



Future Leaders in Recreational Fishing

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Acknowledgments

This project was part of the *Recreational Fishing Industry Development Strategy* and was funded through the Fisheries Research and Development Corporation on behalf of the Department of Agriculture. In 2011 the Minister for Agriculture, Fisheries and Forestry released the document "Recreational Fishing Industry Development Strategy: 2011 and beyond". The strategy identified and provided funding for 10 projects as part of the implementation of the strategy. This project addresses Strategy 3: To Invest in developing capabilities of industry leaders, advocates and representatives.

Organisations:

Fisheries Research and Development Corporation

Amateur Fisherman's Alliance of the Northern Territory

Australian National Sportfishing Association (QLD Branch)

Recreational Fishing Alliance of New South Wales

VRFish

RecfishSA

TarFish

Recfish Australia

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Executive Summary

Background

This project was undertaken following the delivery of successful entry level leadership workshops by Recfish Australia in 2007, Recfishwest in 2008 and the Recreational fishing Alliance of New South Wales in 2009. These workshops used similar structure and content, and formed the basis for the proposed workshops which were undertaken as part of this project.

In 2010, Recfishwest, in partnership with Recfish Australia, the Amateur Fisherman's Alliance of the Northern Territory (AFANT), Australian National Sportfishing Association (ANSA) Queensland, Recreational Fishing Alliance of New South Wales and VR Fish, undertook a project to deliver training and personal development workshops to participants aged between 18 and 35 in three regions throughout Australia. This was the first project aimed at delivering a consistent approach in leadership development workshops for the recreational fishing sector cross Australia.

This project compliments the FRDC People Development program and the strategic challenge of fostering leadership, professionalism and capability to contribute to decision-making and implementing change. The importance of leadership development has been recognised as a significant challenge that the recreational fishing community must overcome in order to meet its future goals and needs.

Aims/objectives

The Future Leaders in Recreational Fishing program aimed to unearth aspiring young leaders within the recreational fishing sector who are passionate about recreational fishing and are willing to contribute to the management, development, communication and extension of recreational fishing in Australia.

This project also aimed to develop a consistent framework for leadership training and progression for young people interested in taking on leadership and management roles in the recreational fishing sector in Australia.

Methodology

The project focussed on two major components.

1. Delivering three specifically designed personal and professional development and NRM program workshops across the country.
2. Establishing a consistent framework for developing future recreational fishing leaders and pathways for leadership progression.

Results/key findings

- Over the period of March 2011 to December 2013, the three workshops were delivered across Australia.
- A *National Framework for Leadership Development in Recreational Fishing* was mapped, outlining a structured pathway for development of leaders in the recreational fishing sector.

During the process of delivering the workshops, it was identified that it is important to recognise the different contexts in which leadership development is required. The recreational fishing sector throughout Australia is at varying stages of development, so leadership needs can differ across regions. The identification of the type of leaders required is vitally important before making any investments in capacity building for the sector.

Implications for relevant stakeholders

This program has assisted in growing capacity within the recreational fishing community for the future and provided a preferred pathway for succession planning and capacity building.

This program has provided demonstrated benefits for recreational fishing groups as well as government and industry through having a capable and well informed recreational fishing leadership group. The wider recreational fishing sector will also benefit from having a new generation of leaders who are willing to stand up and be counted in recreational fishing advocacy, decision making and communication, bring in new ideas and avoid stagnation.

It has been long known that within recreational fishing circles there is a shortage of people to advance the goals and needs of the recreational fishing community. This program has begun to develop the means by which we can fill that void and find the people.

By securing a group of new leaders in the roles of advocacy and representation the recreational fishing sector will be better placed to engage the many challenges it faces. This will in turn deliver a range of benefits to the wider recreational fishing sector, other aquatic resource sectors, natural resource management groups and Government.

Recommendations

- That the *National Framework for Future Leadership Development in Recreational Fishing* be used as the preferred pathway for developing leaders in the recreational fishing sector.
- That entry level workshops based on those conducted as part of this project be run every 2-3 years.
- That the content of these entry level workshops be decided by an appropriate committee taking into consideration the issues facing the sector at a regional or local level at the time.
- That a consolidated plan for funding this type of training into the future should be a matter of priority for the recreational fishing sector at a national level

Keywords

Leadership development, succession planning, capacity building, training, education, intergenerational change

Introduction

The recreational fishing sector in many parts of Australia has historically struggled to influence decision making at local, state and national levels. The many and varied views of recreational fishers make the tasks of advocacy and representation challenging. The recreational fishing sector is currently facing a number of major obstacles at regional, state and national levels, and without solid leadership and representation both now, and into the future, will fail to achieve its full potential.

Leadership development has been recognised as a significant challenge that the recreational fishing community must overcome in order to meet its future goals and needs. Often the impediment for young recreational fishers pursuing leadership development is a perceived lack of knowledge or understanding of the issues affecting the recreational fishing sector. The first step in leadership development can simply be passing on knowledge and experience to the next generation.

This program aims to develop a consistent framework for recognising and developing future recreational fishing leaders and providing pathways for further leadership development. Developing and fostering strong mentor relationships within the sector is important to this program's success.

Objectives

1. Develop a national framework for future leadership development in recreational fishing at the regional level (Western, North East & South East).
2. Bring together the next generation of recreational fishing leaders in a series of regional forums where they will be educated and mentored by a group of experienced and recognised leaders in recreational fishing advocacy and management.
3. Develop a pathway for further leadership development in the recreational fishing industry, providing linkages into the National Seafood Industry Leadership Program.

Method

The project focussed on two major components.

Objectives 1 and 3 were addressed by the development of a framework document outlining a clear path for leadership development in the recreational fishing sector. The framework document focuses on the key components for initiating leadership development within the recreational fishing sector and aims to draw on existing expertise from projects within the FRDC People Development Program (Building Seafood Industry Representational Capacity).

Developing a National Framework:

At the time of undertaking this project, leadership development for the Australian recreational fishing sector had no distinct structure, and any leadership training and activities were undertaken on an ad-hoc basis. Previous to the workshops being run as part of this project, only three purpose designed workshops had been undertaken throughout Australia.

On the back of these workshops, current sector leaders had discussed the need to formalise a structure for leadership training going forward. As the principle investigator on this project, Recfishwest had prior experience in delivering a leadership workshop in 2008 and would use this experience to commence work on the *National framework for Leadership Development*.

This document was originally designed as a guide for organisations who were interested in organising and implementing entry-level training workshops for future fishing leaders. Topics to be included were:

- Rationale – Explaining the need for such courses
- Goals – Outcomes for participants and recreational sector
- Guide to the selection of course content e.g. Essential Concepts and Skills, Recommended Content, Structure
- Presentation Strategies e.g. Delivery Styles, Hands on Learning
- Mentoring – A guide for new mentors. What is expected? Getting the most of the mentor/student relationship
- Course promotion and extension
- Leadership Development
- Further Pathways for Leadership Development
- Budgeting
- Participant Feedback

On completion of the initial draft of this document in 2011, feedback was sought from project partners and sector leaders, as well as experts in the field of leadership development. It became clear that in extending the original workshop concept Australia wide, the framework document did not adequately cover the needs for regional leadership development in all areas. Further, it was becoming clear as part of this project, that there remained a need to formalise a pathway for developing leaders at different levels within the sector.

On further consultation with project partners, it was agreed that the content of the framework document should be broadened to include a formalised pathway for leadership development.

This decision lead Recfishwest to research how other industries and sectors develop leaders at various levels. Through this research it was discovered that very few similar sectors have formal structures in place. Further consultation however, revealed that the Australian Dairy Industry had implemented a formal structure for developing young leaders.

This structure consisted of a tiered approach, and included suggestions and options for leadership opportunities at various levels. This structure was considered by Recfishwest and project partners as being suitable for application in the recreational fishing sector.

With the decision to adopt a tiered approach to developing leaders in the sector agreed upon, Recfishwest then began researching what existed in terms of leadership training and development in recreational fishing. Enquiries indicated that although no formal pathway currently existed, there were many programs that existed that would be suitable for training and development across the four tiers.

What did the sector need?

In consultation with project partners and sector leaders, Recfishwest determined the level of leadership required for the sector based on current and projected needs. This determination guided the development of the four leadership tiers that make up the framework.

Based on results from the recent entry-level workshops, the number of participants required at the 1st tier was able to be determined. Recfishwest considered that 45 participants Australia wide would be a suitable number to participate in entry level workshops as part of the 1st tier.

It is considered that on successful completion of tier one training these people could undertake roles such as:

- Fishing Club and Association committees members
- Management Advisory Committees members
- Reference group members for fishing issues and projects

Using prior entry level workshops as a basis, Recfishwest investigated how many participants went on to participate in further leadership development, or who remained in various roles within the sector.

