



# ARLF Report 2017 to the Fisheries Research & Development Corporation



Australian Rural Leadership Foundation, 2017



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# Fishery industry leaders

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The Australian Rural Leadership Foundation (ARLF) has, since 1992, developed and delivered leadership programs that make a difference to individuals, organisations and communities that have a commitment to rural, regional and remote Australia. Since 1992, the Fisheries Research & Development Corporation (FRDC) has funded the participation of industry leaders in ARLF education programs to support ongoing industry involvement, development and innovation.

The ARLF's educational programs have evolved over time in response to leadership education research. The Foundation's programs have, however, always been based upon the offering of diverse experiences and critical reflection sessions. These are the two processes that shape leadership learning. The experiences and critical thinking processes provide the framework within which the Foundation's identified leadership principles are presented to participants.

The ARLF's eight leadership principles are:

1. Contextually and culturally responsible
2. Understanding self (relative to and respectful of others)
3. Ethically based
4. Effective and constructive
5. Facilitates change
6. Recognises and responds to complexity
7. Values difference
8. Works with others

The Foundation's commitment to ARLP and short course graduates is continued through their membership of the LEAD Network. It provides networking and life-long professional and personal development opportunities for all Foundation graduates.

To gauge the success of programs is difficult due to the individualised nature of our leadership education. However, the ARLF believes that the best indicator of success is evidenced through the work of graduates.

This report, focusing on the fishing industry, demonstrates this success by showcasing the contribution of 46 Foundation graduates and current participants sponsored by FRDC and four other graduates who were sponsored by other industries and organisations, but who work in the fishing industry. These other industries and organisations are:

1. Woolworths; sponsored Bradley Warren to participate in ARLP Course 18 in 2011-2012.
2. Sydney Fish Market; sponsored Grahame Turk to participate in TRAILblazers 2010.
3. Ellen Cameron; sponsored by the Oyster Farmers' Association to participate in TRAIL 2012.
4. Kenneth Bedford; sponsored by the Torres Strait Regional Authority to participate in ARLP Course 20.

To classify the areas of industry involvement of the 50 Australian Rural Leadership Foundation graduates and course participants identified in this report is somewhat difficult as the vast majority are involved in the industry at a number of different levels and through various associations, groups and organisations. However, for the purpose of this report the main industry involvement of each participant is identified in the following chart.

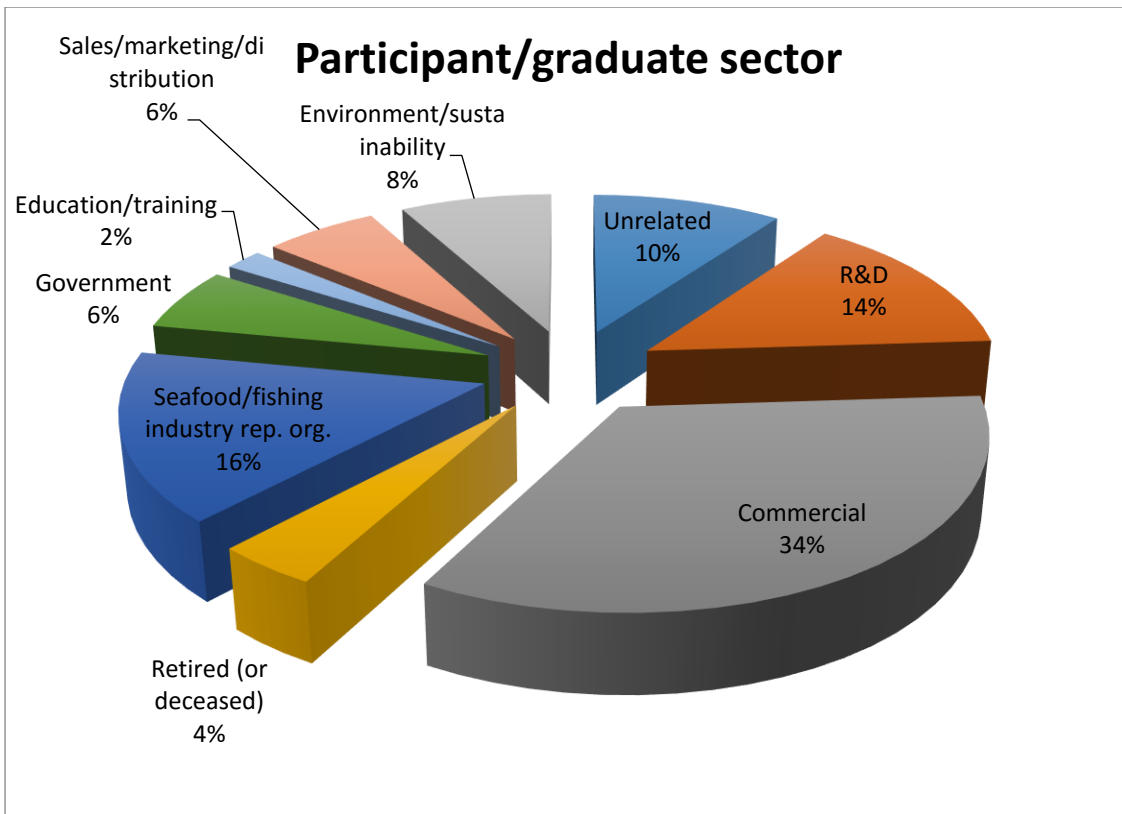


Chart 1: ARLF participant/graduate work sector

The majority of participants/graduates are involved in commercial fishing (17), with eight involved predominantly in seafood/fishing industry representative organisations. Of the participants funded by the Fisheries Research & Development Corporation (46), five have moved to other unrelated industries and one is deceased.

The 50 Foundation graduates and course participants funded by the FRDC or involved in the industry come from jurisdictions throughout Australia, with the highest representation being Western Australia (10), and the lowest, the Northern Territory (2).

