

Australian Seafood Industry

***Advance in Seafood* Leadership Development Program Project No. 2004/300**

Evaluation Report 2008



Australian Government

**Fisheries Research and
Development Corporation**

**Prepared for the
Fisheries Research and Development Corporation
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Leading Industries**

**Evaluation
of the
National Seafood Industry
Advance in Seafood
Leadership Development Program
2005-2007**

**Cheryl Phillips
General Manager
Leading Industries**

31/3/2008



Australian Government

**Fisheries Research and
Development Corporation**

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Leading Industries designs and delivers training to primary industries and rural communities throughout Australia. The training programs develop the leadership capacity of industries by enabling graduates to contribute to their potential.

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| 2004/300 Evaluation of the National Seafood Industry's Leadership Development Program |
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OBJECTIVES:

1. Provide scholarships for industry members to participate in the National Seafood Industry Leadership Development Program.
2. Ensure a broad cross section of industry representation in future National Seafood Industry Leadership Development Programs.

| |
|----------------------------------|
| OUTCOMES ACHIEVED TO DATE |
|----------------------------------|

- Graduates with increased skills, knowledge, confidence, networks and a whole of industry perspective.
- Graduates with the ability to effectively participate in, and represent their industry.
- Graduates who have planned, designed and implemented an industry project which has contributed to the industry's future in a practical and positive manner.
- Graduates who have benefited from a strategic professional development program.
- A proactive approach taken to succession planning by some of the participating organisations.
- The industry and its leadership potential profiled to the 300 industry, business and political leaders who participated in various aspects of each program.
- Mentoring relationships created to provide models of continuous improvement and an open exchange of ideas and information.

The **Advance in Seafood** Leadership Development Program has equipped participants with the skills, knowledge, networks and whole of industry perspective to effectively participate in, and represent their industry. The program has contributed to a professional, sustainable and progressive Australian seafood industry.

Forty four participants commenced the program between 2005 and 2007 with thirty eight graduating. The graduates have demonstrated their commitment to

the industry by increasing both their level of involvement and their effectiveness in the industry roles for which they are responsible. All States and Territories have been represented, together with fourteen sectors including, wild catch, aquaculture, marketing, processing, communications, training, research, government policy, extension/environment, compliance, retail, quality assurance and agri-politics.

The intensive six month program included three residential sessions in three different locations. The first session has been conducted in various locations including; Geraldton, Western Australia, Melbourne, Victoria and Brisbane, Queensland while the second and third sessions have been conducted in Sydney and Canberra respectively in order to capitalize on the unique industry and political opportunities that both these locations offer.

All participants have been required to work with a mentor for the duration of the program to assist with the design and implementation of an industry project, as well as facilitating the participant's professional development.

The projects undertaken have resulted in new products being developed; improved relationships between industry sectors; training and information services being developed; significant issues being placed on the industry and political agenda; promotional programs profiling industry and industry becoming more actively involved in policy debates.

The program provides industry with an opportunity to assess the 'readiness' of industry stakeholders to contribute to decision making at the next level.

Recommendations:

- Conduct an annual leadership program specifically tailored to the Seafood Industry in order to build the leadership capacity of the industry.
- Promote the program as a means of resourcing the succession planning process of industry organisations.
- Select up to 17 participants, representing the diversity within industry and ensure the wild catch and aquaculture sectors are strongly represented.
- Conduct the program over 6 months ensuring that it is sensitive to seasonal demands.
- Ensure the program strengthens cross sector and cross state knowledge and alliances within the industry.
- Invest in the personal support of participants between sessions to ensure they gain the necessary support and guidance required to achieve their goals.
- Invest in the regional and state level programs to ensure the breadth and depth of leadership capacity is developed.
- Provide ongoing support, skills and knowledge through a graduate network.
- Position and support graduates to continue their professional development through other leadership development opportunities.

2. Acknowledgments

The **Advance in Seafood** Leadership Development Program is now in its seventh year and the continued success is the result of increasing awareness of the need for industry stakeholders to invest in professional development. The commitment by industry stakeholders to a program of excellence is a further reason for its success. The program positions graduates to make a significant contribution to their industry's future.

In particular I would like to acknowledge:

Fisheries Research and Development Corporation, as the major sponsor and in particular, Dr. Patrick Hone, Executive Director for his commitment to people development within the Australian Seafood Industry.

Sydney Fish Market for hosting the Sydney session which provided participants with a unique insight into the operations of the market. To Grahame Turk, Chief Executive Officer, Bryan Skepper, Administration Manager and Louise Nock, Marketing Manager for their commitment, involvement in, and sponsorship of the Graduation Dinner in Canberra.

The participant's **mentors** who have freely given of their time, expertise, industry knowledge and contacts in order for the participants to maximise their learnings and achieve the goals of their industry project.

Industry, political and community leaders for participating in the business dinners, industry panel sessions and the project presentation session as this provided leadership and support to the participants.

Program Sponsors: Queensland Government - Department of Primary Industries and Fisheries; Australian Fisheries Management Authority; Federal Department of Agriculture, Fisheries and Forestry; NSW Department of Primary Industries; and the Western Australian Government – Department of Fisheries for their preparedness to invest in building the future leadership capacity of the Australian Seafood Industry by contributing to the funding of this program.

Participant Sponsors: The industry organisations and companies which invested in the future leaders of the Seafood Industry.

Finally and most importantly to the **participants** for their commitment to the program, their preparedness to take risks and their willingness to learn. The benefits to industry of investing in the future leadership are already evident and industry will continue to reap the rewards into the future.

Cheryl Phillips
General Manager
Leading Industries

3. Background

The Australian Seafood Industry is operating in a context of environmental accountability and global markets. This phase of the industry's development requires a new level of professionalism in order to deal with more complex and wide ranging issues. Those who represent industry must be able to communicate with a much broader range of stakeholders; they must be able to understand and operate within a more complex environment; and they must have networks of people from outside the industry, as well as within.

It is essential that industry members who represent others both understand and operate with a knowledge of the whole industry, best practice, market opportunities, sustainable management and global trends.

More specifically, the Australian Seafood Industry requires people with an understanding of the political system, who can effectively communicate industry positions and who are effective at implementing and managing change. Furthermore, it requires structures which support and develop its human resources to meet the challenges as they emerge in the future.

A national consultation of industry stakeholders across all sectors was conducted in 2000 as part of the FRDC project 2000/307 "Development and delivery of a model for a national seafood industry advanced leadership program." This project identified uncertainty about the future as the major concern. Issues relating to environmental sustainability and succession planning were also cited as significant. It is important to note that these and other issues including native title, access security, marine parks, and resource sharing, were previously peripheral and yet now dominate the industry decision-making, reinforcing the need to have industry stakeholders who can manage change.

Dealing effectively with these specific issues and being pro-active in a global context is what leadership is about. More specifically it is about industry having:

- Members with the skills, knowledge and confidence to effectively **participate** in formal forums.
- Organisations and structures which encourage, develop and support individual members, so that they **operate in a professional and progressive manner**.
- Organisations which have succession plans in place to ensure the expertise and knowledge are available to act in the best interests of the whole industry.
- Members with the vision to **represent** the industry and take it to a new level of development,
- A **strategic, long term and visionary approach** to development.

Therefore a model program was developed and delivered to 12 industry members during 2001. The success of this pilot project resulted in approval for funding for the 2002/301 project "National seafood industry Advanced Leadership Development Program Scholarships." This project supported the 2002-2004 **Advance in Seafood** Leadership Development Programs. One of the conditions of the program has been to attract additional sponsorship to match the FRDC contribution. This has been done by forming successful relationships with the Federal Department of Agriculture, Fisheries and Forestry, the Australian Fisheries Management Authority, the Western Australian Government Department of Fisheries, the New South Wales Department of Primary Industries, the Queensland Department of Primary Industries and Fisheries and the Sydney Fish Market.

In addition to the program sponsorship, each participant has been required to gain industry support to assist with funding their program fee, airfares and accommodation.

It was anticipated that sponsorship would increase as the program gained momentum and recognition within the industry resulting in less dependence on FRDC funding.

4. Need:

“Leadership has traditionally been characterized by individuals – predominantly male – directing from the front. This concept by definition reinforces an elitist and exclusive model which tends to devalue alternative views, ideas and approaches.

In a society which prides itself in its commitment to embracing diversity, leadership must be seen as a quality which can be developed within each and every person, acknowledging that all people have a contribution to make to the collective good.

In times of unprecedented change as is currently being experienced, communities and industries must promote leadership which enhances the capacity of all components of the whole system. This requires a willingness to take risks in order to manage change or in some situations instigate change but even more importantly it is the ability to learn from each risk or initiative taken.

Leadership in this context has as its focus industry development and achievement, rather than self aggrandizement for the individual.

The Australian Seafood Industry, as with many other commodity groups, has in recent times adopted a more consultative approach to decision making. Previously Government has created and enforced policies, fishers have provided the product to meet consumer demand, while processors added value to the product and ensured it was available to the market place. Whereas, in this current environment stakeholders from all sectors have been encouraged to participate in a range of decision making processes across the industry. This process does in fact require cultural change within the industry.

When a whole of industry approach is taken it is impossible for each sector to operate effectively in isolation, as all parts of the chain become interdependent. Hence, there becomes a growing awareness of each sector’s impact on the others and the need to work collaboratively with other links in the chain to ensure the best possible outcome for all involved.

In this environment there is no room for the ‘hero’ model of leadership, the focus cannot be on personal rewards but rather on a collaborative approach to achieve a shared goal.

During the national consultation within the Seafood Industry in 2000 the desire for improved leadership skills to enable stakeholders to contribute effectively to decision making processes which affect their livelihood and industry was reinforced. This was not simply the request of a few but rather the response of stakeholders from across all sectors and states within in the industry. Furthermore, there was an overwhelming acknowledgment from all sectors that

they needed to understand the role of other stakeholders within the industry by taking time to listen to their perspective.

This extensive consultation was undertaken with key industry groups throughout Australia to identify the needs and opportunities related to industry structures, leadership, and the specific training needs. Consultation was based around focus groups of 8 – 15 people with young industry members consulted separately from those currently in leadership positions.

Outcomes of the consultation process were consistent across the states and sectors consulted. Those in leadership positions felt that the young members of industry were either not ready for leadership roles or had no interest in committing to such roles. These members generally had a much less positive outlook on the industry and its prospects for the future.

On the other hand, young industry members were much more positive about the industry and were enthused about making a contribution. They consistently reported that they felt disempowered by the current leadership regime and that they saw no prospects or opportunities for getting involved with comments such as; *the current leaders have been there forever and will not move on*, being common responses.

The style of leadership required in this context was equated with effective teams and the provision of service. This requires both a commitment and an ability to remain focused on the 'big picture'; a preparedness to respond to whatever is needed with tasks being matched to the person rather than a position and an acknowledgment that everyone has a contribution to make.

Effective leadership is dependent upon people who are prepared to learn and adapt at all stages of the process. The creation of collaborative teams can make a positive contribution to this process, as they provide a safe environment for members to test ideas, prepare for major meetings, and they also provide the opportunity to debrief on the outcomes and learnings. These learning groups benefit from diversity both in terms of positions and styles of the members, as this enables opportunities for simulations of the potential reality.

It is believed that stakeholders from all sectors can develop leadership skills. However, the training needs to be targeted appropriately to those involved and provided in a safe yet challenging environment. The training of individuals will only be produce optimal results if cultural change is embraced at a sector and organizational level in a parallel process." Phillips & Smallridge, *Building the Leadership Capacity of the Seafood Industry*, 2002.

The need for people development at all levels of the industry continues. This program provides only a small part of the development work required to position the industry as a sustainable global competitor into the future.

The State-based personal development / leadership program provided a pool of industry members who were positioned to participate in a national program which included people from a wide range of sectors. These programs resulted in the identification of many young people who were previously unknown outside of their organization or enterprise. They subsequently became more effective within their enterprise or organization and some have gone on to become involved in decision making at a state and national level.

However, it became clear that these participants had the potential to contribute to industry decision making but needed to develop increased skills, confidence and knowledge in relation to how the 'system' works and how to present and progress a position to industry.

Developing a budget for the National program resulted in the cost per participant being an estimated \$7,400 per participant. In many instances this would be prohibitive restricting the type of applicants and participants attracted to the program.

State Farmbis programs have offered some level of support to fishers and aquaculturalists however each state has a different level of support and people in others sectors of the industry are ineligible for funding. Therefore, generic sponsorship was required to ensure all stakeholders could access the program.

The formation of a partnership between industry sponsors and a training provider, in this case Leading Industries was critical to the program's success. This partnership marries those with the ability to transform individuals with those who have a long term vested interest in the development of a professional, sustainable and progressive industry.

The need for programs which invest in the people within the industry in order to develop their confidence, skills, knowledge and networks continues to be the most important issue within industry. The demise of the national peak body in 2006, together with anecdotal evidence which suggests that state and regional organisations lack access to industry stakeholders who have the required level of professionalism to manage and lead industry into the future clearly highlights the need for quality leadership programs to continue to invest in the leadership capacity within industry.

5. Objectives:

1. Provide scholarships for industry members to participate in the National Seafood Industry Strategic Leadership Development Program.
2. Ensure a broad cross section of industry representation in future National Seafood Industry Strategic Leadership Programs.

There has not been a tradition of skill development in the area of professional leadership and business management within the seafood industry. Furthermore, there has been a long tradition of subsidization of training in primary industries, therefore the actual cost of training is often not known by the participants and in some cases the benefits are not recognized or acknowledge. The introduction of a leadership development program needed an incentive and support from industry leaders. Research conducted to inform the possible establishment of leadership program in 2002 identified a willingness to participate but an acknowledgment that some sectors were resource poor and this would prevent participation.

The Farmbis Program did provide some support however it was a state not a national program. Furthermore, changes to the Farmbis Program in 2004 resulted in New South Wales no longer being involved and each of the other states varied greatly in terms of the level and purpose of subsidies provided. Leading Industries registered the Advance in Seafood Leadership Development Program with each existing Farmbis Program to enable fishers and aquaculturalists to gain any financial assistance available.

The complexity of the Farmbis program, together with the realization that applicants from some sectors outside of wild catch and aquaculture also required financial support in order for them to participate reinforced the importance of the FRDC contribution. However, it also required Leading Industries to seek additional program sponsorship from other industry bodies to enable costs for each participant to be at a level which provided equity and access to all.

The result was that all participants paid the same fee - \$500, although many of the Government Departments provided program sponsorship in addition to funding their staff member to participate.

The need to include a cross section of industry sectors in each of the Leadership Programs resulted from the research undertaken in South Australia in 1998 (Berry and Phillips) and nationally in 2000 (Carney, Smallridge and Phillips). Both these research projects found that industry stakeholders had a considerable depth of knowledge of their own sector but knew little about other states and fisheries. These findings reinforced the findings of O'Brien in 1997stating; "The Seafood Industry is not as well resourced or developed as other rural industries.

The industry must face some critical issues over the coming years. A leadership and personal skills development program will help people at the grass roots gain the skills and confidence to participate in industry activities.”

The national consultation undertaken by Carney, Phillips and Smallridge in 2000 stated that “there was strong support for a truly national program being available to members of all sectors, states and agencies – 76% of respondents stated an interest in taking on an active representative or leadership role in the industry with 86% of these people indicating a desire to undertake formal leadership training to assist them in this process.” Furthermore, the research also identified that many in the wild catch and aquaculture sectors had “a lack of confidence in their own abilities and a feeling of frustration at not being conversant with the structures, processes and methods.”

These research projects provided the basis of the design process involved in the development of the Advance in Seafood Leadership Development Program.

6. Methods

6.1 Funding:

Each participant was subsidized to participate in the program. The program fee was \$500 and the actual cost of the program per participant was \$7,400. FRDC provided approximately 50% of the cost of delivering the *Advance in Seafood Leadership Development Program*. Therefore, Leading Industries was required to source the additional 50% of program costs.

As four state government departments and two Federal Government Departments/Authorities provided program sponsorship they were offered a position on the program for one of their staff members.

This approach ensured a wide diversity of participants, with fishers and aquaculturalists gaining support funding from their industry organization or state Farmbis.

6.2 Selection Process

Aim:

Select up to 17 participants to participate in the National **Advance in Seafood** Leadership Development program.

Selection Criteria:

- Ensure participants in the program reflect the future needs of industry in terms of age and potential to make a long term contribution.
- Ensure that selection provides opportunities for participants to integrate into more advanced training programs.
- Ensure that a broad cross section of industry sectors are represented or given the opportunity to participate in the program, inclusive of:
 - Fishers/Farmers
 - Processors
 - Extension
 - Management/Compliance
 - Agri-Politics
 - Research
 - Retail/Marketing
- Ensure that participants are matched to the level of the program.
- Ensure that participants are supported by their sector prior to the commencement of the program and during their participation in the program.
- Ensure that participants are given opportunities for participating in industry forums during and after the program.
- Gain a commitment from each participant to complete each requirement within the program prior to its commencement.
- Select participants who are linked to and are involved in industry (for at least 3 years).
- Select participants who are involved in decision making processes i.e. through participating in the industry at a formal level such as a member of a Management Advisory Committee.

- Select participants with a sound understanding of their sector and state so that it can be put into a national and international context.
- Ensure the selected participants have a demonstrated ability to plan and implement an industry project with national implications.

Desired Outcomes of the Selection Process:

- Participants who have the potential to represent industry at a local, state or national level.
- Participants who reflect the diversity of industry in terms of age, sector, state and experience.
- Participants who are able to gain maximum benefit from the program.
- Participants who are able to put the skills learned into practice both during and after the program.

Methodology

A formal selection committee of 4 people including industry representatives, sponsors and the training provider assessed nominations received.

Nominations were called at least three months prior to the commencement of the program. The program timing took into account seasonal factors for each fishery, school holidays within each state, industry events and parliamentary sitting dates. These dates were mapped each year and the program planned according.

Information provided to potential participants included:

- A summary of the program
- A briefing of the program
- An outline of expectations of participants
- A list of preliminary requirements
- A self awareness questionnaire for completion

Ensure that the selection process provided opportunities for participants to integrate into more advanced training programs or gain credits toward a formal qualification.

The *Advance in Seafood* program is aligned to the National Seafood Industry's Training Package and in particular the Strategic Leader competencies SFILEAD01A-SFILEAD06A. Under the aims and objectives for each session of the program the elements of each competency were documented for future reference by participants. Therefore, graduates were able to seek assessment and gain credits toward an Advanced Diploma qualification related to the seafood industry. One graduate from the 2002 program gained credits toward an Advanced Diploma during 2006.

During the program participants were informed of other training programs and professional development opportunities. Some programs were outlined in the workbook as a reference.

Ensure participants in the program reflected the requirements of industry in terms of age and future potential for participation.

Given that an analysis of national representative requirements of the Seafood Industry indicated that in excess of 50 positions fall vacant each year the *Advance in Seafood* Program aimed to offer 10 – 20 positions each year (Smallridge, 2002).

In order to reach a representative role, industry participants were required to have established their credibility within the industry. It was believed that this process takes in excess of 5 years in the industry and 2 – 3 years on a representative body. Given the current structure of the industry this was expected to limit participants to the 35 years and older age group (Smallridge, 2002).

Ensure all sectors and states were represented or given the opportunity of participating in the program.

A communication program was developed and implemented across the industry, inclusive of the government and non-government sectors, the fishing and post harvest sectors and both licence holders and employees. Information was provided to potential participants and industry leaders through direct mail and articles in industry newsletters. Graduates were also contacted through the email groups and provided with the application package to distribute to their networks.

The selection process was designed to result in a maximum of six participants from any one sector being involved.

The program timing aimed to be inclusive of all sectors of industry and therefore took into account seasonal demands, fishing cycles, industry events and school holidays.

