Opportunities for a peak body for the Queensland seafood industry

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Table of Contents

Executive Summary

Queensland's commercial fisheries produce about $250 million of seafood annually, and contribute more than 10% of Australia's seafood production in both quantity and value. The fishing industry is diverse in species targeted, methods used and areas fished. There are around 1,500 licenced fishing boats operating in Queensland's waters, comprised of 60 different fishery / gear.

The Queensland fishing industry currently lacks a peak organisation that adequately represents the majority of these licences. While the Queensland Seafood Industry Association (QSIA) has undertaken this role in the past, a range of circumstances resulted in reduced representation and effectiveness. Ongoing changes in the regulatory and marketing arenas, as well as increasing demands from NGOs continually raising sustainability issues have prompted QSIA and the Queensland Seafood Marketers Association (QSMA) to initiate this project to scope potential options, processes, funding models and structures for a peak body that can best meet the needs of today's seafood industry and represent the majority of licences.

The structure and funding models of other primary industry were reviewed to assist developing options for a future Queensland peak body (herein titled "Seafood Queensland" for simplicity). These options were presented at an initial workshop with industry members, where they were refined and presented to the wider fishing and seafood industry throughout regional Queensland during port visits. Some 2900 flyers for the port visits and hard copies for the survey were sent out resulting in 100 attending the port visits and 152 completing the survey. Feedback from the port visits, and results of an industry survey were used to draft a structure and funding model for Seafood Queensland, and propose a way of moving forwards.

Amongst those industry members who completed the survey, there appears to be strong support amongst industry for a new seafood peak body, with about 80% of survey respondents stating that they would consider contributing financially to Seafood Queensland if it was tackling the issues they were concerned about and performing to their expectations. The survey highlighted that the primary roles of Seafood Queensland should be representation and advocacy, lobbying government, stakeholder communication and consultation. Membership should comprise wild catch, processor / wholesale and marketing sectors, but there was much less support for inclusion of aquaculture, charter boat, importer or retail sectors. Seafood Queensland should have a regional-based structure comprising at least four regions, with a Chair elected from each region to be members of the Board. Whilst the simplest mechanism for membership fees for Seafood Queensland would be a flat fee for each member, fees that are weighted according to the gross value of production (GVP) of each sector should be considered.

With suggestions from this project on the roles and responsibilities, structure, membership and funding options, it is now up to industry to progress the process of establishing "Seafood Queensland", but it is recommended that further steps be delayed until results of the recent Fisheries Management Review are available.

Keywords: Peak body, representative, commercial fishing, industry association, Queensland fisheries

Key Recommendations

Acknowledgments

The time and input from members of the Queensland Fishing Industry is appreciated for responding to questionnaire, and in particular those that participated in workshops and port visits. Matt Koopman assisted in the compilation of data on industry associations. We also appreciate the information provided by EOs and CEOs of various industry associations regarding the governance, operation, structure and funding of their associations.

Ian Plowman is thanked for his assistance in facilitating the initial workshop.

Introduction

> *"A 'peak body' is a non-government organisation whose membership consists of smaller organisations of allied interests. The peak body thus offers a strong voice for the specific community sector in the areas of lobbying government, community education and information sharing between member groups and interested parties".*
>
> *Melville 2003*

Queensland's commercial fisheries are diverse in species targeted, methods used and areas fished. There are 38 different categories of commercial fishing boat, 14 different commercial harvest methods and 8 different Torres Strait fisheries, totalling 60 different fishery sectors. A full list of Queensland's commercial fisheries is provided in Appendix 1. Target species range from beachworms and aquarium fish to sharks, prawns and finfish. Fishing methods used include hand harvest, trawl, hook and line, traps, pots, spear, noose, mesh net, haul seine, tunnel nets, cast net, fyke nets, flow traps, baited eel traps and round traps. All up, about 1,500 licenced commercial fishing boats operate in Queensland's waters, producing about $250 million of seafood annually (State of Queensland, 2014), contributing more than 10% of Australia's seafood production in both quantity and value (Queensland Government, 2014).

In line with the diversity of fisheries operating across Queensland, there are already a wide range of seafood industry associations in Queensland. Some are state-based, some region-based, some sector-based and some are species-based (Table 1).

The Queensland state government currently recognises the QSIA as the Queensland seafood industry peak body[1]. Nevertheless, the Queensland Seafood Industry Association (QSIA) and the Queensland Seafood Marketers Association (QSMA) have been discussing the formation of a peak body for many years. In a proposal they jointly submitted to the Fisheries Research and Development Corporation (FRDC) during 2013 they stated "The Queensland Fishing Industry is at a critical point where, due to a number of circumstances, it no longer has an effective peak organisation to represent the interests of industry at large. The situation has become untenable from the viewpoint of industry trying to deal with ever increasing changes in the regulatory and marketing arenas…(and)…to increasing demands from various NGOs continually raising sustainability issues". They considered that the creation of a peak body to represent the majority of industry and encompass all sectors of the fishing industry within the State, would be an effective method for industry to achieve positive outcomes through a consultative approach with fishery policy makers and other NGOs.

QSIA and QSMA recognised that to commence the process of forming a peak industry body, there was a need to get input from a wide range of fishery sectors / subsectors to discuss potential peak body structures and funding options and consider possible strategies and processes in creating a peak body. They proposed that an independent consultant (with background industry knowledge) be used to

[1] https://www.business.qld.gov.au/industry/fisheries/commercial-fishing/commercial-fishing-industry-associations

liaise with stakeholders throughout the State regarding the concept of a peak body. Dr Ian Knuckey from Fishwell Consulting was appointed for this role.

The project team consisted of Ian Knuckey as Principal Investigator and six co-investigators, including members from QSIA and QSMA (Appendix 2).

Table 1 Various Queensland-based fishing / seafood "associations".

Sector	Association
Wild Catch	• East Coast Crabfishers Industry Network (ECCIN) • Fishermen's Portal Inc. • Gulf of Carpentaria Commercial Fishermen Organisation Inc (GofCCFO) • Hinchinbrook Seafood Industry Inc.(HIS) • Independent Trawlers Association • Moreton Bay Seafood Industry Association (MBSIA) • Queensland Seafood Industry Association (QSIA) • Reef Line Council (RLC)
Recreational	• Australian Underwater Federation Queensland • Queensland Game Fishing Association (QGFA) • Sunfish Queensland
Aquaculture	• Aquaculture Association of Queensland • Australian Barramundi Farmers Association • Australian Prawn Farmers Association • Bundaberg and District Crayfish Farmers Association • Crayfish Farmers Association of Queensland • Freshwater Fishing and Stocking Association of Queensland. • Mackay Prawn Farmers Association • North Queensland Crayfish Farmers Association • Queensland Aquaculture Industries Federation Inc. • Queensland Crayfish Farmers Association • Queensland Oyster Growers Association • South Queensland Crayfish Farmers Association
Post Harvest	• Qld Seafood Marketers Association

Objectives

1. Prepare a short review of structure and funding models used for other industry associations
2. Conduct an initial workshop to develop a preferred option for a Queensland peak body structure and funding
3. Liaise with key fishing and seafood industry members throughout regional Queensland to discuss the preferred option
4. Conduct a final workshop to agree on peak body structure and funding process and develop an implementation plan and working group

Methods

The project had three distinct stages of liaison with Queensland industry groups.

Stage 1 - Initial Workshop

An initial one day workshop was held in Brisbane on 24 September 2013 with a select number of invited participants from across the catching and marketing sectors. The aim of that meeting was to:

- outline the project;
- introduce participants;
- provide an overview of association structures from other jurisdictions;
- document attributes of an ideal association for Queensland;
- develop examples of a potential Queensland organisational structure; and,
- plan the industry liaison phase of the project and set the course for the project.

Preparation for this workshop included collation of information and summaries on various peak body structure and funding, and preparation of some potential structures for the Queensland peak body for discussion. The expected outcome of this initial workshop was a shared understanding of the goals of the project and a preferred structure and funding model to take out to the broader industry. The workshop also informed project staff as to the format and locations for the Stage 2 liaison with broader industry.

Based on the initial workshop, a draft discussion paper was developed that outlined the issues that should be considered in developing a peak organisation. This paper covered a range of topics including issues that were impacting QSIA as the peak industry association, changing cultures in industry associations, governance, roles and responsibilities, membership and funding options.

The draft discussion paper was reviewed and revised by the project team at a meeting on 13 December 2013. It was recognised at the workshop that getting the broader Queensland seafood industry involved in the project would be one of the major challenges. To this end, an abridged version of the discussion paper was developed that was considered more suitable for distribution to the broader industry. In addition to the discussion paper and planned industry meetings, a questionnaire was developed using "SurveyMonkey[2]" that could be filled out either online (accessed via web or email) or as a hard copy. The abridged discussion paper and questionnaire were again revised by the project team before the final versions were sent out to industry in early 2014. The industry contacts associated with the project team were used to distribute the questionnaire and website link to as many people as possible in the Queensland seafood industry. Final versions of the original discussion paper, abridged discussion paper and survey are provided at Appendix 4, 5 and 6 respectively.

Stage 2 - Regional industry consultation

The second phase of the project was an information gathering exercise that involved collecting survey information and meeting with industry personnel from across coastal Queensland.

These meetings provided an opportunity for the broader industry to learn about the goals of the project, and to have some input on the preferred structure and funding model of a potential peak body. We also collected information on whether the need for a peak body was seen as important, the outputs expected from a peak body, how it is to be funded and what funding model would be suitable.

Not only did people have the opportunity to state their feelings at the meetings, but each participant was asked to fill in the survey questionnaire. In this manner, everyone had the potential to provide feedback — not just those who spoke out at the meetings.

The feedback from these meetings was collated and reported back to the project co-investigators, first at a project team meeting and then to a broader group of industry members at the final workshop.