From these calculations, it was considered that it would be appropriate for a minimum of seven people to participate in the second tier training and development each year. It is considered that on successful completion of tier two training these people would undertake roles such as:

- Leading significant projects/initiatives for state or national representative bodies
- Attending national/international workshops, conferences and study tours to discuss relevant issues and learn new approaches, expand networks
- Involvement in projects associated with the National Recreational Fishing Conference
- Involvement in policy development and stakeholder consultation
- Peak Body Board Membership

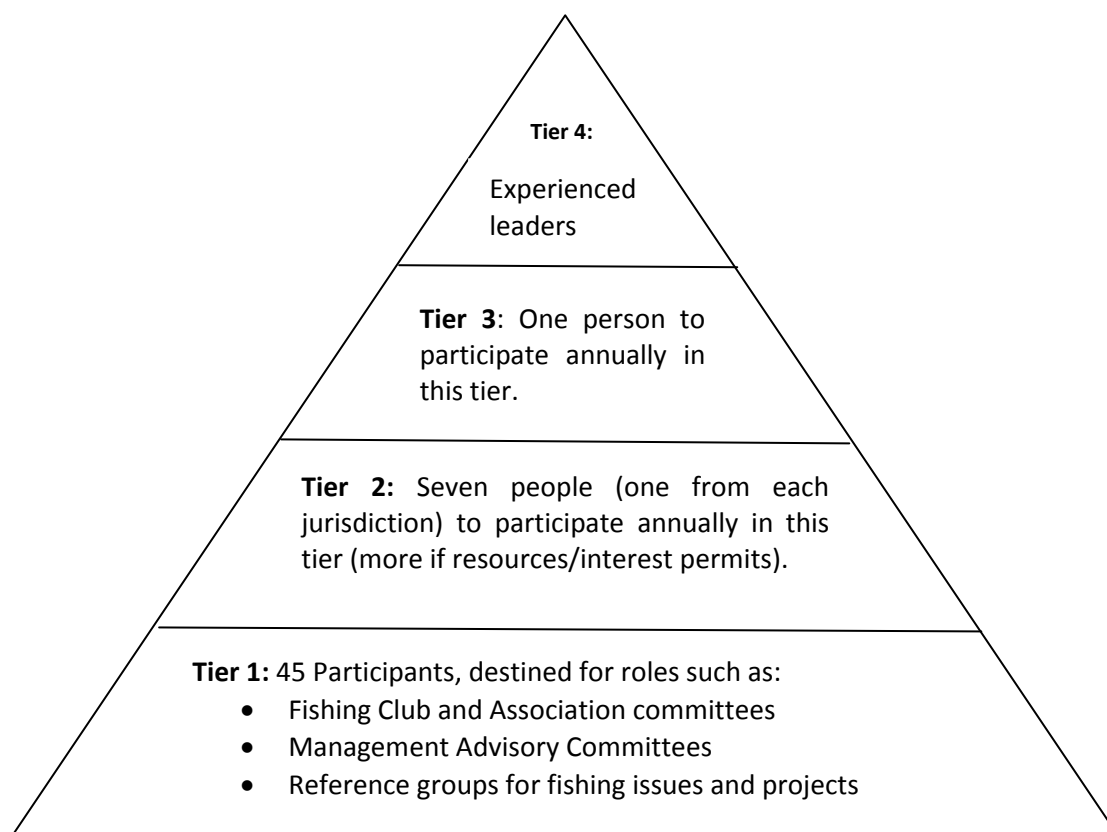
Recfishwest considered that these numbers would provide a solid foundation for leadership in the recreational fishing sector. Tiers three and four are designed to provide high level leadership opportunities for selected individuals who have demonstrated excellent leadership capabilities.

Tier three participants would be expected to perform roles such as:

- Recfish Australia Chair or Board members.
- Chair or Chief Executive for a Peak Body.

Tier four exists to extend the skills and knowledge of already developed leaders. These people would already be holding high level roles and responsibilities in the sector and would make suitable mentors for those participating in lower leadership tiers.

Figure 1: Leadership development tier pyramid for recreational fishing in Australia, showing expected participant numbers in each tier



Objective 2 was addressed by delivering three specifically designed personal development and natural resource management program workshops across the country. These workshops were run in the Abrolhos Islands (WA), which included participants from Western Australia and Northern Territory; Keppel Island (QLD), which included participants from New South Wales and Queensland and Port Fairy (VIC), which included participants from Victoria and South Australia.

Each workshop had a transparent selection process that used the expertise of state peak bodies to identify participants (18 - 35 yrs. old) to participate.

Workshop content:

The entry level workshops were designed to provide participants with a solid grounding in the theory and practice of fisheries management and contemporary leadership in the context of the recreational fisheries sector. The program content was designed so as to provide a progressive pathway into higher level leadership programs should the participants wish to continue their personal leadership development journey. Workshop content was designed with consultation of sector leaders and industry partners.

Previous Western Australian workshops of this nature had focused primarily on educating participants on the basics of fisheries management at a state level. The focus was on empowerment through education and improved knowledge of the challenges facing the recreational fishing sector. This had proven in the past to be a successful technique, with many participants having gone forward to provide a positive impact on recreational fishing issues in WA.

The workshops held in the North East region as part of this project saw the introduction of specific 'leadership training' into the future leaders workshop, including the development of contemporary leadership competencies and leadership theory. This direct approach provides the benefit of specific leadership skills which participants will utilise in their ongoing engagement with the recreational fishing community. This approach was devised following evaluation of both the Western region and North East regions workshops.

Whilst the Western and North Eastern regions used slightly different approaches to their workshops in this project, it was concluded that a mixture of both fisheries management and pure leadership topics should make up core components of future workshops.

There cannot be a definitive prescriptive list of session topics for a Future Leaders Workshop. Much of the content depends on the leadership needs of a region at the time.

A list of possible topics as a starting point for steering committees and consultants to consider is provided in the '*National Framework for Leadership Development in Recreational Fishing*' which appears as an appendix to this report.

Facilitator Selection:

Choosing the right facilitator is paramount in ensuring the success of any leadership course. Your chosen facilitator should have a background in, and a broad understanding of the factors affecting recreational fishing management.

A list of facilitator skills and attributes considered valuable appears in appendix 1: *'National Framework for Leadership Development in Recreational Fishing'*

Facilitators should be neutral, as well as non-judgmental. The role of this facilitator is to enable the participants themselves to come up with their own answers and solutions. The facilitator is there to focus on the process, not the content - the how not the what.

It is important to the integrity of the workshop that existing industry and sector leaders are selected to mentor the participants. For the workshops conducted in this project, each mentor provided guidance during the workshop and after its completion. One facilitator and a specialist coordinator were used for each course.

Workshop Evaluation:

Formal feedback was gathered from workshop/activity participants regarding how they found the experience. This feedback informed the steering committee on how effective the content and session design was, and if activity and program objectives were achieved. This enabled improvements to be made for future workshops/activities and also provided feedback about which parts worked well and which ones did not.

Feedback was obtained by asking each participant to complete a written feedback form which was collected by the workshop coordinator.

Mentors and guest speakers were also asked for feedback following the workshop.

Results

Objective 1:

Develop a national framework for future leadership development in recreational fishing at the regional level (Western, North East & South East).

And

Objective 3:

Develop a pathway for further leadership development in the recreational fishing industry, providing linkages into the National Seafood Industry Leadership Program.

During the period of June 2011 to June 2013, objectives 1 and 3 of this project were addressed by the creation of a document which outlines a structured pathway for the development of young recreational fishing leaders in Australia (See Appendix 1)

Prior to this project being undertaken, it was identified that Australia lacked a consistent framework for recognizing and developing future recreational fishing leaders. In order to address this, the *National Framework for Future Leadership Development in Recreational Fishing* was formulated, following extensive consultation with relevant stakeholders.

The content of this document has been designed so as to provide a progressive pathway into higher level leadership programs, should participants wish to continue their personal leadership development journey. The document also guides investment and effort, and facilitates a national approach that doesn't duplicate any programs already in place.

Objective 2: Bring together the next generation of recreational fishing leaders in a series of regional forums where they will be educated and mentored by a group of experienced and recognised leaders in recreational fishing advocacy and management.

Over the period of March 2011 to December 2013, the three workshops were delivered across Australia.

Each of the organisers adopted a training approach which they considered best suited to addressing the leadership requirements of their respective regions.

The following case studies are provided to demonstrate different training approaches to differing leadership needs:

Case Study: Western Region

The Western region workshop, incorporating participants from Western Australia and the Northern Territory was the first workshop to be held, taking place at the Abrolhos Islands in March 2011:

Course title: Young Future Leaders in Recreational Fishing

Target group: 18-30 year olds who are passionate about recreational fishing and are willing to volunteer to contribute to the management, development and extension of the recreational fishing sector.