Ensure that participants were matched to the level of the program

A registration and selection process that clearly identifies the characteristics required of participants was developed. This included:

- Experience in participating in the industry at a formal level (member of an industry Board, Advisory/Management Council or project committee for at least 3 years,
- Involvement with the industry for at least 5 years

The lack of breadth and depth of leadership capacity within the industry necessitated this criteria being viewed with a level of flexibility. Some industry stakeholders were deemed to have the potential to participate in the program, resulting in them being equipped to take on an industry position even if they didn't fulfill this criteria. Industry support for a participant in this situation was critical.

Ensure that participants were supported by their sector during and after their participation in the program.

The registration and application process sought support from the relevant employer or association in the form of;

- Nomination from an industry leader, association president or association, government department or government board/body,
- The nomination process was to include the commitment of support and resources (up to \$1000 for travel and accommodation, and exposure to 'higher level' meetings/forums) from the sponsoring organisation or enterprise.
- A commitment from the sponsoring organisation or enterprise to assist in identification of a suitable mentor.
- A commitment from the sponsoring organisation or enterprise to provide an opportunity to formally debrief after the program.

The provision of the above listed resources was to be negotiated between the participant and their employer/association.

6.3 Diversity of Participation.

As demonstrated below the participants in the 2005 – 2007 programs highlighted the diversity within the industry and resulted in alliances being formed across sectors. 40% of graduates were women and the average age of the participants was 34 years.

The momentum created by bringing young people together from across sectors culminated with the 2007 graduates consulting all graduates from 2001-2007, submitting a proposal to FRDC to review the National Leadership Program and recommend strategies for graduates to contribute to the industry's future while continuing to invest in their development. This process has already resulted in new alliances being formed. The success of this application has positioned graduates to take a significant leadership role within the industry.

Graduate Representation 2005-2007

| Area | Sector | Sub-Sector | State | No. |
|-----------------------|----------------------|----------------------|-------------------|------------|
| Production | Wild Catch | Prawns | SA | 1 |
| | | Rock Lobster | SA | 1 |
| | | Mud Crabs/Barramundi | Qld | 1 |
| | | Abalone | SA | 2 |
| | Aquaculture | Oysters | NSW | 2 |
| | | Red Claw | Qld. | 1 |
| | | Pearls | NT | 2 |
| | Aquarium | | Qld | 1 |
| Sub-Total | | | | 11 |
| Affiliated Industries | Policy | Federal | ACT | 3 |
| | | State | VIC / SA | 3 |
| | Compliance | | SA | 1 |
| | Research | | Qld. ACT | 4 |
| | Marketing | | NSW, Vic, WA | 3 |
| | Processing | | WA, Vic | 2 |
| | Extension | | Vic | 1 |
| | Training | | Qld. | 1 |
| | Representative Orgs. | | NT, Qld. Vic, NSW | 5 |
| | Quality Assurance | | WA, NSW | 3 |
| | Communications | | SA | 1 |
| Sub-Total | | | | 27 |
| Total | | | | 38 |

7. Results and Discussion

In the past three **Advance in Seafood** Leadership Development Programs forty four participants commenced the program with thirty eight graduating. The six participants who withdrew from the program did so due to: taking on a new position that didn't allow for them to complete the program (Government sector), a lack of confidence to complete the program (wild catch x 2), personal circumstances including illness and over commitment (government, representative organisation and service provider x 3). All withdrew from the program after the first session.

Participant Development

Of the thirty eight graduates from the three programs all are still involved in the industry and the majority have taken on new positions within the broader industry or taken on more responsibility within their current role or accepted a higher level position.

At the commencement of each program an email group was established and this communication strategy continues throughout the program and beyond. This proved to be a valuable tool to both resource graduates and access information about the professional development and appointments of graduates. Contact between individual graduates and facilitators continue on a needs basis.

Examples of the program's success are provided (see below) and highlight the benefits gained at the individual, sector and whole-of-industry level.

Neil Green has moved from barramundi and mud crab fisher to full time agri-politician as the President of QSIA.

Nick Paul, prawn fisher on the West Coast of South Australia has pursued his project for a further two years which resulted in it being a major topic of public discussion during the 2007 Federal election in South Australia.

Inga Davis has moved from the position of policy officer with the Torres Straight Fishery to Department Liaison Officer working with the Office of the Federal Minister for Fisheries to Senior Policy Officer with Advancing Agriculture Australia.

Helen Jenkins has pursued her project of developing an Austrimi Surimi Scholarship for a University Student by successfully applying for funding from FRDC.

Scott Walter has taken a national leadership role with the Australian Prawn Farmers Association by implementing the organisation's strategic plan. This has necessitated Scott to become media savvy, build coalitions, lobby for funding and policy changes and strategically capitalise on opportunities as they arise.

Jonas Woolford negotiated a voluntary placement with SARDI to gain a better understanding of research, as well as getting involved in the Native Title process in South Australia and the Marine Park implementation process. As an abalone diver he has stepped up and taken a whole of industry perspective.

Katherine Sarneckis, Project Officer with the NT Seafood Industry Council and graduate of the 2007 program proposed at the conclusion of the final session that all graduates be invited to come together to form a network that will further develop people to help the fishing industry to meet its future needs. Graduates from 2001-2007 were consulted as part of this process and the application has now been funded by FRDC.

Brad Warren, Fisher, New South Wales

Brad participated in the 2002 program which is clearly prior to this project however Brad's story demonstrates both the commitment of the participants and the reality that many of their industry projects take years to come to fruition.

"Your leadership course gave me the confidence to get out of my comfort zone, and take on challenges that I would have previously thought were too difficult.

Not long after I 'graduated' from your program I was offered a position on the Board of OceanWatch Australia, industry's environmental NGO which runs programs such as Seanet on behalf of industry.

I was able to impress on the Board the value of a teacher's resource to educate the kids about environmental issues relating to our industry. The "Our Valuable Estuaries" CD-Rom kit was produced and distributed to all Primary Schools in coastal catchments in NSW at the end of 2006. The kit was designed to introduce students 8/10 years old to the connections between land use in river catchments and the health of our aquatic environments. My youngest son Jarrod who was 8 years old at the time, spoke at the media launch which was attended by the Minister for Fisheries, The Hon. Ian Macdonald.

The teacher's resource is currently being rewritten with a focus on year 10 (14/15year olds) with a view to releasing it to schools in Queensland in the near future.

So, it could be said your leadership program has had very practical and tangible benefits for not only industry and the course participants but for the wider community."

What became clear however was the success beyond the program was most likely if graduates were supported by industry leaders and became more actively involved in organizations to ensure that they maintained their enthusiasm, practiced their skills and continued to expand their knowledge of the industry.

The need for an industry nomination as part of the selection process was one strategy which ensured the ongoing support of participants beyond the program i.e. individuals were required to gain support of their industry organization or employer prior to commencing the program. This support included a financial component for 74% of participants.

Diversity of Participation

Almost 30% of graduates were from the production sector. In most years attracting participants from this sector was the most challenging and yet the participants from this sector were seen to show the most dramatic change during the program. In many instances these participants had no formal qualifications, had not held a position on a committee beyond their sector Association and were low in confidence. (Even though a stated criteria within the selection process was for participants to have had three years experience on industry decision making bodies the participation of the commercial wild catch sector was seen as priority and therefore exemptions were made by the selection committee.) In all instances however, they stepped up to the challenge of the program and benefited from the interactions with participants from the other sectors of industry.

"I used to be careful not to get off side with people so I wouldn't have my say, now I can stand up for what I believe in and handle the consequences."
Jonas Woolford, Abalone Diver, South Australia.

A further 30% of participants were drawn from various government departments and authorities with the final 40% from affiliated service sector including marketing, processing, extension, retail and agri-politics. Several government departments and organizations saw the program as an opportunity to provide new or young employees with exposure to a broader industry context and therefore nominated a participant each year.

"This program has challenged me in ways I would not have expected. I thank you for making me learn about myself both in a professional and personal manner. It has introduced me to a fantastic group of people who make me want to do great things for the industry."
Inga Davis, Senior Policy Officer, Advancing Australian Agriculture, DAFF

The majority of participants stated that a significant outcome of the program was to have the opportunity to learn about other states and sectors through the

building of relationships with other participants. This responded to the findings of the training needs analysis conducted in 2000.

Positioning Participants for Future Development – Professional Development and Industry Positions:

Every aspect of the program design strategically invested in the participants. The number of participants was based on the size of many industry committees to ensure participants had experience in presenting and achieving outcomes in the size of groups they are required to work with in industry. Fifteen people also provided an opportunity to highlight the different personality styles and group dynamics.

The skills provided to participants were those identified as the most essential to industry leaders. It was also clear that the design and delivery of an industry project would provide participants with an opportunity and a mandate to act on issue or opportunity they had identified within the industry while being supported by peers, facilitators, mentors and industry leaders.

The program was aligned to National Seafood Industry Training Package to position graduates to gain credits toward a formal qualification. Even though this was opportunity was not taken up in the short term it is believed to be an important aspect of the program. It will be important for assessment tools to be developed for each of the competencies covered in the program to enable training assessors to more easily progress requests for credits of the work covered in this program.

Participants are informed of professional development opportunities throughout the program, either as individuals as part of their interactions with the facilitators or through the provision of resources in the workbook.

Investing in the next generation requires a holistic and strategic approach by industry and should be seen as priority. This will require a tiered approach of development opportunities which provide an integrated professional development pathway. This approach also needs to be linked to succession planning strategies within industry organizations and an investment in equipping experienced industry members as mentors.

Increasing the knowledge and effectiveness of participation by graduates.

There has been a demonstrable increase in the level of participation in industry issues, forums and committees/boards by graduates. The formal industry structures can now rely on input from a much wider industry perspective than was the case previously.

Many of the participants had a sense of being invisible prior to their involvement in the program but have subsequently taken up new positions or have taken more initiative in their existing positions. This feedback has come from the participants themselves, their line managers or industry leaders.

Participation in the program raises the profile of participants resulting in them being more likely to be nominated for significant industry positions. In fact the program provides an opportunity for industry leaders to meet with and observe young people in action many of whom they were previously unaware. For example, one participant was invited to join a trade delegation with a State Government Minister as a result of his heightened profile during the program.

The graduates benefited from the increased confidence, knowledge and skills gained from the program. This positioned them to take the next step in their career within the industry.

On numerous occasions participants and graduates have been offered new positions within industry as they have demonstrated their professionalism and potential at program events with industry leaders present. Industry Associations and representative bodies have actively sought board members and presidents from graduates of this program.

Furthermore, some industry organisations used the program strategically by identifying and nominating an industry member who they believed may have the potential to take on a leadership role in order to enhance their skills, confidence, knowledge and networks.

The provision of links between industry and participants, both formally through the nomination process, mentoring, networking with guests and undertaking an industry project and, informally by participants coming together and forming a strong lasting network as a result of the program has resulted in participants being better equipped to make a difference in the industry. Where previously participation in significant industry projects and committees has been left to a select few, graduates of the Advance in Seafood program have now been mandated to take on such challenges.

Passing on of knowledge from the existing leadership

The research team considers mentoring to be about learning through discussion, observation and reflection, the sharing of contacts and being supported to practice new skills.

“Mentoring is a relationship between two people with the express purpose of learning” (Phillips, 2003). Traditionally, an older or more experienced person

has offered to share their wisdom with a younger or less experienced person. However, in more recent times there is a recognition that a balance needs to be struck between learning the corporate or traditional wisdom, with being open to new and innovative ideas that have the potential, when refined, to make a difference in the future. Hence, mentoring is more productive when used as a two way learning process.

Whilst the commitment to incorporate mentoring into the program has existed from the outset (2001), the methodology used has developed over time. Initially industry leaders were recruited as potential mentors, a mentoring session was provided for them and then participants were invited to choose a mentor from the group. This method resulted in little uptake of mentoring and little ownership of the relationship between mentor and participant. There was a tendency to confuse mentoring with technical assistance on issues related to the participant's industry project.

Secondary issues arose in subsequent programs where participants were invited to select a mentor. Many chose an employer or family member. Subsequently, it was found that in most instances mentoring works more effectively when other relationships do not impinge, therefore some relational distance at the commencement of the mentoring agreement is useful. For example, father - son, employer - employee relationships appear to have pre-determined expectations which detract from the creativity and potential learning of a mentoring experience.

The current practice is that participants are informed prior to the first session that they will be required to select a person as a mentor to work with them for the duration of the program. Within two weeks of that session they are required to return an agreement signed by both mentor and participant. They are invited to be creative and courageous and not necessarily select someone from industry. During the first session participants learn about mentoring and explore what skills, knowledge and contacts they want to develop through the mentoring process and identify potential mentors with input from facilitators, peers and industry guests. Fear of rejection has been identified as one of the inhibiting factors to approaching a mentor. However, the reality is that people are honoured to be asked and if possible willing to make the necessary commitment.

The industry would benefit from a separate program being provided to train industry personnel who have an interest in becoming a mentor within their sphere.

Many successful mentoring relationships have been formed and many continue beyond the life of a particular program. This occurs when both the mentor and participant acknowledge the value and benefits of the relationship. For some participants the focus of the relationship has been on accessing new models of

leadership, for others specific skills such as chairing meetings or public speaking and for others it has been about expanding their network or accessing specific knowledge to assist with their industry project. However, the most significant outcome as stated by the participants is the personal support and encouragement provided by the mentors.

It must be acknowledged that the success of the relationship is dependent upon the participant investing in the relationship and being clear of the purpose. When this situation is created the participants have gained valuable contacts, confidence and knowledge together with objective feedback and support. It is estimated that 75% of the mentoring relationships between 2005 and 2007 could be termed successful according to the criteria described above.

Direct contribution to industry.

Participants are required to undertake an industry project to provide them with the opportunity to practice the skills learnt, act on an idea or opportunity they identify and make a contribution to the industry.

The participants are informed prior to the program that they are required to undertake a project. During the first session there is a focus on planning and using this skill to design an industry project. Participants are then given two weeks to consult with relevant industry stakeholders to refine their project proposal, prior to submitting it to facilitators.

Participants are encouraged to use their 'peer' team to gain support, as well as their mentor and the facilitators. The projects have been extremely diverse as participants are encouraged to work on an area to which they are committed and know will benefit industry.

Projects have resulted in:

- Public policy being influenced:
 - A policy paper was prepared and funding approved to establish an exchange program between the Federal Government and industry to increase awareness, understanding and productive working relationships.
 - A proposal was prepared and submitted to the Federal Minister for Fisheries recommending that fishers (West Coast Prawn Fishers) be eligible for support under the exceptional circumstances program.
- Social Research.
 - Social research was undertaken to measure the change and document the process of building a strategic relationship between the blue crab fishery and PIRSA to improve management practices.

- **Quality Assurance:**
 - A 'process picture map' was designed and implemented at the Geraldton Fishermen's Co-operative to enable all staff to be able to adhere to the quality assurance process.
 - A process was designed that brought together all stakeholders related to water in order to ensure water quality for the oyster sector in the southern New South Wales catchment.
- **Industry Development:**
 - A model was developed and introduced by an agri-political body (QSIA) to enable consumer membership of the organization.
 - The barriers to active participation in industry organizations were researched and findings implemented.
 - A briefing paper was prepared and presented to the South Australian abalone divers to assist them in making an informed decision in the Marine Park implementation process.
 - A process was designed to ensure cost effective consultative systems existed to enable improved management within the Northern Territory Fisheries.
 - A calendar of events and information was designed and distributed to the broader community to promote a positive profile of a fishery.
- **Education of the next generation of industry stakeholders:**
 - A comic book was designed to educate the future generations of the Torres Strait Islands to protect dugong and turtles.

These projects are a sample of what has been achieved by participants since 2005-2007. It reinforces the potential within the industry and the commitment of the future generation of leaders.

Participant Funding:

Of the 44 participants who commenced the program 79% were funded by their employer, organization or sector to participate in the program and assisted with accommodation and travel costs. 21% or 9 participants were not fully funded at the commencement of the program, however four of these participants gained support funding during the program as a result of their own initiative and support from Leading Industries in identifying possible funding sources. Two of those not funded withdrew during the program for issues unrelated to funding. Two of the three participants who self funded their participation believed the leadership program was a business investment. One participant would have benefitted from additional funding, particularly as he was from Western Australia and incurred additional travel and accommodation costs.

Sponsorship

Supporting sponsorship of the program strengthened during the three years of the project as a result of its increased reputation and credibility. State fisheries departments in New South Wales, Queensland and Western Australia became regular sponsors, which complemented the on-going sponsorship from the Sydney Fish Market, the Australian Fisheries Management Authority and the Federal Department of Agriculture, Fisheries and Forestry. These sponsors contributed approximately 50% of the total project budget during the three years.

The sponsorship provided by FRDC and that of external sponsors sourced by Leading Industries enabled the course fee to be highly subsidized for all participants and therefore accessible to all industry stakeholders.

“We are a sponsor of the Advance in Seafood Leadership Development Program because it is a winner and we like to be associated with success.”
Grahame Turk, Managing Director, Sydney Fish Market

“I was inspired by the vision and energy the participants shared in regards to the purpose of the Program and I have no doubt it will provide many benefits to the seafood industry as they transform their skills into their own businesses and in turn the seafood industry.”
Dr. Patrick Hone, Executive Director, Fisheries Research and Development Corporation.

“The Program recognizes individual differences and accommodates them. In doing so it creates a richness of thinking that is unique, something the seafood industry can be proud of.”
Bardy McFarlane, Chair, Seafood Council SA Ltd.

"It is now more important than ever that the next generation of seafood industry champions are focussed on ensuring the Australian industry remains competitive.

The development of courses like the Advance in Seafood Leadership Development Programme ensures the industry will continue to be led by visionary people who can adapt to a constantly changing operating environment." The six-month course equips graduates to be effective contributors to their industry at an enterprise, organisation and national level.

*The Australian Government - through the Department of Agriculture, Fisheries and Forestry and the Fisheries Research and Development Corporation - are longstanding sponsors of the programme.
Senator The Hon. Senator Macdonald, Minister for Fisheries, Forestry and Conservation. October 2005*

8. Benefits and Adoption

There were direct benefits of the program to each of the graduates through the skills developed, the networks formed and the knowledge and confidence gained from the program. Participants came from all areas of the industry (production, government, retail, processing, marketing, quality assurance, health and safety, agri-politics and extension) as well as from all States.

“The first session of the Advance in Seafood Leadership Program in Melbourne changed my life dramatically. The contacts made and strategic networking resulted in a new position in a new state and a new career in the seafood industry.”

Kate Milner, Seanet, Victoria

Additionally the outcomes of participant projects contributed to a range of sectors and organizations as well as to the industry as a whole. In many instances achievements were realised which would have required significant funding and support as projects in their own right had they not been supported and resourced through the **Advance in Seafood** Leadership Development Program.

There are many examples of organisations (most notably Sydney Fish Market and DAFF) which utilized the program strategically for new and young employees resulting in their personal and professional development and in several cases new positions within the organisation. There were also organizations which acknowledged the opportunity provided by the program for an employee to undertake a project from which they would benefit. These included PIRSA Fisheries and Safe Food New South Wales.

However, it must be acknowledged that the potential of the program has not been met due to the lack of a more strategic approach by industry in relation to the area of People Development. The Leading Industries team supported the development of a People Development sub-program within FRDC but unfortunately this has not resulted in the necessary cultural change highlighted a decade ago in the O'Brien report, or even practical changes in terms of funding and awareness that people are in fact the one key driver of change and development.

9. Further Development

There are several key areas that will enhance the already impressive outcomes from the Advance in Seafood Leadership Development Program. These include:

1. The need to make this type of investment in industry participants at an earlier level (potentially linked to Industry Sector Leader competencies) or earlier in their career.

The ***Impact on Seafood*** Industry Training Program in South Australia, sponsored by the Seafood Council SA sought to take this approach but this has been discontinued due to the lack of an industry partner to deliver the program. The need continues to exist and many of those who completed the program between 2000 and 2005 are now in leadership positions within the South Australian industry. However it is clear that, particularly in the production sector, many industry members do not have the confidence to commence personal development at a national level and so investment at a regional and/or state level is critical.