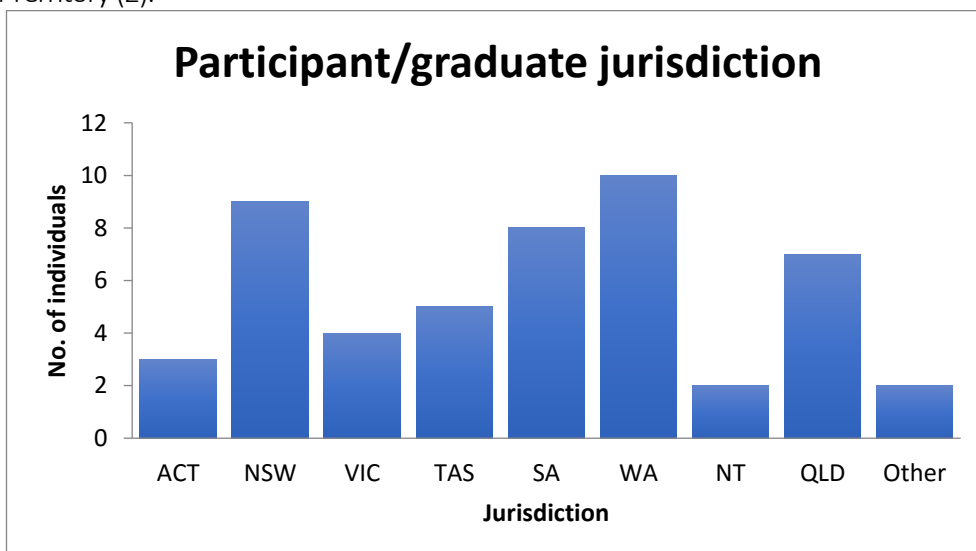


Chart 2: Participant/graduate jurisdiction. Note: "other" accounts for one participant working in PNG and one deceased graduate

The majority of FRDC funding has been for participant sponsorship on the Australian Rural Leadership Foundation’s flagship educational program, the Australian Rural Leadership Program. Two ARLP graduates/participants have/are engaged in both ARLP and TRAILblazers; and four graduates completed TRAILblazers only.

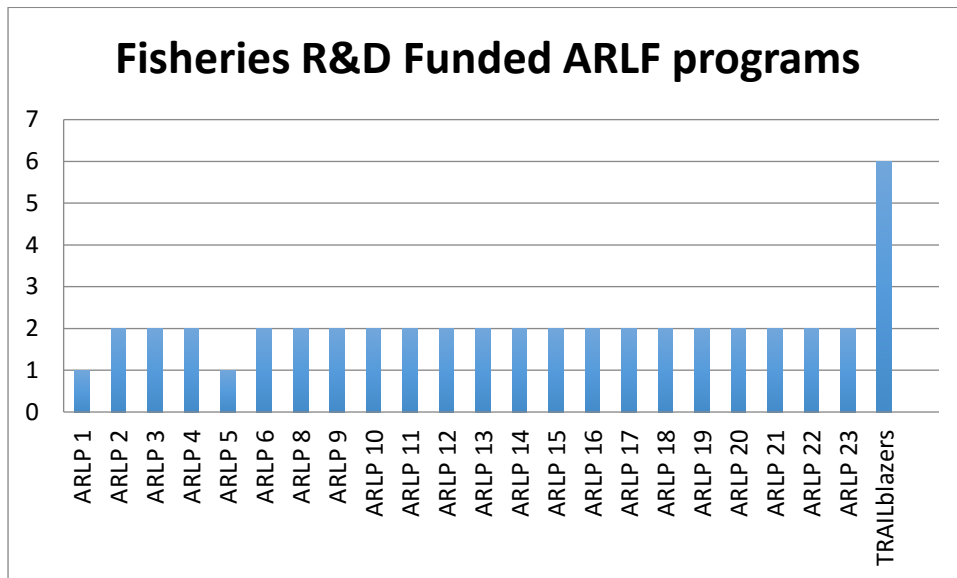


Chart 3: FRDC funded participant/graduate program

A characteristic of the leaders described in this report is their propensity to take on additional work within the industry and with other organisations that contribute to industry or community resilience. Due to the plethora of involvement within these additional industry and community organisations, it is difficult to draw an accurate depiction of the number of groups and organisations that individuals have engaged with, although the antecedents provided for each of the Foundation graduates provides a clear indication of high level involvement.

Additionally, feedback from participants indicates that participants/graduates dedicate, on average, 16.3 hours per month to voluntary work. This far exceeds the average contribution of Australians of approximately 10.7 hours per month as indicated in ABS statistics from the 2014 General Social Survey<sup>1</sup>.

The short profiles provided for each of the ARLF graduates/participants following, demonstrates the significant ongoing contribution of these individuals to their industry and to Australia more broadly.

<sup>1</sup> See: <http://www.abs.gov.au/ausstats/abs@.nsf/Latestproducts/4159.0Media%20Release102014?opendocument&tabname=Summary&pr odno=4159.0&issue=2014&num=&view=>

# Graduate and participants

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Graduates and participants of Australian Rural Leadership Foundation programs funded by the FRDC or involved in fisheries industries:

## Ashby, Crispian

ARLP 14 (2007-2008)

Sponsored by: Fisheries Research & Development Corporation

Crispian is the Programs Manager at Fisheries Research and Development Corporation. This role involves investing in and managing research and development projects that will benefit all stakeholders of Australian fisheries and realise the FRDC's vision and mission.

Crispian has a Bachelor of Applied Science in Fisheries Technology and a Graduate Diploma in Biological Sciences.

## Barwick, Matt

ARLP C21 (2014-2015)

Sponsored by: Fisheries Research & Development Corporation

Matt Barwick is currently the Coordinator for the National Carp Control Plan. He was appointed to this position in October 2016.

He is a fisheries ecologist with over 15 years of experience in the study and management of aquatic natural resources throughout Australia and internationally. As Senior Fisheries Manager with NSW Department of Primary Industries, Matt manages research funded under the Invasive Animals CRC exploring the control of pest fish species Common carp through biological control. Matt is also director of small consulting firm, Greenfish Consulting Pty Ltd, and of the not for profit organisation, OzFish Unlimited, which aims to work with community groups to improve waterway health through aquatic habitat restoration.

Matt has led the successful delivery of a variety of projects developing cost effective solutions to enable clients to minimise avoidable impacts on marine systems. Examples include an innovative monitoring program in the Gulf of Carpentaria to ensure sustainable interactions between prawn fisher key threatened marine species. Matt has also helped deliver research in southern Laos utilising behaviour of resident fish species for enhancing fish passage past barriers in the lower Mekong catchment. Matt's knowledge of fish behaviour has also been helpful in exploring technological innovations to reduce capture of non-marketable tropical marine fish species in commercial fisheries.