Stage 3 - Final Workshop

Following the regional meetings and compilation of the survey information, a final workshop was held in Brisbane on 13 November 2014 to present the results of the liaison and to consider the preferred structure and funding model for the Queensland peak body (Appendix 7). Dr Ewan Colquhoun — a co-investigator of this project — was the independent facilitator for this workshop. The outcome of this workshop is described in the results and discussion section.

[2] SurveyMonkey Inc., Palo Alto, California, USA, www.surveymonkey.com

Results and Discussion

Initial Workshop

A total of 12 industry members (two by teleconference call) participated in the workshop held in Brisbane on 24 September 2013 (Table 2). The workshop was facilitated by Ian Knuckey as the Principal Investigator of the project and Ian Plowman — author of "Healthy Industry Associations and Succession"[3].

Participants at the initial workshop were selected by the project team as a good cross-section of industry with respect to sectors, regions and involvement in different industry associations. They were not selected to be representative of a particular sector or industry association. The workshop agenda is shown in Appendix 3.

Table 2. Participants in the initial workshop

Project Team	Participants
Marshall Betzel	Brett Arlidge
Chris Calogeras	Karen Collard
James Fogarty	Gary Ward
Michael Gardner	Peter Jackson
Ian Knuckey (Facilitator)	Stephen Murphy
Scott Wiseman	Mike O'Brien
	John Page (teleconference)
Ian Plowman (Facilitator)	Robert Pender (teleconference)

As background to the workshop, participants were provided with examples of the structure and funding models of other Australian industry associations including: the South East Trawl Fishing Industry Association (SETFIA); National Farmers Federation; Seafood Industry Victoria; VRFish; National Seafood Industry Alliance (NSIA); Commonwealth Fisheries Association (CFA); Recfishwest; Grain Growers; Western Australian Fishing Industry Council (WAFIC) and Wildcatch Fisheries SA. The structure of other industry-owned companies such as Meat and Livestock Australia and Australian Pork Ltd were also considered. For each of these groups, information was provided on board structure and roles, staff and roles, goals / mission, membership and funding base. This information is provided in Appendix 8.

Workshop participants considered the difficulties that the QSIA had faced over the last two decades and what would need to be put in place for a successful peak body in the future in terms of governance, roles and responsibilities, membership and funding options. These workshop discussions were used to scope the project with

[3] Plowman, I.C., MacDonald, N. 2013. A program to enhance membership participation, association health, innovation and leadership succession in the Australian fishing industry. FRDC Project 2011/410.

regard to the background document and issues to be raised during the broader industry consultation of Stage 2. This information was used by the project team to develop the discussion paper and design the survey questionnaire (Appendix 6 – Industry survey).

At the end of the workshop, participants were asked to rank the various Queensland ports that should be involved in the regional consultation process. Acknowledging the importance of wide regional coverage, they also considered the number of industry members that would likely attend and the feasibility of travelling to these areas on a relatively small project budget. The priority ports are shown in Table 3.

Table 3. Combined participant ranking of ports to be visited during Stage 2 of the project.

Support	Ports to visit (combined where appropriate)
14	Mooloolaba – 9 / Tin Can Bay – 5
11	Cairns – 9 / Innisfail – 1 / Cooktown – 1
10	Harvey Bay – 8 / Bundaberg – 2
9	Townsville – 9 / Bowen – 0
8	Brisbane – 8
6	Gold Coast – 6
6	Rockhampton – 4 / Gladstone – 2
5	Mackay – 5
4	Karumba – 4
0	Thursday Island – 0
0	Weipa – 0

Stage 2 – Questionnaire and Regional consultation

The ports that were visited were identified during the Stage 1 and expanded from an original eight ports to fifteen ports (Gold Coast, Moreton Bay, Brisbane, Mooloolaba, Tin Can Bay, Hervey Bay, Bundaberg, Gladstone, Rockhampton, Mackay, Bowen, Ayr, Townsville, Cairns and Karumba). An industry contact in each port was suggested by the project team to assist in the selection of a meeting venue, to help with organisation of the meeting, and encourage industry attendance. Using their in-house database QSIA was responsible for the distribution of the hard copy discussion paper and meeting flyers (Figure 1a and 1b). Some 2900 were sent out to industry members including all primary licence holders. Unfortunately this process was delayed due to production problems so that operators in southern ports did not receive the letters prior to the meetings. Industry members were further notified of the regional meetings through emails, text messages and phone calls by the project team members and broader industry connections. Ian Knuckey and Chris Calogeras facilitated these meetings.

Figure 1a. Industry meeting flyer showing places, dates and times of regional meetings undertaken throughout Queensland in June 2014 as part of Stage 2.

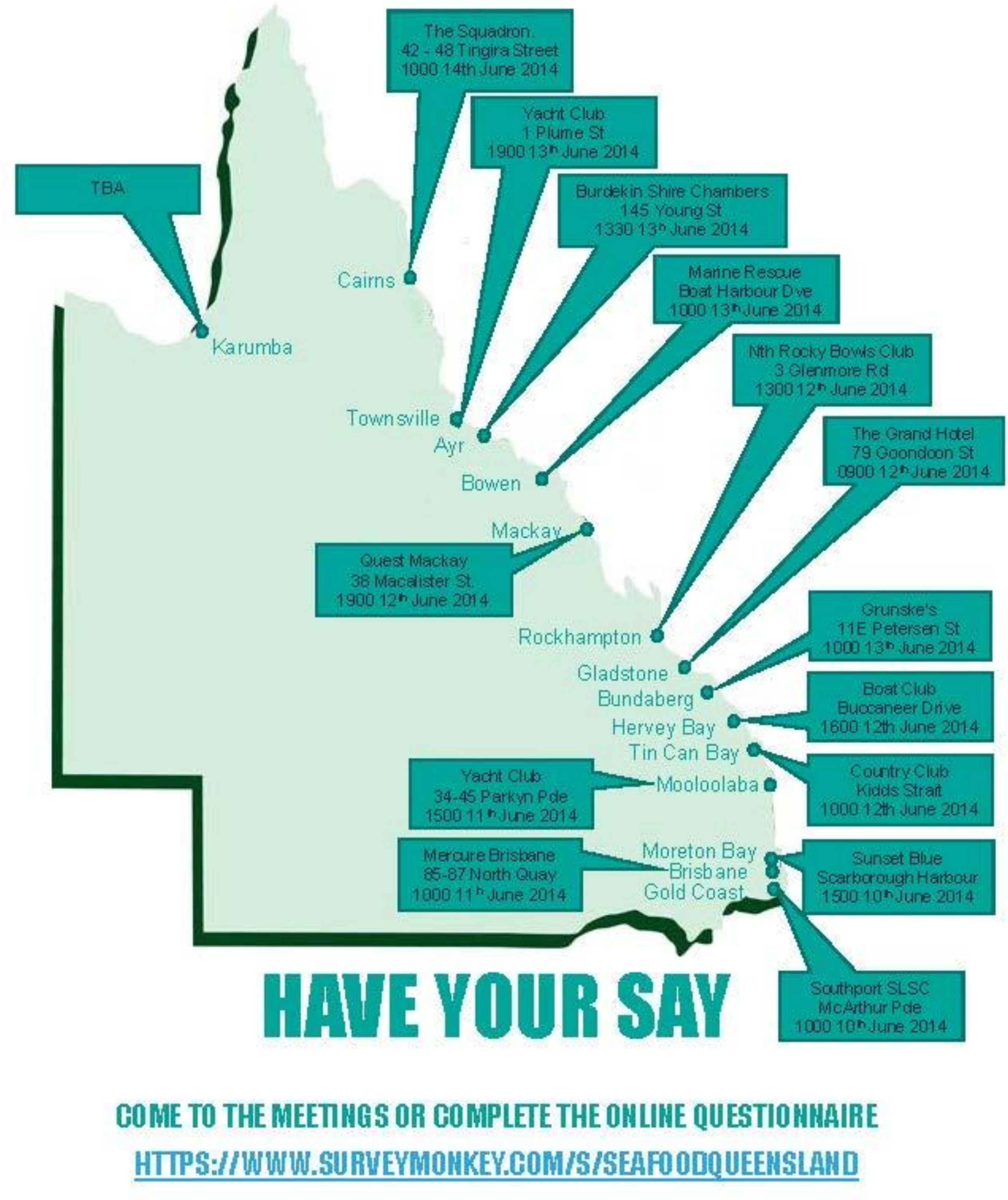

Figure 1b **Industry meeting flyer showing places, dates and times of regional meetings undertaken throughout Queensland in June 2014 as part of Stage 2.**

Regional Meetings

There was an initial meeting in Cairns to trial the survey method in January 2014, followed by all regional meetings during June 2014. The number of attendees at the Regional meetings is shown in Table 4. Unfortunately the timing of the Regional meetings did not coincide with availability of fishers from the Gulf of Carpentaria in Karumba and as such this meeting was not held. However, all other priority ports were visited. Total attendance at meetings was 106 people, and ranged 1–16 people at any one port. This variability in attendance was partly influenced by the timing of the meetings and weather conditions, whether sectors were out fishing or not or if they had received adequate notification of the meetings. Trying to fit so many meetings into such a short timeframe (1 week) meant that we were not able to arrange the timing and date of meetings to suit all sectors.

Meetings were structured so that the facilitator presented background information on the project, then provided an opportunity for attendees to ask questions and make specific or general statements about the project. Hardcopy questionnaires were also provided to each meeting to allow the opportunity for everyone to fill out their own personal information in a consistent form. This was done for two reasons: 1) consistent information was then obtained from people at meetings and people that responded online, and 2) if certain personalities dominated that talks at meetings (which was sometimes the case), everyone could still record their own views on the matter. All of the information recorded on the hardcopies was later transcribed into the online Survey Monkey database for analysis.