2. The need to train existing industry leaders as mentors so that their knowledge and experience can be passed on to graduates and younger members.

The mentoring element of the ***Advance in Seafood*** Leadership Development Program had varying levels of success, due in part to the varying levels of ability of the mentors (as well as the confidence levels of the participants). It is clear that while the industry needs to invest in the next generation of leadership, these young people need to be provided with access to the experience and knowledge of the existing leadership. This will be most effective if the existing leaders are supported with the skills to pass on this knowledge.

3. The need to invest in organisational development to ensure that younger members are provided with opportunities to participate in industry beyond their involvement in the program.

Most seafood organizations do not have formal succession plans and while some were prepared to support participants in the program, few had a structured approach to support them following graduation. Two instances (Spencer Gulf and West Coast Prawn Fishers Association and the Abalone Association of South Australia) exist where strategic support has been provided following graduation and these could be used as case studies to assist other associations develop a similar approach, ensuring that the progress and development made by individuals during the ***Advance in Seafood*** program is not squandered.

These recommendations have been made previously and are provided in various publications produced by Leading Industries (A New Model of Leadership Development in Primary Industries: Cheryl Phillips and Martin Smallridge, 2004)

Given that the **Advance in Seafood** program has been conducted for 8 years, there is now a need to invest in developing a formal network of graduates. This concept has become the initiative of the 2007 program graduates however it will require the support and guidance of industry.

A formal network would ensure that graduates obtain some peer support following graduation and that the networks and contacts are not lost. Additionally, the network could have a role in sponsoring on-going training and development opportunities for its members.

10. Planned Outcomes

1. Provide scholarships for industry members to participate in the National Seafood Industry Strategic Leadership Development Program.

Forty four scholarships were provided with 38 graduates.

2. Ensure a broad cross section of industry representation in future National Seafood Industry Strategic Leadership Programs.

All sectors of the industry were represented with participants from all States and Territories.

11. Conclusion

More than ever before, the Australian Seafood Industry requires strong leadership. With increasing scrutiny from the community, increasing competition for the resource and internationalisation of the marketplace, the industry needs vision and a commitment to outcomes from its leaders.

The **Advance in Seafood** Leadership Development Program has provided 38 industry members with the basic skills, knowledge, vision and confidence needed to fulfill such roles.

Graduates, industry leaders together with community and political representatives have recognised the contribution that this program has made and the opportunity it presents to the industry.

The Minister for Fisheries, Forestry and Conservation, The Hon. Eric Abetz said at the 2007 Graduation Dinner; "It is encouraging to see members of the seafood industry stepping up and taking on the challenge of learning new skills and accessing knowledge from current leaders to secure the future success of the seafood industry,"

Dr Patrick Hone, Executive Director of Fisheries Research and Development Corporation said, "The vision and energy the participants share will provide many benefits to the seafood industry as they transform their skills into their own businesses and in turn the seafood industry. He went on to say that "the graduates need to make their own luck and never be afraid of failing,"

Katherine Sarnekis, Project Officer from the Northern Territory Seafood Council spoke on behalf of all participants at the graduation dinner stating; "This course has given 15 enthusiastic and passionate people within the seafood industry the opportunity to assess themselves and work towards improving their professional input into the seafood industry. Genuine friendships amongst participants have been formed which have already assisted us in our day to day jobs within an array of sectors. We have learnt to be more strategic, to take a step back and assess our position and that we have a wide network to work with in order to achieve our vision – *Australian Seafood: United for a Sustainable Future.*"

The program has demonstrated that, with individual investment, people within the industry have the capability to contribute significantly to its development. Projects can be undertaken which progress the industry if individuals are provided skills, supported and given the mandate to 'have a go'.

To fully capture the outcomes achieved to date there is a need for industry to provide support and opportunities to graduates so that their skills and capacity are brought to bear on industry leadership. Indeed, the program has positioned

industry to develop a broader capacity-building program with investment at all levels.

“This program made me realize that we are all equal partners in the industry – extension, research, marketing, processing and production and therefore the industry will benefit if we work toward a common goal.

Andrew Baker, Oyster Farmer, Pambula Lake

“I have never undertaken anything else that has been as satisfying and worthwhile as this course.”

Katherine Sarnekis, Project Officer, Northern Territory Seafood Council

Appendix i

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Appendix iii

Advance in Seafood 2005

Participant's contact details and industry projects

| Name | Sector | State | Contact Details | Project |
|---------------------------|---|-------|--|---|
| Neil Green | Wild Catch Barramundi & Mud Crab s. Representative Org. | QLD | Home: (07) 4783 6871 Fax: (07) 4783 6871 Mobile: 0408182 252 Email: greensea@austarnet.com.au | Develop and implement a model to enable consumer membership of QSIA (Queensland Seafood Industry Association) |
| Lucas Woolford | Processing / Marketing | NSW | Quality Assurance Assistant Sydney Fish Market Work: (02) 9004 1100 Home: (02) 9317 2676 Fax: (02) 9004 1171 Mobile: 0425 251 011 Email: lucasw@sydneyfishmarket.com.au | Develop a code of practice for the sale of sashimi grade Yellowfin Tuna. |
| Inga Davis | Government Policy | ACT | Policy Officer, Torres Strait Fisheries Department of Agriculture, Fisheries & Forestry Work: (02) 6272 5363 Home: (02) 6254 5768 Fax: (02) 6272 4875 Mobile: 0419 251 279 Email: inga.davis@daff.gov.au | Develop and implement a model of effective communication between Government and industry. |
| Steve Shanks | Government Policy | SA | PIRSA Work: (08) 8226 0364 Mobile: 0401 121 951 (Currently working in the Solomon Islands) | Establish and promote guidelines to the fishing sector in relation to catch size. |
| Clayton Dorrington | Processing/ Production | WA | Ausab & Yennett Mobile: 0419 295 974 Email: claydorro@westnet.com.au | Research and facilitate efficient logistics for the Abalone, Southern Rock Lobster, Deep Sea Crab and Oyster fisheries in the Southern region of Western Australia to capitalize on existing and potential markets. |
| Brad Crear | Processing | WA | Operations Manager Geraldton Fishermen's Co-op Work: (08) 9965 9000 Home: (08) 9964 6488 Fax: (08) 9965 9001 Mobile: 0427 218 019 Email: bradc@brolos.com.au | Develop a 'process picture map' as a quality assurance tool in the seafood industry. |

Advance in Seafood 2005

| Name | Sector | State | Contact Details | Project |
|---------------------------|--------------------------------------|-------|---|---|
| Matthew Barwick | Government/Research | ACT | Fisheries Research & Development Corporation Work: (026) 285 0419 Home: (026) 281 1645 Fax: (026) 285 4421 Mob: 0402 359 139 Email: matt.barwick@frdc.com.au | Develop and implement an industry based tutoring program for fisheries' managers. |
| David Mills | Research/Aquaculture | NT | Manager – Research & Development Paspaley Pearling Co. Work: (08) 8982 5582 Home: (08) 8945 2922 Fax: (08) 8982 5502 Mobile: 0411 059 769 Email: dmills@paspaley.com.au | Review and document the environmental credentials of the pearling industry. Highlight the community benefits from industry. |
| Nick Paul | Wild Catch | SA | Shore Manager/Fisher Kon Paul & Sons P/L Work: (08) 8625 5012 Home: (08) 8625 5108 Fax: (08) 8625 5151 Mobile: 0428 255 012 Email: nickpa@bigpond.com.au | Develop a case and lobby for the West Coast Fishery in South Australia to be recognized and eligible for the Federal Government's Exceptional Circumstances benefits. |
| Tanya Adams | Extension/Research/Processing | WA | Director Taylored Health & Safety Pty Ltd Work: (08) 9248 1405 Home: (08) 9248 9745 Fax: (08) 9248 6004 Mobile: 0417 961 973 Email: tanyaladams@iinet.net.au | Develop an integrated marketing plan for northern scale fish. |
| Cecily Wake | Aquaculture – Red Claw | QLD | Home: (07) 4156 6367 Fax: (07) 4156 6567 Mobile: 0427 566 367 Email: cmj.wake@bigpond.com | Develop and implement a promotion of red claw. |
| Duncan Worthington | Representative Org. - Abalone | NSW | Executive Officer Awabi Australia Pty Ltd Work: (02) 9958 6710 Home: (02) 9958 6710 Fax: (02) 9958 6710 Mobile: 0431 755 497 Email: worthind@optusnet.com.au | Do you know what you get for your fishery management dollar? A review of best practice in performance reporting for fishery management services to empower stakeholders to a greater role in the process for their fishery. |

2005 Advance in Seafood



Back Row: Neil Green, Qld; Inga Davis, ACT; Minister McDonald; Tanya Adams, WA; Lucas Woolford, NSW; Cecily Wake, Qld; Matthew Barwick, ACT; Steve Shanks, SA;
Front Row: Duncan Worthington, NSW; Brad Crear, WA; Clayton Dorrington, WA; David Mills, NT; Nick Paul, SA.

Feedback from Participants

- *This course has challenged me in ways that I would not have expected. I thank you for making me learn about myself both in a professional and personal manner. It has introduced me to a fantastic bunch of people who make me want to do great things to help the industry.*
Inga Davis, Policy Officer, Department of Agriculture, Fisheries and Forestry.
- *Great life experience, only negative aspect would be that of time management between destinations and course work.*
Lucas Woolford, Quality Assurance Assistant, Sydney Fish Market.
- *Excellent in highlighting where a person is at in his/her development as a leader. How to achieve the goal is now much clearer.*
Brad Crear, Operations Manager, Geraldton Fishermen's Co-operative
- *Need to look closely at design of course to maximize value – more time per residency, enhance social component, pitch at right level (split into two courses maybe) – outcomes are different for different groups.*
Personally, I learnt that I need structure and preparation.
Matthew Barwick, Project Officer, FRDC

- *A good network is invaluable. Present yourself in a trustworthy manner.*
Nick Paul, Prawn Fisher, West Coast Prawn Fishery, South Australia.
- *Time for group reflection should be structured as part of the program. This would also aid professional dialogue and greater unity of group –even if a formal dinner was substituted with an informal dinner for the group. The variety of ages of participants was good. Guest speakers were also good.*
Cecily Wake, Red Claw Enterprise, Queensland.
- *Commonality of issues across all sectors of the industry became evident during the program and there are many passionate people in the industry.*
Dr. David Mills, Manager Research and Development, Paspaley Pearling Co., Northern Territory
- *The standard of learning was high and I am going to continue working with my mentor.*
Steve Shanks, Policy Officer, PIRSA
- *There are a lot of suits that still know nothing about how the fisherman feels.*
Clayton Dorrington, Ausab and Yennett, Western Australia
- *The program was tremendous, it not only taught me how to work in a team but how to build a team to work towards a common goal.*
Neil Green, Mud crab and Barramundi Fisher, President, Queensland Seafood Industry Association
- *The value of being briefed on guests in order to be strategic in discussing issues.*
Duncan Worthington, Executive Officer, NSW Abalone Association

Other Comments:

- *The Geraldton TAFE Master Class Vessel experience was fantastic as it was great to get an understanding of 'fishing'.*
- *Geraldton Fishermen's Co-operative Tour – fantastic to get an understanding of the logistics involved in the industry.*
- *Very challenging and thought provoking, enjoyed my time at Geraldton, excited about my project.*
- *Dinner functions were the most challenging. The background organisation / coordination/logistics were seamless due to excellent planning.*

Introducing consumer membership into the Queensland Seafood Industry Association (QSIA).

I am a second generation inshore net and mud crab fisherman. I started my fishing career in Bowling Green Bay, North Qld, in 1974. In 1990 I established a seafood wholesale business which serviced other commercial fishermen in the area and specialized in marketing live mud crabs into Brisbane, Sydney and Melbourne markets. I traded under the name of "Greens Muddies". Over the next 7 years the business outgrew the premises and new larger premises were purchased and built in Ayr, North Qld. with a retail outlet incorporated.

In 2001, I sold the business and returned to my passion – commercial fishing and crabbing in Bowling Green Bay.

In 2003 I was elected Senior-Vice President of the Queensland Seafood Industry Association and still hold that position and have enjoyed representing fishermen at this level.

Project Summary

Project Title

Introducing consumer membership into the Queensland Seafood Industry Association (QSIA).

Aim

To include seafood consumers as non-voting members of QSIA and to establish another avenue of funding for the association.

Objectives

To broaden our association's membership to include the whole seafood chain from catch to plate giving us more lobbying power at Government's level.

Process undertaken

- Presented the idea to the association's AGM.
- Gained support and made provision in our constitution to include consumer membership.
- Established a team to create a membership application form.
- Lobbied local council and state members of Parliament to gain support for advertising.
- Distributed consumer membership application forms to fishermen state wide through the Qld Fisherman Magazine.

Outcomes

1. Consumer membership is now selling with new members now joining on a weekly basis.
2. Upon joining, members are sent a copy of the “What’s so healthy about Seafood” book produced by FRDC.
3. Consumer members have received their first quarterly newsletter keeping them up to date on latest issues, which they can make comment on through a link on our website.

Next steps in the process

- The next step is statewide media advertising.
- To negotiate an incentive scheme to encourage annual renewal of membership.

Contact details

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To Develop a National Code of Practice for the Sale of Fresh Fish sold as Sashimi Grade Product

Once I had completed my Tertiary studies in my home town of Sydney, my love of the ocean drew me to Tasmania where I completed a Bachelor of Science in Fisheries at the Australian Maritime College. I spent my time off back in Sydney working in a number of institutions such as Taronga Zoo, Ecology labs, and Research centres in both Cronulla and Port Stephens. I spent all of the year 2001 overseas in British Columbia, Canada in which I worked for the Fisheries Department as a volunteer. I travelled to Bristol Bay, Alaska during June/July of 2001 where I worked on a gill-netter boat fishing the Sockeye Salmon season for a period of 6 weeks: needless to say an unforgettable experience.

After finishing my degree I returned to Sydney where I managed to gain employment as a Quality Assessment officer at the Sydney Fish Market (SFM) to which I am now the Q.A manager and have been for the past 2 years. I find the position very challenging and rewarding as both myself and my assistant sort through an average of 55 tonnes of product daily which accounts to sales of around 85 million dollars per year. My position is becoming more important with each passing day in helping fishermen to maximise their profits through quality to help them through these difficult and challenging times.

Project Summary

Project Title

To Develop a National Code of Practice for the Sale of Fresh Fish sold as Sashimi Grade Product

Aim

Many businesses currently do not understand what creates a Sashimi product and importantly what does not. Hence consumers are confused when confronted by the term "Sashimi Grade". Confusion leads to lack of confidence when purchasing any type of Seafood. Sashimi is eaten raw and considered a "potentially hazardous product" if not handled properly. There is a gap in that a "Sashimi Grade" Standard or Code of Practice is not currently available.

I am designing a Code of Practice (C.O.P.) to be used as an educational tool for groups such as retail outlets, restaurateurs, wholesalers and consumers. The C.O.P. will recommend how to buy, process, store and present Sashimi grade fish to increase both quality and safety. The C.O.P. will be constructed in a simple, easy to follow format so that any business/individual will be confident in understanding its contents and thus be used to its maximum. It is hoped that the C.O.P will be used as an industry guide referenced by the Australian Seafood Standard. The aim is also to increase consumer confidence and knowledge of Sashimi through new marketing initiatives as a result of the C.O.P.

Objectives

1. Establish a clear set of guidelines to set a benchmark of what constitutes Sashimi grade fish and what does not.
2. Develop a Code of Practice for those individuals and businesses that trade/sell fish labelled as Sashimi grade
3. Project an image to the consumers, both local and those visiting from overseas that Sashimi grade fish sold in Australia are comparable in terms of both quality and safety to that of any country, including Japan.
4. Promote the consumption of Sashimi through education and marketing initiatives.

Process undertaken

The first step in this project was to gain industry support for the project and the need for a C.O.P. I approached a number of industry leaders, fishermen, food technologists and businesses who sell Sashimi grade product to find how the Code should be constructed and what issues it should include. I then sourced information on Sashimi publications to establish further work that should be carried out to address these issues. I have also had in depth and numerous discussions regarding the various scientific methodologies to obtain the correct outcomes for the project.

To ensure continual improvement of the C.O.P. it will be constantly reviewed to incorporate changes or additions that are required. Publication and financial matters for the production of the C.O.P. are also being discussed.

Outcomes

1. Recommendations will lift the standard of both quality and safety of Sashimi grade fish and it will be precise re what does and what does not constitute 'Sashimi Standard'
2. Will be written up in a simple, concise manor and will contain a number of images so as it will be easily understood and used to its full potential.
3. Will also be backed by scientific information and data
4. Will encourage businesses to present more attractive methods of marketing Sashimi products to help increase sales
5. Will be made available to any business, individual or institution Australia wide
6. Will be used as a basis to create an outcome through the Australian Seafood Standard (ASS) which will benefit the whole seafood industry. As such I aim to present the completed work to the first Seafood Services Australia Ltd Network meeting in 2006 for consideration through the ASS process

Lucas Woolford, Quality Assurance Manager

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Fostering Relationships between the Seafood Industry and Government – Investigation of a Work Exchange Program

I am a senior policy officer responsible for Torres Strait fisheries, in the Australian Government Department of Agriculture, Fisheries and Forestry (DAFF). DAFF seeks to increase the profitability, competitiveness and sustainability of the Australian fisheries industry. My role is to provide policy advice to Senator the Hon Ian Macdonald, the Australian Government Minister for Fisheries, Forestry and Conservation, who is Chair of the Protected Zone Joint Authority that manages the Torres Strait fisheries resources.

Since joining the Department as a graduate in 2002 I have worked on a broad range of marine related issues including domestic fisheries, marine environment, aquaculture, and now in the northern international fisheries team. I also undertook a graduate rotation at the Australian Fisheries Management Authority for 3 months where I drafted the Strategic Assessment Report for the Coral Sea Fishery.

Prior to joining DAFF I completed a Bachelor of Science with Honours in Marine Biology from James Cook University in Townsville. My honours project examined fish and benthic prey distribution and abundance in response to reduced freshwater inflow associated with the end of the wet season, in Ross River estuary, Townsville.

Project Summary

Project Title

Fostering Relationships between the Seafood Industry and Government – Investigation of a Work Exchange Program

Project Aim

To examine the capacity of a work exchange program to enhance the Australian Government's ability to assist the Australian seafood industry in becoming more profitable, competitive and sustainable.

Objectives

1. To determine to what extent work exchange programs have been successful in other industries.
2. To examine the establishment of a work exchange program for the seafood industry, and assess its likelihood in being able to foster relationships between two sectors of the industry.

Process undertaken

The project concept was discussed firstly with the A/Executive Manager of the Fisheries and Forestry Division in DAFF. Following this, the project was discussed informally with a number of people in the seafood industry who generally supported the concept. Both DAFF and the FRDC have provided in principle support for the concept.

An analysis of existing exchange programs was undertaken to develop the elements that would be needed for a program to run successfully between DAFF and the Australian seafood industry.

This project only examines the concept of placing government officers into private seafood companies, but recognises that work exchanges in the other direction may also prove to be beneficial.

Outcomes

A scoping report has been completed that recommends establishing a pilot work exchange program to place 3 government officers in private seafood companies for 6 week work exchanges in 2006.

It is believed that this will provide a valuable opportunity to increase the collaboration that occurs between different sectors of the industry.

Next step in the process

Establish a trial program for 2006, which would run for a period of 12 months and get 3 participants involved during that time. In the interim a number of large Australian seafood companies will be approached to endorse the concept and gauge their interest in being involved in the trial program. Any funding support will be sought before the commencement of the trial program.

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Development of Tradable Management Units for the Gulf St. Vincent Prawn Fishery

I am a Fisheries Manager with the Fisheries Division of Primary Industries and Resources South Australia (PIRSA), based in Adelaide. PIRSA is the government policy group dealing specifically with natural resources in South Australia (Mining, Agriculture, Fisheries, Aquaculture etc).