Leadership Needs:

At the time of running this course, Western Australia required a group of young individuals who were passionate about recreational fishing and were willing to contribute to the management, development and extension activities. Through the efforts of Recfishwest, WA's recreational fishing sector was well positioned when engaging with decision makers. Recfishwest had identified the need to unearth the next generation of fishers, who would be able to step into leadership roles in the future.

Training Approach:

Recfishwest maintained its previous approach of educating course participants in the basics of fisheries management, including an introduction to various management techniques, differing views of various stakeholder groups, the challenges facing recreational fisheries management, government processes and consultation and influencing decision makers. The objectives of this workshop were to build a core group from which Recfishwest could rely on to stay involved in recreational fishing related issues. Recfishwest would further identify individuals from within this group who could progress to higher levels of training and take on more significant roles within the sector.

Outcomes for the Recreational Fishing Sector:

Three participants of Western Australia's Young Future Leader course have occupied roles within the recreational fishing sector, including:

- Communications Officer with Recfishwest
- Fisheries Management Officer with WA Department of Fisheries
- Recreational Fishing Officer with NT Fisheries

Other participants have represented WA's recreational fishing sector at a volunteer level, including:

- Board Member for Recfishwest
- Positions on Western Rock Lobster Working group
- Providing representation at events such as boat shows
- Assisting in Children's fishing clinics
- Assisting Recfishwest in the media, including radio interviews and print media

Challenges:

While the course delivery was considered to be successful, Recfishwest encountered the greatest challenge in keeping graduates engaged after the completion of the course. In its post-delivery assessment, Recfishwest identified a lack of structured opportunities reduced ongoing

engagement from participants. Recfishwest rectified this situation through the establishment of a young future leaders working group. This group is open to all course graduates and provides an avenue for open discussion and improved engagement on issues affecting the recreational fishing sector.

As part of the working group, a core group of graduates have also undertaken to develop a smart phone application for recreational fishing in WA. This will be developed in conjunction with the Department of Fisheries and Recfishwest.

Following the completion of the course, Recfishwest also identified a need to better outline the expectation of the mentoring relationships. As a guide for effective mentoring for future courses, Recfishwest will be using the 3M's program designed by Jill Briggs (FRDC 2009/311). This project aimed to develop a mentoring program for the seafood industry, and provides extensive resources for the development of mentoring relationships.

Case Study: North East Region

The North East region, incorporating participants from New South Wales and Queensland took place on Keppel Island in October 2011:

Course title: Future Leaders in Recreational Fishing Workshop

Target group: 18-35 year olds who are passionate about recreational fishing and who have shown a desire to become involved in recreational fishing organisations and clubs and make a personal contribution towards a better future for the sector.

Leadership Needs:

The recreational fishing sector has passionate and committed individuals who continue to strive for a better deal for the sector. These same people often work largely in a voluntary capacity and struggle to cope with the constant deluge of administration and advocacy required. The sector lacks true leadership and vision and it is hoped that through the future leaders program, a few budding future leaders are identified and provided the opportunity to explore leadership concepts and theory and take the first step on a development journey that might see them chart and steer the sector forward.

Training Approach:

The NE Region Future Leaders Workshop was designed and presented by organisational development professionals. The workshop content was a blend of pure leadership theory and real world context, as well as specific skills development in areas including communications, media and negotiation. Participants worked in small groups throughout the workshop developing a "Leadership Declaration" that identified the future priorities for the sector and how they as individuals could positively influence the achievement of a better future.

Outcomes for the Recreational Fishing Sector:

A number of graduates from the NE Future Leaders Workshop are already very involved in clubs and associations in Queensland and New South Wales. Two of the Queensland graduates will be taking on key executive roles in ANSA Qld for 2012/13 and expect to significantly influence the direction of that organisation, drawing on their understanding of leadership and its role in charting the future.

Graduates from NSW are also very proactive in the Australian Underwater Federation in that state and within their own clubs.

Other graduates are writing for fishing magazines on a regular basis which provides an opportunity to subtly influence the readers in key areas and behaviours, including ethics, collaboration and best practice. A number of workshop graduates attended the 2012 National Recreational Fishing Conference, with Nathan Johnston sharing the podium with WA graduate Matt Gillett as keynote speakers.

Challenges:

The collective energy among the workshop participants at the conclusion of the workshop was extremely high. An action plan was developed to ensure there would be ongoing activity among the graduates post workshop. This included the establishment of a restricted Facebook site and other online mechanisms to maintain communication and document sharing.

Information and projects are being routinely shared using Facebook, and WA graduates have been invited to join the site and interact with the east coast people. Most mentors are also using the Facebook site to maintain contact with graduates.

The next challenge will be to ensure the graduates are provided with ongoing support to continue their individual leadership development paths. Much of this responsibility will fall to state peak bodies and organisations. A key need will be establishing and maintaining some form of national support mechanism to monitor the ongoing future leaders program and opportunities that it provides and support state bodies in their role of providing ongoing guidance for local graduates.

Case Study: South East Region

Course title: Future Leaders in Recreational Fishing – South East Region

The South East Region workshop was held at the Victoria Hotel in Port Fairy, Victoria in December 2013.

Target Group: 18-30 year olds who are passionate about recreational fishing and are willing to volunteer to contribute to the management, development and extension of the recreational fishing sector.

Leadership Needs: The recreational fishing sector in Victoria and South Australia was lacking committed individuals who were able to engage at different levels on topics such as marine planning, animal welfare, social licence, synergies with the commercial fishing sector and recreational fishing communications and media. The core group of representatives in these areas are the same people who have been doing the same tasks for many years.

Training Approach: Ian Cartwright and Dallas D'Silva from VRFish facilitated the workshop. Topics covered include fisheries biology and management tools, social licence, education and enforcement, animal welfare, how to advocate and negotiate effectively, leadership and people management, fisheries politics and the dealing with Government, marine parks and conservation, the need for commercial fishing, the importance of research and science in decision making and social media and communication tools.

Outcomes for the recreational Fishing Sector:

Course participants will have on-going contact with recreational fishing leaders as well as people in decision making roles. They find themselves in a position to influence change for the benefit of the recreational fishing sector. The Young Future Leaders Program has been viewed as a major success amongst the recreational fishing industry. Positive feedback has been received from both participants and the wider recreational fishing community.

Participation Rates across the Project:

Having previously run a future leaders course in 2008, Recfishwest projected that 15 participants is an appropriate number to participate in an entry level workshop. This figure was agreed to by project partners, who believed this would be achievable in all regions.

Unfortunately, this number was not achieved in both the North East, and South East regions.

The North East workshop was well promoted through various channels including local fishing media, online social media, through fishing clubs and associations as well as word of mouth. On receiving the applications, the workshop steering group felt that only 12 applicants were suitable for selection. This highlighted a need for future workshops to run the selection process earlier, in order to be able to run a secondary selection process should one be required. The timing of the north east workshop meant that this was not able to be achieved.

The South east workshop proved to be the most problematic, with host organisation VRFish undergoing significant personnel changes during the period of this project, including the appointment of a new Executive Officer, Dallas D'Silva. Dallas made the running of this workshop a high priority, although due to ongoing changes, the workshop had to be postponed from its original date. Only eight attendees were able to participate in the workshop when it was run in December 2013. Although this was far from the desired outcome, it highlighted further the need for capacity building in the recreational fishing sector.

Discussion

This project complements the FRDC People Development program and the strategic challenge of fostering leadership, professionalism and capability to contribute to decision-making and implementing change.

The importance of leadership development has been recognised as a significant challenge that the recreational fishing community must overcome in order to meet its future goals and needs.

This project was undertaken following the delivery of successful workshops by Recfish Australia in 2007, Recfishwest in 2008 and the Recreational fishing Alliance of New South Wales in 2009. These workshops used similar structure and content, and formed the basis for the proposed workshops which were undertaken as part of this project.

As this was the first time a consolidated approach to the development of young leaders had been implemented at a national level, it became clear that an explicit format for identical workshops throughout Australia does not necessarily suit the leadership needs of the sector at a regional level.

Throughout the projects' implementation, the importance of recognising the different contexts in which leadership development is required throughout Australia was identified. The recreational fishing sector in Australia is at varying stages of development, and it became important to recognise that specific leadership skills varied and needs differ.

Rather than setting structured course content, it was agreed between project partners to retain a degree of flexibility in order to tailor an entry level workshop to suit different leadership requirements at a regional and local level. The project partners recognised that the decision around which content to deliver in an entry level workshop is best decided by those involved in the recreational fishing sector at a regional level. This is demonstrated by the differing training approaches undertaken by the Western Region and the North East Region in the delivery of their respective workshops. Whilst the organisers of the Western Region chose topics based around fisheries management and the values and drivers of differing fisheries stakeholders, the North East region organisers chose to focus on pure leadership theory and general application.