Table 4. Attendance at Regional Meetings

Port	Attendance
Southport	4
Brisbane	2
Scarborough	3
Mooloolaba	14
Tin Can Bay	13
Hervey Bay	10
Bundaberg	5
Gladstone	4
Rockhampton	3
Mackay	1
Bowen	11
Ayr	6
Townsville	9
Cairns (two meetings)	5 + 16
TOTAL	106

Survey respondents

This section includes survey information from both the online and meeting respondents. During the course of this project, 152 people filled out a questionnaire (90 online and 62 at port meetings). This represents about 75% of the more than 200 people we directly communicated with, the shortfall because not all of the people at meetings filled out the questionnaire. This figure in itself indicates the value of having online access for fishers as an alternative means of collecting information — despite many people insisting that fishers are not that computer literate. Nevertheless, this number of responses represents only about 10% of the ~1900 individual Queensland fishing and aquaculture licences, which consist of 1,437 commercial fisheries licences, 333 harvest fisheries licences and 126 aquaculture business licences (Figure 2). As such, one must be careful in extrapolating the results as a representation of the entire Queensland fishing community. The figures below, however, do suggest that we accessed a good cross-section of that community with respect to gear type, fishery and affiliation with industry associations.

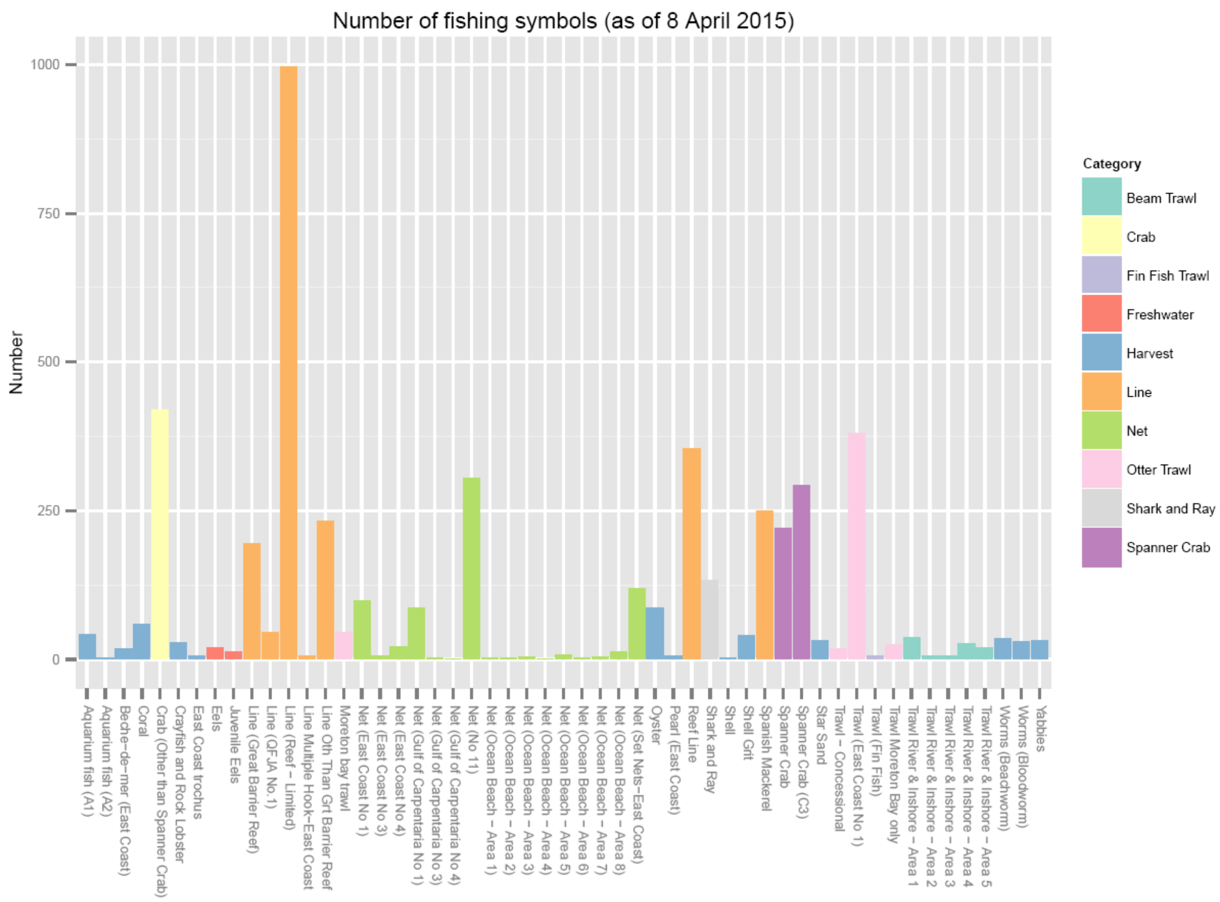

Figure 2. Summary of Queensland commercial fishery symbols by gear type as at April 2015.

Just over half of the respondents were aware of the project, mostly through QSIA (Figure 4) and their mail out of information. More than 80% of survey respondents were from the wild catch sector; there were also some from the aquaculture, wholesale, processing, marketing, retail and government sectors (Figure 3). Respondents to the questionnaire were mostly male (90%) and ranged between 25 to 75 years of age, with the median age group 45–54 years old. Respondents were well spread across, and reasonably representative of, the different commercial fisheries, with T1 Trawl Fishery, L2 / L3 Line Fishery (Reef), C1 Crab Fishery, N2 Net Fishery and RQ Coral Reef Fin Fish Fishery who together provided more than 50% of responses (Figure 5). Two thirds were involved in an industry association (Figure 6), of which about half were affiliated with QSIA (Figure 7). Other main associations listed were the Moreton Bay Seafood Industry Association, The Fisherman's Portal, Qld Seafood Marketers Association and The Australian Barramundi Farmers Association. More than two thirds of respondents had been members of industry associations for more than 10 years (Figure 8).

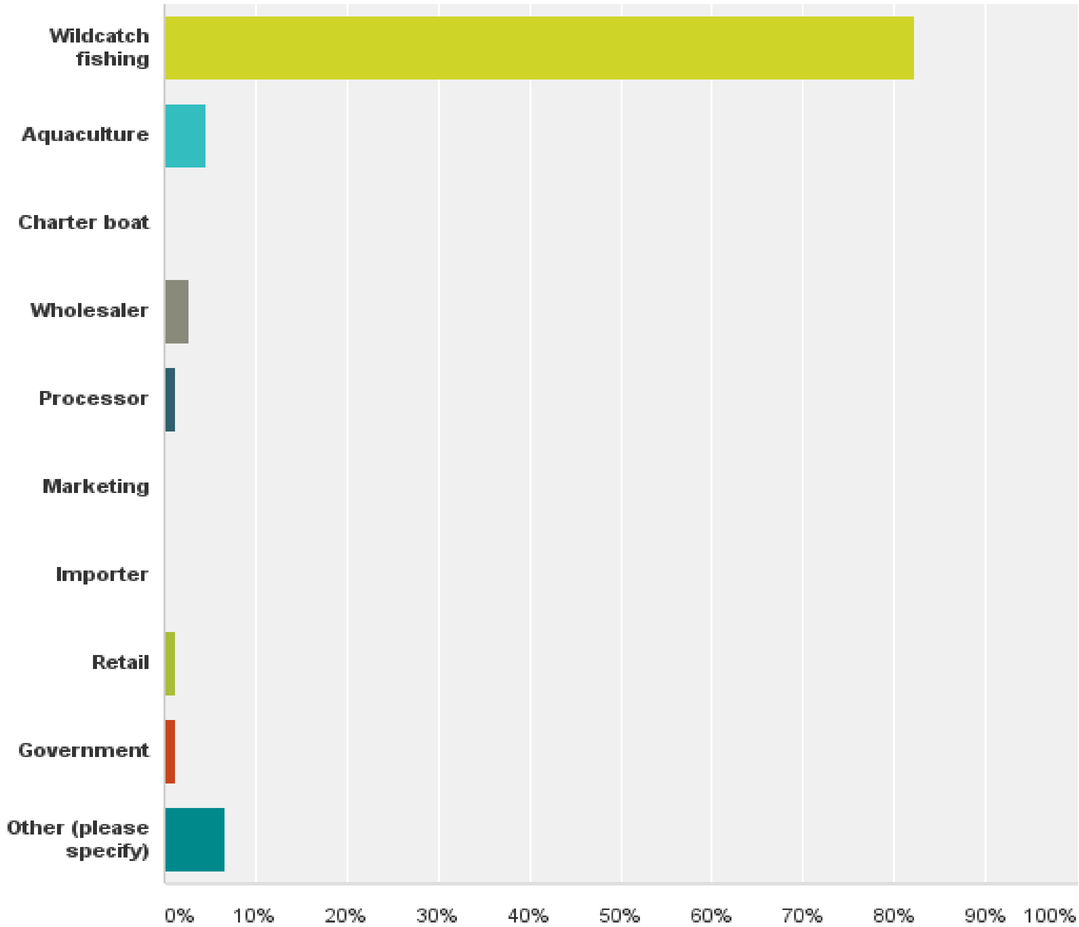

Figure 3. Sectoral composition of questionnaire respondents (n = 152).