In my role as a Fisheries Manager within PIRSA my primary role is to manage a portfolio of fisheries. Fisheries in South Australia are managed by Fisheries Management Committee's (FMCs) providing advice to the Minister and the Director of Fisheries. Through the facilitation of advice from the FMCs to government and the Minister resource decisions that allow for the long-term sustainability of fisheries is made.

I have been with PIRSA for 5-years, recently working with the pilchard, prawn and lobster fisheries. The requirements of my position are an ongoing challenge, that I enjoy, especially when attempting to address the requirements of a variety of stakeholders.

Prior to joining PIRSA I worked as an Economist with the Western Australian Fisheries Department. I was involved with research on the Western Rock Lobster Fishery, analysing methods for maximising the value of the fishery. My tertiary qualifications include a Masters degree in Resource Economics from the University of Western Australia and a degree in Applied Science (Fisheries) from the Australian Maritime College.

Project Title

Development of Tradable Management Units for the Gulf St. Vincent Prawn Fishery

Aim

Since the establishment of the Gulf St. Vincent prawn fishery input controls have been continually applied to constrain catches, so that the fishery can remain biologically sustainable in the long-term. This situation has led to overcapitalisation in the fishery as licence holders continue to invest in unregulated means to increase catches and subsequently profits.

To address this situation I have devised a series of management options that involve the establishment of tradable commodities in the fishery. The purpose of developing these tradable commodities is to revert investment from capital to the tradable commodity developed. Furthermore, the development of a tradable commodity provides licence holders with the ability to adjust their operations to suit their individual economic circumstances (i.e. trade). A situation that does not

currently exist, as if licence holders do not undertake fishing activities they are unable to derive a profit from the fishery.

Objectives

1. Evaluate a series of management options that will provide licence holders in the fishery with a tradable commodity.
2. To present tradable management unit options in a way that highlights the direct economic benefit to both individual licence holders and the fishery.
3. Present these options to industry in both a written and verbal form to enable them to assess their effectiveness.
4. Following extensive consultation, implement management arrangements in the fishery that allow for a commodity to be traded.

Process undertaken

1. Prepared a paper detailing a series of tradable management unit options and identifying the problems associated with the current management arrangements in the fishery.
2. Present this paper to industry and provided industry with a verbal description to enable licence holders to evaluate the effectiveness of various management options.

Outcomes

The paper and the verbal briefing on the management options have been extremely useful in providing industry with options from which to develop management arrangements. Industry is currently considering a variety of management options contained in the paper, and ongoing discussions are being undertaken.

Next step in the process

It is anticipated that the licence holders will adopt one of the management options provided or use the information provided to develop their own management option. Once industry has specified their preferred option or position the operational specifics and administrative requirements to enable the arrangements to work can be developed.

I also hope to use the model of moving away from input controls to tradable management units as a model of how to provide licence holders in fisheries in general with an example of how mechanisms that provide economic flexibility, while maximising the value of a fishery can be developed.

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Harvest forecasting of shareholding Ausab Pty Ltd abalone aquaculture farms

Since a young age I was involved in the West Australian Rock Lobster industry. I began working full time as a deckhand in 1999 at age 20. This eventually saw me skippering in 2003 and involved in the local Professional Fisherman's Association. Circumstances have seen me move away from professional fishing and into Abalone marketing, utilizing skills learnt through a Bachelor of Commerce degree at the University of Western Australia.

At present I am involved with Yaosan International Pty Ltd, predominantly a trading company who specialize in the marketing of West Australian wild caught Roei abalone, and Ausab Pty Ltd farmed abalone - where most of my efforts have been placed.

Project Summary

Project Title

Harvest forecasting of shareholding Ausab Pty Ltd abalone aquaculture farms

Aim

Ausab Pty Ltd is a group of 7 independent but shareholding abalone farms, that have joined together to create a marketing company under which cultured abalone is marketed. Marketing efforts are undertaken by a contracted marketing company – namely Yaosan International Pty Ltd. Current forecasts predict a current annual harvest of 250t, increasing to 1,000t by 2009, making Ausab Australia's largest cultured abalone producer.

This project aims to enhance market based processing decisions taken by the Ausab Pty Ltd group of abalone farms through the creation of a harvest forecasting system.

Objectives

1. Develop an accepted harvest forecast reporting system.
2. Create a link between Ausab Pty Ltd shareholders, their marketing contractor and other stakeholders.
3. Increase farm gate price of Ausab Pty Ltd cultured abalone.

Process undertaken

1. Presented the idea of consolidating Ausab shareholding farm harvest schedules. This was accepted unanimously.
2. Developed a format and reporting structure in conjunction with farms and marketers.
3. Launched the scheduling program in conjunction with an internal marketing report.

Outcomes

1. Shareholding farms complete a 12 month rolling harvest schedule at the start of each month, which is consolidated and distributed amongst all shareholders and the contract marketer.
2. The consolidated schedule is analysed and matched to upcoming demand and market trends, and recommendations are distributed to shareholders from the contracted marketing company.
3. At present there has not been any increase in the farm gate price; however stock has been able to be allocated based on farm projections.

Next step in the process

1. Compliance and accuracy issues in obtaining the best information possible with which to base marketing decisions.
2. Extend reporting of consolidated schedule information to include all stakeholders (especially processors)
3. Maintaining a continual improvement philosophy

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Develop a Process Picture Map as a Quality Assurance tool in the seafood industry

I am the Operations Manager at the Geraldton Fishermen's Co-operative Ltd (GFC), based in Geraldton, Western Australia. The GFC is a lobster processing company which was established in 1950 by a small group of Geraldton fishermen with a vision to market their quality lobsters worldwide. Some 50 years later the GFC is proud to be the leading processor and exporter of Western Rock Lobsters (*Panulirus cygnus*). Annually around 3,000 tonnes of lobsters, delivered by over 150 fishermen, are processed and sent around the world.

I have been at the GFC for 3 years. With 150 fishermen, over 200 staff at the peak of the season, a fleet of 40 vehicles, a factory, two live lobster export facilities, a boatyard and 3000 tonnes of valuable product to look after, the requirements of my position are constantly changing; flexibility is the key.

Prior to joining the GFC I was a research scientist at the Tasmanian Aquaculture and Fisheries Institute in Hobart Tasmania. I was involved in research on the development of rock lobster aquaculture and on methods of improving the survival of fishery caught lobsters. I completed a degree in Marine Biology at James Cook University and a PhD in rock lobster physiology at the University of Tasmania (Launceston campus).

Project Summary

Project Title

To develop Process Picture Map as a Quality Assurance tool in the seafood industry

Aim

Process workers in the seafood processing sector are mostly poorly educated and many are employed casually during peaks of production. Under such conditions it can be difficult to ensure the quality of the product is maintained at a premium. Many Quality Assurance manuals are not user friendly.

This project aims to develop an alternative QA tool for the seafood industry. The tool I plan to develop is a software program called Picture Process Map which is widely used around the world in the manufacturing and food industry. A key point of the program is that it uses visual images as a main means of communicating the message.

Objectives

- a) Evaluate the software program (Process Picture Map - PPM) for its potential use in the seafood processing sector.

- b) Develop PPMs for 2-3 processes used in rock lobster processing with a focus on value added products.
- c) Evaluate the value of this process for processing staff
- d) Investigate the ability to align this tool with the Seafood Industry Training Package and its competencies.

Process undertaken

1. Discussed the suitability of the program with its' manufacturers. Although it hasn't been used in the seafood processing sector the manufacturers believed it would be suitable: they offered assistance in developing it.
2. Discussed the key points in several factory processes with staff. The processes were photographed, trying to capture the critical steps.
3. In each process there was a need to write more than one PPM, to ensure that all critical steps were covered.
4. The PPM's were written and then discussed with the staff to determine if the critical steps were clearly captured.

Outcomes

The PPM software was found to be suitable for use within the seafood processing sector. It was reasonably simple to use after a short period of training. It provided the ability to incorporate a complex process into a document which should be easily understood by all staff.

Next step in the process

The training tool will be used and evaluated by GFC staff when the lobster season starts in November. A specific target group will be Trainees undertaking a Certificate II in Seafood Processing. If uptake is seen to be successful within GFC I will investigate how it could be incorporated into other training areas, such as the Seafood Industry Training Package.

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Enhancing industry/management relations

I am a projects manager with the Fisheries Research and Development Corporation (FRDC), based in Canberra. The FRDC plans, invests in, and manages fisheries research and development on behalf of its stakeholders – the fishing industry, the Governments of the Commonwealth, the states and territories, and the people of Australia. The FRDC does not undertake research itself; rather it identifies research and development needs - and the means of addressing them - through a planning process and by contracting with research providers.

Prior to my employment with FRDC I worked in the Australian Fisheries Management Authority's Fisheries Management branch, dealing with management issues in the South East Trawl Fishery and Great Australian Bight Trawl Fisheries. Before that, I worked for NSW Fisheries in the Office of Conservation, where I was involved in assessing and minimising the impacts on aquatic habitats and communities of acid sulphate soil drainage, barriers to fish passage, alteration of environmental flows and other influences.

Project Summary

Project Title

Enhancing industry/management relations and improving practical understanding of fishing operations – an AFMA management development opportunity.

Aim

Improve relationships and communication between Commonwealth fishers and AFMA fisheries management staff through a project which provides an opportunity for management staff to undertake time at sea in the relevant fishery.

Objectives

1. Improve relationships between fishers and fisheries managers.
2. Provide a practical learning opportunity for fisheries managers to enable them to develop a better understanding of fishing operations.
3. Enhance communication between fishers and managers.

Process undertaken

Discussed industry needs with fishers in the SESS Fishery, with a view to identifying a project which could be undertaken in the required timeframe which would have national benefit to the fishing industry.

Need identified: improve relationships between fishers and managers, and enhance practical understanding of fishing operations by fisheries managers.

Project identified: Implementation of a pilot project, in which AFMA management staff in a chosen fishery are required to undertake time at sea in the relevant fishery within 12 months of starting in that section. The benefits are assessed, with view to potentially rolling out across all AFMA managed fisheries through including as an additional requirement of AFMA's existing induction process.

Scoping: Engaged in discussions with management to determine whether there was willingness to implement the proposed idea, and determine appropriate steps towards implementation

Implementation: pending

Outcomes

Not yet realised, however it is anticipated that relationships between industry and fisheries management will improve or be cemented through increased 'out-of-office' contact between managers and fishers, and that an enhanced operational understanding of fishing operations by fisheries managers will improve communication, as well as potentially providing additional benefit through better informed decision making.

Next step in the process

A discussion paper has been prepared and submitted to the relevant MACs (SETMAC, GHATMAC and GABMAC), seeking comment and endorsement of the project. Once response from the MACs has been received, feedback from the MACs will be incorporated to the project as required, and if endorsed, the project will be implemented. Results will be reviewed, and this information provided to AFMA Management to advise on the merits of adoption across all fisheries.

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Pearling In Perspective: An overview of the Australian Pearling Industry and its Environmental Credentials

I have been the Manager of Research and Development for the Paspaley Pearling Company for the last 8 years. The Paspaley Pearling Company is the world's largest producer of white South Sea pearls from the pearl oyster *Pinctada maxima*. The company is acknowledged worldwide as the producer of the finest quality pearls available.

In this role I not only manage internal and external research and development projects, but also environmental issues, policy development, information systems and production reporting. I represent the company and industry in a number of public forums such as the Ministerial Advisory Committee for Aquaculture in the Northern Territory (MACANT), the Pearling Industry Advisory Committee (PIAC) and the Northern Territory Fisheries Research Advisory Board (FRAB).

I completed a degree in Aquaculture with first class Honours at the University of Tasmania (Launceston). I received a Co-operative Research Centre for Aquaculture scholarship and completed a PhD on the hatchery and nursery production of *Pinctada maxima* spat.

Project Summary

Project Title

Pearling In Perspective: An overview of the Australian Pearling Industry and its Environmental Credentials

Project Aim

Pearling is one of the most valuable marine industries in Australia, yet remains enigmatic to the general community due to the remote areas where pearling occurs, and its traditionally secretive nature. While historically pearling has not been a focus of attention for environmental groups, the increased scrutiny of all fishing and aquaculture industries has also captured the pearling industry.

In recognition of the need to demonstrate to the general community its environmental credentials, the pearling industry has commissioned a number of external environmental reviews and research projects. Research undertaken elsewhere in Australia, and overseas, supports the pearling industries assertion of minimal environmental impact. However, at present this information is scattered throughout various publications, consultant reports, research reports, Codes of Practice and the scientific literature. This makes it difficult to present to government and the general public in an easily read and assimilated format.

Another common problem is facilitating and maintaining corporate knowledge on pearling and its environmental performance within government and community groups and forums. Staff turnover in these organisations can be high, and the subsequent continuing re-education of people within these organisations is an ongoing burden.

The remote areas where pearling occurs has to date generally insulated the pearling industry from resource allocation and access issues such as Marine Parks and regional Management Plans. This is changing, and these issues will extend into the remote Kimberley and Northern Territory coasts within the next few years. At present the industry as a whole is not sufficiently prepared for this debate.

Objectives

1. To compile and review the available information relating to pearling and its relationship with the environment
2. To compile and review the benefits to the community arising from the pearling industry
3. To facilitate the development and maintenance of corporate knowledge on pearling within government and community groups and forums
4. To help position the industry to engage government and community groups and forums with regard to coastal resource allocation and access issues

Process undertaken

The project concept was discussed with, and verbally approved by, the Executive Officer of the Western Australian Pearl Producers Association, Mr Brett McCallum, the Chairman of the Western Australian Pearl Producers Association, Mr John Kelly, and industry leaders within the two largest pearling companies, Paspaley Pearls and Broome Pearls. Following from this, the project was discussed with community groups with enthusiastic support. The draft has been circulated for review by both industry and community groups prior to finalisation. The pearling industry has been consulted on a continuous basis throughout the project.

Outcomes

A concise, easy to read summary of the Australian pearling industry which addresses all of the common concerns and misconceptions regarding the pearling industry, and promotes the excellent work that has been undertaken by the industry to establish its environmental credentials.

Next step in the process

Formal endorsement by the Pearl Producers Association in early October followed by publication and distribution to community, industry and government groups. This document is being used as the initial document in a series summarising the research undertaken on the environmental impacts of aquaculture. Additional documents are being developed by Mr Glenn Schipp from the Darwin Aquaculture Centre on the impacts of marine fish seacage farming and prawn farming. These will also be published nationally.

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Exceptional Circumstances support for Australian Wild Catch Fisheries

I am the Shore Manager for Kon Paul and Sons P/L in Port Kenny South Australia. Kon Paul and Sons P/L is a family owned fishing business which owns and operates two prawn trawlers in the West Coast Prawn Fishery of South Australia. The company promotes and markets its own catch through a small factory located in Port Kenny.

I started working for the company in the early 1980's as a factory worker, moved onto a prawn trawler as deckhand then as skipper and finally Shore Manager for the Company.

The West Coast Prawn Fishery was established in the mid 1970's, and is an oceanic prawn fishery which comprises of three vessels. The West Coast Prawn Fishery is part of the well known "Spencer Gulf & West Coast Prawn Fishermen's Association" (SG&WCPFA). I currently sit on the SG&WCPFA committee and also sit on the ministerial appointed Prawn Fisheries Management Committee.

Project summary

Project Title

Exceptional Circumstances support for Australian Wild Catch Fisheries

Aim

Lobby Federal Government to recognise Australia's Wild Catch Fisheries to be eligible for Federal Government Exceptional Circumstances support.

Process undertaken

1. Contacted all three industry licence holders in the West Coast Prawn Fishery and attended Spencer Gulf & West Coast Prawn Fishermen's Association (SG&WCPFA) committee meeting and gained their support for the proposal.
2. Researched the Federal Government Legislation and policies.
3. Discussed proposal with Russ Neal (former) ASIC Chief Executive Officer.
4. Contacted all State Peak Fishing Bodies explaining our plan for Exceptional Circumstances and seek their support for our proposal.
5. Consulted Neil Carrick – marine biologist seeking a scientific report indicating that our fishery is susceptible to environmental influences, and showing that the collapse of our fishery is caused by those influences.

6. Write to Primary Industries and Resources South Australia (PIRSA) explaining our plan to submit an Exceptional Circumstances application to Federal Government through ASIC and ask for their in principle support.

Outcomes

1. Discussion amongst all licence holders resulted in overwhelming support.
2. SG&WCPFA committee agreed we should have Government support and supported our cause.
3. Viewed DAFF website and correspondence from Jeff Hillan DAFF. The results say "Wild Capture Fishing industry is ineligible for Exceptional Circumstances support". This comes from the "Farm Household Support Act 1992".
4. Rang Russ Neal ASIC who agreed that Wild Capture Fisheries should have access to EC support. We will write a letter to ASIC explaining our current situation requesting Federal Government support and they will present it to Government on our behalf.
5. Sent a letter to all peak bodies 23/9/05 – agreed to assist.
6. Spoke with Neil Carrick he agreed to try to assist. I wrote him a letter asking if it was possible for a scientific report showing that the West Coast Prawn Fishery is susceptible to environmental influences. ONGOING
7. Waiting for other areas of support before writing letter to PIRSA– ONGOING

Next step in the process

Gather all information and support for our issue and prepare an application for "Federal Government Exceptional Circumstances support" and send this to ASIC to present to Federal Government on our behalf.

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A model for integrating the approach for strategically managing the key issues facing a regional fishery.

I hold a Bachelor of Applied Science (Environmental Health) and a Post Graduate Diploma (Occupational Health and Safety) and have been involved in the field of Occupational Health and Safety for 20 years. I spent 7 years in various government agencies managing the Occupational Health and Safety function within the organization. For the last 13 years I have conducted my own occupational health and safety consulting service and whilst I have been involved in a large number of different industries, providing occupational health and safety services at levels ranging from workers to Senior Executives, the main area I have been involved in has been the Seafood Industry – more specifically the wild catch and aquaculture industry.

I have been instrumental in developing the “best practice “ Occupational Health and Safety program for the Western Australian Fishing Industry through the Western Australian Fishing Industry Council (WAFIC) which includes a set of best practice guidelines in the form of an industry Code, health and safety training videos, industry advisory services and health safety training and awareness sessions. I have also represented WAFIC on various state ministerial advisory committees in occupational health and safety. I am now involved with coordinating, in consultation with state peak industry bodies and industry representatives, a national occupational health and safety program across all states, encompassing the development of a set of best practice guidelines, training and awareness and advisory services. I have represented the Australian Seafood Industry Council (ASIC) on Standards Australia committees and National Advisory Groups for elements of the Seafood Industry Training package.

Project Summary

Project Title

A model for the integrating the approach for strategically managing the key issues facing a regional fishery.

Aim

To provide a method for the Northern Demersal Scale Fish Industry to address key issues facing the fishery.

The Northern Demersal Scale Fish Industry is a fishery in the Kimberley and Pilbara region of Western Australia, the Northern Territory and far north Queensland. The fishery yields tropical snapper, emperors, cods, barramundi, threadfin and bream. This project focuses on the fishers in the Kimberley and Pilbara region of the fishery of which the main species is Red Emperor and Gold

Band Snapper. The fishers operating out of Broome use the trap methods and the fishing season profile is on a 12 monthly basis. Operators spend 3 – 4 weeks at sea with the most common approach being change over of skipper and crew every trip back to port. Typical manning levels are 1 skipper and 3 crew.

Objectives

1. To determine the current key issues facing a small licence holder in a regional fishery.
2. To understand what the needs of the licence holders in the fishery are in relation to the key issues.
3. To provide a mechanism for the licence holders to address the key issues facing the fishery.
4. To support and guide the licence holders in managing the key issues to promote the fishery.

Process undertaken

A suitable fishery that would be receptive to this type of approach for addressing key issues was discussed with Ms Felicity Horn – Program Consultant – Western Australian Fishing Industry Council. I contacted the President of the Kimberley Professional Fishermen’s Association – Mr. Bob Masters based in Broome and discussed the concept with him and received a positive response in principle. We agreed that I would do a short summary of what I was intending to address and how it could be of assistance to the Industry and he could discuss the concept with other members of the industry.