The identification of leadership requirements is outlined in section 3.2 of the *National Framework for Leadership Development in Recreational Fishing*, which encourages prospective workshop organisers to identify and understand the leadership needs of the sector at a local or regional level. Case studies from all three regions outlining how they conducted their regional workshops are also included as an appendix to the framework document.

All objectives of this project were achieved, having formulated a framework for leadership development and a structured pathway for young leaders' wishing to progress their leadership development journey as well as delivering entry level workshops throughout the country.

The framework also provides linkages to the FRDC supported National Seafood Industry Leadership Program (NSILP) which draws participants from all sectors of the broader seafood industry and focuses on applying leadership skills at national level. Graduates of entry level regional-based recreational fishing leader workshops have gone on to participate in the NSILP.

Since running the entry level workshop in 2011, Recfishwest has delivered another young future leader program in 2013 funded from the WA recreational fishing licence account. Based on the

outcomes from this project, Recfishwest chose to deliver two separate workshops to the participants, the first being based around traditional fisheries management topics, and the second based around pure leadership theory and its applications.

Recfishwest have also partnered with the Kimberley Training Institute to offer participants the ability to complete a nationally accredited Diploma in Fisheries Management from the seafood industry training package (code SFI50411) as part of this program. More than 50% of the program participants have completed the Diploma. This is an Australian first in the recreational fishing sector.

Completed workshops made up 25% of the total diploma assessment load, with students completing the remaining 75% either through online modules or block assessments. Recfishwest and Kimberley Training Institute staff provided ongoing support for students completing the training.

Recfishwest believes this model is far improved in delivering appropriate entry level training to young people wishing to become leaders in recreational fishing, and will continue to refine and develop its approach to capacity building for the sector.

Further Opportunities for Future Leaders:

In accordance with condition 7 of the funding agreement, a proportion of the budget has been used to create an opportunity for future leaders from each region to attend the 7th World Recreational Fishing Conference to be Held in Sao Paulo, Brazil in September 2014.

Eight future leaders from the three regions will travel to Brazil to attend the four day conference and will also complete a study tour which will see them meet with representatives of research institutions, fisheries management organisations and commercial operations to learn about the issues impacting on recreational fishing around the world. Participants will bring conference learnings and innovation back to Australia. As part of the participants' commitment to furthering recreational fishing in Australia, they have agreed to take on the role of organising the 2015 Australian Recreational Fishing Conference. This opportunity is consistent with the second tier of the framework.

Conclusion

Through the adoption of the *National Framework for Future Leadership Development in Recreational Fishing*, this project has built the foundations for a stronger, more resilient recreational fishing sector by providing entry level training and an identified pathway for young people looking to contribute effectively to the development of recreational fishing in Australia.

Positive outcomes are now emerging as this increased capacity to effectively represent the values of recreational fishing is being applied on issues such as bioregional marine planning, animal welfare, resource allocation, marine protected areas and research throughout Australia.

Key Outcomes:

- The formulation of the *National Framework for Leadership Development in Recreational Fishing* document, outlining a structured pathway for development of young future leaders in the recreational fishing sector
- Three regional workshops undertaken, providing skills and education for young leaders' wishing to take on leadership roles at a local and regional level.
- Participants of the three workshops now engaged in the following employment:
 - Fisheries management
 - Natural resource management
 - Recreational fishing peak bodies
 - Recreational fishing media and journalism
- Participants of the three workshops engaged in the following volunteer activities:
 - Active promotion of recreational fishing at public events such as boat and fishing shows
 - Representation on peak body board of management
 - Representation on community reference groups
- Participants of the three workshops have extended their leadership training by attending the following courses and conferences:
 - World Recreational Fishing Conference 2011
 - National Seafood Industry Leadership Program
 - National Recreational Fishing Conference 2012
 - World Recreational Fishing Conference 2014

Implications

This project will have benefits for recreational fishing advocacy bodies as well as government and industry through having a capable and well informed recreational fishing community. The wider recreational fishing sector will benefit from having a new generation of leaders who are willing to stand up and be counted in recreational fishing advocacy, decision making and communication and to assist in advancing the goals and needs of the recreational fishing community. This program has developed the means by which we can fill that void and find the people.

By securing a group of new leaders in the roles of advocacy and representation the recreational fishing sector will be better placed to engage the many challenges it faces. This will in turn deliver a range of benefits to the Australian seafood sector more broadly.

Resourcing:

Recfishwest believes that a consolidated plan for funding this type of training into the future should be a matter of priority for the recreational fishing sector at a national level. It is currently difficult to provide a consolidated approach to funding entry level leadership training due to the disaggregated nature of the recreational fishing sector.

Funding streams currently exist at both a state and national level and the sector will benefit from consolidating available funding opportunities and producing a long term plan based on current and projected needs.

Recommendations

- That the *National Framework for Leadership Development in Recreational Fishing* be used as the preferred pathway for developing leaders in the recreational fishing sector
- That entry level workshops based on those conducted as part of this project be run every 2-3 years
- That the content of these entry level workshops be decided by an appropriate committee taking into consideration the issues facing the sector at a regional or local level at the time
- That a consolidated plan for funding this type of training into the future should be a matter of priority for the recreational fishing sector at a national level

Extension and Adoption

Recfishwest has issued a media release outlining the successful completion of the Western Region program.

Western Region workshop participant Joachim Azzopardi has represented Recfishwest at the World Recreational Fishing Conference in Berlin. Joachim delivered a paper on recreational fishing property rights in the absence of Recfishwest's Frank Prokop, who was unable to attend the conference due to unforeseen circumstances. Joachim continues to highlight recreational fishing management issues in his weekly fishing column for one of Western Australia's most read regional newspapers.

Western Region workshop participant Ben Collins continues his role with his local fishing club, providing initiatives on issues affecting recreational fishers in his region. Ben continues to apply learning's from the workshop to aid local recreational fishers in his community.

North East region participant Nathan Johnston gave a keynote address at the national recreational fishing conference on the Gold Coast in August 2012.

Many participants are now regular contributors at community meetings concerning recreational fisheries management.

Project materials developed

National Framework for Future Leadership Development in Recreational Fishing, supplied as an appendix to this report.

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National Framework for Leadership Development in Recreational Fishing



FRDC Project: 2011/403



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Preface

The recreational fishing sector in many parts of Australia has historically struggled to influence decision making at both state and national levels. The many and varied views of recreational fishers makes the tasks of advocacy and representation challenging ones. The recreational fishing sector is currently facing a number of major obstacles at regional, state and national levels, and without solid leadership and representation both now, and into the future, will fail to achieve its full potential.

This document outlines a structured approach for developing aspiring leaders in the recreational fishing sector. Further to formalising this structure, this document is also intended as a guide to developing and implementing an entry level personal development and NRM workshop, aimed at unearthing aspirant young people who are passionate about recreational fishing and are willing to contribute to the management, development and extension of recreational fishing in Australia.

Section 1: Leadership Development in Recreational Fishing

1.1 Rationale and Objective

The recreational fishing industry is facing a shortage of people to take on roles in leadership, administration, management, advocacy and representation. There is an urgent need to build capability at all levels to address real and practical issues that are impacting on the sectors development. This shortage of people is hindering the advancement of the needs, goals and aspirations of the recreational fishing community.

The current situation relies upon the same group of people to take on an ever expanding range of tasks, projects and strategic issues at the state and local levels. This cannot continue as the drain on and reliance on so few means that important issues are not tackled, or are not tackled effectively. The issues include Bioregional Marine Planning, Marine Protected Areas, Integrated Fisheries Management, animal welfare, resource allocation and reallocation, monitoring, extension and communication, research and promotion of best practices. The need for new leaders is critical.

Framework Objectives:

The objectives of the framework are to:

- Outline a pathway for the development of young recreational fishing leaders in Australia
- Highlight opportunities for leadership development currently available for aspiring leaders across four structured tiers
- Highlight the benefits to the recreational fishing sector of developing leaders in each tier
- Help guide investment and effort in capacity building and leadership development in Australia's recreational fishing sector

1.3 A Structured Pathway for Leadership Development

Throughout the delivery of previous leadership workshops across Australia, it was identified that leadership development for the Australian recreational fishing sector had no distinct structure, and any leadership training and activities were undertaken on an ad-hoc basis.

Research was undertaken into how other industries and sectors develop leaders at various levels. Through this research it was discovered that very few similar sectors have formal structures in place. Further consultation however, revealed that certain industries had implemented a formal structure for developing young leaders very successfully.

This structure consisted of a tiered approach, and included suggestions and options for leadership opportunities at various levels. This structure was considered by current recreational fishing leaders as being suitable for application in the recreational fishing sector.

The following tiers have been identified as being an appropriate pathway for leadership development in the recreational fishing sector:

Tier 1

Participants:

45 People participating annually in three separate regional workshops (15 per workshop) providing a grounding in fisheries management techniques and leadership development.

