCES**

Johnstone, I., Evans, G. and McIlgorm, A (2001). Incorporating MAC competencies into the Seafood Industry Training Package: Final Report of the FRDC Project 2001/315

## **APPENDIX 1**

### **Intellectual property**

FRDC's share of intellectual property is 47% of the project income as specified in the project agreement.

## **APPENDIX 2**

### **Staff**

The following people were involved in this project:

- Consultants from CIT Solutions – Ivan Johnstone, Graeme Evans
- AFMA senior managers – Frank Meere, Phil Marshall
- FRDC senior managers- Peter Dundas-Smith, Patrick Hone
- Executive Officer, Seafood Training Australia – Ross Ord (Principal Investigator)

## **APPENDIX 3**

How MACs work – A Guide to participants on AFMA’s Management Committees

# How MACs work

A guide to participants on AFMA's  
Management Advisory Committees

AFMA acknowledges the support of the following organisations in the production of this guide:

Fisheries Research and Development Corporation

Seafood Training Australia

CIT Solutions Pty Ltd

## **FOREWORD**

On behalf of AFMA, I would like to welcome you as a new member of a Management Advisory Committee.

The expertise and knowledge that you and other members bring to these Committees from your respective backgrounds will ensure that AFMA receives the highest quality advice when it comes to making decisions about fishing and its impact upon the marine environment.

This guide has been prepared as part of AFMA's commitment to helping you get the most out of your membership. It is intended to help you get to know how your MAC operates, how to best take part in its meetings and discussions, and where MACs fit into the overall scheme of fisheries management. Naturally, it is only a brief overview and you will find that it contains many suggestions and links as to where you can obtain more information about your role and responsibilities.

Becoming a member may seem daunting at first. There are a few rules and requirements you will need to understand but I am confident that this guide, together with other support offered by AFMA staff, will enable you to quickly come to grips with the workings of MACs and the important advisory and communications roles they play.

MACs are an integral part of modern fisheries management in Australia. They are AFMA's primary means of consultation with those who have an interest in Commonwealth fisheries, be it from an industry, environment, community or scientific viewpoint. Through MACs, AFMA is committed to a partnership approach when it comes to dealing with the many challenges we face.

These challenges are well known. Striking a balance between ensuring that our fish stocks and the marine environment are sustainably harvested while encouraging the development of an innovative and efficient fishing industry is not easy. The Board of AFMA is required to make difficult decisions about these and other issues and that is why your advice and views through your MAC are so important in helping AFMA to make more informed judgements.

Finally, I would like to thank you for giving your valuable time and effort to helping better manage our fisheries and Australia's marine environment. I am confident that in turn you will also benefit from being involved in this challenging but exciting area of natural resource management.

Wendy Craik

Chair

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## 1. Setting the scene

There is much more to managing Australian's fisheries resources than just focusing on commercial fishing activity and the fish that it targets.

Firstly, marine ecosystems - including the fish - are owned by everyone in Australia. Without controls, there would be too many boats chasing too few fish and very little incentive for the conservation of fish stocks and marine ecosystems.

*"The Australian community has become increasingly aware of the need to protect marine, estuary and river ecosystems and to maintain biological diversity in ecosystems that support fisheries".*

*FRDC 2001*

The community is increasingly demanding the sustainable management of fish stocks and the broader marine environment. The impacts of fishing, mariculture, aquaculture, coastline development, tourism, oil and gas production, shipping and recreation are coming under increasing scrutiny.

You would be familiar with the term 'ecologically sustainable development'. In the fisheries context, this means looking at management systems that take account of the impact of fisheries on the marine environment. This involves balancing the need to:

conserve the species

recognise the interests of other users of the ecosystem

maintain the ecosystem

achieve ecologically sustainable development of the fish species.

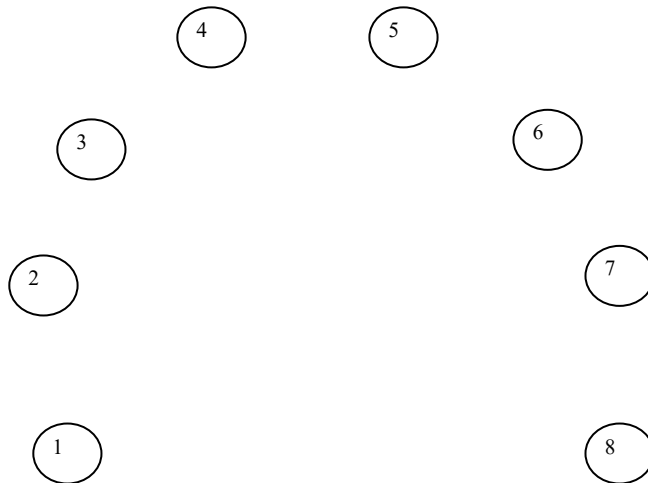
The main difficulty for fisheries managers is that we don't fully understand how the fisheries ecosystems work and how they are affected by fishing and other uses as well as environmental changes. In the past, we have tended to rely on "reactive" management systems that were based on accurate scientific prediction. In the future, we will need more "adaptive" management systems that can change whenever new or improved information becomes available.

While the Commonwealth, state and territory governments are responsible for managing fisheries within their jurisdiction, most fisheries management now involves some degree of cooperative management (sometimes called "co-management" or a partnership approach).

The commercial, recreational and traditional fishing sectors now actively participate with government and scientists to manage fisheries. In some situations, experts from organisations that have a broader environmental or community advocacy role are also being invited to participate in the process.