It was also agreed that at some suitable time, to both myself and also the licence holders, that I would travel to Broome to discuss the issues in more detail. This visit took place in August / September this year. Several meetings were held with licence holders and Mr Masters to determine the scope of the issues facing the fishery and how this project through an integrated approach could assist. Information on key issues was gathered and on the fishery in general. Since the meetings I have been formulating the documentation to demonstrate a model to approach the key issues to present in person to the Kimberley PFA in November 2005.

Outcomes

1. Understand the key issues as outlined by members of the fishery (see Table below):
2. Gain an understanding by the licence holders of what this project can offer them in respect of managing their key issues.
3. Promote with industry members that for the issues already under satisfactory control that these issues can be incorporated into this project.
4. Provide a model for industry members to follow to address issues as they arise.

5. The model addresses the following issues in varying levels of depth as follows:

| ISSUE | LEVEL ADDRESSED |
|--|-----------------------------|
| Occupational Health and Safety | New guidelines in full |
| Food safety | New guidelines in full |
| Resource access | Current standards |
| Environmental | Current standards |
| Sustainability | Current standards |
| Marketing to improve more control by the fishers for their product | Suggested options/standards |
| Illegal fishing by international fishermen | Suggested options/standards |

Next step in the process

1. Finalize the documentation with industry members.
2. Present model to industry members in Broome.
3. Seek additional funding to further develop each section of the model.
4. Encourage the development of a standards based approach for being able to measure outcomes and performance.

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REDCLAW – I'M AN IRRESISTIBLE INDIVIDUAL

I am a Director of MJ & CM WAKE AQUACULTURE AND EARTHMOVING CONTRACTING. The aquaculture facility was established in 1996, while we have been operating the earthmoving contracting and repair business since 1986.

Within the Aquaculture Business my role extends from hand on production and harvesting to management of marketing and finance. We produce Redclaw (*Cherax quadricarinatus*) and Silver Perch (*Bidyanus bidyanus*) for the Australian Market. Our Aquaculture facility is based at Rosedale, Queensland, half way between Bundaberg and Agnes Water/1770.

I am President of the Bundaberg and District Crayfish Association (3 years) and representative to the Queensland Crayfish Farmers Association. I am also an industry representative of the Safe Food Production Queensland (SFQ) Seafood Food safety Scheme (Seafood FSS) Sub- Committee recently established to determine how the National Standard will be implemented in Queensland.

I completed a Bachelor of Education in Home Economics/Geography. I taught both these subjects full time, until we started the aquaculture venture. For 3 years during this time I was also Head of Department – Curriculum/Home Economics. I currently teach Home Economics and Hospitality part-time at the Rosedale Preschool to Year 12 Campus, teaching lessons across the P-12 spectrum. I also co-ordinate and conduct the Year 7-8 Transition Program for the five Schools in the Rosedale Cluster. Over the last five years, I have also held positions such as Chairperson – Budget Committee and School Council.

Project Summary

Project Title

REDCLAW – I'M AN IRRESISTIBLE INDIVIDUAL

Aim

To promote Queensland Redclaw as an individual species in the market place.

Objectives

To develop promotional information to highlight the individuality and versatility of Redclaw.

Process undertaken

1. Assess current status of Redclaw as an individual species in the marketplace.
2. Assess existing promotional data for currency and validity.
3. Address industry re project goals and seek feedback re value of project.

4. Negotiate persuasively with technical personnel re industry expectations.
5. Instill confidence in industry members re personal performance evidenced by feedback received.
6. Reassess achievable outcome in set timeframe.
7. Redirect task specifics due to changes in available personnel.
8. Re-inform stakeholders of progress and seek feedback.
9. Format brochure design.
10. Distribute for feedback within the industry and externally.

Outcomes

A draft brochure is available for presentation.

Next step in the process

Further refinement of brochure is in progress. A commercial production of brochure with a public launch is possible. There will also be a DVD illustrating 'production to plate' for use at Trade Shows.

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Do you know what you get for your fishery management dollar? A review of performance reporting for fishery management services to establish best practices.

I am the Director of a company that provides financial, legal and scientific support to the abalone industry in NSW. The abalone fishery in NSW is smaller and more variable than those in other states of Australia because of a variety of factors. Our organisation is attempting to increase the long-term value of the fishery to its Shareholders by applying improved techniques of management and enhancement to increase the size and consistency of the fishery. The supply of abalone from NSW has dominated the prestige live abalone market in Japan since its inception, and considerable opportunities remain to develop the market.

Prior to working for Industry I was a Research Scientist at NSW DPI. I was involved in research on stock assessment and monitoring of the abalone and sea urchin fisheries in NSW. I was also involved in research to aid the development of both these fisheries, and left DPI to work for Industry and apply the enhancement techniques that were developed. I completed a PhD in abalone fishery assessment and development in 1997.

My project reflects my history of working for both Government and Industry, and particularly frustrations related to monitoring and reporting of performance and accountability. These frustrations occurred through experience with both poor performance reporting, and good performance reporting that was not recognised as such. My project attempts to clarify best practices in performance reporting.

Project Summary

Project Title

Do you know what you get for your fishery management dollar? A review of performance reporting for fishery management services to establish best practices.

Aim

Increase understanding by all stakeholders of best practices in reporting of performance in fishery management services to help empower them to take a greater role in the reporting process for their fishery.

Objectives

1. Review general approaches and major factors effecting performance reporting.
2. Provide several case studies of best practices in fishery performance reporting.

3. Distribute the document to relevant Industry organisations and Government departments.

Process undertaken

1. Identify and communicate with contacts in Industry and Government to increase knowledge about alternative approaches and processes for performance reporting.
2. Identify and communicate with contacts in Industry and Government to increase knowledge about specific case studies of performance reporting.
3. Summarise and review current approaches and processes for performance reporting.
4. Provide case studies of specific performance reporting approaches and process.
5. Compile a document and burn to CD, with other projects available, and distribute to each state's peak Industry bodies.

Outcomes

Increased understanding by all stakeholders of best practices in reporting of performance in fishery management services to help empower them to take a greater role in the reporting process for their fishery.

Next step in the process

Finalise draft document, investigate funding to produce glossy, compile outputs from all projects produced in course, burn to CD and distribute to each state's peak Industry bodies.

Contact details

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Advance in Seafood 2006

Participant's contact details and industry projects

| Name | Sector | State | Contact Details | Industry Project |
|---------------|-------------------------|--------------|--|---|
| Scott Walter | Extension | QLD | PO Box 12009 George Street Brisbane QLD 4003 Work: 0738374777 Fax: 0732364100 Mobile: 0417006639 info@apfa.com.au | Develop a strategic promotional plan for Australian grown prawns. |
| Daniel Gixti | Research | VIC | 3/376 Autumn Street Herne Hill VIC 3218 Work: 0352580332 Fax: 0352580270 Mobile: 0405438175 Daniel.Gixti@dpi.vic.gov.au | Identify the current communication for the recreational sector in Australia and identify the pros and cons of this framework. Increase our ability to educate fishers and an understanding of the recreational sector. |
| Melanie Snart | Government | SA | PO Box 5 Port Lincoln SA 5606 Work: 0886883484 Fax: 0886835298 Mobile: 0428101198 snart.melanie@saugov.sa.gov.au | Produce a document for the Director of Fisheries with recommendations for implementing some form of identification for license holders and registered master. |
| John Mayze | Government/ Research | QLD | 19 Hercules Street Hamilton QLD 4007 Work: 0734068552 Home: 0733997848 Fax: 0734068698 Mobile: 0418870488 john.mayze@dpi.qld.gov.au | Is it full: an objective tool to determine the meat content of mud crabs. |
| Andrew Baker | Aquaculture | NSW | PO Box 650 Merimbula NSW 2548 Home: 0264959861 Fax: 0264959861 Mobile: 0427956957 bluecrane@dragnet.com.au | Develop a team of oyster farmers to export 10% of rock oysters annually. |

| Name | Sector | State | Contact Details | Industry Project |
|----------------|----------------------|-------|--|--|
| Erik Poole | Marketing/ Retail | NSW | 1025/243 Pyrmont Street Pyrmont NSW 2009 Work: 0290041154 Home: 0295711373 Mobile: 0401804960 erik8poole@yahoo.com.au | Update the Sydney Fish Market seafood handling and information guidelines. Produce information for the SFM website and booklets. |
| Kate Milner | Fishing | TAS | 48 Napier Street Beauty Point TAS 7270 Home: 0363834917 Mobile: 0409431716 Kate_milner@hotmail.com | Conduct trials for a rotated mesh panel (T90) for use in the South East Trawl Fishery, as a bycatch reduction device. |
| Joe Coco | Government | QLD | PO Box 226 Mourilyan QLD 4858 Work: 0740438622 Home: 0740632660 Fax: 0740614847 Mobile: 0417735800 joseph.coco@det.qld.gov.au | Co-ordinate the development of on-line material as a flexible resource for the Seafood Industry Training Package, which in turn will provide alternative learning opportunities for existing workers and new potentials in the Aquaculture Industry. |
| Heidi Mumme | Research | NT | 25 Killuppa Cres Leanyer NT 0812 Work: 0889825580 Home: 0889275581 Fax: 088925502 Mobile: 0401073905 hmumme@paspaley.com.au | Development of a food safety plan for the pearling industry. Including reporting processes in relation to pearl meat on both the domestic and export market. |
| Helen Jenkins | Processing | VIC | Austrimi Seafoods 62 Cowie Street, North Geelong Vic. 3215 Work: 03 52721725 Fax: 03 52721725 Mobile: 0408 538873 helen@austrimi.com.au | Development of the Austrimi SURIMI Scholarship for a University student undertaking a Bachelor of Food Science and Nutrition study that will involve an overseas trip to visit Austrimi's unique group of companies. |
| Jonas Woolford | Abalone | SA | Abnormal Enterprises PL Streaky Bay, 5680, SA M: 0419 280 577 F: 08 86 261 132 Email: jbw21@internode.on.net | A study into the traceability and authenticity of abalone in order to market Australia's legally caught abalone. |



Joe Coco, Training/Aquaculture, Qld, Daniel Grixti, Research, Vic, John Mayze, Research, Qld, Scott Walter, Australian Prawn Farmers Assoc. Qld, Heidi Mumme, Research/Pearls, NT, Erik Poole, Quality Assurance, Sydney Fish Market, NSW, Jonas Woolford, Abalone Diver, SA, Melanie Snart, Compliance, SA, Helen Jenkins, Processing, Vic, Kate Milner, Extension, Vic.

Feedback from Participants

I have a better understanding of how unity across an industry sector is so vital. The word "united" means a lot to me and I believe the rest of the participants too. I now understand how important it is to have a vision statement written down, not just in one's mind

Joe Coco, Aquaculture Coordinator, North Queensland TAFE

I am finally comfortable with who I am. My journey is only just beginning – I have a long way to go and the energy to do it. I have removed my limitations and am now more confident in applying myself to anything.

Helen Jenkins, Austrimi Seafoods, Victoria

Prior to taking part in the Program I was tentative about taking on challenging new roles on committees or boards but upon completing the six month program I feel I have grown in confidence, courage and professionalism, and I am prepared and eager for roles that come my way.

Jonas Woolford, Abalone Diver, South Australia

*Participating in the National **Advance in Seafood** Leadership Development Program has provided a tremendous opportunity to expand my knowledge of the seafood industry as a whole and expose me to issues of importance nationally. Being able to work closely with industry and government leaders has provided an insight into the industry that you don't have the opportunity to see every day.*

The program is excellent at highlighting where individuals are in terms of their leadership skills both individually and in group situations. It also makes the goal of attaining a leadership role clearer and begins to prepare you for what is involved. For me it has emphasized the fact that putting your hand up, making comments and providing input are essential - in my case being more assertive. There is no right or wrong and in a lot of cases you may just be making a point that no one else has even considered!!

Heidi Mumme, Research Officer, Paspaley Pearls, Northern Territory

To quote my mentor, Derek Foster, Extension Specialist, Queensland Department of Primary Industries & Fisheries, "I think there is a new and improved John Mayze emerging and showing that there is great potential yet to be realised."

John Mayze, Senior Seafood Technician, Queensland Department of Primary Industries and Fisheries

*The **Advance in Seafood** Program has provided insights into my potential within the industry. The program has assisted me to identify both my strengths and weaknesses and I have invested in both to increase my skills and ability to work effectively with people throughout industry. I am now more confident when I speak in public and better able to convey my key message. I can do anything because I have more belief in myself.*

Kate Milner, Extension Officer, Seanet, Victoria

*The **Advance in Seafood** Program helped me when applying for the PIRSA Fisheries Regional Manager - Compliance position - not only as a qualification as such, but in the interview. I had to give a presentation which I gave with more confidence than I would have six months ago. As a result I have been appointed to this position in Mt. Gambier.*

Mel Snart, Regional Manager – Compliance, PIRSA Fisheries.

As a result of the Advance in Seafood Program I was successful in my application for a \$10,000 DEST scholarship to research the farming, harvesting and packing techniques of the Belon oyster in France that could be adopted in Australia.

Andrew Baker, Pambula Lakes Rock Oyster Farmer, New South Wales

I learnt the importance of standing in front of people and creating a presence.

Scott Walter, Executive Officer, Australian Prawn Farmers Association.

Australian Prawn Farmers Association Ltd Strategic Plan

Project

To develop a strategic promotional plan for Australian grown prawns.

Aim

Successfully develop a strategic promotional plan for Australian grown prawns and establish a funding strategy for its implementation.

Background

The Australian prawn farming industry has faced challenging market conditions throughout the past three years, primarily due to dramatic increases in the volume of imported product and their comparatively cheap price. This has resulted in a varying price gap of approximately \$5 - \$9/kg between imported and local prawns. The need to promote the benefits of Australian grown prawns to consumers and provide them with justification for the increased price gap has led to the areas of marketing and promotion becoming the industry's highest priority.

Process

- Developed a strategic, industry owned promotional plan
- Established a system to fund the implementation of the strategic plan
- Positioned the plan to be inclusive of other Australian seafood sectors

Learnings

- Strategic planning
- Networking
- Communication

Outcomes

- A strategic promotional plan has been presented to the members of the Australian Prawn Farmers Association at their AGM, and is currently being finalised by the Executive Committee of the Association
- The Australian prawn farmers have agreed to a compulsory levy of 10c/kg, which should raise approximately \$400,000 to implement the strategic plan. The levy is currently being implemented by the Australian Government.

Next Steps

- Continue to work closely with the Australian Government to rapidly implement the levy.
- Finalise the strategic promotional plan, with the aim of implementation prior to Christmas 2006.
- Continue to explore synergies and potential partnerships between the Australian prawn sector promotional plan and the promotional activities of other sectors of the Australian Seafood industry.

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Expectations, delivery and satisfaction of communication between recreational fishing groups

Project Title:

Communication interactions between recreational fishing groups: expectations, delivery and satisfaction.

Aim:

Summarise the current methods, use, perceptions and expectations of communication within the recreational fishing sector.

Background:

- Understanding and improving communication interactions in the recreational sector is a current priority.
- This priority was formally recognized at the FRDC and Recfish (national recreational peak body) recreational fisheries research, development and extension (RDE) workshop in Hobart, August 2005.
- Workshop agreed, that communication of R&D throughout the recreational sector required development.
- From the workshop the successful Released Fish Survival Steering Committee was expanded (named Recfish Research) and tasked with facilitating R&D priorities and importantly communication.
- Currently the ability to improve communication and assess adoption of research findings is impeded by a lack of understanding about the current methods, use, perceptions and expectations of communication within the recreational fishing sector. This program aims to explore the current knowledge gaps for communication within the recreational sector.

Objectives:

Leadership skills

- Build networks and communication skills through consultation and development of a project.
- Use course learnings about lobbying and people types to generate support for the project.

Project

- Provide a snapshot of the current communication methods, their frequency of use/uptake and communication interactions between the recreational sector groups.
- Detail each group's perceptions and expectations of communication within the sector.
- Identify areas of communication effort in the recreational sector that could be redirected or developed.

Learnings

- Understand the processes of strategic networking and consultation
- Utilise people skills to develop and maintain working relationships

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Outcomes

Leadership Skills

- Consulted, developed new and existing networks and received project support and/or comments from:
Recfish and VRfish (national and state peak recreational bodies respectively), Infofish (consultant), DPI Victoria, Victorian fishing monthly (media), FRDC, Fisheries Victoria, Fishcare (education group) and recreational fishers.
- Skills reinforced in the leadership program that were used and improved the most during the project were:
 - Understanding and engaging different personality types
 - Incorporation of the people style behavior (i.e. helping people feel comfortable in a discussion).

Project

- Identified a research need and developed a survey method for addressing this need. The project need and method resulted from sharing ideas and information with strategically chosen networks.
- Project support, methodology and funding in advanced stages. Pre-proposal to FRDC already received feedback. A pilot of study methods is currently underway will strengthen funding and sector support.

Next Steps

Secure funding (DPI Victoria, DAFF and fishing media), undertake a study and prepare the report. A peer reviewed publication would also be anticipated.

Daniel Gixti

Research: Recreational Fishing Sector

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Personal Identification for South Australian Commercial Fishers

Project Title

Introduction of a photo identification card for all South Australian Commercial Fishers.

Aim

More effective compliance in South Australian fisheries.

Background

All South Australian fishers are required to carry their licence with them when fishing. However, there is currently no requirement for commercial fishing licence holders in South Australia to carry or produce any form of identification (photo) to verify that they are the licence holder (or registered master). Furthermore, there is no protection for licence holders against people falsely representing themselves and abusing the licence without their knowledge.

Any time a licence condition changes in a fishery, paper licences must be recalled and the conditions amended.

The lack of clarity and increased administrative costs result in inefficiencies in the overall compliance and licensing programs.

Objectives

- Investigate IT and other opportunities to streamline licence and identity management in SA fisheries.
- Liaise with National and International fisheries agencies and compliance agencies to identify alternatives that are operational.
- Liaise with government and industry stakeholders to develop most appropriate solution.
- Prepare and present a set of recommendations for consideration by the Director of Fisheries.

Learnings

This project and the seafood leadership course has resulted in my;

- Expanding my network of industry and government personnel.
- Improving my informal liaison skills with Industry to gain an understanding of local issues.

- Exposure to and exchange with, a higher level of management and management processes.
- Building and practicing key leadership skills, in particular, public speaking.
- Raised awareness of issues that the seafood industry faces as a whole nationally.

The mentoring relationship formed has challenged me to proactively look to the bigger picture- my future within the seafood industry!

Achievements

A set of recommendations on the introduction of an identity card which has in principle support of Industry, Compliance, Licensing and Policy.

Next Steps:

Obtain support from the Director of Fisheries and introduce the card into South Australia, by developing and activating an implementation plan in consultation with the working group and industry representatives.

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IS IT FULL?

An objective test to determine meat fullness of mud crabs.

Aim

This project aims to give industry personnel a quick and accurate method to quantify the fullness of mud crabs. Key industry personnel will be trained in the use of the findings so as to reduce the occurrence of empty or commercially unsuitable crab (CUC) in the marketplace.

Background

The current method to determine “fullness” or meat yield of mud crabs is based on the “shell index”, a subjective assessment of the degree of carapace flex and other indicators, such as wear and presence of epizoides. Only the Northern Territory has regulations to return CUC crabs to the water. Other states may consider adopting this practice. Benefits to the industry include dispute resolution, better training for regulatory officers, increased consumer satisfaction and fishery sustainability.

Process

- Investigated a non-destructive assessment technique that correlates with fullness
- Correlated fullness to the measure
- Proved parameter reliably predicts fullness
- Identified key user groups and evaluated suitability of the test in the field
- Developed and promoted an international mud crab or crustacean network/discussion/reference group concerned with emptiness.