## Breen, Martin

### ARLP 10 (2003-2004)

#### Sponsored by: Fisheries Research & Development Corporation

At the time of completion of the Australian Rural Leadership Program, Martin was Chief Executive Officer of the Australian Prawn Farmers Association. Subsequent to completing Course 10, Martin moved to Canberra to become Senior Ministerial Policy Adviser where he worked in the Senate and the House of Representatives.

Martin moved back to Brisbane in 2009 to accept a new role in the natural gas and LNG industry. He is currently General Manager, Government & External Affairs at ConocoPhillips, a major NYSE-listed energy company. In his current role, Martin is on the executive leadership team and is constantly drawing on his learning from the ARLP and applying leadership skills at every level.

Martin holds a number of industry roles including Deputy Chair of the Queensland Resource's Council Public Affairs Committee, Board Member of Queensland Minerals & Energy Academy, Trustee of Committee for the Economic Development Corporation and is actively involved in the American Chamber of Commerce in Australia (AMCHAM). Martin is also dedicated to a number of community organisations and especially those focused on young people and STEM education including SPARK Engineering Camp, Robogals, The Science Experience and Brisbane Bandits Baseball. Martin also works very closely with the Mater Foundation, assisting with fundraising for women and children's health.

## Brooks, Kathryn

### ARLP C19 (2012-2013)

#### Sponsored by: Fisheries Research & Development Corporation

Drawing on her multi-disciplinary background and first-hand global experience in industry, government and academic forums, Kate offers government and business a range of leading edge, tailored advisory services on people and communication issues. She derives enjoyment from working with clients in identifying options to improve performance and outcomes. By enhancing client understanding of the drivers of behaviour and culture, Kate assists organisations to better control future outcomes of their endeavours.

As a social scientist who began her career in strategic marketing and corporate affairs, Kate has extensive experience in business thinking to support organisations and communities. Her background managing a variety of research and strategy projects in service delivery, agriculture and rural industries has delivered a skill set that has been successfully applied across a range of business types. Her experience incorporates board and advisory panel membership and advice, corporate communications, marketing, community consultations, community profiling, social impact assessments; program, policy and social monitoring and evaluation.

Kate's particular areas of passion are the social networks that improve industry and community cohesion and success (social capital), and developing new frameworks and approaches to address challenges in changing environments. Kate maintains her academic links through her Adjunct Senior Fellowship with ANU, and is a graduate member of the Australian Institute of Company Directors.

## Cameron, Ben

ARLP C20 (2013-2014)

Sponsored by: Fisheries Research & Development Corporation

Ben is an oyster farmer and General Manager/Director of Cameron of Tasmania Pty Ltd. He has longstanding connections with the Tasmanian aquaculture industry and contributes to the management of several aquaculture industry bodies, including as third generation director of the Tasmanian Oyster Research Council. Ben is an active volunteer in his community and holds a Bachelor of Economics and a Bachelor of Arts (Public Policy and Political Science).



As well as being a director of Cameron's South Australia, Ben is soon to be Director of Yumbah Hatchery, Port Lincoln.

## Cameron, Michael

ARLP 3 (1996-1997)

Sponsored by: TASSAL Limited and Tasmanian Department of Primary Industries and Fisheries

Michael managed Aqua Marine Resourcing (AMR) in partnership with his wife Deb until his death in 2011.

AMR provided management services for Cameron of Tasmania Pty Ltd. Cameron's operate shellfish hatcheries, nurseries, on-growing, finishing, processing and marketing departments. Michael's children, Ben and Ellen, who are now running Cameron's, have also both completed ARLF programs; Ben was a member of ARLF Course 20 and Ellen participated in the TRAIL program. The Cameron family are the first to have two generations complete ARLF programs.

## Douch, Christine

ARLP 12 (2005-2006)

Sponsored by: Fisheries Research & Development Corporation

Christine was the Administration Manager for a lobster fishing company for 12 years. Christine has many years of mixed farming experience and ten years with a national rural retail enterprise in Western Australia.

She was National President and Chair of the Women's Industry Network Seafood Community and a member of the National Rural Women's Coalition Secretariat. Chris was also the Coastal and Marine Community representative on the Northern Agricultural Catchment Committee.

Christine was employed for three years by the Federal Government in Canberra, but in 2008 Christine retired and returned to Western Australia.

## Ellis, David

ARLP 13 (2006-2007)

Sponsored by: Fisheries Research & Development Corporation

David has extensive experience in fisheries and aquaculture having lived and worked from the Kimberley coast to the shores of the Southern Ocean on research, sustainable production, and management of pearls, salmon and tuna.

David is a member of the SA Marine Parks Council and the Agri-Foods Skills Seafood Standing Committee. He holds a Masters Degree from the University of Tasmania, and is a Graduate of the Australian Institute of Company Directors.

## Gauta, Robert

TRAILblazers 2012

Sponsored by: Fisheries Research & Development Corporation



Robert's family moved to Nelson Bay in 1975 to become fishermen and Robert joined the family fishing business in 1988. He worked as a professional fisherman for the next 13 years until 2001. During this time he was elected onto the board of the then Newcastle District Fishermen's Co-operative.

Robert left the fishing industry in 2001 and completed a Business Degree and then joined ANZ in late 2003 before moving on to Bridgestone Australia in 2006.

In September 2011 Robert was lured back to the fishing industry and was appointed Manager of the Commercial Fishermen's Co-operative. He is also a director with Ocean Watch Australia, NSW Fishermen's Co-operative Association, and NSW Co-operatives Federation.

## Gill, Steven

ARLP 9 (2002-2003)

Sponsored by: Fisheries Research & Development Corporation



Steven is a marine biologist that has spent most of his working life in the seafood industry. He is currently General Manager, Maxima Opportunity.

He spent the early part of his career working as a researcher in the field. This included research on the Southern Bluefin Tuna Fishery, South East Non trawl Fishery and Southern Rock Lobster Fishery as well as a summer in Antarctica.

His passion for the seafood industry led to a number of roles representing the industry. He was Executive Director of the Western Australian Rock Lobster Council the peak body for the lobster fishery in WA.

Steven developed his commercial skills and networks in the Asian market managing a Southern Rock Lobster Export Facility in South Australia. He was also the China Project Manager for the Australian Seafood Co-operative Research Centre.