## 2. Balancing the competing interests

Managing Australia's marine resources involves juggling and balancing a set of difficult and often competing interests such as conservation, development, access rights for fishing and non-fishing activity and resource sharing.



You can see that the big picture goes well beyond management of the fishery. Governments and Fisheries Management Agencies must weigh up interests such as:

### 1. Ecologically sustainable development

This is non-negotiable. It means that management must reflect a broader ecosystem approach and the need to ensure that social issues and economic development do not compromise the short or long term sustainability of the environment. Fisheries must be managed in an ecologically sustainable way before an export permit can be granted. The Environmental Protection and Biodiversity Conservation Act requires strategic assessments of fisheries, a number of which are underway. This will involve much closer scrutiny of environmental performance.

  
*link to EA  
website;  
EPBC Act;  
strategic  
assessments*

### 2. Public vs private ownership and access

Governments exercise a custodian role over fisheries resources on behalf of all Australians. The allocation of access to these resources among fishers and non-fishers (eg. tourism) is a complex public policy issue. There is an increasing world-wide trend towards providing secure access to fishing interests to avoid the “tragedy of the commons” – where the actions of many result in no individual taking responsibility for the sustainability of the resource.

### **3. Competing access demands for commercial, recreational and traditional fishing**

The commercial, recreational and traditional fishing sectors have certain rights to fish the resources. Determining appropriate shares of the catch for each sector is a controversial issue in fisheries management.

### **4. Competing demands from several fisheries in a single ecosystem**

In many marine environments, the fisheries resources are exploited by more than one commercial fishery. Balancing these competing interests with ecological sustainability across the marine environment present a further challenge for fisheries management.

### **5. Competing interests of other users of marine environment**

Many fisheries are facing increasing pressure from non-extractive users. Coastal development in some areas has had major impacts on coastal fisheries.

Other uses such as telecommunications cables, extractive industries (such as oil and natural gas production) and shipping lanes all share the marine environment.

Conservation interests are seeking to maintain the natural environment.

### **6. Long term value of the industry**

This requires that fisheries management practices maximise the value of the resource for all Australians. It involves balancing individual and broader interests by minimising costs and maximising returns on a fishery wide basis. By producing access rights that are secure and transferable and setting fish harvest levels, fisheries management seeks to achieve maximum economic yield over the long term.

### **7. Australia's international obligations**

Australia is a party to the UN Law of the Sea and the UN Fish Stocks Agreement. Australia is bound to responsibly manage shared and migratory fish stocks within the Australian Fishing Zone and high seas. The Commonwealth has responsibility for fisheries from 3 nautical miles out to the edge of the Exclusive Economic Zone (EEZ).

Australia is also a member of various regional fisheries management organisations, the Commission for the Conservation of Antarctic Marine Living Resources and the Central and Western Pacific Tuna Commission.

### **8. Other emerging issues**

The creation of marine protected areas will exclude fishing or impose restrictions on the fishing industry. The emerging focus on ecosystems management is introducing a range of new issues and stakeholders to the fisheries management agenda. For example, animal welfare activists may soon start to have an impact on sport and catch and release fishing.

### 3. Taking a closer look at AFMA

AFMA was established in 1992 as a statutory authority to bring together relevant expertise and free fisheries resource planning and management from day-to-day political pressures.

**AFMA's mission:**

Ecologically sustainable and economically vibrant fisheries for the benefit of Australia.



[www.afma.gov.au](http://www.afma.gov.au)

**AFMA's authority:**

Established under legislation by the Commonwealth Parliament:

Fisheries Administration Act 1991

Fisheries Management Act 1991.

**AFMA's scope:**

Commonwealth fisheries, either:

in agreed management with states and NT governments (under Offshore Constitutional Settlement (OCS) arrangements)

or from 3 nautical miles to the edge of the Exclusive Economic Zone (EEZ) and for Australian fishing boats on the high seas.

**AFMA's objectives:**

Efficient and effective management of:

- AFMA's day-to-day operations
- each Commonwealth fishery.

Ecologically sustainable development entails taking a precautionary approach to development to ensure sustainability of marine environment

Economic efficiency in exploitation of resources seeks to minimise costs and maximise returns on a fishery wide basis

Accountability to the industry and community

Compliance with relevant international obligations

Full cost recovery. The commercial fishing industry pays for AFMA's costs which are directly related to fishing activity. The government meets the costs of activities that have broad industry and community benefits.