Learnings

- Strategic planning and team leadership
- Networking with researchers and industry
- Extension

Outcomes

- Identified parameter that best correlates with fullness
- Published articles in industry journals and departmental newsletters
- Developed project and leadership skills
- Key industry contacts formed and collaboration continuing
- Future related projects in crustacean field being investigated
- Additional opportunities on existing projects explored
- Formed good, long-term relationships with international crustacean researchers

The Next Step

- Further industry extension and training
- New soft shell crab projects – induced moulting
- Further work on transportation and holding systems
- Traceability
- Explore further opportunities to develop leadership skills

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THE EXPORT OF SYDNEY ROCK OYSTERS

AIM:

To develop a team of farmers who will produce, pack and export live Sydney Rock Oysters, thus creating increased demand for the product and therefore increased farm-gate prices.

BACKGROUND:

NSW has a very old, established oyster industry with great farmers, good water and proven techniques of farming. Until recently however, NSW has lagged behind the rest of Australia as it has not adopted the National Water Testing Standards. Since coming into line with these in 2005, estuaries in NSW are now able to meet export standards.

As the Sydney Rock Oyster is perhaps the world's premium oyster, it will be exciting to present it to the world stage.

PROCESS:

We (who is the we?) have gathered a team of excellent oyster growers from selected areas in NSW. We have adopted a single grading technique and agreed on the attitude of persisting with our product. We have a strong desire to control our own product from start to finish.

OUTCOMES:

As a result of this 'team' approach we have been able to meet consistent orders in two countries. Through open communication between farmers and regular feedback we have developed a successful chain.

LEARNINGS:

The prime learning for me in this task has been networking and team-building.

NEXT STEPS: Over the next five years I wish to increase sales from 10% - 50%!

Andrew Baker

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To update the Sydney Fish Market ‘seafood handling guidelines’.

Aim

Further develop my communication, presentation and networking skills; allowing me to effectively review and update the Sydney Fish Market seafood handling guidelines – a core reference document for the Australian seafood industry.

Background

The Sydney Fish Market (SFM) seafood handling guidelines are used by seafood businesses Australia-wide and abroad. Implementing the processes suggested in these guidelines allows seafood suppliers to improve the quality, grading and shelf-life of their product. The ISO9002 and HACCP (Hazards Analysis Critical Control Point) certified quality assurance system at SFM ensures that seafood is safe for human consumption; and aims to exceed customer expectations in order maintain demand for quality Australian seafood amidst increasing competition from imported seafood.

Process

- Reviewed the existing SFM seafood handling guidelines.
- Researched available literature for updated information.
- Updated the guidelines using a framework that ensures longevity.

Learning’s

- Networking
- Strategic planning
- Communication
- Research

Outcomes

- The relevant sections requiring updates have been identified and draft changes have been made.
- Shelf life trials have been conducted on a number of premium species.
- A joint review of size grades was conducted with the Master Fish Merchants Association of Australia (MFMA).
- SFM mud crab grading poster was approved and implemented.

Next Steps

- Continue to work with my project team and learning partners.
- Finalise a draft to be submitted to SFM management and other key stakeholders.
- Analyse feedback from draft and complete final copy for website and publication.

Erik Poole - Sydney Fish Market

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Initial trials of the rotated-mesh panel (T90) for use in the South-East Trawl fishery, as a by-catch reduction device.

Aim:

Reduce the amount of by-catch in the South-East Trawl Fishery.

Background:

The Australian South-East Trawl Fishery (SETF) has around 80 licensed fishing vessels targeting fish species including flathead, blue grenadier, pink ling and redfish. SETF vessels use demersal trawl nets catching over 30,000 tonnes of fish annually (valued at around \$70 million).

The development of more effective by-catch solutions for the south-east trawl sector in Australia is of vital importance, however due to the multi-species nature of catches in the SETF, trawl operations are unable to avoid the take of non-commercial (bycatch) species. Reducing catches of small and unwanted fish is a priority issue being addressed by South East Trawl Fishing Industry Association (SETFIA) and the Australian Fisheries Management Authority (AFMA). AFMA has stated in 'Future Operating Environment for Commonwealth Fisheries' that they wish *"to implement measures to significantly reduce by-catch, with a goal to halve it by 2008."*

Rotated-mesh (T90) is netting turned 90 degrees to that of standard hung diamond-mesh netting found in a fishing nets. The development of the rotated-mesh panel (T90) for use in the SETF is one such measure to achieve the goals outlined by AFMA, however, scientific data is yet to be obtained on its effectiveness to reduce by-catch. Anecdotal evidence from fishers working in the South-East Trawl suggests that a rotated-mesh panel placed into trawl nets does reduce the amount of by-catch and, it is much easier to install, is more robust and is easier to repair while working at sea compared to a square-mesh panel.

Process:

- Gain quantitative scientific data on the selectivity of the rotated-mesh panel, through trials with a trouser trawl on board *FTV Bluefin*.
- Contribute to the research being undertaken by Fisheries students from the Australian Maritime College.
- Identify and recommend practical by-catch solutions to the SETF.
- Promote the findings and strategies of the SETF to stakeholders and agencies.
- Promote the work of SeaNet and OceanWatch in working toward sustainable fisheries to other stakeholders and agencies.

Learnings:

- Prioritisation
- Networking
- Time-management

Outcomes:

- Collation of input from many stakeholder; AMC, SETFIA, SETMAC, DPI, FRDC, AFMA, NSW DPI Fisheries and various individuals.
- Initial data collected indicates that the rotated-mesh panel has the potential to reduce the amount of by-catch from trawl fishing operations.
- Work currently being undertaken overseas (SINTEF, Norway) is in relation to T90 'gentle' codends and codend extensions being trialed to preserve to fish quality from trawls. This work does not involve the trialing of the T90 in a panel specifically with the aim of reducing the amount of by-catch.

Next Steps:

- Statistically analyse raw data collected and to develop a paper in regards to the rotated-mesh panel, that can be presented for peer review.
- Address possible further projects and trials in relation to the rotated-mesh panel for by-catch reduction in trawl fisheries within Australia.
- Work with key stakeholders to trial this approach and gain support from fishers.

Kate Milner (Extension), OceanWatch Australia Ltd

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“Are You On-Line”

Aim

Coordinate the development of On-Line material as a flexible training resource for the Seafood Industry.

Background

Enrolments in full time Aquaculture courses are dwindling across Australia in TAFE's and Universities. This trend needs to be reversed if we are to stay in business, service the Seafood Industry and meet its needs. I believe my project will encourage a united network of training providers, develop much needed resources, seek potential collaborators with a common interest, and finally, enhance our services to reflect a sustainable future. This proposal is part of a longer-term strategy to assist Cyclone Larry victims to up-skill or make the transition to an alternative career path.

Learnings

- Understanding the importance of project planning.
- Time management and networking skills.
- Industry champions are prepared to invest their time with program participants.

Process

- Identified the most common software and the certificate levels targeted.
- Identified that student outcomes are delivered and assessed wholly on-line or through blended delivery methods.
- Encouraged the formation of a community of practice, where participants come together willingly, because they have a common need. The participants will then be able to create, develop, build, share and make use of valuable knowledge.

Outcomes

- Determined current status of on-line delivery.
- Facilitated “Innovations in Seafood Education” at the Aqua-ED 06 Conference SA and presented this project “Are You On-line” to training organisations and industry representatives from all over Australia and a contingent from NZ.
- Identified existing on-line resources, what's being developed and next to develop.
- Developed an expanded network.

The Next Steps

- Seek external funding to expand the project.
- Identify willing participants for the development of on-line resources.
- Provide leadership to the group to develop a strategic plan for the development of on-line resources.

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Development of a Food Safety and Quality Assurance Plan for the Australian pearling industry.

Aim

To develop a Food Safety and Quality Assurance Plan template for pearl meat that can be implemented by all companies within the Australian pearling industry initially for the domestic market.

Background

The introduction of new food safety standards by FSANZ has resulted in the pearling industry's need to implement processes to conform to the standards by May 2007. At an industry based food safety workshop in early 2006, it was agreed that a food safety template was required for the Australian pearling industry.

Learnings

- Understanding legislation, regulations and standards applying to the pearling industry
- Understanding and developing HACCP plans.
- Development of communication and networking skills to develop the template and extend findings to the industry.
- Planning and system development – investigating processes and information, developing industry based systems and management of the planning process.

Process

- Examine new legislation and regulations to ensure all standards relating to pearling food products are identified and understood.
- Consultation with NT Seafood Council, PPA and industry
- Researched other templates and plans from other industries
- Researched how to develop industry based plans / systems
- Investigated quality analysis options for pearl meat.

Outcomes

- Identified legislation, regulations and standards relating to pearling food products
- Identified the need for a user friendly industry based food safety plan.
- Produced a HACCP (Hazard Analysis of Critical Control Points – a safety risk management system) Plan.
- Completed a food safety plan that can be implemented for testing, initially within Paspaley and presented to the Pearl Producers Association (PPA) for implementation through the industry nationally.
- Development of a best practice handbook for distribution within the industry once reviewed by the PPA.

The Next Steps

- Present the draft template and handbook to the PPA for review in February 2007.
- Develop a method for annual analysis of pearl meat.
- Assist in the implementation of the plan as required.

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Develop the Austrimi SURIMI Scholarship

Project

Austrimi SURIMI Scholarship – encompassing unique operations in Australia, Japan, Vietnam and Thailand.

Aim

To develop the Austrimi SURIMI Scholarship that will expand the skills/knowledge of one person annually – key criteria being innovation of new seafood product(s) for the Australian Seafood Industry that capture health and nutrition benefits of eating seafood.

Process

- Identify research project to be undertaken as part of the scholarship and outline benefits.
- Victorian Universities - who provided Bachelor of Food Science/Technology & Nutrition, were identified.
- Four Universities were contacted via email.
- Three Universities responded – and I have met with them.
- Decide on target student – 3rd year honours, Masters or PhD?
- Identify value of funds required.
- Ensure support from Austrimi, Parent Company and sister companies.

Outcomes

- Have met with and have interest from the following three universities and each is prepared to commit to such an idea - **Victoria University** – Dr Suku Bhaskaran Associate Professor Director, Food Marketing Research Unit. **RMIT** – Ms Elizabeth Gorczyca – Senior Lecturer. **Deakin University** – Professor Andrew Parratt - Director – BioDeakin.
- Offer scholarship to final year student as part of an honours project.
- Project to be undertaken as a requirement of the scholarship: To create an Innovative new seafood product – concept or developed.
- Collaboration between industry and education.
- Develop a scholarship for the processing sector (or post harvest).
- Management in place to renew the scholarship each year.
- Opportunity for one person to have hands on experience with a unique set of companies.

Leadership and Learning

- Embrace challenge & change – assess & re-evaluate as goals change
- Ability to interact with people on varying levels – the importance of communication
- Passionately pursue what I believe in

- More prepared to step outside comfort zone
- Networking
- Research
- Lobbying

The Next Steps

- Clarify research project – with clearly defined outcomes & expectations.
- Choose one University to establish research partnership for the development of scholarship.
- Work with the chosen University implementing the scholarship.
- Commence selection process – evaluate applications and conduct interviews with short listed candidates.
- Lobby for funds for the scholarship.
- Have scholarship in place ready for first semester 2007.

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Traceability and Authenticity of Abalone

Project

A study into the traceability and authenticity of abalone.

Aim

To have Australia's legally caught abalone recognised and sought after in the market place

Background

Abalone is a culturally traditional delicacy to the Asian people. The world is changing at a rapid pace, especially in Asia. Late last year a report commissioned by the Abalone Council of Australia Ltd was completed. The report – Development of a marketing and marketing development strategy for the Australian abalone industry (David McKinna) highlighted many issues affecting our Australian abalone industry and possible strategies to adopt. I wanted to learn about these issues to determine which strategies would best suit our industry.

Objectives

- Increase my knowledge of abalone post harvest
- Talk to processors about abalone traceability
- Research methods of traceability and authenticity
- Research in our market place the issues affecting abalone
- Present to my industry association at our AGM my findings and what I believe to be the necessary future actions

Learning's

- Networking
- Public speaking
- Communication

Outcomes

- My understanding of the abalone post harvest and the market place for abalone has been greatly increased
- Our industry voted to pursue three of the six strategy options outlined in the McKinna report. Three of which I agree with.

Next Steps

- Pursue the adoption of these strategies to ensure the best interests of our industry are met
- Continue my research into methods of traceability and authentication and report to the association anything that may be of benefit

Jonas Woolford (commercial fishing)

Abnormal Enterprises Pty Ltd

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Advance in Seafood 2007

Participant's contact details and industry projects

| Name | Sector | State | Contact Details | Project |
|-------------------|-------------------------------------|--------------|---|--|
| David Sandrussi | Marketing/ Service | NSW | Marketing Executive Sydney Fish Market Locked Bag 247, Sydney NSW 2077 Tel: 02 9940 3374 Work: 02 9004 1147 Mob: 0402 194 276 Fax: 02 9004 1177 davids@sydneyfishmarket.com.au | Research product concepts that the Australian market will embrace. |
| Anne Taranto | Fishing/ Marketing - Crayfish | VIC | Executive Assistant Australian Crayfish Enterprises 10 Warleigh Grove Brighton VIC 3186 Tel: 03 9596 9836 Work: 03 9596 5272 Mob: 0438 706 999 Fax: 03 9596 5294 anne@redlegs.net | Design and implement a newsletter to be sent to overseas clients (data base to be developed). |
| Donna Fewings | Aquaculture | QLD | Manager of Animal Husbandry Cairns Marine Aquarium Fish 13 Jean Close Woree QLD 4868 Tel: 07 4054 4062 Work: 07 4058 1711 Fax: 07 4058 1707 | Develop a clear and concise staffing tool which will be used to predict staff requirements. Design TAFE modules to cater for the specific needs of the aquarium sector. |
| Stewart McGlashan | Government Policy | VIC | Abalone Fisheries Manager Department of Primary Industries Victoria GPO Box 4440 Melbourne VIC 3001 Tel: 03 9569 9079 Work: 03 9658 4366 Mob: 0437 360 056 Fax: 03 9658 4380 stewart.mcglashan@dpi.vic.gov.au | Further develop the fin scale management of the abalone fishery. Develop a framework for the best size limit. |

Advance in Seafood 2007

Participant's contact details and projects

| Name | Sector | State | Contact Details | Project |
|-----------------|------------------------------------|--------------|---|--|
| Kellie Williams | Industry policy and representation | QLD | Chief Executive Officer Moreton Bay Seafood Industry Association Inc 56 Lilley St Hendra QLD 4011 Tel: 0738684476 Work: 0738681125 Mob: 0409594487 Fax: 0736336776 Kelliewilliams1@gmail.com | To manage a project that will deliver an independent and defensible scientific report which will serve as a point of negotiation between industry and government during the 2007 Moreton Bay Marine Park review. |
| Emily Downes | Education & Communications | SA | Communications Manager Australian Seafood CRC PO Box 120, Henley Beach SA 5022. Tel: 08 8357 1202 Work: 08 8207 5303 Mob:0400 571 201 Fax: 08 8207 5406 emily.downes@aquafincrc.com.au | Organise the launch for the Seafood CRC in a way that ensures that the organisation's image, branding and credibility is in place from its commencement. |
| Alice Fistr | Government Policy | SA | Fisheries Manager Primary Industries and Resources South Australia GPO Box 1625 Adelaide SA 5001 Tel: 08 8226 1745 Mob: 0428 101 827 Fax: 08 8226 0434 fistr.alice@saugov.sa.gov.au | Build a strategic relationship between the blue crab fishery and PIRSA to improve management practices. Undertake social research to measure the change and document the process. |

Advance in Seafood 2007

Participant's contact details and projects

| Name | Sector | State | Contact Details | Project |
|------------------------|--|--------------|--|--|
| Maria Manias | Fishing – Marine Scale | VIC | Executive Officer Port Phillip and Westernport Professional Fishermans Association 6 Toughy Avenue Epping VIC 3070 Tel: 03 9408 4384 Mob: 0434 279 771 | Build awareness of the Port Phillip and Westernport Professional Fishermen's Assoc. and fishing practices in the broader community. |
| Katherine Sarneckis | Industry policy and representation | NT | Project Officer Northern Territory Seafood Council GPO Box 618 DARWIN NT 0801 Tel: 08 8981 5194 Mob: 0409 580 158 Fax: 08 8981 5063 ksarneckis@ntsc.com.au | Implement the most cost effective consultative systems to enhance management of Northern Territory fisheries |
| Greg Carton | Aquaculture - Oysters | NSW | Director, Broadwater Oysters Pty. Ltd. PO Box 143 Pambula NSW 2549 Tel: 02 6495 7946 Work: 02 6495 6704 Mob: 0414 524 064 Fax: 02 6495 6704 mcincarton@acr.net.au | Establish a water quality benchmark in the fishery. Establish a catchment management committee and plan. |
| Sean Savage | Government Policy | ACT | Policy Officer Domestic Fisheries Department of Agriculture, Fisheries and Forestry 43/26 Macquarie Street Barton ACT 2600 Tel: 0262725402 Mob: 0438 931 683 Fax: 02 6272 4875 sean.savage@daff.gov.au | Securing our fishing future through use of the on-shore business assistance package. Assisting fishers to offset impacts of reduced fishing activity. |

Advance in Seafood 2007

Participant's contact details and projects

| Name | Sector | State | Contact Details | Project |
|---------------|--|--------------|--|--|
| Paula Kenny | Fishing Owner/Director Kenny Fisheries | SA | 37 Tobruk Terrace Port Lincoln SA 5606 Tel: 08 8683 0054 Mob: 0412 462 364 Fax: 08 8683 0355 kennyfish@centralonline.com.au | Improve industry representation at a management level in SEPFA. |
| Kane Williams | Fishing - Abalone | SA | 2 Power Terrace Port Lincoln SA 5606 Tel: 08 8682 3550 Mob: 0408 837 790 Fax: 08 8682 3550 kaneandkarine@bigpond.com | Prepare the abalone industry for the roll out of marine parks in South Australia by getting their involvement in the process. |
| Stanley Lui | Government Policy | ACT | Policy Officer Domestic Fisheries Department of Agriculture, Fisheries and Forestry 2/135 Blamey Crescent Campbell ACT 2601 Tel: 02 6272 4695 Mob: 0420 206 380 Fax: 02 6272 4215 stanley.lui@daff.gov.au | Educate the younger generation to prevent extinction of species – turtle and dugong through intergenerational education. |
| Ben Chuwen | Research | WA | Murdoch University 2 Parry Street Denmark WA 6333 Tel: 08 9848 3107 Mob: 0428 434 568 b.chuwen@murdoch.edu.au | Utilise economic, social and environmental information to interpret commercial catch return data for the Western Australian South Coast Estuarine Interim Fishery. |



2007 GRADUATES

Kane Williams, Abalone Diver, SA; Stanley Lui, Policy Officer, DAFF; Paula Kenny, Rock Lobster Fisher, SA; Greg Carton, Oyster Farmer, NSW; David Sandrussi, Marketing Executive, SFM; Katherine Sarneckis, Project Officer, NT Seafood Council; Alice Fistr, Policy Officer, PIRSA; Emily Downes, Communications Manager, Seafood CRC; Sean Savage, Policy Officer, DAFF; Stewart McGlashen, Abalone Fisheries Manager, DPI Victoria; Maria Manias, Executive Officer, Port Phillip and Westernport Professional Fishermans Assoc. Victoria; Donna Fewings, Manager of Animal Husbandry, Cairns Marine Aquarium Fish; Ben Chuwen, Phd, Candidate, WA; Anne Taranto, Australian Crayfish Enterprises; Kelly Williams, Morten Bay Seafood Industry.

Feedback from Participants

I became aware that the industry is full of passionate, enthusiastic people. The industry needs those people to have confidence in themselves and make the changes that are needed.

Katherine Sarneckis, Project Officer, Northern Territory Seafood Council

This program has changed my life in an extremely positive way. It has aided me tremendously, both personally and professionally.