Participants in this tier to be new members for roles such as:

- Fishing Club and Association committees
- Management Advisory Committees
- Reference groups for fishing issues and projects

Outcomes for the recreational Fishing Sector:

- The workshop will unearth aspirant young people within the recreational fishing industry who are passionate about recreational fishing and are willing to volunteer to contribute to the management, development and extension of recreational fishing in Australia.
- This will have benefit to recreational fishing advocacy bodies as well as government and industry through having capable and well informed recreational fishing representatives.
- Increased number of recreational fishing representatives at a state level
- Participants to complete nationally accredited diploma from seafood training package

Participant Learning Outcomes:

Introduction to fisheries management:

- Why we need it
- Basic Principles
- Management Tools

- Strategic Thinking
- Systems Thinking
- Critical Thinking
- Leading Change

Introduction to Leadership:

- What is a leader?

Introduction to key stakeholders:

- Who are they
- What they stand for

Current Programs:

Future Leaders in Recreational Fishing

Organisations currently involved in delivery:

- FRDC
- Recfishwest
- ANSA (QLD)
- NSW Recreational fishing Alliance
- VRFish
- TarFish
- AFANT

Tier 2

Participants:

7 People (one from each jurisdiction) to participate annually in this tier (more if resources/interest permits).

Participants in this tier to undertake roles such as:

- Leading significant projects/initiatives for state or national representative bodies
- Attending national/international workshops, conferences and study tours to discuss relevant issues and learn new approaches, expand networks
- Involvement in projects associated with the National Recreational Fishing Conference
- Involvement in policy development and stakeholder consultation
- Peak Body Board Members

Outcomes for the recreational Fishing Sector:

- Leaders who recognise the importance of leadership amongst employees in recreational fishing sector
- Well-informed leaders capable of taking on roles in frontline management and advocacy
- Strong recreational sector engagement and influence with decision makers
- Greater sectoral cohesion at national level.
- Greater cohesion across the seafood, fishing and aquatic resource management communities
- Considered recreational sector input into fisheries management and research projects

Participant Learning Outcomes:

- | | |
|--|---|
| <ul style="list-style-type: none"> • Explore the notion of leadership in the 21st century • Managing change through: <ul style="list-style-type: none"> ○ Building effective teams ○ Strategy formulation and implementation ○ Negotiation skills ○ Conflict resolution | <ul style="list-style-type: none"> ○ Advocacy ○ Mentoring • Media training • The role of strategic thinking in shaping the future • Strategic partnerships with leaders in other sectors of the seafood industry. • A vision for the future of recreational fishing |
|--|---|

Current Programs:

- National Seafood Industry Leadership Program
- International Travel Bursaries
- Peter Dundas-Smith Scholarship
- Churchill Fellowship
- DAG Science Awards

Organisations currently involved in delivery:

- FRDC
- Rural Training Initiatives

Tier 3

Participants:

1 person to participate annually? in this tier (more if resources and interest permits).

Participant in this tier to be suitable to undertake roles such as:

- Recfish Australia Chair or Board members.
- Chair or Chief Executive for a Peak Body.

Outcomes for the recreational Fishing Sector:

- Well informed, capable and ethical leaders who can work collaboratively to advance the interests of recreational fishing in Australia.
- A well organised recreational fishing sector which can provide considered and accountable input and advice into the management of Australian fisheries.
- Improved national recreational fishing strategy development and execution.
- Greater cohesion across primary industries

Participant Learning Outcomes:

- Considerable knowledge of organisational governance
- An improved understanding of ethics, values, social responsibility and an appreciation of diversity.
- Critical thinking, conceptual and analytical skills.
- Improved decision making abilities.

Current Programs: (These particular programs have been highlighted due to there history of providing leadership opportunities to people in the seafood sector)

- Australian Rural Leadership Program
- Australian Company Directors Course:
 - FRDC Governance Scholarships
- Other: e,g, MBA, AGSM management and leadership executive programs (see comment above)

Organisations currently involved in funding and delivery:

- FRDC
- Australian Institute of Company Directors
- Australian Rural Leadership Foundation

Tier 4
<p>Participants:</p> <p>Higher end leadership program for experienced leaders</p> <p>Leading high profile projects to address strategic issues</p>
<p>Outcomes for the recreational Fishing Sector:</p> <ul style="list-style-type: none"> • Improved cross sectoral relationships and sharing of resources and knowledge. • Advanced leadership approaches and theory to develop new frameworks for solution-finding, strategic thinking, and global influence • 'Re-energised leaders'
<p>Participant Learning Outcomes:</p> <ul style="list-style-type: none"> • Opportunity for established leaders to reflect and expand their leadership capacity <ul style="list-style-type: none"> ○ Expand their leadership frameworks, concepts and strategies for a more resilient and robust approach to handling complex issues; ○ Establish new relationships and networks with other leaders across sectors and regions; and <p>Develop a fresh perspective and focus for their ongoing professional development and contribution to rural Australia.</p>
<p>Current Programs:</p> <ul style="list-style-type: none"> • TRAILblazers http://rural-leaders.com.au/programs/trail%3Cem%3Eblazers%3Cem%3E-for-seasoned-leaders • Other: e,g, MBA, AGSM management and leadership executive programs
<p>Organisations currently involved in delivery:</p> <ul style="list-style-type: none"> • FRDC • Australian Institute of Company Directors • Australian Rural Leadership Foundation

Section 2: Guidelines for developing and implementing an entry level workshop

This section of the document is intended as a guide to developing and implementing an entry level personal development and NRM workshop, aimed at unearthing aspirant young people who are passionate about recreational fishing and are willing to contribute to the management, development and extension of recreational fishing in Australia.

Previous capacity building programs have been run by Recfishwest (2008), The Recreational Fishing Alliance of NSW (2009) and Recfish Australia (2007). Participants from these initial courses are currently filling roles in recreational fishing advocacy.

The *Future Leaders in Recreational Fishing Program* (FRDC Project: 2011/403) was an entry level program designed to provide participants with a solid grounding in the theory and practice of fisheries management and contemporary leadership in the context of the recreational fisheries sector. The workshop content was designed so as to provide a progressive pathway into higher level leadership programs should the participants wish to continue their personal leadership development journey.

Timely planning and preparation are highly important for running a successful workshop. Effective logistical and administration planning requires time and resources to be applied well before the workshop gets underway. Workshop planners should be committed and motivated in order to provide maximum benefits to participants.

2.1 Workshop Objectives

- Bring together the next generation of recreational fishing leaders in a forum where they will be educated and mentored by a group of experienced and recognised leaders in recreational fishing advocacy and management.
- Provide participants with an introductory workshop experience that will build their leadership, knowledge, skills and networks, and benefit the attainment of their life goals.
- Inform participants of the challenges facing recreational fishing management.
- Through the participant's personal development, lay the foundations for maintaining a sustainable and rewarding recreational fishing sector into the future.

- Establish the core of a national network of emerging recreational fishing sector leaders.
- Develop formal mentor relationship within the Australian recreational fishing sector.
- Develop a pathway for further leadership development in the recreational fishing industry, providing linkages into the National Seafood Industry Leadership Program

2.2 Delivery Format

Competency and skills development can be delivered in a variety of formats – face to face workshops, online self-paced modules and on-the job training are common examples. One of the key goals of the leadership project is the creation of an effective leadership network. There is measurable benefit in involving the young fishers in face to face workshops and activities that require them to collaborate and share values, beliefs and insights with their peers.

A residential workshop format is most likely to provide the environment for the establishment of ongoing productive relationships between participants and with their mentor/coach. A recommended timeframe would be between 3 and 5 days.

2.3 Selecting a Steering Committee

The primary purpose for a steering committee will be to provide advice and direction on the organisation and implementation of the workshop. The composition of the steering committee is one of the most important factors in determining the success of the workshop. Selecting a steering committee with broad backgrounds will ensure a wide range of expertise can be called upon for input.

Past leadership workshops have benefited from having a steering committee with broad networks of people within the recreational fishing industry. These networks can be consulted for advice on specific areas of expertise, as well as to promote the workshop and suggest possible participants.

A clear understanding of the leadership development framework will prove to be beneficial to the steering committee.

The Steering committee would typically be responsible for the following tasks and decisions:

- Choosing the location and timing for the workshop/activity

- Selecting and engaging specialist leadership consultants to design and facilitate workshop sessions
- Selecting a workshop/activity coordinator to manage all administration and financial aspects associated with the planning and delivery of the workshop/activity
- Assess and select candidates for the workshop/activity
- Review and report back to the funding agency on the delivery of the project (workshop)

2.4 The Importance of Partnerships

Small organisations are often limited by their resources. Drawing on the expertise and energy of many agencies and individuals working together will provide a much more robust workshop. The workshop aims to deliver a broad range of knowledge from many different sectors involved in recreational fisheries management. As such, it is vitally important to form strong, ongoing partnerships with people from within these sectors.