He has been involved in the aquaculture industry for a number of years working for a Barramundi producer in the Kimberley developing the Cone Bay Ocean Barramundi brand for Marine Produce Australia.

His current role is General Manager of Maxima Opportunity a family owned business with diverse projects across various industries. This includes a joint venture with traditional owners in the Kimberley Aquaculture Development Zone. The JV Company Aarli Mayi Aquaculture Project has a 5,000 tonne per annum licence to produce finfish.

## Gooley, Mark

ARLP 11 (2004-2005)

Sponsored by: Fisheries Research & Development Corporation

Mark was General Manager of Austrimi Seafood's based at Geelong, Victoria. Prior to joining Austrimi in 1989 Mark spent 12 months of intensive training living and working in the seafood industry in Japan.

Mark is also a director of G-Force Recruitment in Geelong, established to provide pathways for the youth of the region to gain access to traineeships and apprenticeships.

Mark has represented his industry on various boards through the past 15 years such as Seafood Industry Victoria, Seafood Export Consultative Committee, Geelong Seafood Industry Taskforce and Primesafe.

He was founding Director of Australian Pet Essentials Pty Ltd, which has been manufacturing pet food and treats since 2000. Up until recently, Mark was owner of horse, dog and other small animal food producer, Huds and Toke.

## Harrington, Clayton

ARLP 17 (2010-2011)

Sponsored by: Fisheries Research & Development Corporation

Clayton works for the Department of Foreign Affairs and Trade and is based on Thursday Island where he oversees the implementation of the Torres Strait Treaty between Australia and Papua New Guinea.

Prior to this, Clayton worked at the Department of Agriculture, Fisheries and Forestry where he was responsible for aquaculture and seafood industry development. Clayton's interest in rural and regional affairs stems from his history in the farming and aquaculture industry.

Clayton holds a Bachelor of Science in marine biology.

## Harrison, John

ARLP 8 (2001-2002)

TRAILblazers 2010

Sponsored by: Fisheries Research & Development Corporation

John was the Executive Officer of The Amateur Fishermen's Association of the Northern Territory (AFANT) from 1998 to 2005 and Chief Executive Officer of Recfish Australia, the peak national body for recreational and sport fishing from 1995 to 1998 and again from 2005 until 2008. He was the Executive Officer of the Professional Fishermen's Association in NSW from 2008 until 2012. John was also a member of the Australian Cotton Cooperative Research Centre Advisory Committee, is a former Director of Wetland Care Australia and is a member of the Australian Institute of Management.

He was a member of the NSW Seafood Industry Advisory Committee, a member of the NSW Fisheries Research Advisory Body before he joined the Western Rock Lobster Council in Western Australia as its Chief Executive officer in 2012.

In 2013 John was appointed as CEO of the WA Fishing Industry Council. He Chaired the WA Fisheries Research Advisory Body until being appointed as a non-executive Director of the Fisheries Research and Development Corporation in 2015.

## Hillyard, Graeme

ARLP 5 (1998-1999)

Sponsored by: Fisheries Research & Development Corporation

No update available. The following is from 2013:

Graeme is a professional fisherman. He runs a trawler on Broken Bay and along with his wife Jane, operates Blackwall Seafood. They supply locally caught bait and seafood.

At the time of completing the Australian Rural leadership Program Graeme was Secretary of the Professional Fishermen's Association of NSW, Public Officer for Seafood Industry Council, and Secretary of the United Commercial Fishermen's Association.

## Hinge, Stephen

ARLP 2 (1995-1996)

Sponsored by: Fisheries Research & Development Corporation

When he applied to participate in Course 2 (1995-1996) of the Australian Rural Leadership Foundation's leadership program, Stephen Hinge was a rock lobster fisherman and wholesaler, and a member of many fishing industry and government industry committees. He currently runs Zamia Bay Pty Ltd., Port Elliot, South Australia.



Stephen is a member of the Board of the Australian Maritime and Fisheries Academy (AMFA). AMFA delivers maritime, fishing and seafood industry-specific development and education programs. AMFA also facilitates industry-based traineeships that are specifically focussed on providing opportunities to people wanting a career in commercial fishing, aquaculture, seafood processing, seafood retailing and maritime industries.

Stephen is still involved in many fishing businesses including mackerel and fin fish in the north west of WA and the NT, and charter boats in NT and belongs to the relevant associations that represent those interests. He spends a lot of time trying to improve the product in respect to the quality and marketability.

## Horn, Felicity

ARLP 15 (2008-2009)

Sponsored by: Fisheries Research & Development Corporation

Felicity Horn is Executive Officer of the Shark Bay Prawn Trawler Operators' Association.

In 2001, Felicity started working for the WA Fishing Industry Council (WAFIC) in their Resource Access area after completing an aquatic science degree at Curtin University. In this role she worked with fishermen on their access to marine parks, sustainability and bycatch issues and resolving access issues with other user groups. However, Felicity grew up in a commercial fishing family in Dongara, a small fishing town north of Perth, so being a part of the industry has always been second nature to her. She has been Executive Officer of the Shark Bay Prawn Trawler Operators' Association (SBPTOA), which represents the Shark Bay Prawn Fishery since February 2016.

## Jarrett, Annie

TRAILblazers 2011

Sponsored by: Fisheries Research & Development Corporation

The Northern Prawn Fishery (NPF) is Australia's largest, most remote and most valuable wild caught prawn fishery, covering an area of approximately 770 000 square kilometres from Cape York in North Queensland to Cape Londonderry, Western Australia.

The industry has embarked on a process to have the sustainability of the area recognised through Marine Stewardship Council (MSC) certification, which is based on the Forestry Stewardship Council (FSC) model. The MSC standard examines the sustainability of the target stocks, the environmental impact of fishing operations and the management and governance systems that are in place, and is considered by many to be the global gold standard of fishery sustainability certification programs.

2011 Trailblazer participant, Annie Jarrett, is the CEO of the Northern Prawn Fishery Industry Pty Ltd, the company that represents the northern prawn fishing industry; she is keen to have the fishery's sustainability credentials recognised globally. This was achieved – the NPF was MSC certified in 2012, and they are now going through the recertification process.