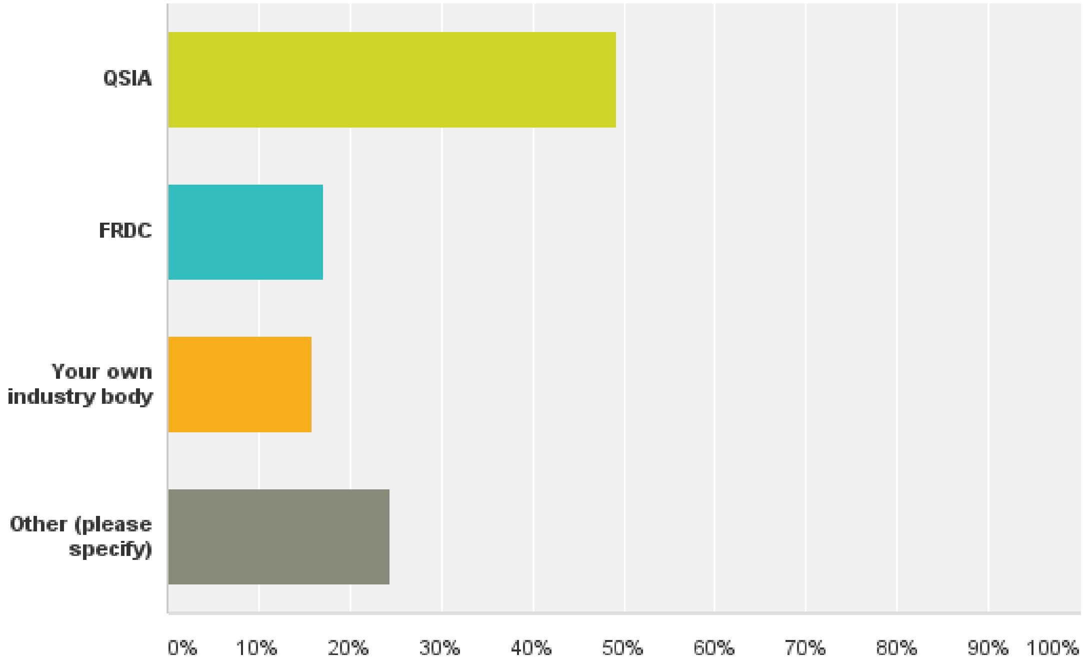

Figure 4. Respondent's source of knowledge about this project (n = 152).

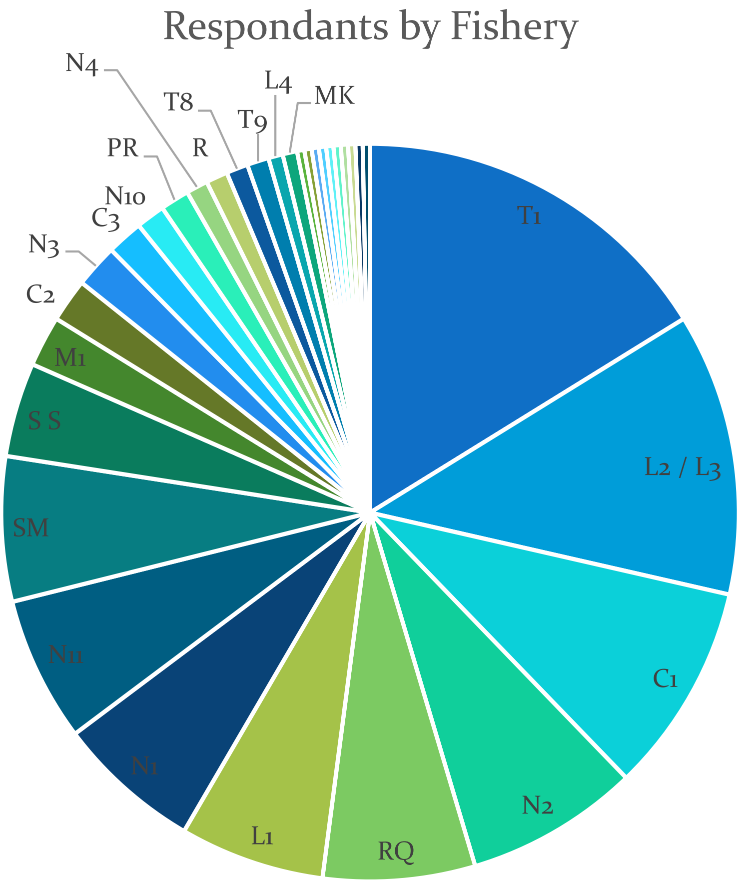

Figure 5. Commercial fishing survey respondents by fishing symbol. See Appendix 2 for descriptions of fishery symbols (n = 124).

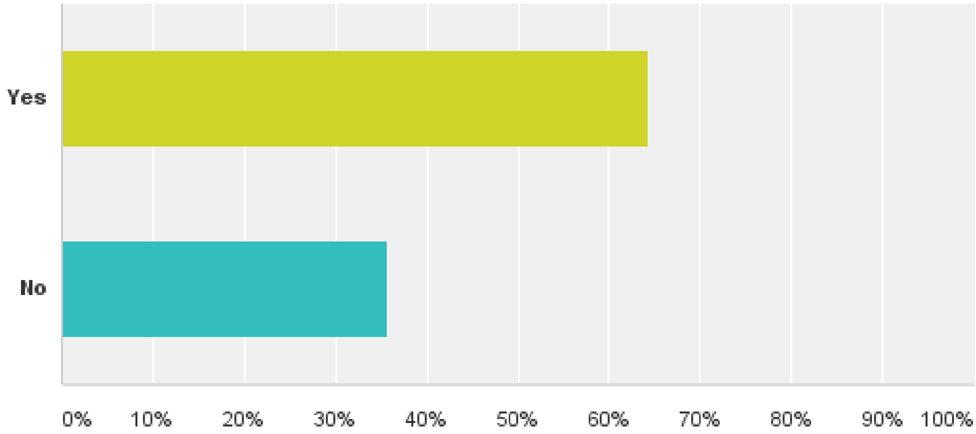

Figure 6. Percent of respondents involved in an industry association (n = 151).

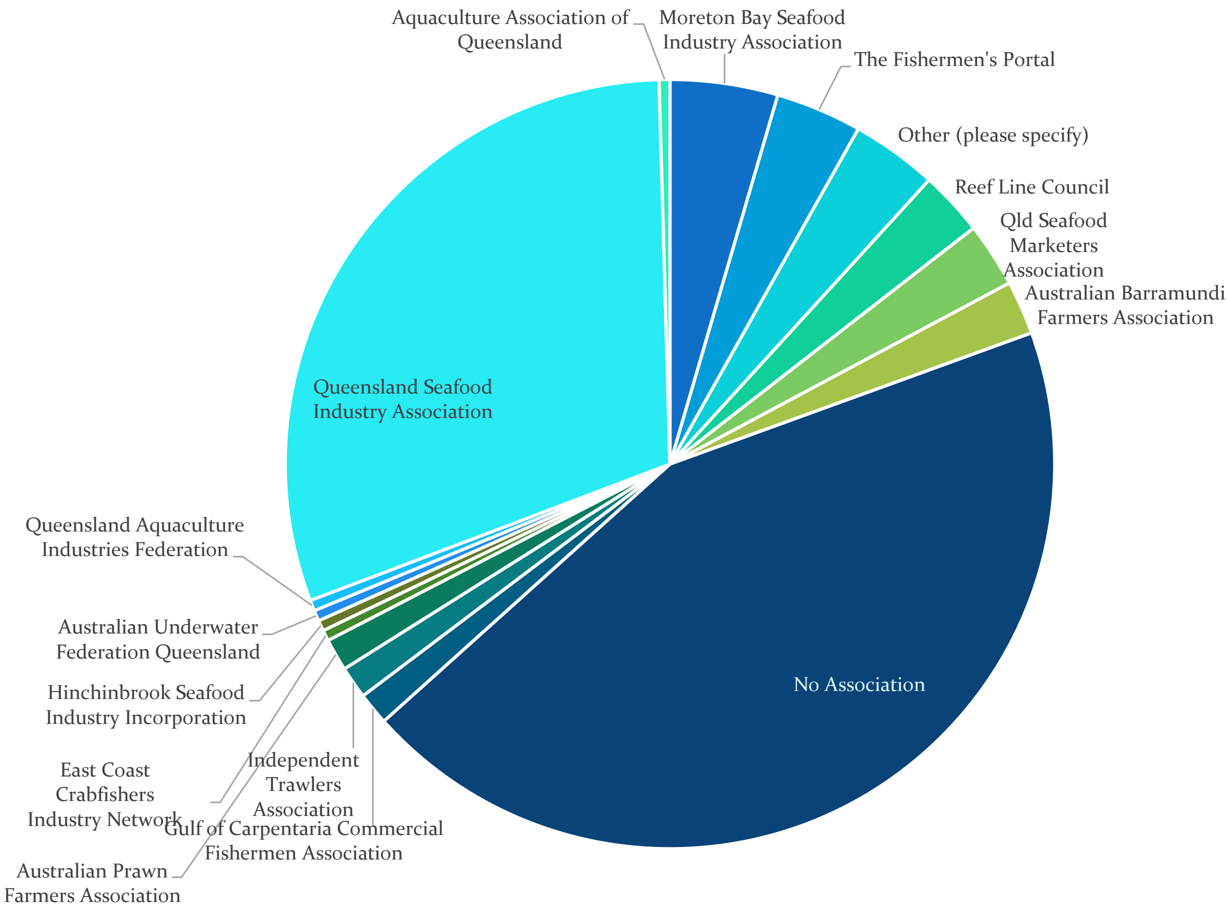

Figure 7. Industry associations that respondents were affiliated with (n = 124).