**AFMA's net:**

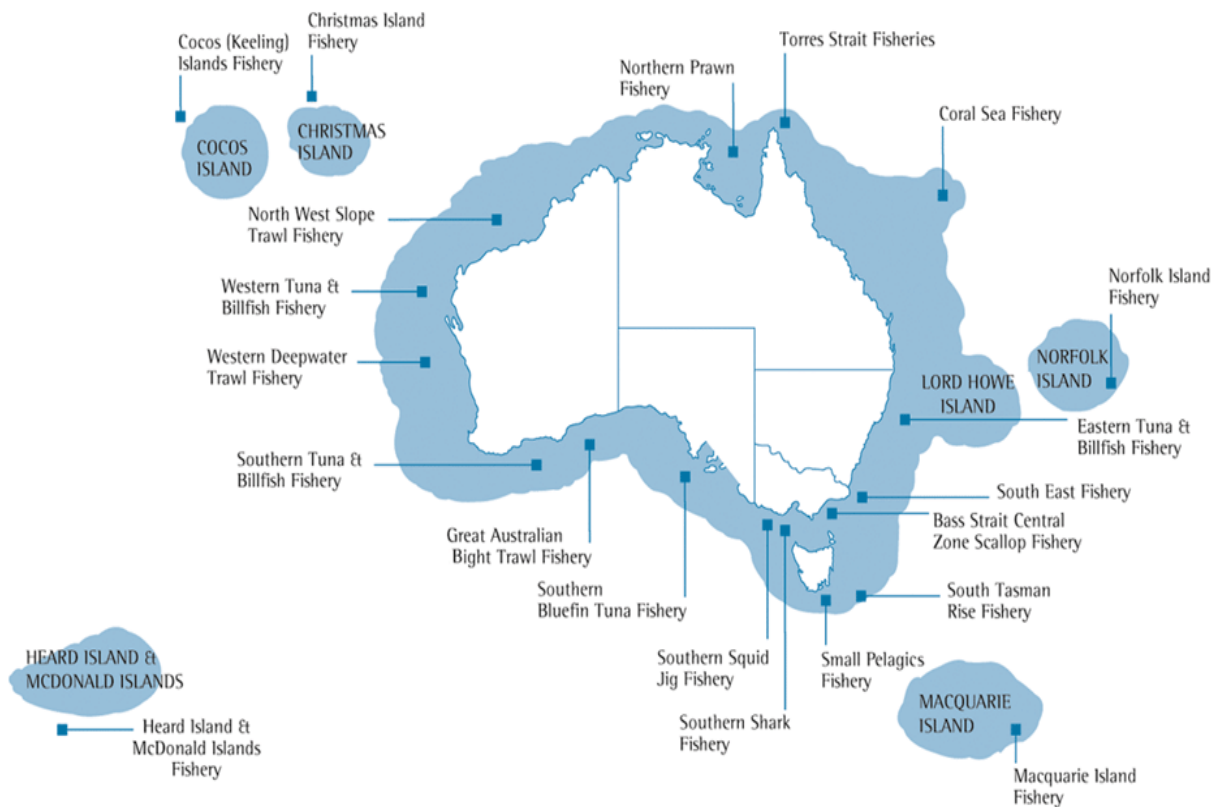
AFMA manages a number of Commonwealth fisheries across all points of the compass within the Australian Fishing Zone (AFZ). These include:

The Northern Prawn fishery in the north

Norfolk Island fishery in the east

Macquarie Island fishery in the south

Heard Island and McDonald Islands fishery in the west.



## 4. Where AFMA fits in

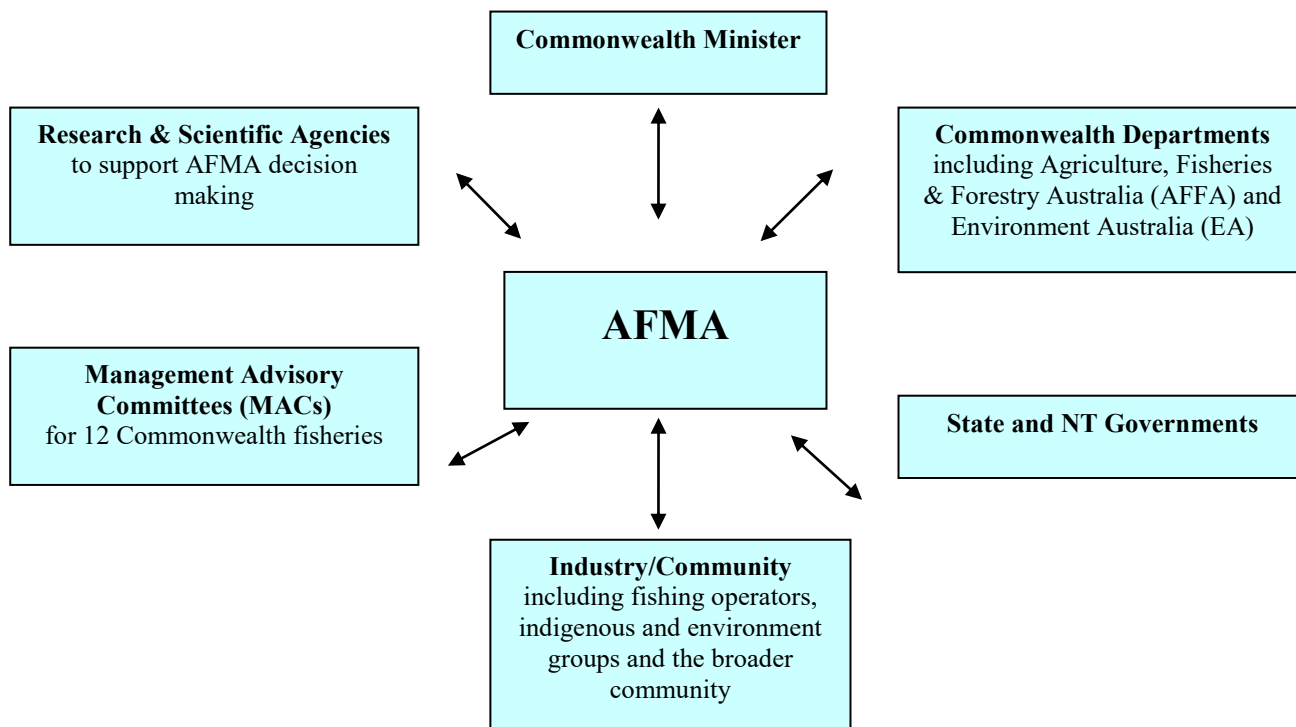
AFMA operates at “arms-length” from the Minister and political process. This is quite different from the usual Minister/government department relationship.

The Minister has oversight of AFMA’s operations through the accountability requirements of the Fisheries Administration and Fisheries Management Acts of 1991.