## Jenkins, Helen

ARLP C23 (2016-2017)

Sponsored by: Fisheries Research & Development Corporation

Helen has spent the majority of her working life in small regional towns and has spent the last 28 years working in the seafood industry. She is currently the Executive Officer of the Australian Prawn Farmers Association and has been a business manager for a Japanese owned seafood company.

Helen has recently accepted a new position and in July will take on the new role of Aquatic Industry Liaison Officer, Northern Australia.

## Kennedy, Tom

ARLP 14 (2007-2008)

Sponsored by: Fisheries Research & Development Corporation

Tom had been farming with his father Frank at their Big Bay lease since moving back to Tasmania's North-West in 2002, after the completion of a Bachelor of Aquaculture in Launceston at the University of Tasmania.

On July 1 2014, Tom, who had been managing director of Shipwreck Oysters, the family business his father started with one 15-hectare farm in 1978, was ready to start his own business with his wife.

Shipwreck Oysters over the years expanded to include 53-hectares in Big Bay. In recent years they also expanded to include a five-hectare plot at Pittwater near Hobart to finish off its oysters. Tom's business, Pirate Point Oysters now runs the 53-hectare lease in Big Bay. The farm grows around four million 3-4mm Pacific oyster spat to 55mm, which takes about 18 months.

Tom's father Frank, who continues to manage Shipwreck Oysters, finishes the Pirate Point Oysters at the five-hectare lease at Pittwater.

Pirate Point Oysters also on-sell their juvenile stock for finishing at three other large farms in Tasmania. Wanting to offer a paddock to plate experience, Tom and his partner opened Pirate Point Oyster Bar in Stanley on 24 January 2014 but the bar has since closed.

## Knuckey, Ian

ARLP 12 (2005-2006)

Sponsored by: Fisheries Research & Development Corporation

The Director of Fishwell Consulting, Dr Ian Knuckey provides expert research advice and consulting services to encourage and promote sustainable fishing practices to the commercial fishing industry within Australia. With a PhD in fisheries population dynamics, BSc (Hons) in Marine Ecology and over twenty years of experience; Dr Knuckey has extensive knowledge and is an expert within the industry.

The Fishwell Consulting team delivers high quality and accurate scientific publications, comprehensive reports, research and consulting proposals to the commercial fishing industry, commonwealth and state government departments, research and management organisations, funding bodies and the broader fishing community.

Dr Knuckey is a specialist in the industry and offers expertise in a variety of areas, in particular; temperate and tropical fisheries, invertebrate fisheries and both inshore and deepwater scalefish and shark fisheries.

Dr Knuckey has implemented the successful Integrated Scientific Monitoring Programs for the South East Fishery and Great Australian Bight fisheries and is the Principal Investigator of a number of research projects including, Investigation of the use of modified trawl gear to reduce bycatch levels in these fisheries; Introducing an industry-based fishery independent survey into the SEF; Development of electronic logbooks for fishing vessels; and, Forming an Australian-wide company to utilise through-chain production of seafood wastes.

## Lambert, Charles (Nick)

ARLP 16 (2009-2010)

Sponsored by: Fisheries Research & Development Corporation

Nicholas is the General Manager of Australian Native Fish Pty Ltd. This is a company that produces and sells domestically and in Asia.

Of note is Nick's commitment to community work, which has a strong focus around his children and their commitments. The following ABC profile highlights Nick's involvement with his children and their chosen sport of boxing:

<https://open.abc.net.au/explore/88130>



Nicholas holds a Bachelor Degree in Applied Science (Agriculture) and a Master of Business Administration from the University of New England.

## Leadbitter, Duncan

ARLP 4 (1997-1998)

Sponsored by: Fisheries Research & Development Corporation

Duncan Leadbitter is a director of Australia based fisheries and natural resource consulting company, Fish Matter, which was established in March of 2009 and is in the process of establishing Marine Change, a company designed to facilitate environmentally and socially beneficial investments in seafood businesses in Asia. The role of Fish Matter is to provide practical advice to industry, government and NGOs regarding the sustainable use of fish and other aquatic natural resources. Over the past 20 years, Leadbitter has gained extensive experience in fisheries and sustainable seafood in Asia, Europe, North America and the Pacific.

Clients have included Sustainable Fisheries Partnerships, Taronga Zoo, ADM Capital Foundation, International Finance Corporation, Commonwealth Fisheries Association, Conservation International, the Food and Agriculture Organisation of the United Nations and Fair Trade USA, amongst others.

Leadbitter has worked on certification/labelling, retailer advice, marine protected areas, aquaculture assessments, standards creation, fishery assessments and assessment systems, environmental education and



bycatch management. He has also worked collaboratively with a variety of fishery stakeholders including industry, environment groups and government.

He has written a number of published works on fisheries, coastal zone and habitat matters. He is a Visiting Fellow at the Australian Centre for Ocean Resources and Security at the University of Wollongong, a member of the Responsible Sourcing Board of the International Fishmeal and Fishoil Organisation and a trustee of the International Pole and Line Foundation.

He holds a Science Honours degree from the University of Sydney and a Master's Degree in Environmental Planning from Macquarie University, Sydney. Leadbitter is a keen scuba diver and photographer and a volunteer aerial patrol observer with the beach shark patrol program.

## Lenzo, Basilio

TRAILblazers 2013

Sponsored by: Fisheries Research & Development Corporation

In 2013, Basil Lenzo was Chair of the Western Rock Lobster Council. He is a member of the Geraldton Fishermen's Co-operative and is a third generation Fremantle professional fisherman.

## Lester, Tim

ARLP 22

Sponsored by: Fisheries Research & Development Corporation



Tim is committed to innovation for rural industries and communities. As Executive Officer for the Council of Rural Research and Development Corporations, Tim is working with the rural RDCs to enhance Australia's unique rural research and development model, which brings together government and industry as partner investors. He holds a Bachelor of Arts and during his career has worked in rural media, public affairs, strategic planning and implementation, policy development and program management.

## Loveday, Ted

ARLP 8 (2001-2002)

Sponsored by: Fisheries Research & Development Corporation

Ted is the owner and skipper of FV Seabring, a 17 metre prawn trawler operating from Cairns in Northern Queensland.



Between 2001 to 2012 Ted was Managing Director of Seafood Services Australia, an industry/government service arm for sustainable seafood industry development.