Paula Kenny, Fisher, South Australia

The knowledge and practical skills imparted during this program have and will be invaluable and I'm so glad I was a part of it.

David Sandrussi, Marketing Executive, Sydney Fish Market

We need to develop more people in the fisheries to think bigger and we need to bring the education to them through a funding process.

Maria Manias, Executive Officer, Port Phillip and Westernport Professional Fishermans Association

I have learnt the importance of building relationships and teams. I have been really surprised and impressed at how such different people and sectors can have the same amount of passion for the industry.

Donna Fewings, Manager of Animal Husbandry Cairns Marine Aquarium Fish

After speaking with industry leaders throughout the program many of them said international experience was worth its weight in gold and they have since given me advice and contacts for companies in the UK. It looks promising that I will get some good work in London in the seafood/fisheries field. I have the program to thank for it – the networking opportunities were really great.

Sean Savage, Policy Officer, Department of Agriculture, Fisheries and Forestry

The program has helped me to understand that I can achieve anything. I also know the importance of relationships, both within the fishing industry and between the participants of the course.

Alice Fistr, Policy Officer, PIRSA

I have a much better understanding of myself, how my qualities fit into good leadership and the importance of support.

Greg Caton, Director, Broadwater Oysters, Pambula, New South Wales

It is a passionate industry and it most needs 'people development' to continue into the future.

Ben Chuwen, PhD. Candidate, Murdoch University, Western Australia

I learnt that I'm not really a team player but switching off doesn't help me or anyone else.

Emily Downes, Communications Manager, CRC Seafood

One of my key learnings from this program was that effective leaders have a great team around them. I also learnt the professional way to chair meetings and manage questions.

Anne Taranto, Executive Assistant, Australian Crayfish Enterprises

The industry needs to invest more in people who can and will challenge the 'us and them' mentality that is so prevalent.

Thank you – a brilliant course.

Kellie Williams, Chief Executive Officer, Moreton Bay Seafood Industry Association

I learnt the importance of trusting in myself and promoting my ideas.

Stanly Lui, Policy, Department of Agriculture, Fisheries and Forestry

INNOVATIONS IN PRODUCT DEVELOPMENT WITHIN THE AUSTRALIAN SEAFOOD INDUSTRY

Concept Proposal

Project Title

Innovations in Product Development within the Australian Seafood Industry.

Aim

To conduct research into and present findings on innovative seafood product concepts for development within the Australian Seafood Industry. Aim is to profile under-valued, Australian species for use in these products, develop innovative value-added seafood products that use these species, and present these in a commercially viable format. Information also to be provided on most effective method of promotion for these products.

Background

Australian consumers have access to some of the world's most diverse seafood. This vast array of fresh, quality seafood ensures a choice of any number of seafood options at a retail level. Until now, Australian consumers have been hesitant in embracing fresh, value-added seafood products as a viable purchase option. This is at odds with emerging market trends within Europe and North America.

I propose the utilisation of currently under-valued Australian seafood species for use in the development of high quality, high-end, value-added seafood product. By applying principles which are commonplace in overseas markets, and which are feasible from a manufacturing viewpoint domestically, I believe the development of these products has the potential to address these consumer concerns.

Process undertaken

1. Compiled research on market trends and consumer purchasing habits in the United States, United Kingdom and compared to current Australian market. Assessed key information into why Australian consumers are hesitant in embracing value-added seafood products.
2. Research conducted into the seafood species that Australia currently has plentiful access to/quota for. Established flavour characteristics of these species, and selected 4 to profile and utilise in innovative seafood products.
3. Developed 4 value-added seafood products, using 4 under-valued Australian species. Recipe research and development carried out with guidance from Sydney Seafood School, food technologist and commercial manufacturer.

4. Established packaging format that products will be presented in, as well as compiled key consumer information to be presented on-pack.
5. Researched and documented key elements of successful promotion of value-added seafood, with a view to implementing these into the design of an effective promotional plan.

Outcomes to Date/Achievements

- Comparative information on U.S., U.K. and Australian value-added seafood markets presented. This research will form the basis of future value-added product development.
- Research compiled on some of Australia's under-valued seafood species. Data around taste quality, shelf life and usability in manufacturing of key species has been documented for future product development.
- Four product recipes have been developed, which are convertible to commercially manufacturable formulas. These products have been approved as commercially viable and meet the key criteria of using only under-valued, Australian seafood species and all-Australian ingredients.
- Most appropriate packaging format established for the above products.
- Research gathered on key elements to incorporate into promotion of these types of products. These elements will be built into a promotional plan, to be developed as a next step.

Next steps

- Development of a promotional plan for this product range within four months
- Conduct research into further under-valued, sustainable Australian species, with a view to implementing most appropriate species into high quality, commercially viable value-added products within three months
- Expand range of products presented, with a view to developing 4 more recipes, using 4 further under-utilised species within four months.

Contact:

David Sandrussi
Marketing Executive,
Sydney Fish Market
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0402 194 276



The “Redlegs Chronicle”

Aim: To create a newsletter about Southern Rock Lobster as a marketing tool. This will be sent to an extensive database of international clients and potential markets.

We intend for the information provided in this newsletter to enhance current business relationships and promote further business and sales within our export division.

Most importantly it will distribute the “Redlegs” rand to a much broader market.

Background: Our Company has been catching and supplying Southern Rock Lobster for over 20 years, and as our business continues to grow, we strive to maintain excellent relationships with the Asian market and also develop new ones.

Given the experience we have had in dealing with these markets, we feel that this newsletter will not only maximize the potential of our business and theirs, but will also reflect a positive image of the Australian Seafood Industry, by demonstrating our willingness to share this information.

Process Undertaken: The first step in my project was the building of the database. This was a matter of collating information and enquiries from various trade shows we have attended over the last few years. I then showcased in Manila and Guam for “Tastes of Australia 2007” which gave me the opportunity to build the database even further.

Austrade and Regional Development Victoria were instrumental in helping me grow the database and generate leads and interest.

The next step was the sourcing of relevant information. This consisted of me interviewing fishermen about current catching conditions, interviewing our export division as to the availability of stock and so on.

The other information provided in the newsletter I accessed on the web. This included weather charts, currency charts and fishery information.

Putting the newsletter together was the next and most challenging task. This was a challenge for me given my “not so advanced” (that’s the nicest way to put it), computer skills. I relied on a support team consisting of my boss and a former employee.

Outcomes: The outcomes so far are that I have developed a large enough database for it to be worthwhile for us to distribute.

The newsletter is complete with all relevant information and ready for distribution.

Next Steps: The next step is determining the best process of implementing circulation. Initially the plan was for this to have happened already, however due to the volume and interest of our database we risk being inundated with enquiries, and ultimately providing a bad service by not responding.

It seems that I will now need to refine the database and separate it into two sections, one consisting of existing customers and one consisting of prospective ones.

Overall I am very happy with my project and what I have achieved. I feel that this will most certainly be something that will continue to grow our business now and in the future.

Anne Taranto

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Australian Crayfish Enterprises
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Work: 03 9596 5272
Mob: 0438 706 999
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ANALYSIS OF THE STAFFING RESOURCES AND TRAINING PROTOCOLS OF CAIRNS MARINE AQUARIUM FISH

Aim

To develop a clear and precise staffing tool to efficiently deploy staffing resources and predict future staffing needs at Cairns Marine Aquarium Fish.

Background

Cairns Marine Aquarium Fish is a family owned company which is based on the collection and distribution of hand caught marine aquarium fish, corals and invertebrates. Its primary markets are the retail hobby fish sector and the public aquarium sector, both internationally and domestically. Cairns Marine operates from a purpose built facility that contains intensive, closed, recirculation systems. The specimens handled can be very delicate and extremely diverse, with high levels of expertise required to maintain them. Over the last few years the company has grown substantially in size and is about to undergo another expansion.

In the past, there has been no structured system in place for training new staff. It has become apparent that as the company continues to grow, a more professional approach to training is necessary.

Process

- To do an extensive review of the current facility operations
 - Identify all activities being carried out at the facility.
 - Identify the skills required to complete these activities
 - Identify the competency level of skills necessary to perform activities.
- To rate the skill competency levels of current staff and identify who is qualified to perform various activities.
- To identify components missing from facility manuals.
- To investigate skills training programs which may be utilised at Cairns Marine and to identify any specialised components which may not be included in these programs.

Learnings

- Improved abilities to chair meetings.
- Improved computer skills.
- Delegation skills.
- Effective team utilisation.

Outcomes

- Establishment of regular staff meetings. These meetings are aimed at creating a communication link between staff and management. They also allow us to address any issues or problems that exist and pass on relevant information about facility activities.
- The production of a daily task sheet for the facility. These sheets have made daily operations more efficient and act as a communication link between night and day shifts.

- Improvement of the facility manuals.
- Development of guidelines for a training program.

Next Steps

- Look into the potential development of a training/induction video.
- Establish an identification kit of coral skeletons for training purposes.
- Investigate the potential development of TAFE modules covering specific components not currently available.

Donna Fewings

Cairns Marine Aquarium Fish

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QLD, 4868,

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PROGRESSION OF FINE SCALE MANAGEMENT IN THE VICTORIAN ABALONE FISHERY

Aim

Progress fine scale management in the Victorian Abalone Fishery by developing legislative backing to current industry/government Memorandums of Understanding.

Background

The commercial abalone fishery has been subject to relatively intensive management and is subject to an array of both input and output controls, managed both by government regulations and industry voluntary measures.

Currently, there are very high compliance rates (> 99% of inspections) exhibited by the commercial sector's adherence to the regulations and this allows compliance resources to be applied to the illegal sector which is seen as a high priority.

However, a recent risk assessment of the Victorian abalone fishery conducted by industry and government agreed that the current management strategies potentially risk certain abalone populations that were susceptible to commercial/recreational divers to over fishing. The risk assessment indicated that the current level of management may not suit the specific biological traits of the abalone stock and additional management needed to be considered to increase sustainability.

A balance between Government regulations and industry participative management is needed to address the risk and provide appropriate management within the new Victorian Abalone Fishery Management Plan (VAFMP).

Any new management tool would require a high level of industry voluntary measures and initiatives. Such a tool would however, provide a flexible and a relatively cost effective way to further fine scale management. In addition, any increase in regulation would require substantial industry participation in its development.

Process undertaken

- Reviewed current arrangements and canvas possible alternatives, list pros and cons regarding current measures and proposed alternatives.
- Develop discussion paper with alternatives.
- Distributed discussion paper for industry and Victorian Abalone Fishery Management Plan Steering committee.
- Consolidated comments and drafted policy for inclusion in draft management plan for public comment.

Outcomes to date

Two steering committee meetings have been arranged and completed. The steering committee meetings were attended by representatives from the three commercial abalone fishing zones, Victorian abalone processors, Victorian abalone aquaculture industry, Victorian recreational fishing peak body - Fisheries Co-management council, the Abalone Fishery Committee and Victorian Government.

A compliance workshop was held to determine the cost and benefit of different compliance and management techniques aimed at improving spatial management. The workshop focused on management initiatives that could potentially improve abalone management whilst maintaining the cost effectiveness of management by minimising regulations and requirements on abalone divers. The initiatives identified were required to be flexible enough to change as additional information regarding the abalone stock becomes available. The workshop explored electronic compliance devices i.e. Vessel Monitoring Systems, use of industry initiative and incentives and flexible regulatory tools i.e. Fisheries Notices. Participants included: representatives from the three commercial abalone fishing zones, Fisheries Management and Statewide Investigation and Intelligence Groups.

The discussion paper has been drafted and distributed for industry comment. The preferred option in the discussion paper has received “in principle” support from the steering committee. However the committee requested clarification from the Executive Director of Fisheries Victoria regarding the Departments commitment for further developing spatial management.

Initial drafting for relevant section for the management plan has been completed.

Next steps

Arranged 3rd steering committee meeting to finalise draft plan for public comment (December 2007). Release draft VAFMP for public comment (January/February 2008).

Further examine, and establish a set of principles under which increased fine scale management can be further developed during the five year life of the VAFMP. The principles will focus on sub-zonal Total Allowable Commercial Catches (TACCs) and multiple regulated legal minimum size limits.

Stewart McGlashen

Abalone Fisheries Manager
Department of Primary Industries Victoria
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stewart.mcglashan@dpi.vic.gov.au

REGIONAL IMPACT ASSESSMENT OF THE MORETON BAY MARINE PARK

Aim:

To develop a strong and unified multi-stakeholder group to work together on the marine park review;

To collect data that would inform the EPA review process; and

To develop a joint-stakeholder submission (map) to submit to EPA, along with a research report prior to the release of their draft zoning arrangements - that achieves environmental sustainability and biodiversity objectives of the EPA and the community, whilst having minimal impact on fishing industries (including commercial, recreational fishing, boating and support industries).

Background:

The Queensland Environmental Protection Agency (EPA) is currently undertaking a compulsory 10 year review of the Moreton Bay Marine Park Zoning Plan.

This is a topical issue for fisheries nation-wide at the moment as federal Marine Protected Areas (MPAs) are introduced and existing Marine Parks legislation (under state legislation) is reviewed and amended.

The overlap between fisheries management undertaken by fisheries agencies and that provided for under marine parks legislation is increasing.

This presents challenges:

- for industry in terms of maintaining resource access and fishing rights based on solid environmental credentials (e.g. through existence and implementation of industry-based Environmental Management Systems (EMSs)); and
- for government agencies - in removing legislative overlap and confusion, whilst meeting community expectations and defining what rights fishermen have to resource access.

Process undertaken:

Formation of Moreton Bay Access Alliance.

Develop research project and research team, getting stakeholders on board and securing funding.

Undertake research, fine-tuning political strategies, managing project and media.

Develop map and stakeholder sign-on.

Research report and map submitted to EPA.

Outcomes to date / Achievements:

MBAA formed and strong trust developing.

Research project developed and funding secured, research team appointed and data collection complete.

EPA slowly starting to cooperate and collaborate more with research team.

Mapping underway.

MBAA to continue into the future post the marine park review.

Next steps:

Research report and map to be submitted by myself on behalf of MBAA to EPA by end September/beginning October.

EPA to release draft zoning plan in November 2007.

Research team to analyse draft and provide alternative (if necessary).

Submissions due February 2008.

EPA release final zoning plan June 2008.

Kellie Williams

Chief Executive Officer

Moreton Bay Seafood Industry Association Inc.

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0409594487

kellie.williams@mbsia.org.au

Australian Seafood Cooperative Research Centre (Seafood CRC) Company Launch

Aim

Politically and publicly create awareness of the new Seafood CRC through the company's official launch.

Our motto was, “**first impressions are lasting impressions**” and the motivation was to develop, plan and execute a memorable company launch with a difference.

Background

The Seafood CRC's mission is to assist end-users of its research to profitably deliver safe, high-quality, nutritious Australian seafood products to premium markets, domestically and overseas.

All successful Cooperative Research Centre's (CRC's) are required by the Department of Education, Science and Training to conduct an official company launch.

The Seafood CRC also wanted to use this occasion to both celebrate the two years of hard work undertaken to obtain a successful bid and also wanted to use the launch as an opportunity for the 39 participants to build networks that need to be established and supported over the life of the CRC (7 years).

Another objective was to attract media to the event and build relationships that will enable the Seafood CRC to meet its communication, publicity and branding objectives during 2007-2014. We also expected positive stories on the Seafood CRC on a national basis in television, radio and print media.

Process Undertaken

- Developed the concept and idea for the event.
- Pitched idea to Board with a budget – concept and budget subsequently approved.
- Consulted with industry and research partners about the launch concept and how they would like to be involved.
- Developed, planned and organised the event.
- Led the event on the day and delegated tasks.
- Obtained feedback and evaluated the event against the objectives.

Outcomes to Date / Achievements

- Developed, planned and executed a memorable company launch with a difference.
- Senator the Hon Eric Abetz officially launched the company on behalf of Senator the Hon Julie Bishop MP and the Hon Russel Wortley, Member of

the Legislative Council attended on behalf of South Australia's Premier Mike Rann.

- Obtained positive stories on the Seafood CRC on a national basis in print (41%), television (10%) and on radio (44% = AM; 5% = FM).
- 30 media items were published in South Australia; two published in New South Wales, three in the Northern Territory, one in Queensland, three in Tasmania and one in Victoria.
- Value of advertising space = \$19,000.
- Number of Seafood CRC people attending exceeded expectations by 53% (with a total number of 150 people who attended the event)

Next Steps

- Follow up with journalists.
- Send thank you notes to those involved.
- Forward relevant media articles to industry sectors and research providers.

Emily Downes

Communications Manager

Australian Seafood Cooperative Research Centre

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www.seafoodcrc.com

Relationships Are More Than An Opportunity To Comment

Aims

- Measure the relationship between the commercial South Australian Blue Crab Fishery and the Department of Primary Industries and Resources SA (PIRSA).
- Develop strategies to improve the relationship to achieve better fisheries management outcomes.

Achievements to Date

- Designed a survey to investigate three specific components of a relationship between the fishing industry and PIRSA: communication, influence and confidence.
- Measured the importance of each of these values for industry members in the Blue Crab Fishery and the quality of their relationship with PIRSA.
- Analysed the information collected through the survey and discussed the results with the licence holders.
- Found that results of the survey indicated that all licence holders considered each of these components to be important or essential in having a strong working relationship with PIRSA.
- Identified the areas where PIRSA is performing well and considered what can be put in place to build on the current good work being done.
- Developed a strategy for addressing the areas of PIRSA's relationship with the Blue Crab Fishery that need improvement.
- Commenced work to assist other fisheries managers gather and reflect on feedback from stakeholder groups in other fisheries.

Key Findings

- **The need for social research**
Social research is important to the fishery. Social research needs more attention and investment if we are to build real and successful partnerships between government, industry and research organisations. Learning what is important to people in developing and maintaining positive relationships is a good first step.
 - Fisheries policy makers and the fishing industry both want to influence the decisions that the other group makes.
 - An understanding of what drives people to make the choices they make is valuable knowledge for effective fisheries management.
 - State and national industry groups, government management agencies and research bodies need to develop, promote and support investment in social research and behavioural science relevant to fisheries.
- **The role of feedback**
There's a sense of vulnerability in seeking feedback. There's also a risk in providing feedback because it's unknown how the other person will

respond. Feedback processes give opportunities to build confidence and trust in a relationship.

People involved with fisheries management, in all fields, build a degree of personal resilience to deal with the challenges, complaints and disappointments they experience. It's important to remove the 'personal' from feedback, that is, not to be too sensitive, dismissive or defensive. It has the potential to assist in moving the relationship from an 'us and them' mentality to a 'we'.

- Fisheries managers need to provide opportunities for the fishing industry to give constructive feedback, motivated by a genuine openness and willingness to listen.
- Feedback is a useful mechanism for the exchange of ideas and values, and one which both government and industry need to embrace in a positive way. This will assist in the move forward for the industry.
- **The importance of partnerships**
Traditional leadership styles that rely on determination, dominance and rigidity are not working any more in resolving fisheries management problems.

It's critical that relationships are re-established using a partnership approach so that we can move ahead as successful fisheries managers. It is important to recognise that people need to learn new skills so they are equipped to manage these challenges effectively. The ability to listen, to see both sides, and to use emotional intelligence is fundamental to this approach.

Next Steps

- I will implement the strategy I have developed to improve PIRSA's relationship with the Blue Crab Fishery targeting communication, influence and confidence over the next 12 months.
- I will demonstrate an ongoing capacity and willingness to engage in partnerships with stakeholder groups based on diplomacy, consideration and receptiveness.
- I will work within PIRSA to raise awareness of the importance of building cooperative partnerships to achieve fisheries management outcomes over the next 12 months.
- I will motivate progress on PIRSA's commitment to develop strategies to improve its relationships with the broader South Australian fishing industry over the next 12 months.