Beneficial partnerships may include:

- Local fishing clubs
- Governing agencies
- Conservation groups
- Universities
- Fishing tackle industry
- Commercial fishers

Not all regions will have the same level of support from their local governing agencies; however it is still vitally important that these parties are involved in the workshop. Participants will benefit greatly from interaction with those directly involved in the fisheries management process.

2.5 Location Selection

The program recognises that fishing related personal development can be a low priority for people with other employment commitments. It is therefore extremely important to select a location which is attractive with some fishing activities also included. It is desirable to select a location that removes participants from the mainstream world and all its distractions. Logistics such as travel and accommodation need to be taken into account, as well as having a suitable facility in which to hold workshop sessions and case studies.

2.6 Facilitator Selection

Choosing the right facilitator is paramount in ensuring the success of the workshop. Your chosen facilitator should have a background in, and a broad understanding of the factors affecting recreational fishing management.

An experienced facilitator;

- focuses on guiding the workshop rather than talking;
- ensures that different voices are heard and prevents one person or group from dominating the proceedings;
- constructively manages conflict;
- clarifies where necessary, by paraphrasing what has just been said and checking accuracy;
- summarises at intervals the conclusions the meeting appears to be reaching; and
- keeps proceedings on track and keeps an eye on the time.

Facilitators should be neutral, as well as non-judgmental. The role of this facilitator is to enable the participants themselves to come up with their own answers and solutions. The facilitator is there to focus on the process, not the content - the how not the what.

2.7 Workshop/Activity Administration

Funds will need to be transferred into an account associated with the incorporated organisation/association managing the workshop. Typically this would be a state recreational fishing body or incorporated club. Detailed expenditure records must be maintained and provided to the funding body at the conclusion of the project. Costs incurred in the coordination and administration of the workshop can be claimed as a legitimate expense from the project funding.

2.8 Mentor Selection

Participants will benefit greatly from positive interaction with a good mentor. As with the facilitator, mentors should have a background in some aspect of fisheries management, advocacy, communications or media. Past workshops have utilised the skills of fisheries managers, peak body representatives, researchers and fishing industry leaders as mentors for the workshop.

Benefits to Mentees:

- Acquisition of new technical, interpersonal or management skills.
- Professional development.
- Increased personal confidence.
- Key information on the culture and inner workings of the industry.
- Development of a relationship with a person who can be a role model and sounding board.
- Development of new contacts and networks.

- Exposure to new ideas, technologies and perspectives.
- Organizational support and increased performance.

Benefits to Mentors:

- Personal satisfaction - fostering development of a mentee.
- Gratification of passing a legacy to the next generation
- Development of new professional contacts.
- Exposure to new concepts through interaction with a mentee.
- Improvement of skills.
- Enhanced reputation.
- Sense of accomplishment.
- Personal growth.
- Increased knowledge and experiences.
- Broadened perspective.
- Job enrichment.

2.9 Participant Selection

The workshop organising or steering committee would be responsible for deciding upon the candidates' merit and ultimate inclusion in the workshop. Sourcing of participants could be achieved by widely broadcasting Expressions of Interest requiring potential participants to provide a brief resume and justification as to why they should be considered, or by recommendation from recreational fishing organisations, but still with sufficient justification of the nominee's credentials and potential to enable the steering committee to determine their suitability and merit.

An objective selection process based on the relative merit of candidates should be used.

Following are examples of the types of questions that could be asked of candidates responding to the EOI for the workshop:

- Explain why you are interested in being a part of the next generation of leaders in recreational fishing.
- What involvement do you currently have in recreational fishing?
- Describe your vision for recreational fishing in Australia for the future.

Section 3: Workshop Structure

Previous entry level workshops focused on educating participants on the basics of fisheries management at a state level. Primary focus has been on empowerment through education and improved knowledge of the challenges facing the recreational fishing sector. This has proven to be a successful technique, with many participants having had a significant impact on recreational fishing issues in their region.

The evolution of this workshop s has led to the need for the introduction of specific 'leadership training' into the Future Leaders workshop. Future Leaders workshops must include the development of contemporary leadership competencies and leadership theory. This direct approach provides the benefit of specific leadership skills which participants will utilise in their ongoing engagement with the recreational fishing community.

It is the role of the steering committee to structure the workshop around the outcomes required for their specific region.

3.1 Recommended Content

Before developing the detailed session content, the steering committee should thoughtfully decide on the specific workshop aims and objectives. Once the objectives are settled upon, the job of structuring the sessions and deciding on the topics will become clearer. Always review the actual session topic and content to ensure it aligns and contributes towards the achievement of one or more of the workshop objectives.

There cannot be a definitive prescriptive list of session topics for a Future Leaders Workshop. The following list offers a sample menu as a starting point for steering committees and consultants to consider:

Fisheries Management Topics:

- *Why manage our fisheries?*
- *Fisheries management goals*
- *Basic fisheries management tools and techniques*
- *Concepts such as ESD, MSY and MEY*
- *Resource Sharing*
- *Social and economic values*
- *The decision making process*
- *Legislation and Governmental Processes*
- *Fisheries Compliance:*
- *Consultative Arrangements*
- *Research*

Leadership Topics:

- *What is contemporary leadership?*
- *What defines an effective leader?*
- *Are leaders born or made?*
- *Change – what is it?*
- *A leaders role in change*
- *Tools for managing change*
- *What is critical thinking and why is it so important?*
- *The difference between strategic thinking and just managing*
- *The role of strategic thinking in shaping the future*
- *Strategic thinking tools and their use*
- *Negotiation and influence – skills development*
- *Communicating effectively*
- *Dealing with the media – learning and practicing the skills*
- *Drafting media releases and the use of electronic and social media*
- *Overview of a typical Fisheries Management agency and its functions*

Overview of the political environment – state and federal

3.2 Identification of Leadership Needs

It is important to recognise the different contexts in which leadership development is required. The recreational fishing sector throughout Australia is at varying stages of development and maturity, and the identification of the type of leader required becomes vitally important. Past workshops have utilised different approaches to maximise the outcomes dependent on the type of leadership needed. Rather than setting structured workshop content, this framework retains a degree of flexibility in order to tailor an entry level workshop to suit different leadership requirements.

Case studies of previous workshops undertaken as part of the FRDC “*Future Leaders in Recreational Fishing*” project appear as an appendix to this document. These case studies are intended to provide workshop coordinators with an idea of how previous entry level workshops were catered to address issues faced at a local or regional level.

3.3 Case Study Selection

A significant component of the workshop should be for participants to undertake a case study, to which they can apply their learning’s from the workshop. Case Study learning complements other theoretical or descriptive methodologies of learning.

The topic for the case-study should be fishery related, ideally requiring the groups to look forward strategically and design a leadership strategy and action plan for what the future with them in it is likely to be.

Case studies used in the future leaders workshop appear as an appendix to this report

Section 4: Post Workshop Strategy

Prior to conducting the workshop, the post workshop strategy (identifying the activities and actions required to maintain the momentum post workshop) needs to be designed. This component is an essential element in the overall program to encourage the ongoing growth and development of the emerging leaders. The post workshop strategy can be supplemented with ideas generated during the workshop. Actions can include: implementation of workshop results; networking and communications using social media; formal or informal mentoring arrangements; sharing of ongoing learning opportunities; attendance and representation at fishery forums and conferences; media campaigns.

To date, workshop participants and mentors have used the following activities as part of their further learnings:

- Facebook site for discussion of relevant topics.
- Future Leader 'Round Table' forums for discussion of specific issues affecting recreational fishing.

These forums have provided an opportunity for participants to meet face to face on a regular basis. Workshop participants have discussed issues such as:

- Recreational Fishing Smartphone Applications
- Intra-sectoral resource sharing
- Inter-sectoral resource sharing
- Benefits of social media in delivering positive messages about recreational fishing
- Marine Planning
- Climate Change

4.1 Effective Mentoring

Research demonstrates that people who have been mentored report greater satisfaction and career success than non-mentored individuals. Mentoring comes in many different forms, depending on the goals of the mentee. Mentoring often happens day to day on an informal basis, however formal mentoring partnerships have proven to provide mentees with improved success in achieving specific goals.

Specific mentoring programs already exist in complementary sectors and industries. It is suggested that program providers consider the use of the Rural Training Initiatives program entitled 3 M's: Mentees, Mentors and Mentoring authored by

Jill Briggs (FRDC 2009/311). This program addresses all components of mentoring and provides extensive resources for the development of mentoring relationships.

4.2 Promotion and Marketing

Following the completion of the workshop, it will be highly important to advertise the injection of future leaders into the recreational fishing community. Make the sector aware of the investment into the future of recreational fishing. The addition of well-informed personnel who take a professional approach to management of the sector will lead to a better informed recreational sector with increased representational capacity. These personnel will have the ability to represent and negotiate for better outcomes for the recreational fishing sector.