The AFMA Board is responsible for strategic and operational management decisions while AFMA staff have responsibility for day-to-day management of fisheries.

To ensure that AFMA is responsive to the needs of stakeholders, there are twelve Management Advisory Committees (MACs), as well as other forums, which provide advice to the Board.

The links between AFMA (Board, management and staff) and other key stakeholders are set out below:



### Commonwealth Minister:

responsible to Commonwealth Parliament for fisheries legislation  
appoints Chairperson and Directors of AFMA



### Commonwealth Departments:

provide advice to Ministers, governments and the public about making Australia’s agriculture, forestry and fisheries more competitive, profitable and sustainable.

[go to  
www.afma.gov.au](http://www.afma.gov.au)



go to  
[www.afma.gov.au](http://www.afma.gov.au)

#### **AFMA Board**

- comprises a Chairperson, the Government Director, 5 nominated Directors, and the Managing Director of AFMA
- makes decisions on fisheries management issues
- decisions are based on advice from MACs, AFMA staff and other special committees.

#### **AFMA management and staff**

- staff provide management, compliance and licensing services to implement and support AFMA Board decisions
- is headed by a Managing Director and divided into three branches:
  - Fisheries Branch
    - ~ fisheries management
    - ~ environmental management
  - Operations Branch
    - ~ licensing/compliance and surveillance
    - ~ research and data management
  - Strategy and Planning Branch
    - ~ includes coordination of MAC activities.

#### **State and NT governments**

regulate coastal waters out to 3 nautical miles

share responsibility for some fisheries management with Commonwealth

have negotiated special management arrangements with Commonwealth on a number of fish species under OCS arrangements to achieve orderly administration of the resource



go to  
[www.frdc.com.au](http://www.frdc.com.au)  
[www.abare.gov.au](http://www.abare.gov.au)  
[www.affa.gov.au](http://www.affa.gov.au)  
[www.csiro.gov.au](http://www.csiro.gov.au)

#### **Research and Scientific Agencies and their services to fisheries management**

Fisheries Research and Development Corporation (FRDC) is a Commonwealth agency responsible for planning, investing and managing research and development programs for the fishing industry.

Australian Bureau of Agricultural and Resource Economics (ABARE) analyses the economic performance of fisheries and assesses the economic costs and benefits of alternative fishery management plans.

Bureau of Rural Sciences (BRS) is an agency within AFFA that provides scientific advice to government and industry to support management decisions

Commonwealth Scientific and Industrial Research Organisation (CSIRO) provides scientific advice for ecologically sustainable development of Australia's marine resources

State governments have fisheries departments that employ research scientists.

#### **Industry/Community**

As key stakeholders, they provide input and advice to AFMA considerations.

## **5. AFMA's challenge in managing a public resource**

The 'ecosystem approach' to management means that AFMA must take into account much more than the sustainability of a particular fish species. The challenges for AFMA are that:

there are multiple pressures and competing objectives

- unlimited commercial fishing will lead to inefficient and unsustainable production
- recreational and indigenous fishers demand access to the resource
- fish do not respect national boundaries and international interests may demand access
- fish do not respect state boundaries and AFMA must work cooperatively with state/territory governments
- conservation interests demand that the resources and wider ecosystem be preserved for future generations
- there are often other public users of the ecosystem, beyond the control of AFMA.

there is scientific uncertainty over the impact of fishing and other uses on the resource and ecosystem generally.

AFMA must balance its competing objectives and obligations by:

seeking advice from all interested parties, including the MACs

identifying all available options for achieving a fair and balanced outcome

applying a range of management tools to achieve the desired outcome

exercising due caution in the light of scientific uncertainty.

AFMA decisions are reviewed as scientific and other information is received. By monitoring and adjusting its management strategies, AFMA seeks to pursue the sustainability of the resource and improve the economic efficiency of the industry.



## 6. AFMA's management tool kit

AFMA uses a range of tools to achieve its fisheries management objectives. They include:

input controls – are designed to control catching capacity and fishing effort. Some examples are:

- limited entry
- restrictions on boat numbers
- restrictions on gear
- area closures
- open and closed seasons.

output controls – are designed to set the quantity of fish to be taken (called Total Allowable Catch (TAC)). The TAC is allocated to individual operators using Individual Transferable Quotas (ITQs).

- ITQs are transferable to encourage efficient operators.
- TAC can be adjusted to reflect new scientific findings.

Most management strategies involve a combination of input and output controls. However, in general terms:

input controls (particularly controls on effort) are economically inefficient

output controls achieve greater commercial certainty for operators and are likely to encourage increased responsibility for the sustainability of the resource.

Some examples that illustrate the range of current management strategies are:

### **Northern Prawn Fishery (NPF)**

- The Northern Prawn Fishery Management Advisory Committee (NORMAC) is the principal forum in which issues relating to the management of the Fishery are discussed.
- The NPF is managed under the Northern Prawn Fishery Management Plan. Statutory Fishing Rights are issued under the Plan.
- The Fishery is managed using input controls with limits on the number of boats and the amount of gear. To operate in the fishery a fisher must have a Class B SFR (allocated for boats) and the appropriate number of gear SFR for the size of net (with a maximum of two nets) that the operator wishes to use.
- Permanent and seasonal closures are also used to protect nursery areas and prevent overfishing of small prawns.
- The NPF fleet is subject to constant monitoring through the introduction of Vessel Monitoring Systems (VMS) during the fishing season. This system provides 24 hour surveillance of the vessels.
- 2001 saw the introduction of a voluntary total ban on the taking of sharks and shark related products in the Fishery.