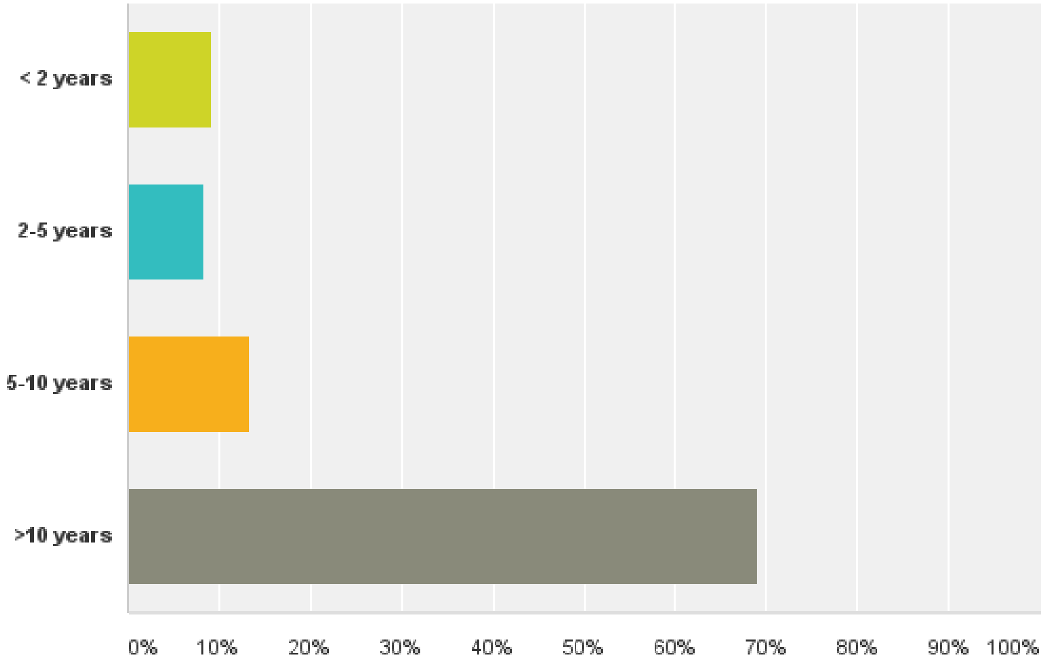

Figure 8. Number of years respondents had spent in an industry association (n = 97).

A Short Look Back

The project and the workshops were heavily focused on moving forward and not dwelling on the problems and challenges of the past. Nevertheless, there are some lessons to be learned by considering the issues that impacted QSIA as the peak industry body in recent years. Some history provided by Gardner (pers. comm.) as a past QSIA President is useful in this respect

> *"There has been a professional fishermen's representative body In Queensland for a century. During the 1900s the Queensland Commercial Fisherman's Organization (QCFO) was a powerful and influential body. It was well funded by compulsory levies on fishermen and had considerable assets including real estate. This gave the peak industry body financial strength to provide for its members, lobby Government, influence fisheries management and the ability to fund legal challenges etc. Nevertheless, it was a result of a legal challenge to these compulsory levies that ultimately resulted in the Queensland Government removing the capacity for compulsory fees to the QCFO during 2000. QCFO then had to rely on voluntary membership and at the same time, the name was changed to the Queensland Seafood Industry Association.*
>
> *As a result of the abolition of compulsory levies the QSIA membership dramatically declined. The expense of running the organization with regional branches, CEO and office staff including at least one project officer, an elected board with a President and Vice President saw the assets eroded and real estate sold. The expensive branch structure was disbanded and changed to an area specific representation with separate fisheries committees being formed for trawl, line, crab and net. There were nine areas and each area had one representative for each fishery committee. A new Constitution was developed to support this structure. Even with reduced membership levels the QSIA continued to function and effectively tackled major industry issues such as the RAP and Torres Strait restructure. Project funding became a significant contributor to the budget and QSIA employed 2 project officers. MBSIA and GOCCFO were created out of QSIA to deal with regional issues in Moreton Bay and the Gulf of Carpentaria and remain effective. Other events occurred throughout this period that exacerbated the peak body resource issues: the GBRMPA Plan; the Coral Reef Finfish and Spanish Mackerel Plan; Complimentary state closures (particularly Moreton Bay); Torres Strait management; the 2000 Trawl Review,*

> *latent effort removals in crab, line and net fisheries; port developments. These and other issues led to progressive loss of access with diminished industry participants, contracting investment with quota and licence values falling significantly. This left an industry disenchanted, mistrustful and with financial problems. In its weakened state, QSIA was unable to combat what were in many cases inevitable outcomes and therefore was seen by many as ineffectual. Over this time other representative bodies of uncertain governance and membership levels sprang up at various times, some of which have now gone.*
>
> *In 2009 a restructure was undertaken following a review by Ferris Consultants and as a result government funding (under an MOU) was granted to assist the peak body. The contract was for 3 years but was not renewed by the newly elected Government in 2012. Since then QSIA has survived with one part time EO, Chair - President and board. Although voluntary membership peaked at around 350-400, it has since reduced to just over 200 but has now stabilized and more recently has increased. It is important to recognize that QSIA has always had to rely on voluntary involvement from a small section of its members prepared to sacrifice time and income leaving themselves open to accusations of self-interest.*
>
> *QSIA still has statewide membership, but it is generally recognized that with this level of membership and limited resources, QSIA cannot be an effective peak body".*

As the only Queensland peak industry association, survey respondents were asked to rate QSIA performance in a number of different areas: representation; government influence, funding and resources, industry support, communication and engagement, governance and vision for industry.

About 50% of *all* wildcatch sector respondents thought that historically performance across these areas was either poor or very poor, particularly in areas of funding and industry support (Figure 9). The subset of only QSIA member respondents generally rated QSIA performance more favourably with about 60–70% rating most performance measures as average or better, however about 70% of QSIA respondents highlighted that performance in funding and industry support was below average. The potential link between industry support and funding was made apparent by QSIA members as the ability to support industry was hampered by a declining member base. Overall, about 10% of respondents thought QSIA had performed better than expected, 55% thought they performed as expected and 35% thought they had performed worse than expected (Figure 10).

The performance of QSIA also drew discussion at some of the industry meetings primarily relating to past issues rather than current issues. Perceptions related variously to outcomes — some outside of control of a peak industry body — of government process, loss of compulsory levy, internal communications, fractured industry relationships, lack of unified voice, governance, conflicts of interest and independence. It was apparent to the Principle Investigator and Project Team that while some of these perceptions appeared legitimate, there was also some that were unfairly levelled at QSIA for processes and outcomes that were well beyond its scope of influence.

Regardless, it was acknowledged that these issues ultimately resulted in QCFO membership falling precipitously during the early 2000s (largely as a result of the loss of the compulsory levy) and continuing to decline under QSIA for various reasons before stabilising at somewhere around 10–20% of the Queensland seafood industry. Whether founded in reality or not, the polarisation of industry regarding the role and performance of QCFO/QSIA during the 1990s and 2000s indicated to the project team that it would be very difficult to re-establish the peak body as being representative of the majority of the fishing / seafood industry whilst operating under the banner of QSIA. Similarly, it would be difficult for any other currently operating industry associations to be transformed into a peak association that could address the broader needs of industry.

Despite the issues of the past, it was encouraging that when industry was asked whether they would benefit from a new peak industry association such as "Seafood Queensland"[4], 80% of questionnaire respondents were supportive (Figure 11).

Key Recommendation 1. Establishment of a new Queensland peak industry association is the most feasible means of achieving broad industry support.

[4] For the ease of use and terminology, we have named the potential new peak association as "Seafood Queensland" throughout the rest of the document.

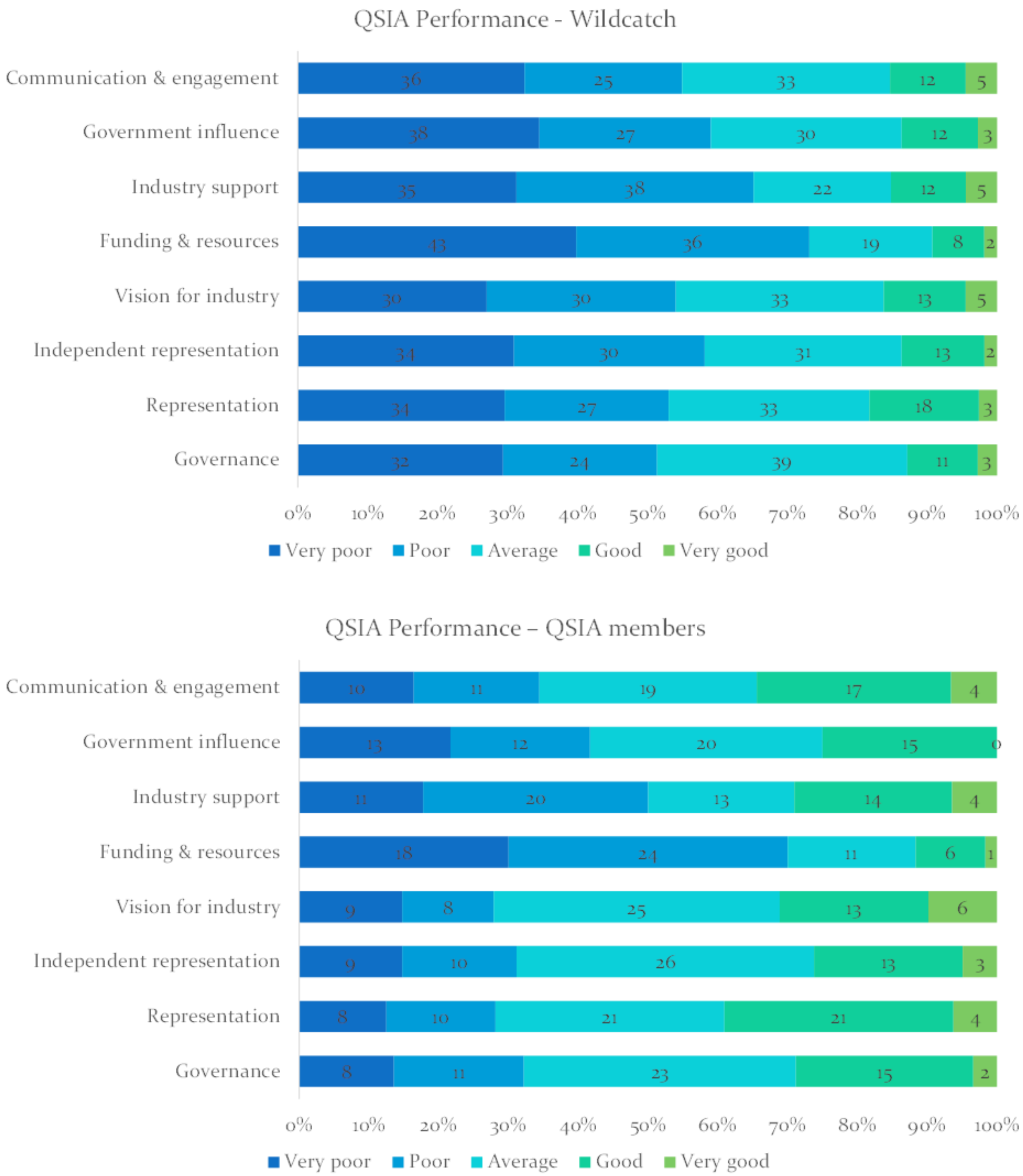

Figure 9. **Responses to question regarding performance of QSIA grouped by all wildcatch respondents and QSIA members only. Numbers of responses are annotated on bars.**