Recreational fishing media such as internet forums, magazines and newspapers should all be made aware of the workshop. A media release is an effective tool to highlight the successful completion of the workshop. This can be picked up by fishing and non-fishing media.

Encourage participants to write a feature article for a local fishing publication. Describing the experience of the workshop from a participant's perspective has the ability to have an added impact over a piece of media put out by the workshop coordinators.

4.3 Further Leadership Programs

The Future Leaders program also aligns well with the existing *National Seafood Industry Leadership Program* (NSILP) that focuses primarily on developing leadership in the seafood industry nationally. It is planned that the two most outstanding participants from each regions workshop be nominated to participate in the NSILP or other further leadership development opportunities.

The NSILP equips members of the seafood industry with the necessary leadership skills, networks and whole of industry perspective to help them influence the future of the Australian seafood industry.

Designed in consultation with the seafood industry, the program focuses on developing the skills of its participant's at three key levels – personal, business and national industry.

Throughout the program, participants are exposed to new and effective ways of handling conflict, improved communication techniques, high performance team building, change management and media training. Participants are also provided with the opportunity to forge strong links with industry leaders, government decision makers and other key stakeholders through mentoring opportunities, industry information sessions and participation in networking events.

Previous program graduates have gone on to apply their skills in a wide variety of areas including regional network development, regional and state industry association boards, reference committees and effective business and workplace management.

The *Australian Rural Leadership Program* provides a unique opportunity for selected rural and regional leaders to undertake a program of personal growth and develop the skills, knowledge and networks needed to be effective in regional, state, national and international arenas. Focusing on the development of professional and personal leadership skills, the examination of key national and international issues and interaction with leaders in government, industry and the community, the ARLP prepares leaders to:

- develop sustainable, competitive and profitable industries, in an international context;
- develop sustainable (economic, social, environmental) communities within rural and regional Australia;
- establish strategic alliances and build strong links within and across industry sectors;
- identify the competing demands for industry, government and the community support;
- identify and analyse the strategic issues affecting the future of rural and regional Australia;
- understand the values, tactics and arguments of interest groups;
- deal confidently with industry, government and community leaders in Australia and overseas; and
- Participate in shaping national policies.

Trailblazers is an eight day residential program designed specifically for established leaders. It is a high-end leadership program for leaders who have been engaged in a range of roles for a significant period of time and have worked in complex contexts. It provides an opportunity for established leaders to reflect and expand their leadership capacity in the company of like-minded peers.

Trailblazers provides a structured collaborative space for leaders in one industry across the supply and value chain, or across sectors, to build new relationships and frameworks to resolve complex and dynamic issues for rural Australia. During the program, Trailblazers participants will have had opportunities to:

- Expand their leadership frameworks, concepts and strategies for a more resilient and robust approach to handling complex issues;
- Establish new relationships and networks with other leaders across sectors and regions; and
- Develop a fresh perspective and focus for their ongoing professional development and contribution to rural Australia.

Building seafood industry representational capacity is a project being undertaken by the Tasmanian Seafood Industry Council. Eight pilot training programs are proposed to be run to aid in the development of representational capacity for members of the Australian seafood industry. The pilot programs will be held in four locations, and include up to eighty participants wishing to take on greater representational roles within the seafood industry.

As part of the wider project, the Tasmanian Seafood Industry Council have identified the knowledge areas and skill sets needed by fisheries resource users (commercial, recreational, indigenous fishers and marine farmers) and managers taking up representative roles at the local and regional level.

The aim of this project is to deliver an entry through to intermediate-level training program which is a precursor to leadership training, and therefore contributes to a structured leadership training pathway. This program will provide opportunities to up skill recreational sector participants in areas of fisheries management principles, governance and decision-making processes, and basic representational skills.

4.4 Participant feedback and evaluation

It is necessary to gather formal feedback from workshop/activity participants regarding how they found the experience. This feedback informs the steering committee how effective the content and session design was, and if activity and workshop objectives were achieved. This enables improvements to be made for future workshops/activities and also provides feedback about which parts worked well and which ones did not.

A summary of formal feedback obtained should also be included in the final report to the funding agency.

Feedback should be obtained by requiring each participant to complete a written feedback form which is collected by the workshop coordinator. Feedback forms can be anonymous or include the participant's name. Daily or end of workshop feedback can be obtained.

Conclusion

It is considered critical for the future of recreational fishing in Australia, that future and emerging industry leaders are identified and provided with a structured developmental pathway. To achieve this, state and national representative bodies will need to recognise the importance of dedicated leadership development and to actively support this approach, both philosophically and by way of resource support.

Ongoing formal mentoring and coaching from within the recreational fishing sector, should ensure that participants are well supported and guided so they are in the

best position to make a positive and ongoing contribution to the future of recreational fishing.

By supporting the development of new leaders and offering them opportunities to practice leadership by way of involving them in important projects and initiatives, the recreational fishing industry will be able to move forward and will be better placed to engage the many challenges it faces. The wider recreational fishing sector will benefit from having a new generation of leaders who are willing to stand up and be counted in recreational fishing management and advocacy and chart the future direction for the sector.

Appendix 1: Case Studies of previous entry level workshops undertaken as part of the FRDC funded *Future Leaders in Recreational Fishing* project.

Western Region

Course title:

Young Future Leaders in Recreational Fishing

Target group: 18-30 year olds who are passionate about recreational fishing and are willing to volunteer to contribute to the management, development and extension of the recreational fishing sector.

Leadership Needs:

At the time of running this course, Western Australia required a group of young individuals who were passionate about recreational fishing and were willing to volunteer to contribute to the management, development and extension of recreational fishing in Western Australia. Through the efforts of Recfishwest, WA's recreational fishing sector was well positioned when engaging with decision makers. Recfishwest had identified the need to unearth the next generation of fishers, who would be able to step into leadership roles in the future.

Training Approach:

Recfishwest maintained its previous approach of educating course participants in the basics of fisheries management, including an introduction to various management techniques, differing views of various stakeholder groups, the challenges facing recreational fisheries management, government processes and consultation and influencing decision makers. The objectives of this course were to build a core group from which Recfishwest could rely on to stay involved in recreational fishing related issues. Recfishwest would further identify individuals from within this group who could progress to higher levels of training and take on more significant roles within the sector.

Outcomes for the Recreational Fishing Sector:

Three participants of Western Australia's Young Future Leader course now occupy roles within the recreational fishing sector, including:

- Communications Officer with Recfishwest
- Fisheries Management Officer with WA Department of Fisheries
- Recreational Fishing Officer with NT Fisheries

Other participants are representing WA's recreational fishing industry at a volunteer level, including:

- Board Member for Recfishwest
- Positions on Western Rock Lobster Working group
- Providing representation at events such as boat shows
- Assisting in Children's fishing clinics
- Assisting Recfishwest in the media, including radio interviews and print

media

Challenges:

While the course delivery was considered to be successful, Recfishwest encountered the greatest challenge in keeping graduates engaged after the completion of the course. In its post-delivery assessment, Recfishwest identified a lack of structured opportunities reduced ongoing engagement from participants. Recfishwest rectified this situation through the establishment of a young future leaders working group. This group is open to all course graduates and provides an avenue for open discussion and improved engagement on issues affecting the recreational fishing sector.

As part of the working group, a core group of graduates have also undertaken to develop a smart phone application for recreational fishing in WA. This will be developed in conjunction with the Department of Fisheries and Recfishwest.

Following the completion of the course, Recfishwest also identified a need to better outline the expectation of the mentoring relationships. As a guide for effective mentoring for future courses, Recfishwest will be using the 3M's program designed by Jill Briggs (FRDC 2009/311). This project aimed to develop a mentoring program for the seafood industry, and provides extensive resources for the development of mentoring relationships

North East Region

Course title:

Future Leaders in Recreational Fishing Workshop

Target group: 18-35 year olds who are passionate about recreational fishing and who have shown a desire to become involved in recreational fishing organisations and clubs and make a personal contribution towards a better future for the sector.

Leadership Needs:

The recreational fishing sector has passionate and committed individuals who continue to strive for a better deal for the sector. These same people often work largely in a voluntary capacity and struggle to cope with the constant deluge of administration and advocacy required. The sector lacks true leadership and vision and it is hoped that through the future leaders program, a few budding future leaders are identified and provided the opportunity to explore leadership concepts and theory and take the first step on a development journey that might see them chart and steer the sector forward.

Training Approach:

The NE Region Future Leaders Workshop was designed and presented by organisational development professionals. The workshop content was a blend of pure leadership theory and real world context, as well as specific skills development in areas including communications, media and negotiation. Participants worked in small groups throughout the workshop developing a "Leadership Declaration" that identified the future priorities for the sector and how they as individuals could positively influence the achievement of a better future.