### **Southern Bluefin Tuna Fishery**

- The Commission for the Conservation of Southern Bluefin Tuna (CCSBT) determines management measures and key strategies for the SBT Fishery at the international level, sets the global Total Allowable Catch (TAC) and national allocations for its member countries including Japan, Australia, New Zealand and Korea.
- Output controls based on Individual Transferable Quotas (ITQs), which are a proportion of the national TAC.
- SFRs granted under the Southern Bluefin Tuna Fishery Management Plan.
- The Southern Bluefin Tuna Management Advisory Committee (SBTMAC) is the principal forum in which issues relating to the management of the Fishery are discussed.

## 7. Focusing on the MACs

AFMA has a responsibility to consult with all stakeholders on fisheries resources when making management decisions. The Management Advisory Committees (MACs) for each fishery provide one major source of advice.

The MACs provide opportunities to bring all the key stakeholders together to:

discuss fisheries management issues and, where possible, reach a consensus on advice about draft management plans and strategies. However, differing views can be noted in the minutes of the meeting.

communicate advice and recommendations to AFMA on preferred management approaches to these plans and strategies.

In coming to a decision, AFMA must balance the advice from the MACs with other sources of advice. In trying to balance the range of competing interests, AFMA sometimes makes decisions that are not supported by the MAC advice.

AFMA has 12 MACs covering the following fisheries:

South east trawl fishery (called SETMAC)

South east non-trawl fishery (called SENTMAC)

Eastern tuna and billfish fishery (Eastern Tuna MAC)

Southern and western billfish fisheries (S/WTBFMAC)

Southern bluefin tuna fishery (SBTMAC)

Southern shark fishery (SHARKMAC)

Northern prawn fishery (NORMAC)

Western fisheries (WESTMAC)

Great Australian Bight trawl fishery (GABMAC)

Bass Strait scallop fishery (SCALLOPMAC)

Southern squid jig fishery (SQUIDMAC)

Sub-Antarctic fisheries (SOUTHMAC).

Each MAC has a maximum of nine members, comprising:

a Chairperson

an AFMA member

up to seven other members, who may be drawn from the commercial industry, government agencies, environmental organisations, research scientists, or recreational interests

observers who may be appointed to provide additional expertise.

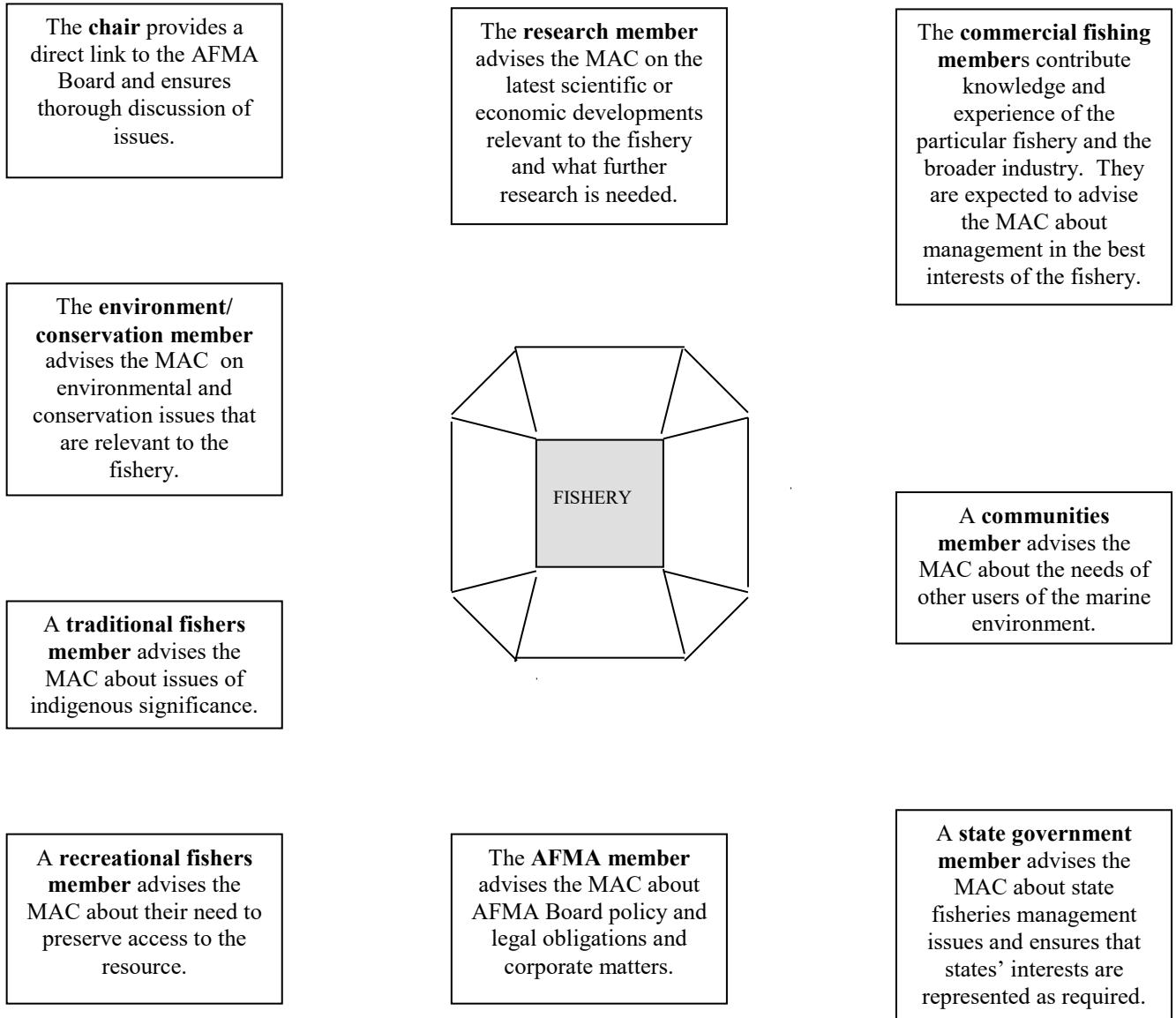
*"It's not the perfect process, but it is the best we have right now. In the end, AFMA must make the decisions..."*