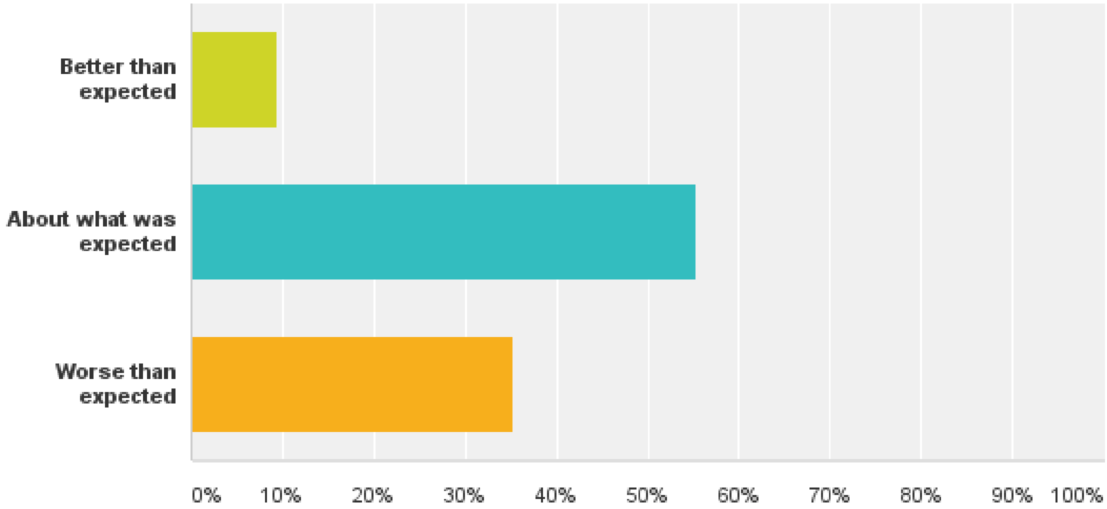

Figure 10. Performance of QSIA versus expected performance – all wildcatch respondents (n = 139).

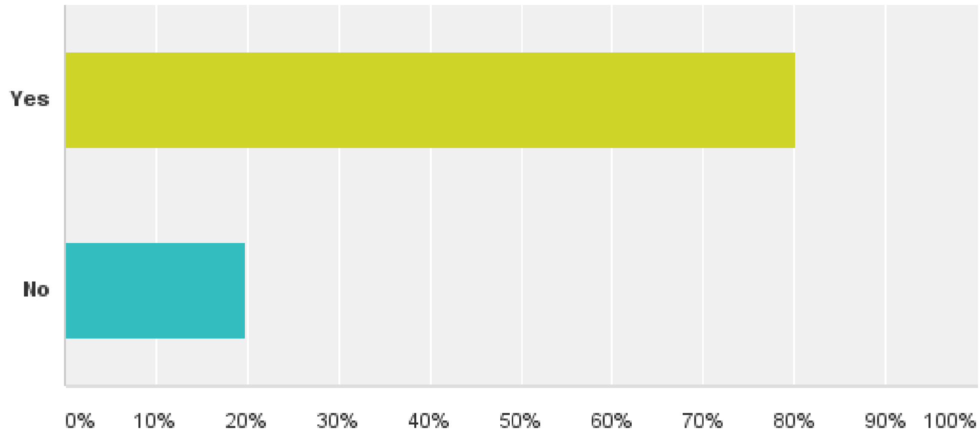

Figure 11. Response to question "Would industry benefit from Seafood Queensland? " (n = 126).

A long look forward

Regardless of what has happened in the past, in looking forward to a new organisation there was a need to ensure the it has all the qualities of a good organisation including sound and transparent governance, clear roles and responsibilities, a culture that is attractive to old and new members alike, a sound funding base and a structure and membership that is appropriate to its goals. These are discussed in the following sections, which combine of a review of industry peak body, industry survey results and the outcomes of the final project workshop.

Changing Culture

Whilst it is easy and often convenient to lay the responsibility for declining membership at the feet of a particular peak organisation, Moore (2012) highlights a number of generational, cultural and economic forces that are culminating to make maintaining membership of any peak association extremely difficult. Many current associations are heavily geared towards Baby Boomers[5] and with large numbers of skilled and affluent Baby Boomers now starting to retire, membership and leadership of many peak industry organisations are beginning to transition to Generation X and Y. Moore (2012) states that in this respect Baby Boomers are resistant to change, especially when it requires them to give up some of the control they have spent their entire careers trying to attain, and this can be a big factor restricting associations from making the changes required to successfully attract and retain young members. Generation X and Y members have very different expectations from peak associations, and also have different drivers for getting involved. To justify their investment of time and / or money, they want to see very clearly defined, tangible and compelling value from an association – both to join and to stay involved.

In considering the age of our survey respondents, about 80% were older than 44 and 57% were Baby Boomers (Figure 12), so attracting and retaining young membership for a Queensland peak industry association is an obvious issue. There was general recognition that attracting young members to associations was important, but people also recognised that the age composition of association membership generally reflected that of the current Queensland industry. Thus, people thought attracting young people to the industry was the underlying problem and that association membership would change accordingly once this was achieved.

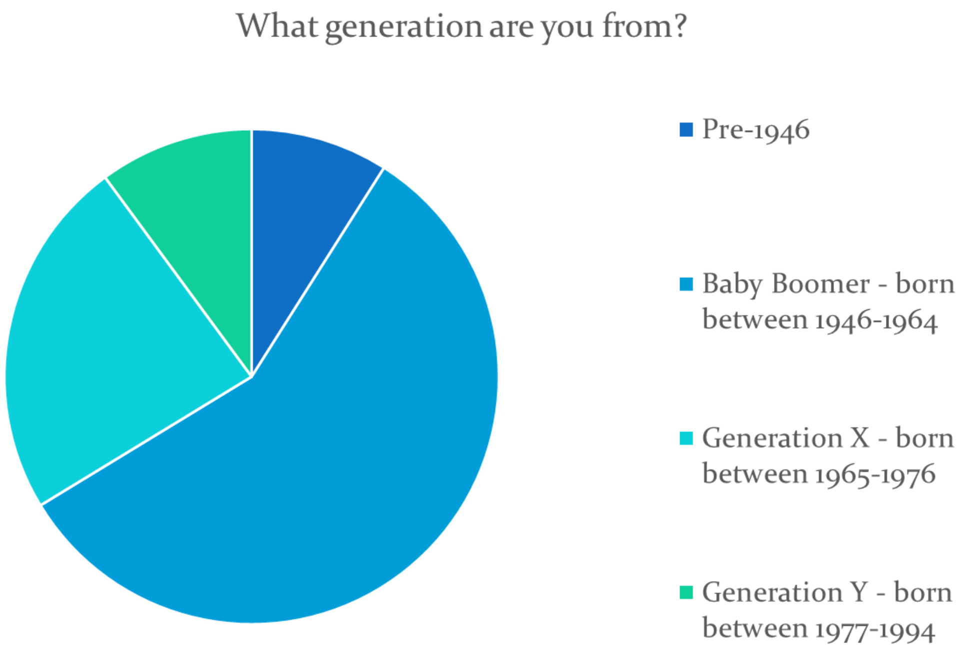

Figure 12. Generation of survey respondents

[5] Baby Boomers - born between 1946 and 1964; Generation X (1965-76); Generation Y (1977-1994)

Moore (2012) describes that for an association to thrive into the future, it needs to:

- **Be an organisational culture that is diverse, welcoming, engaging and attractive to all generations;**
- **Proactively engage, encourage, nurture and involve younger members and future leaders now;**
- **Clearly understand what value it can deliver to younger members;**
- **Understand the best means of communicating that value to motivate them to join and engage;**
- Proactively collect information relevant to your members and filter it into small streams of timely, critical information to different membership segments;
- Create engaging ad hoc volunteering opportunities;
- Be repositioned to connect people in ways that will provide them with meaningful, positive conversations and outcomes;
- Take advantage of technological advancements and integrate them into communications and service strategies;
- Embrace social media using a clear strategy that is integrated with other communication channels;
- Review venues, format, frequency, duration, content and engagement mechanisms of events so that they are relevant and engaging for young members;
- Ensure everyone connected to your organisation needs to behave in a morally, ethically, and socially responsible manner;
- Understand and proactively manage its public perceptions; and
- Allow leadership to consider new ideas and to be guided by good research on what will appeal to the younger market.