Alice Fistr, Fisheries Manager
Primary Industries and Resources SA
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ADELAIDE SA 5001

"CALENDAR OF THE YEAR"

A Community Awareness Initiative 2007

PROJECT TITLE

Calendar of the Year

AIM

To educate the wider community and all other stakeholders about the Port Phillip and Westernport Bay wild harvest fishery with the intention of fostering a positive profile for a long term commercial fishery.

INTRODUCTION

The Port Phillip & Westernport Bay Professional Fisherman's Association represents commercial fishers who have an access license for Port Phillip & Westernport Bay. The fishery is over 170 years old. Gear modifications have occurred over the years but fishing principles have basically stayed the same. The voluntary buyouts in 1999 and 2005 has contributed to reduction in licenses and a recent announcement to ban commercial netting in Westernport Bay has dramatically affected the members' morale.

PROGRESS

Through assertive communications with the committee, a yearly calendar was supported and suggestions for a name change and logo was also welcomed. Members and their families were invited to enter a competition by supplying photos, text and any other information they wanted to share with the Community. Regular updates of the project were distributed to the members and comments were encouraged. Regular phone and personal engagements with Mentor, the Mayor of City of Whittlesea, Ms. Kris Pavlidis. Sponsorship from a graphic designer enabled my first outcome to be achieved by the end of this leadership program. Constant downloading, reading and direct contact with relevant organizations was the process used in preparation for the calendar.

Maria Manias, Executive Officer, Port Phillip & Westernport Bay Professional Fisherman's Association 6 Touhey Ave., Epping. Victoria 3076
Tel/Fax: 03 94088483 E: bayfish@bigpond.com

The following organizations will be acknowledged for contributing to the calendar:

- Seafood Industry Victoria
- Oceanwatch Victoria
- DPI Fisheries Victoria
- DPI Research Victoria
- Fisheries Co-management Council
- Seafood Services Australia
- Fisheries Research and Development Corp.
- Dept. of Sustainability and Environment
- Marine Board of Victoria

POSITIVE OUTCOMES TO DATE

- New name, trademark and logo
- Development of calendar framework
- Funding application through FRDC with Dr. Ian Knuckey
- Children of fishers entering competition
- Educational material for schools to be developed with Marine Discovery, Queenscliff, Victoria

COMPLETION OF PROJECT

- The name change registration to take place within one month
- The trademark and logo registration to be completed within 12 months
- The completion of the calendar will rely on the funding approvals.
- Calendar format and distribution will depend on availability of funding
- Media - strategies to be developed

OUR NEW NAME, TRADEMARK & LOGO



A Review of the Current Northern Territory Fishery Consultative Structure

A discussion paper was released by NT Fisheries in 2003 to review and propose an improved consultation process. The Board of the Northern Territory Seafood Council unanimously rejected the preferred option by Fisheries, which would make Fisheries the sole communicator with the Minister. Instead the Board strongly argued that the current consultative structure, which had developed solid relationships between Fisheries and industry, be retained with the added recommendation of forming a Recreational Fishing Advisory Committee.

To date, with the exception of the introduction of two Fishery Assessment Groups in 2005, no changes have been made to the current NT consultative system.

The *Fisheries Act 1988* which legislates the management of fisheries within the Northern Territory is currently under review. However, the review of the *Fisheries Act* has been delayed by recent Federal Court ruling in regards to Blue Mud Bay. This provides an opportune time to review the current consultative structure, identify current legislative hurdles, and make recommendations for change in the revised legislation.

The paper *A Review of the Current Northern Territory Fishery Consultative Structure* has been compiled as the first of three stages to formulate recommendations for the future consultative management arrangements for NT fisheries. In respect to fisheries consultative systems, the paper outlines:

- the current consultative systems in place in the Northern Territory;
- the consultative systems used elsewhere in Australia;
- current legislative restrictions;
- considerations for consultative committees; and
- the future requirements to formulate a series of recommendations for consideration/implementation of a new consultative system.

The second stage of this project will be the implementation of the recommendations of this paper which include:

- consultation with individual commercial fishery members
- workshop with fishery stakeholders
- development of consultative structures
- endorsement by industry of a preferred consultative structure

The third stage of this project will be the presentation of a report to the Northern Territory Government which will propose a future consultative structure, including the need for any legislative change required to the *Fisheries Act*.

The benefits of this project will be improved communication and understanding between stakeholders, the development and implementation of more effective consultative systems, and more effective management of Northern Territory fisheries.

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A Sustainable Oyster Industry in Pambula Lake

Aim:

Establish effective mechanisms for protecting water quality within the Pambula Lake catchment, to enhance the future success and sustainability of the oyster industry. Evaluate this process to determine net community benefits of protecting water quality.

Background:

The Pambula Lake Oyster Industry employs around 30 people and is an important sector within the local economy. There is a direct economic link to the health of the waterway. As more people move to this beautiful area and the population of this catchment increases, changing land uses will put the water quality of Pambula Lake under ever increasing pressure.

Processes Undertaken:

Establishing an Estuary Management Plan for Pambula Lake.

- A partnership between the Oyster Industry, Southern Rivers Catchment Management Authority, Bega Valley Shire Council, NSW Department of Environment and Climate Change and other catchment stakeholders has been created. Partial funding has been secured; we now wait on a decision from the NSW Government on the additional funds required.
- This estuary management plan will be used to prioritise projects through an estuary processes study, and as a tool to influence planning decisions and land use practices within the catchment.

Determine a set of parameters that could be used as a water quality benchmark and organise a monitoring regime to evaluate current water quality and changes in the future.

- We have established a partnership between the Pambula and Wapengo Catchment communities with the support of Southern Rivers Catchment Authority, University of Wollongong and NSW Food Authority.
- We will share resources and expertise and create a comparison of two different estuaries.
- This process will become community driven and self sustaining.

To conduct a socio-economic evaluation to measure the costs and benefits of changing water quality.

- Working to include Pambula Lake in an Australian National University Doctorate specifically related to this issue.
- Surveys will be designed to gauge the preferences and values of the community and tourists. Industry production data will also be assessed.

To set up communication pathways to inform and educate the community, and generally lift the industry's profile.

- The community needs to be engaged. This is to be done through the local media and estuary wide newsletters. Incentives to improve land use will be highlighted.
- An education program is being developed for local schools related to oyster farming and catchment management.

Key Learning:

- Facilitation of a diverse range of interest groups to achieve a shared goal.
- Working within a team towards a shared goal without getting bogged in detail.
- Use networking skills to develop partnerships and access funding.

Next Steps:

To keep juggling all the balls I've thrown into the air. Be inclusive and encourage other people to move the process forward. Continue to highlight industry's achievements and environmental stewardship.

Greg Carton

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Managing the Impact from Reduced Fishing Activity

Project Title

Lakes Entrance Fishermen's Co-operative - Managing the Impact from Reduced Fishing Activity

Aim

To assist business owners, specifically the Lakes Entrance Fishermen's Cooperative, to manage the impacts from reduced fishing activity following the recent Business Exit Assistance Package under the *Securing our Fishing Future* (SoFF) initiative.

Background

The SOFF Business Exit Assistance Package significantly reduced fishing effort in the Southern and Eastern Scalefish and Shark Fisheries through a competitive tender process. Following the buyout, a number of funding initiatives were introduced to help offset the impact on businesses that have been affected by reduced fishing activity. These are the Onshore Business Development Assistance Package (OBDA) and the Fishing Community Assistance (FCA) Package.

One of the most affected businesses from the buyout was the Lakes Entrance Fishermen's Cooperative (LEFCOL). There was a need for LEFCOL to diversify their business or make it more efficient to ensure future economic viability.

Process undertaken

Specifically, I assisted LEFCOL in the development of proposals for OBDA and FCA that met all criteria of the funding guidelines. For the proposals to be successful for funding they needed to demonstrate that the project would:

- e) strengthen the onshore sector in Lakes Entrance that is reliant on Commonwealth-managed fisheries; and
- f) generate local economic activity and employment opportunities in the Lakes Entrance community that has been affected by reduced fishing activity.

On completion of the funding applications I met with LEFCOL to discuss their plans for the future in terms of managing the impact of reduced fishing activity. I also met with McLaughlin Consolidated Fishermen P/L, the largest fish agent at Melbourne Fish Market, to further discuss the impact the buyout has had on onshore businesses.

Outcomes

LEFCOL was successful in receiving funding for 2 out of 3 projects they applied for, in both the OBDA and FCA packages. LEFCOL received more than any other single fishing business Australia wide.

Another outcome of my project is a report based on the affects of the buyout on LEFCOL (i.e. fewer vessels), what they have done to lessen the impact,

including the OBDA and FCA packages, and their strategy for the future (i.e. value adding/processing). In light of LEFCOL's situation and using it as an example, the challenges facing other Australian fishing businesses including increased costs, competition with imported product, an ageing demographic and continuity of supply are outlined in the report. Also discussed are the opportunities to overcome these challenges, such as vertically integrating businesses, research into underutilised species, efficient marketing for domestic market and increased processing overseas. They are provided only as examples, in the hope that they may be thought provoking and create discussion amongst industry and government leaders who have the power to provide direction.

Next Steps

LEFCOL – Receive funding and implement proposed projects.

Similar businesses – A third round of OBDA has been announced so similar business should apply for funding.

Project – Distribute report to people that could benefit from it. This will be through an article in a relevant publication (AFMA or FRDC newsletter). Will also put report on DAFF website.

Sean Savage
Department of Agriculture Fisheries & Forestry
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INDUSTRY REPRESENTATION

To assess why Industry does or does not represent itself

Background

My major involvement in industry has been in the Gillnet Hook and Trap sector of the Southern and Eastern Scalefish and Shark Fishery and the Northern Zone Rock Lobster Industry in South Australia.

As a partner in a small owner/operator fishing business, that had diversified into this fishery, I felt the need to become informed of issues such as sustainability and environmental management and to be positioned to represent my fishery. I also felt that industry was represented by a minority and that the fishing industry had a lot more to offer to management than they were currently doing.

Thus after attending workshops and meetings, my passion for the representation of industry was ignited. It was through this process that I became aware of the 'Advance in Seafood' Leadership Program. I realised that this would be a program that would assist me in the development of areas needed to further myself in the seafood industry. I believe that representation of industry is an extremely important issue, whether it be at an individual or enterprise level.

Process undertaken

My project process involved consulting a cross section of industry including fishermen, researchers and management. I found that a more personal approach gained better results and whilst on my travels capitalised on any chances to meet with people and discuss the representation of the industry.

To access data as to why fishermen did or did not represent themselves, a questionnaire was designed and sent to fishers within this sector.

Questionnaire Results

The respondents had been involved in the industry for an average of 22 years.

The key impediments facing industry representation were:

- Location, Cost and Fishing Downtime 48%
- Time of meeting 25%
- Dominant influence by larger companies 24%
- Lost time in travel and not informed of meetings 3%

Written comments from the questionnaire portrayed a negative attitude toward management and a perception that the fishermen are not being heard with specific comments including: - "A lack of confidence in management", "Decisions are already made, so why attend meetings", "Politically motivated", "Waste of time"

The suggestions made were:

- To ensure management advised industry of all meeting times

- Set meeting times according to appropriate moon, tide and seasonal influences
- Make sure all fishermen were 'heard'
- Hold more local/port meetings and workshops

The survey identified that 72% of respondents believed their representation had some influence on management decisions, however they also believed that the experience of fishermen is undervalued, with larger companies holding a greater influence. Therefore fishers believe that industry is represented by a minority and there is a division between industry members/sectors.

Respondents stated that communication between management and fishers could be improved by: Simplifying correspondence; more personal contact; utilising industry's knowledge, expertise and experience; more fishermen holding positions on committees and boards and by seeing positive results from industry input.

98% of fishers believe it was important for them to be actively involved and represented on the current issue of Marine Park allocation.

Learnings

- Networking effectively by using a personal approach amongst a broad range of people
- New confidence in communication, computer, time management and team work
- The effectiveness of using a more personal approach when communicating with fishers

Next steps

- Utilise survey results and established networks to enhance the working relationship between industry and management.
- Position myself career wise where I can utilise my passion for the industry.
- Hold a workshop for fishers to inform them how to access information within industry departments and sectors and how to best go about representing themselves.
- I believe that the Australian Seafood Industry needs to effectively work together to maintain and protect its sustainability as a world leader.

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PLANNING AN APPROACH TO THE PROPOSED STATE MARINE PARKS FOR THE SOUTH AUSTRALIAN ABALONE INDUSTRY

AIM:

To engage and assist the abalone industry in responding to the challenge posed by the proposed South Australian MPAs

BACKGROUND:

The state government has proposed 19 MPAs to be situated in South Australian waters by 2010; 11 of which are along the Eyre Peninsula coastline. The locations of many of these MPAs overlay some of our most productive grounds and will impinge on our fishing activities. The draft Marine Parks Bill 2007, under which the MPAs will be proclaimed, is currently being debated in parliament. Lobbying is underway to attempt to make several crucial changes on behalf of the commercial fishing sector.

PROCESS UNDERTAKEN:

A discussion paper was prepared, following a literature review and consultation with both industry and government personnel, which was circulated prior to the abalone industry annual general meeting (AGM). The discussion paper outlined the MPA proposal and highlighted issues that industry members need to consider. The last page of the document was a brief questionnaire requesting input on important issues such as providing catch history data, assisting the Department of Environment and Heritage (DEH) with the MPAs and obtaining environmental accreditation for the industry. Additionally, I gave a presentation at the AGM that summarized the discussion paper and made recommendations for the members to consider.

OUTCOMES:

I am representing the abalone industry on the FATT (Fisheries and Aquaculture Target Team), which is a group that was formed to address the MPA issue on behalf of the commercial and recreational fishing, and aquaculture sectors on Eyre Peninsula . I have had preliminary discussions with members of DEH regarding the process ahead and partnership opportunities. Responses to the questionnaire have been slow (10 of the 23 licenses so far), but I am starting to get an understanding of how our members feel about the MPA issue and the approach that we should take.

NEXT STEPS:

- Continue working with the FATT to address issues as they arise
 - o pursue changes that are needed to the draft Bill
- Act upon the outcomes of the industry survey
 - o discuss the survey results with DEH, with a view to future cooperation in several areas
 - o investigate environmental accreditation options for the industry
 - o collate industry catch data for submission
 - o investigate FRDC funding options for an MPA related project, if it is required in the future

Kane Williams – Abalone diver

Pt Lincoln, S.A.

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MARINE TURTLE AND DUGONG CONSERVATION **INDIGENOUS COMIC**

Aims

Develop an Indigenous marine turtle and dugong comic that increases the awareness of young Indigenous school students to understand the impacts indigenous traditional harvest of marine turtle and dugong and the effects on the species population sustainability.

Background

The Torres Strait region is characterised by a complex marine ecosystem, which supports globally significant populations of dugong and marine turtles. Torres Strait is the most important dugong habitat in the world and the region has six of the seven species of marine turtles.

Within Torres Strait there are 19 Indigenous communities distributed across 17 geographically remote inhabited islands stretching to the south-western coast of Papua new Guinea and the northern tip of Cape York Peninsular. These communities are very diverse in terms of their socio-economic, cultural and political characteristics. Each community also has differing priorities, needs and concerns in relation to local issues affecting turtle and dugong.

Process Undertaken

Story telling is the basis for Indigenous communication. Families in communities prefer messages as stories because they resonate with people's day to day experience and have been the cornerstone of passing on culture and spiritual values of Indigenous Australians since before European settlement.

With this in mind a new method to deliver the message of conservation, or at the least, a reduction in harvest rates, needed to be understood if responsibility for sustainable management were to be implemented at the grassroots community level.

Many organisations now understand the value of this form of communication in Indigenous communities and have invested substantially, travelling to communities, to deliver or promote their various programmes and projects.

Development

Inception Strategies was consulted in order to brainstorm this communication medium.

Inception Strategies have submitted a comprehensive proposal to take this concept from the drawing board to publishing stage using workshops conducted in Torres Strait communities

Summary of Achievements

Using the proposal I have garnered support from a range of Federal and State departments.

The next step is for the interested departments to seek funding to become a partner in the project.

Next Steps

The timeline for completion was originally planned to coincide with the soon to be announced election campaigns. However, these elections are also becoming a hindrance due to some departments experiencing difficulties with available resources both in terms of funding and staff time commitments.

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Interpreting commercial catch return data for the South Coast Estuarine Managed Fishery

An industry consultation

Progress report - September 2007

Introduction

The aquatic resources of Western Australia's south coast estuaries are of high economic importance to the local communities, and to recreational and commercial fishers. An accurate understanding of historical catches and catch per unit of effort is required by managers to determine the long-term sustainability of the fishery, and to monitor any changes that occur in catch rates over time.

The specific aim of this research is to utilise economic, social and environmental information to interpret commercial catch return data for the South Coast Estuarine Managed Fishery. This project will provide a model for the interpretation of catch data from the fishery, which will elucidate the economic, social and environmental factors that influence those data.

Methods

The first step of this project was to obtain the confidential monthly catch return data that professional fishers are required to submit to the Department of Fisheries, Western Australia. These data were then to be analysed in the context of economic (mean monthly market price for each species), environmental (flow rates, salinity, environmental perturbations) and social information (provided directly by professional fishers) to develop a model to enable the useful interpretation of the catch return data for this fishery.

Progress

The initial stage of the project was to develop effective links with the professional fishers with whom I developed this research and strongly supported the proposed outcomes. This led to the development of the project outline, which was further discussed with my supervisors, Professors Ian Potter and Norm Hall who provided strong support. Opportunistic meetings have been held with a number of the professional fishers to begin to identify the some of the social aspects that influence the catch return data for the South Coast Estuarine Managed Fishery. Team work and effective communication was essential to gain the trust and support of those fishers. The principal fresh fish market in Perth (Kailis Bros), where the vast majority of the professional estuarine catch is sold, has agreed to supply mean monthly market prices for each species. The peak environmental agency, Department of Water, has supplied me with their entire water quality database for the South Coast Estuaries Monitoring Programme. The combination

of these data will be essential for interpreting the catch return information for this fishery.

My leadership skills have also developed over the previous six months. My communication skills, and in particular, my verbal communication skills have progressed significantly. My ability to manage this type of project, particularly with respect to organising industry members to take part in meetings, is a very important skill which I have also developed during this time.

Next steps

The next step of this project is to obtain the confidential catch return data for the South Coast Estuarine Managed Fishery. Twenty three of the 25 commercial operators in this fishery have given their written permission for the Department of Fisheries, Western Australia to release those data, further indicating their strong support for the outcomes of this project. The Department of Fisheries is currently seeking legal advice on the implications of providing any of the catch return data, in the light of refusal by two of the fishers to release such information.

Strategies to complete the project

The completion of this project relies entirely on the acquisition of the commercial catch return data for the South Coast Estuarine Managed Fishery, on which we can unfortunately have no influence. Negotiations are ongoing with the Department of Fisheries and we hope to resolve this issue as soon as possible. Once these data are obtained, analyses will be performed and further meetings held with professional operators to determine the social implications and effects. It is anticipated that the final report will be available by mid 2008, data acquisition pending.

The outcome of this research will be a model that will enable the interpretation of the catch return data for use in the management of this fishery. The skills and approaches developed to achieve this outcome will be applicable to other Australian fisheries, where social, economic and environmental factors influence the catch rates.

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Key Dates for the 2007 Program:

- Call for applications to all sectors of industry in November 2006.
- Media releases to industry newsletters between November 2006 and February 2007.
- Applications close 21st February 2007.
- Selection Committee confers and selects participants during the week of the 26th of February, 2007. Committee to consist of:
 - Dr Patrick Hone, Executive Director, FRDC,
 - Martin Smallridge, General Manager Fisheries Policy, PIRSA Fisheries,
 - Steve Buckless, SETFIA, Manager Southland Fishing and program graduate,
 - Cheryl Phillips, General Manager, Leading Industries.
- Successful applicants informed of the committee's decision by the 2nd of March, 2007.
- Unsuccessful applicants informed of the committee's decision by the 2nd of March.
- Session 1 of the 2007 Advance in Seafood Program commences on the 2nd of April, 2007.