*(MAC non-industry member)*

## 8. Balancing the views of all MAC members

How MAC members look at fisheries management will partly depend on the position they are coming from. In other words, it's all in your point of view or perspective.

The diagram below illustrates how people "see" the ecosystems that support fisheries in very different ways.



This diversity of views should be seen as a strength. The challenge for the MACs is to find a balance between the competing interests that has broad industry and community support and which acknowledges the long term sustainability of the resource as the first priority.

## 9. MACs – a two-way relationship

### Your responsibilities as a MAC member

MAC members are appointed for their expertise and are not appointed to represent a particular group or sector. Being a MAC member has important responsibilities. Members must:

- put views clearly and concisely and be prepared to negotiate to achieve acceptable outcomes and compromises where necessary
- act in the best interests of the fishery as a whole, rather than as an advocate for an organisation, interest group or regional concern
- acknowledge the roles and accountabilities of the Minister, AFMA and other parties under the legislation
- observe confidentiality and exercise tact and discretion when dealing with sensitive issues
- declare financial and other interests in issues under discussion
- contribute to discussion in an objective and impartial manner and avoid pursuing personal agendas or self-interest
- make time for genuine consultation and preparation for meetings
- attend the two or three meetings scheduled each year.

*MACs couldn't operate at all if no member had any association of any kind with the fishery. The point is that interests need not be conflicts of interest".*

*ACIL 2001*

### What support you can expect from AFMA

AFMA regards the MAC as the main point of contact with the fishery. The MAC is a conduit for the flow of information between all stakeholders and AFMA. To ensure efficient and effective meetings, AFMA will:

- appoint a Chairperson who is able to achieve effective discussion and analysis of issues and to communicate the MAC's views to AFMA and other stakeholders
- appoint an AFMA member who, as the responsible Fishery Manager, ensures the MAC is aware of AFMA policies and obligations
- appoint an Executive Officer to provide secretarial services

The Executive Officer will:

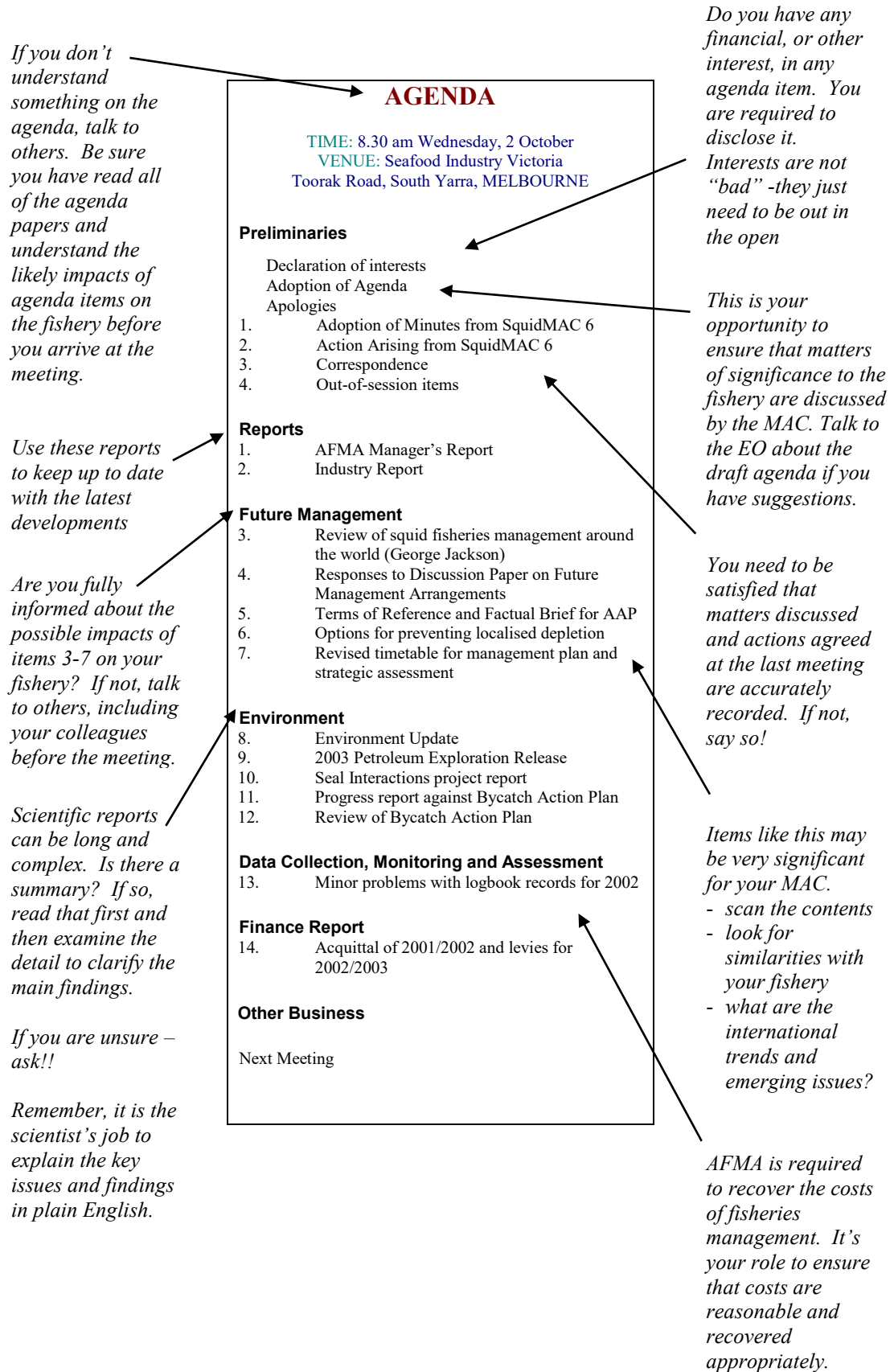
- provide timely advice about meetings and the proposed agenda
- circulate background papers well in advance of meetings
- provide timely follow up of meetings by:
  - clearing the Chairperson's summary with members within five working days
  - circulating the summary to stakeholders within ten working days
  - preparing and clearing minutes with the Chairperson within 14 working days and distribute to members within 21 working days
- provide other information to develop and support new members and communication between the MAC and stakeholders.