The survey asked respondents to rank the first four issues (in bold) from not important to very important: About 75% or respondents ranked all of these cultural issues as important or very important.

Whilst industry members and workshop participants realised the need to engage, encourage and involve younger members in Seafood Queensland as members and future leaders, they recognised the drive for change must happen now and this therefore falls to the current crop of industry leaders, the majority of whom are from older generations.

Key Recommendation 2. The current "crop" of industry leaders must drive the change to engage, encourage and involve younger members in Seafood Queensland NOW.

Governance

Governance plays an important role in determining the way in which many organisations function. It can be defined as the processes, structures and organisational traditions that determine how power is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account. The Australian Institute of Company Directors (AICD) describes ten principles for good governance (AICD, 2013):

Principle 1: Roles and Responsibilities – There should be clarity regarding individual director responsibilities, organisational expectations of directors and the role of the board.

Principle 2: Board Composition – A board needs to have the right group of people having particular regard to each individual's background, skills and experience, and how the addition of an individual builds the collective capability and effective functioning of the board.

Principle 3: Purpose and Strategy – The board plays an important role in setting the vision, purpose and strategies of the organisation, helping the organisation understand these and adapting the direction or plans as appropriate.

Principle 4: Risk - Recognition and Management – By putting in place an appropriate system of risk oversight and internal controls, boards can help increase the likelihood that their organisation will deliver on its purpose.

Principle 5: Organisational Performance – The degree to which an organisation is delivering on its purpose can be difficult to assess, but this can be aided by the board determining and assessing appropriate performance categories and indicators for the organisation.

Principle 6: Board Effectiveness – A board's effectiveness may be greatly enhanced through: careful forward planning of board-related activities; board meetings being run in an efficient manner; regular assessments of board performance; having a board succession plan; and the effective use of sub-committees, where appropriate.

Principle 7: Integrity and Accountability – It is important that the board have in place a system whereby: there is a flow of information to the board that aids decision-making; there is transparency and accountability to external stakeholders; and the integrity of financial statements and other key information is safeguarded.

Principle 8: Organisation Building – The board has a role to play in enhancing the capacity and capabilities of the organisation they serve.

Principle 9: Culture and Ethics – The board sets the tone for ethical and responsible decision-making throughout the organisation.

Principle 10: Engagement – The board helps an organisation to engage effectively with stakeholders.

In addition to these ten principles, Gill (2002) highlights the importance of cohesive policies and securing resources in good governance. Hallmarks of poor governance include: lack of independence for the chair and majority of the board; a lack of key performance indicators or review for the CEO; the board concentrating on operational issues rather than strategic thinking and development; non-ethical decision making; bad media reports and dysfunctional board; and poor or no surplus (Beck, 2012).

With relation to non-profit organisations, Gill (2002) defines a range of governance models, the choice of which depends on the organisation's own culture and unique set of circumstances. A practical knowledge and basic understanding of how various concepts of governance will best fit a particular organisation is critical, and a range of different theoretical basic governance models listed below.

Operational Model**:** The board manages, governs and performs the work of the organisation.

Collective Model**:** The board and staff operate as a single team when making decisions about governance and the work of the organisation. Board members may work with either or both service operations or management functions.

Management Model**:** The board manages operations through functional committees that may or may not have a staff coordinator.

Constituent Representational Model**:** An approach used by publicly elected officials. Federations or other constituency-elected boards have the primary responsibility of balancing the interests of their constituents with the best interests of the organisation.

Traditional Model**:** The board governs and oversees operations through committees established along functional lines (finance, human resources, programs) but delegates the management functions to the executive director.

Results-based Model**:** The executive director is a non-voting member of the board, carries substantial influence over policy making, and is viewed as a full partner with the board. Committees, organised around board responsibilities and lead planning, would guide governance, and monitor and audit performance of the board, executive director and organisation.

Policy Governance (Carver) Model**:** The board governs through policies that establish organisational aims (ends), governance approaches, and management limitations. These policies also should define the relationship of the board with the executive director. The executive director has broad freedom to determine the means that will be used to achieve organisational aims.

Advisory Board Model**:** A board selected and dominated by the executive director. This board provides prima facie legitimacy to the organisation but governs only in a nominal sense. Board members provide advice and may rubber-stamp the executive director's recommendations.

Because every organisation has its own culture and unique set of circumstances, a practical knowledge and basic understanding of how various concepts of governance will best fit a particular organisation is critical.

Gill (2002) also considered the role of not-for-profit (NFP) boards includes:

- Driving the strategic direction of the organisation;

- Working with the CEO to enable the organisation to obtain the resources, funds and personnel necessary to implement the organisation's strategic objectives;
- Implementing, maintaining and (as necessary) refining a system of good governance that is appropriate for the organisation;
- Reviewing reports and monitoring the performance of the organisation;
- Regularly reviewing the board's structure and composition, so that these are appropriate for the organisation;
- Appointing and managing the performance of a suitable CEO; and,
- Succession planning for the CEO.

While the above points are also applicable to for-profit boards, Gill (2002) pointed out that NFP boards also face a unique range of issues, such as:

- Difficulties in defining and measuring organisational effectiveness.
- Transgression of role boundaries.
- The negative impact of the structural compositions of some NFP boards, including those arising from representative models.
- Funding dependencies and constraints.

A consistent message heard from the industry throughout this project was that regardless of the final structure, roles and responsibilities of Seafood Queensland, it would only succeed if it is underpinned by good governance. Aspects of good and poor governance presented at the final workshop are shown in Table 5.

Questionnaire respondents considered strategic thinking, ethical decision making and independent directors with no conflicts to be most important aspects of good governance (Figure 13).

To this end, the following recommendations were suggested as aspects of good governance that should be incorporated into the Seafood Queensland constitution:

- Formal election of an independent Chair for a three year term;
- Formal election of Board members every two years;
- A maximum of two consecutive terms for Board members;
- Compulsory formal declaration of interest by elected members; and,
- Criteria be established on eligibility of industry associations for membership.

Key Recommendation 3. Good governance is essential to success of Seafood Queensland.

Key Recommendation 4. Aspects of good governance that should be incorporated into the Seafood Queensland constitution include: election of an

independent Chair for a three year term; election of Board members every two years; a maximum of two consecutive terms for Board members; compulsory formal declaration of interest by elected members; and, an established criteria on eligibility of industry associations for membership.

Table 5. Aspects of good and poor governance presented at the final workshop.

Good Governance	Poor Governance
Transparent management	Lack of independence
Cohesive policies	Lack of CEO performance indicators/ review
Creating a vision	Focus on operational issues, not strategic/development
Securing resources	Non-ethical decision making
Clear roles/responsibilities	Bad media reports
Performance measures	Dysfunctional board
Accountability	Poor or no surplus

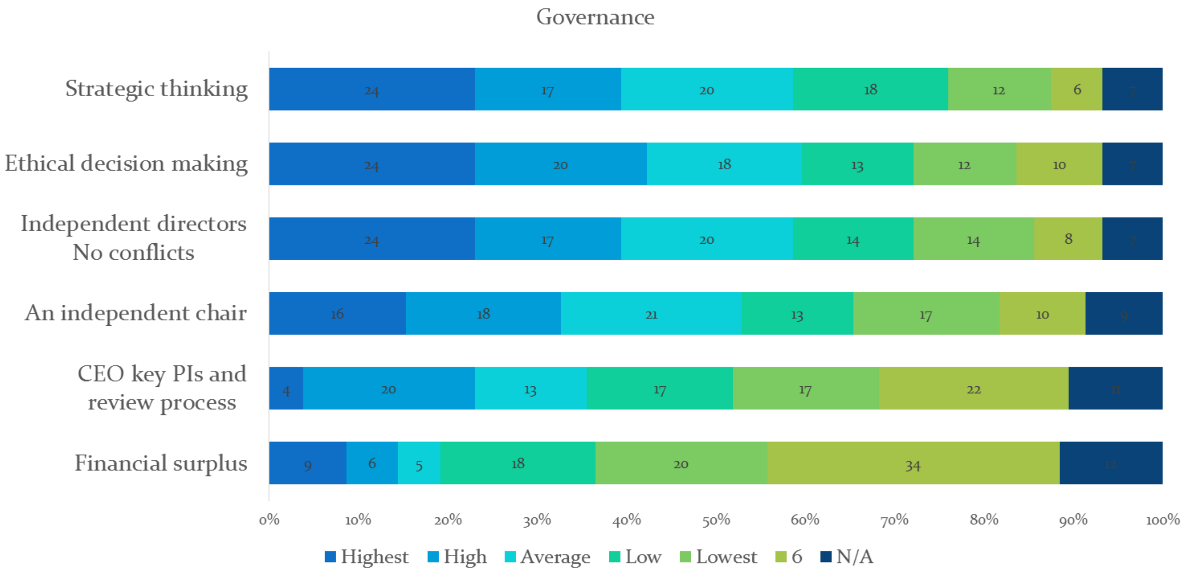

Figure 13. Responses to question asking about the importance of different aspects of good governance.

Roles and responsibilities

As part of developing a new peak body there is a need to have a clear understanding what industry wants from such an organisation, what is expected from it, how it will operate and what that will look like. This is often outlined in the Vision and Mission statements for the organisation. Industry participants in the first workshop provided key thoughts about what should be incorporated into a Vision/Mission for Seafood Queensland (Table 6).

Peak seafood industry organisations have a number of key roles they can undertake for their members and a number that it probably should not. While not an exhaustive list, some of the common roles that peak bodies undertake include:

- lobbying government;
- representation and advocacy;
- policy analysis;
- program development;
- stakeholder communication;
- research, consultation,
- information dissemination;
- sector development; and,
- resource allocation / access advice.