Ted's considerable years of experience includes commercial fishing, 12 years as President/CEO of Queensland's peak commercial fishing organisation, ten years as a Director and six years as Deputy Chair of the Australian Seafood Industry Council and six years as a Director and Deputy Chair of the Fisheries Research and Development Corporation Board.

Ted has represented the industry on many state and national bodies and international fora. He was awarded the inaugural Queensland Award for Leadership and Outstanding Contributions to Primary Industries.

In 2001 Ted was awarded the Australian Seafood Industry Icon Award, and graduated as a Master of Environmental Management (Sustainable Development) with University of Queensland.

## Maxwell-McGinn, Nathan

ARLP C21 (2014-2015)

Sponsored by: Fisheries Research & Development Corporation

Nathan is a marketing manager at Kailis Bros, exporting Australian seafood into Asian markets. He is a firm advocate for collaboration within the seafood industry and exploring opportunities for cross-sector partnerships.

Nathan is Chair of the Seafood Trade Advisory Group (STAG) and regularly briefs government ministers on market access issues related to seafood trade in Asia. He holds a Graduate Diploma of International Business and a Master of Business Administration (MBA).

## Miller, Samara

ARLP 18 (2011-2012)

Sponsored by: Fisheries Research & Development Corporation

Samara is currently a Partnership Broker with Eyre Futures Inc. in Port Lincoln. She took up this position in January 2013. Prior to that, Samara was the Executive Officer for the Abalone Industry Association of SA Inc. She commenced this position in 2010.

Samara holds a Masters in Science (Marine Environmental Protection) from the University College of North Wales in the United Kingdom.

## Mirabella, Tim

ARLP 10 (2003-2004)

Sponsored by: Fisheries Research & Development Corporation

Tim Mirabella is a fifth generation commercial fisherman operating mainly from Flinders Island. For more than twenty years Tim has been operating a small-scale retail outlet from where his catch is sold, providing a unique supply of fresh local fish to the Mornington Peninsula.



He was an inaugural member of the Victorian Fisheries Co Management Council, a ministerially appointed, expertise-based body providing independent advice on fisheries matters.

Included in his numerous representative roles was a three-year term as Chairman of Seafood Industry Victoria and a directorship of the former Australian Seafood Industry Council. In 2000 Tim instigated the formation of the Victorian Bays and Inlets Fisheries Association (VBIFA) with the primary objective of securing the long-term future of Victoria's bay and inlet fishermen. One of the key strategies adopted by VBIFA was developing and strengthening links with other key stakeholders through the development of an Environmental Management System.

Tim was a Board Director for Ocean Watch Australia beginning in 2008. He was also on the Board of Primesafe, a Statutory Authority operating under the *Meat Industry Act 1993* and *Seafood Safety Act 2003* to regulate the safety of meat, poultry and seafood across Victoria.

Tim has completed a Graduate Certificate of Australian Rural Leadership.

## Moase, Patrick

### TRAILblazers 2015

#### Sponsored by: Fisheries Research & Development Corporation

Patrick Moase is a consultant to Clipper Pearls and the Autore Group. Clipper Pearls is an ocean based pearl producer. The farm is located 50 kilometres north of Broome in an area known as Quondong Point, near Broome, Western Australia. The farm is an open ocean pearling lease and lies five kilometres from the coast.

He is Vice Chair of the Pearl Producers Association, and has completed both the ARLF Rural Leadership Program and the Australian Institute of Company Directors – Directors Course, both funded by the FRDC. Patrick sits on several working groups including the Western Australian Department of Fisheries ARMA Transition Committee, and Pearl Producers Dive Safety Sub-committee, and the WA Pearling R&D Committee.

## Nikolai, Mark

### ARLP 18 (2011-2012)

#### Sponsored by: Fisheries Research & Development Corporation

Mark is the Chief Executive Officer for the Tasmanian Association for Recreational Fishing (TARFish) which is the peak body looking after the interests of recreational fishers.

Mark is a member of the Tasmanian Fisheries Research Advisory Board and is actively involved in the state and national fishing industries.

Mark holds a Masters of Business Administration from the Australian School of Business, University of New South Wales and a Graduate Certificate of Australian Rural Leadership from James Cook University.

## Ogg, Alex

ARLP C23 (2016-2017)

TRAILblazers 2015

Sponsored by: Fisheries Research & Development Corporation

Alex is the Operations Manager for the Western Australian Fishing Industry Council. He is the Western Australian delegate for the National Seafood Industry Alliance, and a member of Fisheries Research and Development Corporation's Western Australian Research Advisory Committee. Alex is a former Vice Chair of the Pearl Producers Association and Minister appointee of the Pearling Industry Advisory Committee.

## Pagano, Mark

ARLP 13 (2006-2007)

Sponsored by: Fisheries Research & Development Corporation

Mark is Principal Management Officer, in the Policy and Reform section of the Western Australian Department of Fisheries.

He holds a Bachelor of Business and a Bachelor of Science (Aquatic Resources and Fisheries Management) from Curtin University and Honours in Veterinary Biology from Murdoch University where he carried out a population genetics study (microsatellite) of barramundi in Western Australia.

## Perryman, Nev

ARLP 3 (1996-1997)

Sponsored by: Fisheries Research & Development Corporation

Neville operate a diversified fishing business in Tasmania.

He has held such positions as President of the Tasmanian Fishing Industry Council, and is a former Director of the Australian Seafood Industry Council.

He completed two years as a Commissioner on the Resource Planning and Development Commission's Inquiry into Marine Parks in the Port Davey and Kent group areas, where he was acknowledged for his ability to work out compromise positions between industry and other stakeholder groups. Always ready to contribute Neville was invited to Maine to speak about his experiences as a lobster fisher in Australia.



Neville was on the Tasmanian Fishing Industry Council Board for 15 years and was also a former member of the Tasmanian Fishing Industry Training Board.

He was a member of a State Trade mission to China and part of the review into the Seafood Leadership Program, of which he was also a participant.

Neville was a member of the Crustacean Fishery Advisory Committee and on a committee level was involved in men's mental health and support systems for younger people who struggle in our communities. This year (2017) he was a major contributor to the Wooden Boat Festival in Tasmania, which attracted more than 200,000 people to events.

Neville holds a Master V Skippers certificate, a Marine Engine Driver Certificate and a Certificate in Fisheries Operation and Technology.