*see the AFMA Fisheries Management Paper no 1*

*see also the AFMA Fisheries Administration Paper no 7*

The following diagram sets out a typical agenda for a MAC meeting (taken from SquidMAC).



## 10. Achieving effective meetings

When they attend MAC meetings, many new members will be:

participating in an activity they have never done before

working with people they have never worked with before

communicating in ways they have never used before.

Being less than confident is understandable and commonplace. If you feel self-conscious, awkward, inept or overwhelmed after your first meeting – that's normal.

These early feelings of inadequacy will have no bearing on your ultimate success as a member of a MAC. However, you have a lot to learn and neither you nor your fellow members can be experts in all the knowledge and skills in fisheries management. Always remember that you have something to contribute that no other member has – **your experience and expertise**. Your contribution is important to achieving a successful management regime for the fishery.

The MAC committee is a complicated creature. All members must try to:

appreciate the different positions held by others – they are all legitimate

balance their personal and sectoral interests against the broader interests of the fishery and its environment

find some common ground on which to build shared understanding

seek consensus in the interests of an orderly management regime.

Dealing with the internal issues that arise from these pressures is as important as the task of providing management advice. A committee that fails to build relationships among its members will waste time on struggles for control and endless discussions that lead nowhere.

In some situations, reasoned discussion will still fail to resolve a deadlock. However, voting by the members is not what AFMA is seeking. When all else fails, the best strategy is for members to ensure that the various views are documented in the:

minutes of the meeting

Chairperson's advice to the AFMA board.

This range of views will then be considered by the AFMA Board when it makes decisions affecting the fishery.

*"Many people dislike meetings, but meetings don't have to be disliked."*

*"During your first few meetings, it is not unusual to feel as though you have been transported to the Land of Oz, a place completely different from what you are used to."*

*(Peter R. Scholtes)*

*"Running a MAC can be compared with running a business. Members need a mental map of managing something, then they can apply business planning and management to a fishery. They can negotiate and agree on achievable objectives, strategies and performance measures".*

*(MAC industry member)*

Here are some hints to enhance your value to the MAC:

- take time to get to know the other members and learn about their interests
- acknowledge that your contribution is only part of a wider process. All members have an equal contribution to make to the debate
- prepare for meetings – work out the key issues – talk to your fellow members if you are unsure about something – consult with your peers when there is something controversial
- don't ignore complexity – scientific information is an important input but nothing is certain. Look for the key issues or findings – you need to be convinced that the data supports the findings.
- follow the ground rules set by the Chairperson
  - speak freely, but without dominating others
  - listen attentively
  - don't interrupt
- evaluate your own performance after meetings. Look for areas of improvement by asking:
  - Was I adequately informed?
  - What did I do well?
  - What didn't work for me?
  - What would I do differently?

*“Life is such that consensus cannot be expected on every issue – this is when negotiations based on honest debate are needed”.*

*(MAC member)*

## **11. Specific fishery details**

*Best done by an insert appropriate for each MAC.*



## 12. Glossary

<b>Access right</b>	A right to carry out specified fishing activities.
<b>Annual Appropriation</b>	The amount of public monies authorised by Parliament for expenditure from the Consolidated Revenue Fund for a particular year.
<b>Australian fishing zone</b>	Waters adjacent to Australia and its external territories (excluding Torres Strait and the Antarctic Territories) which extend from defined baselines to 200 nm seawards, but not including coastal and excepted waters. Agreed boundaries apply where these zones intersect the 200 nm zones of other nations. Within the Australian fishing zone, Australia exercises jurisdiction over all fishing by Australian and foreign boats.
<b>Bilateral Agreement</b>	This is a government-to-government agreement between Australia and another nation allowing vessels of that nation to fish within the Australian fishing zone.
<b>Bycatch</b>	<p>In its broadest sense, bycatch includes all living and non-living material (except for the target species) which is caught while fishing, including by-product, discards and that part of the catch which doesn't reach the deck but is affected by interactions with the fishing gear.</p> <p>For the purposes of the Commonwealth Bycatch Policy, bycatch is defined more narrowly as discards and that part of the catch which doesn't reach the deck but is affected by interactions with the fishing gear.</p>
<b>By-product</b>	Any part of the catch which is kept or sold by the fisher but which is not the target species.
<b>Competitive total allowable catch</b>	A total allowable catch under which participants are not allocated a portion of the total catch limit but the catches from all participants are summed to ensure that the sum of all catches does not exceed that total allowable catch.
<b>Demersal trawl</b>	Trawl gear designed to work on or near the sea bed. Such gear is used to take demersal species of fish and prawns.
<b>Discards</b>	Any part of the catch which is returned to the sea, whether dead or alive.