Outcomes for the Recreational Fishing Sector:

A number of graduates from the NE Future Leaders Workshop are already very involved in clubs and associations in Queensland and New South Wales. Two of the Queensland graduates will be taking on key executive roles in ANSA Qld for 2012/13 and expect to significantly influence the direction of that organisation, drawing on their understanding of leadership and its role in charting the future.

Graduates from NSW are also very proactive in the Australian Underwater Federation in that state and within their own clubs.

Other graduates are writing for fishing magazines on a regular basis which provides an opportunity to subtly influence the readers if they choose. Around 50% of workshop graduates will attend the 2012 National Recreational Fishing Conference, with Nathan Johnston sharing the podium with WA graduate Matt Gillett as key note speakers.

Challenges:

The collective energy among the workshop participants at the conclusion of the workshop was extremely high. An action plan was developed to ensure there would be ongoing activity among the graduates post workshop. This included the

establishment of a restricted Facebook site and dropbox which has been operating very effectively.

Information and projects are being routinely shared using this platform, and recently WA graduates have been invited to join the site and interact with the east coast people. Most mentors are also using the Facebook site to maintain contact with graduates.

The next challenge will be to ensure the graduates are provided with ongoing support to continue their individual leadership development paths. Much of this responsibility will fall to state peak bodies and organisations. A key need will be establishing and maintaining some form of national support mechanism to monitor the ongoing future leaders program and opportunities that it provides and support state bodies in their role of providing ongoing guidance for local graduates.

South East Region

Course title:

Future Leaders in Recreational Fishing – South East Region

Target group: 18-30 year olds who are passionate about recreational fishing and are willing to volunteer to contribute to the management, development and extension of the recreational fishing sector.

Leadership Needs:

The recreational fishing sector in Victoria and South Australia was lacking committed individuals who were able to engage at different levels on topics such as marine planning, animal welfare, social licence, synergies with the commercial fishing sector and recreational fishing communications and media. The core group of representatives in these areas are the same people who have been doing the same tasks for many years.

Training Approach:

Ian Cartwright and Dallas D'Silva from VRFish facilitated the workshop. Topics covered include fisheries biology and management tools, social licence, education and enforcement, animal welfare, how to advocate and negotiate effectively, leadership and people management, fisheries politics and the dealing with Government, marine parks and conservation, the need for commercial fishing, the importance of research and science in decision making and social media and communication tools.

Outcomes for the Recreational Fishing Sector:

Course participants will have on-going contact with recreational fishing leaders as well as people in decision making roles. They find themselves in a position to influence change for the benefit of the recreational fishing sector. The Young Future Leaders Program has been viewed as a major success amongst the recreational fishing industry. Positive feedback has been received from both participants and the wider recreational fishing community.

Appendix 2: Sample workshop format of previous entry level workshops

VENUE

Saville-Kent Centre, Rat Island

Abrolhos Islands

Saturday 5 March 2011

TIME	Activity	Presenter
08:00	Assemble RFW offices	
08:30	Coach to Geraldton Getting to know each other - Introduction of Buddies and Mentors during the road trip	
13:00	Lunch	
15:00	Arrive Geraldton	
1600	Flights to Abrolhos Islands	
1700	Arrive Abrolhos Islands	
1800	Check-in	
1830	Free time – A chance to snorkel and fish, or just relax	
1930	Dinner	
2000	Session 1 Welcoming Address	Andrew Mathews, RFW
	Housekeeping and other formalities. Brief outline of the purpose the contents of the program Group discussion of program including expectations of sponsors and participants	Ian Cartwright, Facilitator All

Sunday 6 March 2011

TIME	AGENDA ITEM	Presenter
0700	Breakfast	
0745	Session 2 Introduction to Fisheries Management - Why we need it and some basic principles and methods. (Common property issues; resource sharing; sustainable yields; reference points; effort and catch controls; other tools including minimum sizes and closed seasons/areas; habitat and bycatch issues).	Ian Cartwright
0930	Session 3 Fisheries management in WA – Key fisheries and how the recreational, commercial and other users are managed; the role of ESD and IFM; introduction to resource sharing.	Natalie Moore
1030	Morning Tea	
	Session 4 Industry Presentations - Considering fisheries management and the associated issues from a sectoral viewpoint, to enable participants to get a 'feel' for a range of stakeholder views and perspectives on fisheries and their management	
1045	i) Recreational Sector	Kane Moyle, RFW
1115	ii) Commercial Sector	Steven Gill, RFW Board Member
1145	iii) Government Sector	Mark Pagano, DoF
1215	Lunch	
1315	Session 4 continued iv) Community Sector	Jeff Cooper, Broome Fishing Club
1345	Session 5 Fisheries Compliance in WA	Greg Finlay, DoF
1415	Panel of speakers from the recreational, commercial, Government and representative sector Topic: Is fisheries management working in WA; where are the successes and failures and how can we get more of one and less of the other.	(Speakers will be selected at the workshop)
1530	Afternoon Tea	
1600	Briefing and discussion on case study	Ian Cartwright
1630	Summary of day and discussion/feedback	Ian Cartwright
1700	Free time	
1900	Dinner with dinner speaker Ian Cartwright	
2000	Free Time	

Monday 7 March 2011

Time	Agenda Item	Presenter
0700	Breakfast	
0745	Allocation of groups and explanation/discussion of the expected learning's and outcomes from the vessel trips and how they will be of value in the context of participants becoming young future leaders for the recreational sector.	
0800	Group 1 – Fishing Charter Boat – An opportunity to go fishing, as well as to discuss and gain an appreciation of the issues facing the Charter sector.	
	Group 2 - Fisheries Patrol Vessel – Gaining hands on experience of fisheries research and compliance activities.	PV Walcott
	Group 3 – Case Study – Working as a group Each of the three groups will work together to prepare a brief submission on resource sharing.	All
1230	Lunch	
1430	Field groups return	
1500	Consultative frameworks and Government process – points of decision making and interaction where the recreational sector can be most effective in arguing their case.	Mark Pagano, DoF
1600	Free time	
1900	Dinner	
2000	Work on case studies	All

Tuesday 8 March 2011

Time	Agenda Item	Presenter
0700	Breakfast	
0800	Group 1 - Case Study - Working as a group on the presentation.	All
	Group 2 - Fishing Charter Boat – An opportunity to go fishing, as well as to discuss and gain an appreciation of the issues facing the Charter sector.	
	Group 3 - Fisheries Patrol Vessel – Gaining hands on experience of fisheries research and compliance activities.	PV Walcott
1230	Lunch	
1430	Field groups return	
1500	Research – Who pays for it and what's in it for the recreational sector	Emily Fisher – Murdoch Uni
1600	Free time	
1900	Dinner	
2000	Work on case studies	

Wednesday 9 March 2011

Time	Agenda Item	Presenter
0700	Breakfast	
0800	Group 1 - Fisheries Patrol Vessel – Gaining hands on experience of fisheries research and compliance activities.	PV Walcott
	Group 2 - Case Study - Working as a group on the presentation.	All
	Group 3 - Fishing Charter Boat - – An opportunity to go fishing, as well as to discuss and gain an appreciation of the issues facing the Charter sector.	
1230	Lunch	
1430	Field groups return	
1500	YFL 2008 – Achievements and Successes	Matt Gillett, RFW
1600	End of Course - Free Time	
1900	Dinner	
2000	Case Study Presentations	All

Thursday 10 March 2011

Time	Agenda Item	Presenter
0700	Breakfast	
0800	Depart Abrolhos Island	
0930	Arrive Geraldton	
1000	Board coach for Perth – complete evaluation questionnaires on journey.	
1330	Lunch	
1600	Arrive Perth	

Appendix 3: Sample fisheries case studies used in previous workshops

CASE STUDY: *RESOURCE SHARING AS PART OF AN INTEGRATED APPROACH TO FISHERIES MANAGEMENT*

A core component of the program will be for you to apply what you have learned from the various presentations on fisheries science, research, compliance, and management to a case study. The issue of resource sharing amongst sectors, as part of an integrated approach to fisheries management, will be used as the case study to apply those learning's.

Integrated Fisheries Management (IFM) is an initiative aimed at addressing the issue of how fish resources can be best shared between competing users. This new approach, believed to be a world-first, follows the November 2002 report (The Toohey Report) of the IFM Review Committee, chaired by Justice John Toohey. The West Australian Department of Fisheries has committed to implementing IFM as the system for the sustainable management of the states aquatic resource

s.

Within this package you will find a copy of the Department of Fisheries' policy on IFM. Please familiarise yourself with this document, as it provides the grounding required for discussing relevant issues as part of your case study.

Participants will be split into three working groups, with each assigned a separate 'fishery' to investigate as part of the case study. These fisheries are:

- Demersal Gillnet (Shark and Scalefish) Fishery
- Peel Harvey Blue Swimmer Crab Fishery
- Barramundi Fishery

Participants will be tasked with identifying the most appropriate resource sharing mechanisms applicable to the given fishery.