## Peterson, Peter

ARLP 1 (1993-1994)

Supported by: Rural Industries Research and Development Corporation

Peter Peterson is currently unemployed although most recently he was Executive Officer of Northern Basin Aboriginal Nations. This organisation has an interest in the cultural water entitlements owned by the Aboriginal Nations and in environmental flows managed by the federal Department of Sustainability, Environment, Water, Populations and Communities (DSEWPAC).

Previously Peter was an Assistant Director, Sustainable Fisheries Policy and Assessment, Marine Division, within DSEWPAC and the Chief Executive Officer of Adult Learning Australia, a body whose purpose is to support informal learning in Australia.

Peter has been the Chief Executive for the South Australian Fishing industry, the national fishing industry and the Australian Pork industry; he also has a strong record of achievement in the Australian Government and also the Queensland Government promoting the adoption of multiple water use through Agri-aquaculture systems based on Israeli technologies and aquaculture growth generally, where he has worked in primary industries, natural resource management and education. Peter was also employed as a Program Leader by RIRDC for sustainable farming systems, Organics Farming, Climate change and climate variability.

Peter has also filled voluntary roles as President of a Catholic Church body assisting refugees in Canberra.

## Pryce, Lowri

ARLP C22 (2015-2016)

Sponsored by: Fisheries Research & Development Corporation

Lowri has been the Executive Officer, OceanWatch Australia, since 2006. In her role she instigated the Fishing for Waste and TAngler Bin Projects, which worked with recreational fishing groups around Australia. Lowri also managed the SeaNet Program, the seafood industry's national environmental extension.

As Executive Officer she is responsible for guiding company program and operations, and developing strategic pathways for integrating the marine sector into NRM.

## Roach, John

ARLP 6 (1999-2000)

Sponsored by: Fisheries Research & Development Corporation

*This has not been updated since the 2013 report*

John is a consultant in the Seafood Industry and runs his own business in Maroubra, Sydney; John Roach Seafood Solutions. He specialises in wholesale fish and other seafood.

At the time of undertaking the Australian Rural Leadership Program, John was President of the Master Fish Merchants Association of Australia, Vice Chair of the NSW Seafood Industry Council and Director of the Merchants and Tenants Board of the Sydney Fish Market Pty Ltd.

## Routledge, Jedd

ARLP C20 (2013-2014)

Sponsored by: Fisheries Research & Development Corporation

Natural Oysters is a family business, managed by Jedd Routledge at Coffin Bay and Streaky Bay, South Australia. The oyster cultivation is through government leases.

Jedd holds a Certificate II in Aquaculture and Certificate IV in Frontline Management.



## Scullion, Nigel

ARLP 2 (1995-1996)

Sponsored by: Fisheries Research & Development Corporation

When Nigel accepted his scholarship from the Fisheries Research & Development Corporation to participate in Course 2 of the Australian Rural Leadership Program he owned and managed a small business, which operated a fishing vessel and a marine charter service. The company was co-managed by Nigel's wife and employed between five to thirty people at any given time.

Nigel is the founding Chairman of the Northern Territory Spanish Mackerel Troll Line Association, and had roles as Vice Chairman of the Northern Territory Fishing Industry Council, Delegate to National Fishing Industry

Council, Chairman of the Northern Territory Fisheries Training Advisory Board, and Vice Chairman National Fisheries Training Advisory Board.

In 2001, 2004, 2007, 2010, 2013 and 2016, Nigel was elected to the Senate for the Northern Territory in the Australian Parliament. He is currently Minister for Indigenous Affairs and Leader of the Nationals in the Senate.

After his participation in the Australian Rural Leadership Program and before he became a Senator, Nigel was Chair of the Australian Seafood Industry Council until 2005-2006 and he was also Chair of the National Fisheries Training Advisory Board and Chair of the International Coalition of Fisheries Associations.

## Shaw, Jenny

ARLP 9 (2002-2003)

Sponsored by: NSW Department of Primary Industries

Jenny is Project Lead, Decommissioning, at Western Australian Marine Science Institution, Western Australian Marine Science Institution, Curtin University. Jenny took up this position in March 2016 after completing her PhD.



The Decommissioning position involves leading an independent review of the effects of decommissioning offshore oil and gas infrastructure. She also provides strategic direction on effective stakeholder engagement processes, engages with a broad range of stakeholders including fishing, tourism, marine service, and oil and gas industries, community groups such as recreational fishers, and government bodies.

## Smith, Adam

ARLP 15 (2008-2009)

Sponsored by: Fisheries Research & Development Corporation



Adam is a dedicated Director, scientist and leader who has a life long commitment to the marine environment and a vision to make a positive difference for current and future generations. Adam develops partnerships and leads teams to design strategy, processes and projects to ensure long-term sustainable environmental, social and economic outcomes for communities, coral reefs and the planet.

Adam has worked in multiple roles in research, consulting, management, not-for-profit and Boards. He is a Director of Reef Ecologic Pty Ltd., which provides strategic advice, international capacity building on leadership and management of coral reefs and biological and social surveys. He has worked previously for the Great Barrier Reef Marine Park Authority, NSW Fisheries Research Institute, University of NSW, The Ecology Lab, NSW Fisheries, Recfish Australia and Australian Underwater Federation. His work has been recognised with multiple national and international awards for excellence. He has extensive regulatory, EIA, policy, project, partnership, grant, incident and communication experience in coral reef, fisheries, tourism, ports and environmental issues and management.

Adam has a BSc (Hons) and PhD from UNSW in 1999, an MBA from UQ in 2003 and he is a Fellow of the Australian Institute of Company Directors, Australian Rural Leadership Foundation, Centre for Sustainability Leadership and Environmental Institute of Australia and New Zealand. He has authored 45 scientific papers and books. Adam is a commercial diver with over 2500 dives and a Queensland and Australian champion in fin swimming, photography and spearfishing.

## Tonkins, Sally

ARLP 4 (1997-1998)

Sponsored by: Fisheries Research & Development Corporation and QBE Insurance

*This has not been updated since the 2013 entry*

Since 1998 and following completion of Course 4 with the Australian Rural Leadership Program, Sally and Graeme Tonkin sold their oyster farm and moved from the town of Cowell and have entered new careers beyond aquaculture.