<b>Fishing capacity</b>	The amount of fishing effort that a fishing boat, or a fleet of fishing boats, could exert if utilised to its/their full potential.
<b>Fishing concession</b>	A statutory fishing right, or a fishing permit or a foreign fishing boat licence granted under the provisions of the Fisheries Management Act 1991.
<b>Fishing Permit</b>	A fishing permit is a type of fishing concession granted under Section 32 of the Fisheries Management Act 1991 to a person and authorising the use of a specified Australian boat by that person, or a person acting on that person's behalf, for fishing in a specified area of the Australian fishing zone or a specified Fishery for specified species using specified equipment.
<b>Fully fished</b>	The term fully fished is used to describe a fish stock for which current catches are close to sustainable levels and any increase in fishing may lead to overfishing.
<b>Incidental Catch</b>	Has the same meaning as non-target.
<b>Individual Transferable Quotas</b>	Individual transferable quotas refer to individual portions of a total allowable catch - units of quota - which allow the holder to catch that portion of the total allowable catch each season. The weight value of the individual transferable quotas change proportionately to changes in the total allowable catch set for a species each season. Individual transferable quotas are fully tradeable and can be sold or leased to other persons.
<b>Input controls</b>	Restrictions placed on the amount of effort input into a Fishery eg by restricting types and size of fishing gear and boats and the amount of fishing time.
<b>Limited entry</b>	Management arrangements whereby only a fixed number of operators are allowed to fish in a particular Fishery. New operators may only gain access to the Fishery by purchasing an existing right.
<b>Longline fishing</b>	A method of fishing that can be either surface set (pelagic) or bottom set (demersal) line fishing. Both methods comprise a main line to which are attached branch lines, each fitted with one or more baited hooks or artificial lures.

<b>Mid-water trawling</b>	A form of trawling in which the net is off the sea bottom at all times. Such nets have large mouths and are used for targeting pelagic and semi-pelagic fish schools.
<b>Non-target Species</b>	Any part of the catch, except the target species, and including bycatch and by-product.
<b>Offshore Constitutional Settlement</b>	An agreement between the State(s) and the Commonwealth Whereby the State or the Commonwealth (or in some cases a Joint Authority) is given jurisdiction for a particular Fishery occurring in both coastal waters and the Australian fishing zone. When no Offshore Constitutional Settlement agreement has been reached the Fishery remains under the jurisdiction of the State out to 3 nm, and the Commonwealth from 3 to 200 nm.
<b>Output controls</b>	Restrictions imposed on the quantity of fish that can be taken from a Fishery within a specified period of time. This can be by either a competitive total allowable catch or a total allowable catch allocated to participants as individual transferable quotas.
<b>Overfished</b>	The term overfished is used to describe a fish stock for which levels of fishing or catches are excessive, or which still reflects the effects of prior excessive fishing. In the former case, yields may be higher in the long term if the fishing level is reduced in the short term. A classification of 'overfished' may continue after reduction of fishing levels while the stock rebuilds to a desired level or until resumption of fishing is acceptable.
<b>Pelagic fish</b>	Fish that are normally caught at or near the sea surface or in the water column.
<b>Pelagic longlining</b>	A fishing method that targets pelagic fish species. A pelagic longline comprises a mainline to which are attached branch lines, each fitted with one or more baited hooks or artificial lures. A pelagic longline is set so that the mainline, branch lines and hooks are suspended above the seabed by floats at the sea surface.
<b>Quota management</b>	A method of management based on output controls whereby the total allowable catch is allocated among eligible operators and allocated as shares in the annual total allowable catch.

<b>SeaNet</b>	Commercial fishers working in partnership with a network of environmental resource officers to develop practical solutions to bycatch problems facing the industry. SeaNet was launched by the Federal Government in November 2000.
<b>Statutory Fishing Rights</b>	Statutory fishing rights are rights granted under Section 21 of the Fisheries Management Act 1991. The nature of statutory fishing rights in a Fishery is detailed in the plan of management which creates those rights. A statutory fishing right may be a right to use a boat, a unit of fishing gear, or a quantity of catch, or other rights as identified in the management plan.
<b>Strategic Assessment Report</b>	Strategic assessment reports are a requirement of the Environment Protection and Biodiversity Conservation Act 1999. These reports consider the impacts of a Fishery on target, by-product and bycatch species and the broader marine environment. AFMA makes assessments at the management plan or policy level rather than assessing individual actions.
<b>Sustainable yield</b>	The maximum catch that can be taken from a Fishery over an indefinite period without causing the stocks to be depleted.
<b>Target Species</b>	The species being sought by fishers.
<b>Total Allowable Catch</b>	A total allowable catch represents the amount of fish of a particular species that can be taken from a Fishery in prescribed period. Total allowable catches are set for fish species managed through individual transferable quotas or competitive TACs.
<b>Uncertain</b>	The term uncertain is used to describe a fish stock that may be underfished, fully fished or overfished but for which there is inadequate or inappropriate information to form a reliable assessment of status. The majority of Commonwealth fisheries to which this status has been attributed are considered by AFMA to be lightly fished