Sally completed a post graduate certificate in Business Administration, an Advanced Diploma in Residential Care and an Associate Degree in Social Science (Residential Care). These formal qualifications provided her with the skills required to run a boarding house. Initially Sally worked with Annesley College; a boarding house for 80 secondary girls but now works with Immanuel College's co-educational boarding school in Adelaide.

Prior to this, Sally was an oyster farmer and Director of Oyster Traders Pty Ltd. She was a member of the South Australian Fishing and Seafood Industry Training Council Curriculum Advisory Group for degrees, diplomas and certificates in aquaculture, and the Eyre Regional Development Board Fishing and Aquaculture Target Team.

## Whittaker, Leith

ARLP 11 (2004-2005)

Sponsored by: Fisheries Research & Development Corporation

Leith is a fisherman and partner in Markane Fisheries, Port Lincoln, South Australia. Previously he was the Tuna Farm Manager for Tony's Tuna International Pty Ltd.

Markane Fisheries is a company formed by Port Lincoln fisherman Tony Santic in conjunction with Leith and Adam Whittaker.

Markane harvests pilchards required for feeding their Tuna, which are farmed in and around Port Lincoln. Markane Seafoods is the only operator in the region with the ability to control the entire process, that is catching, processing and freezing without external contractors.



## Williams, Kane

ARLP 17 (2010-2011)

Sponsored by: Fisheries Research & Development Corporation

Kane completed a double degree with honours in marine science and aquaculture. He has worked in the public sector and various other sectors of the seafood industry, and has worked as a commercial diver and biologist in the tuna industry, which was his first taste of commercial diving as a career.



Having grown up on Eyre Peninsula Kane was familiar with the abalone industry and jumped at the opportunity to work in it when the chance came up. He continues to undertake project-based consultancy work around the abalone fishing season.

## Winchester, Katherine

ARLP C19 (2012-2013)

Sponsored by: Fisheries Research & Development Corporation

Katherine is the CEO of the Northern Territory Seafood Council, the peak representative body for the NT seafood industry. She is also a founding member of the National Seafood Industry Alliance Inc., a group formed to give the seafood industry a united voice on the Federal stage.

Katherine is a graduate of the 2007 National Seafood Industry Leadership Program, a graduate member of the Australian Institute of Company Directors, and NT Business Events Ambassador.

## Wood-Meredith, Sandy

ARLP 6 (1999-2000)

Sponsored by: Fisheries Research & Development Corporation

Sandy Wood-Meredith finished up at his Mooloolaba seafood shop, Fisheries on the Spit, in January 2016 after 15 years at the helm. Often referred to as the "co-op fish shop", Fisheries on the Spit originally opened in 1982 as Mooloolaba Fisherman's Cooperative.

Sandy continues his fishing and prawning trawler business through Wood Fisheries Pty Ltd.

After more than 80 trips to China, he had a "basic grasp of Mandarin", and is working on a major boat-building project with a Chinese shipyard.

Sandy envisages completing a book that details his fishing exploits from years spent prawn fishing all around Australia.

## Woolford, Jonas

ARLP 16 (2009-2010)

Sponsored by: Fisheries Research & Development Corporation

Jonas is a Director his families companies including Eyrewoolf Enterprises which harvests and exports Abalone from the Eyre Peninsula of South Australia.

Jonas is President of the Abalone Industry Association of SA Inc. and Vice Chair of Abalone Council Australia Ltd. He has and continues to advocate and represent the seafood industry in a number of different ways locally, nationally and internationally. Jonas completed the Graduate Certificate of Australian Rural Leadership, is a 2017 Nuffield Scholar and holds an Advanced Diploma of Accounting.

## Other fishing industry graduates

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The following people are also involved in the fishing industry and are graduates of Australian Rural Leadership Foundation programs, but were not sponsored or funded by the Fisheries Research & Development Corporation.

### Cameron, Ellen

TRAIL 2012

Sponsored by: Oyster Farmers' Association



Ellen has been working at Cameron of Tasmania (Cameron's Oysters) for the past three years where she currently has the role of Site Manager. This role involved the managing of Cameron's nursery facilities. Prior to this, she worked for Oyster Farmers Pty Ltd as Assistant Farm Manager for five years.

### Bedford, Kenneth

ARLP C20

Sponsored by: Torres Strait Regional Authority

Kenny Bedford is a significant Torres Strait Islander. He was recently, in May 2017, co-convenor of the Referendum Council's Regional Dialogue on Thursday Island.

Kenny was elected to the TSRA Board as the Member for Erub for his second consecutive term in September 2012 and was also elected as the TSRA Portfolio Member for Fisheries, a post he held during his first term (2008 - 2012). In his first term, Mr Bedford was also the TSRA Alternate Deputy Chairperson.

He has been president of the Erub Fisheries Management Association, serves on the board of Reconciliation Australia and is a member of Erubam Le Traditional Land and Sea Owners (Torres Strait Islanders) Corporation RNTBC and the Abergowrie College Community Consultative Committee.

Kenny has a Bachelor of Applied Health Science and Diploma of Youth Welfare.

As a commercial fisher he is acutely aware of the challenges the Indigenous people of the region face to gain greater ownership and control over management of Torres Strait marine resources. He is committed to increasing economic development opportunities, especially through the greater and more efficient participation of Torres Strait Islanders and Aboriginal people across the various Torres Strait commercial fisheries.

## Turk, Grahame

### TRAILblazers 2010

#### Sponsored by: Sydney Fish Market

Grahame is Chair of the Board of Directors of the Sydney Fish Market. He led an industry consortium to privatise SFM in 1994 and served on the board of the company until taking up the role of chief executive in August 1999. He re-joined the board when appointed managing director in November 2000 and was appointed chairman in November 2012.

Grahame was previously Managing Director of Bidvest Australia Limited and has held senior management positions in the engineering, construction, steel and foodservice industries.

## Warren, Bradley

### ARLP 18 (2011-2012)

#### Sponsored by: Woolworths Limited

Brad has been the Executive Director of OceanWatch Australia since 2008 and has been with Ocean Watch since 2003.

Brad worked for 25 years as an owner/operator in several New South Wales inshore fisheries, and represents industry in many varied fora, for example, he is currently a Director of the NSW Seafood Industry Council.

He is a graduate of the 2002 National Seafood Industry Leadership Program, and a graduate member of the Australian Institute of Company Directors.

Brad was awarded the NSW Seafood Star of the Sea Award in 2015 for his service to the NSW seafood industry.