The issues facing the industry, which may change over time, will determine the most effective mix of these roles. Commercial fisheries can face a wide range of issues, some that are particular to specific gear types or regions, while others can be industry wide (Table 7). Understanding the relative importance of the main issues facing Queensland fisheries, and the nature and extent of those issues is important in defining the key roles of Seafood Queensland.

Table 6. Values and expectations of a peak organisation obtained from initial workshop participants.

Adds value Advocacy Co management Communicates Evolves Expertise Facilitates	Leadership Professional Representative Resourced Respected Strategic Supported	Governance Inclusive Independent Sustainable and profitable fisheries Trusted Vibrant

As part of the questionnaire, respondents were asked to rank the importance (to them as individuals) of various issues facing the seafood industry in Queensland under headings of Product, Business, Access, Management and External[6].

[6] The order of the options presented on the online survey was randomly changed for each survey to prevent systemic bias in responses.

Looking at broad groups of issues, management issues were considered most important with about two thirds of respondents considering them of highest or high importance, while about 52% considered access issues as above average importance (Figure 14). More than half of respondents considered business issues and external issues as below average importance.

Of the five management issues presented in the questionnaire, fisheries policy and management was considered by far the most important, while environmental legislation polled the highest number of low importance records (Figure 15).

Table 7. Specific issues that may be dealt with by a peak organisation and whether they are gear-based, region-based or industry-wide.

Issue	Gear-based	Region-based	Industry-wide
MPA Displacement		✓	
Marine Bioregional Planning		✓	
Access rights	✓	✓	✓
Occupational Health and Safety			✓
Regulatory complexity			✓
Industry perception	✓		✓
Sustainability	✓		✓
Catchment and coastal management		✓	
Seismic survey activities		✓	
Fisheries Management	✓		✓
Fisheries Policy	✓		✓
Port facilities / access		✓	
Pollution			✓

The most important access issues were access allocation rights and bioregional planning / MPA displacement, with native title considered the least important (Figure 16).

Price, marketing and quality were the most important product issues (Figure 17).

Fish price, along with fuel / power / water / packaging costs were considered the most important business issues (Figure 18), and catchment and coastal management / development was the most important external issue (Figure 19).

Overall, the questionnaire enabled issues of all respondents to be ranked in order of importance (Figure 20) and within these, which they would like to be dealt with by Seafood Queensland (shaded bars).

These survey results were presented to workshop participants and the following list of issues was recommended as core issues to be addressed by Seafood Queensland:

- Fisheries Policy and Management;
- Access and Allocation;
- Environmental legislation / bioregional planning;

- Catchment and coastal management;
- Regulation and licensing; and,
- High-level industry promotion.

The potential roles of Seafood Queensland with respect to these issues were prioritised. Survey respondents clearly identified representation and advocacy, lobbying government, stakeholder communication and consultation as the four most important roles for Seafood Queensland. All of the ten roles listed in the questionnaire were ranked as above average importance by more than 50% of respondents (Figure 21).

Key Recommendation 5. The main roles of Seafood Queensland should be: representation and advocacy; lobbying government; stakeholder communication; and consultation.

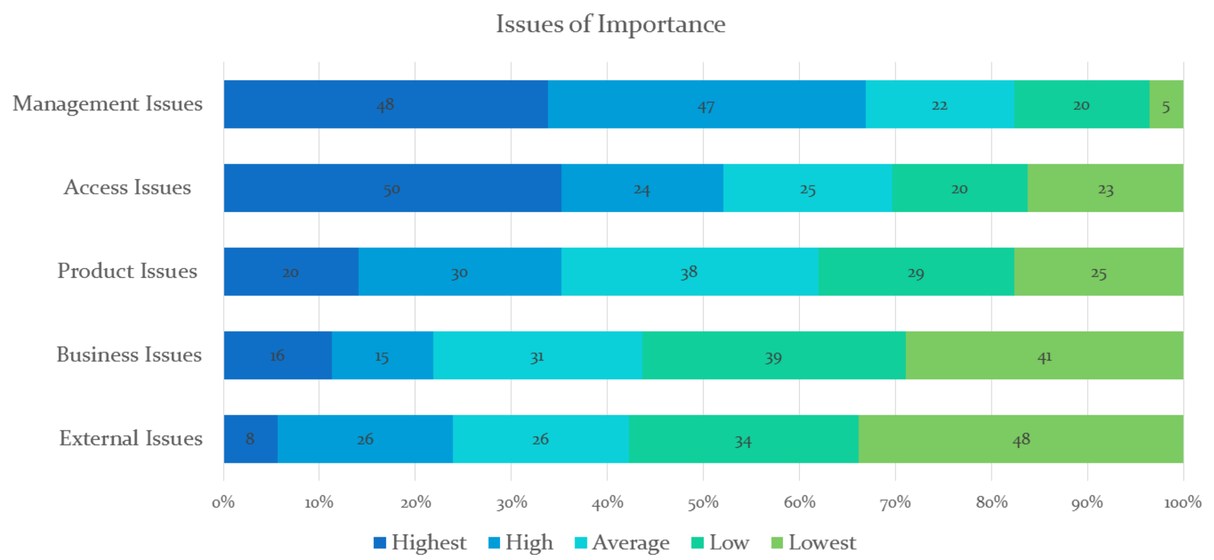

Figure 14. Relative importance of broad groups of issues (n = 142).

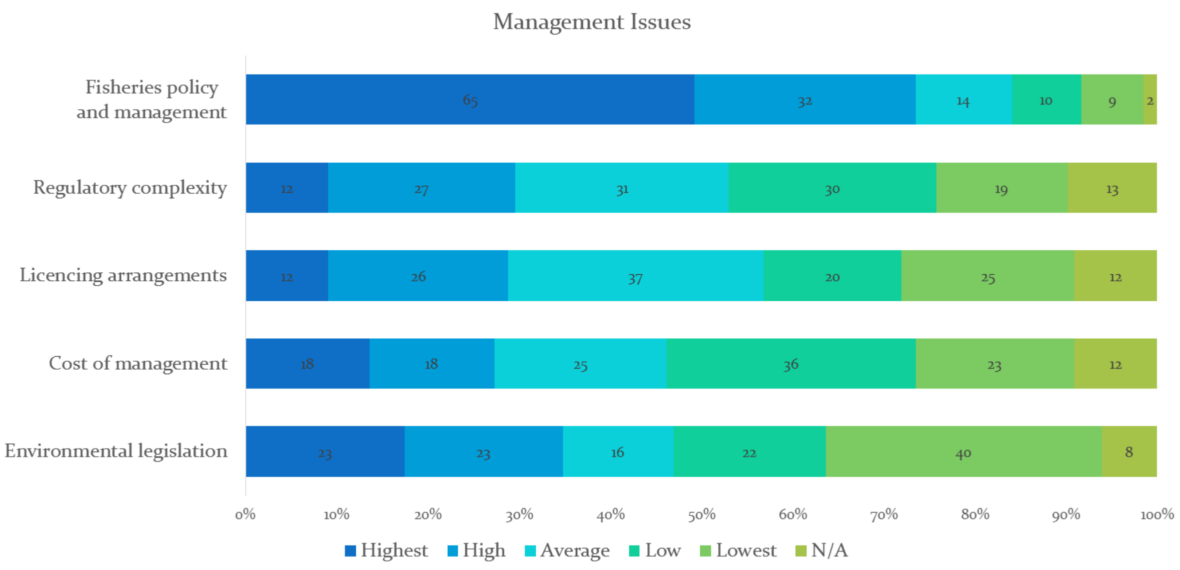

Figure 15. Relative importance of management issues (n = 142)

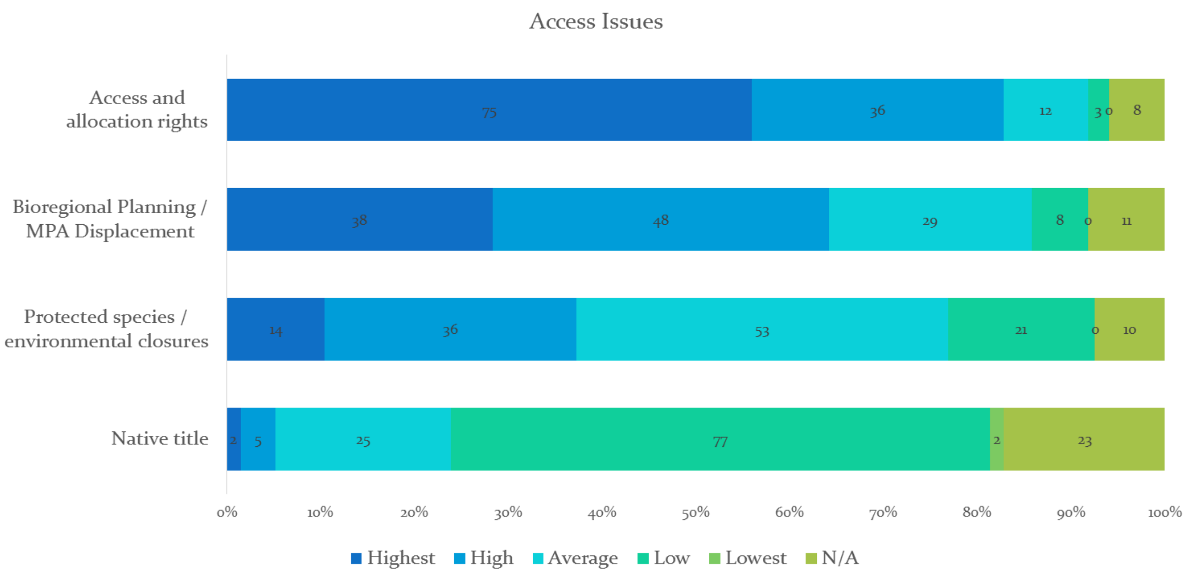

Figure 16. Relative importance of access issues (n = 134).

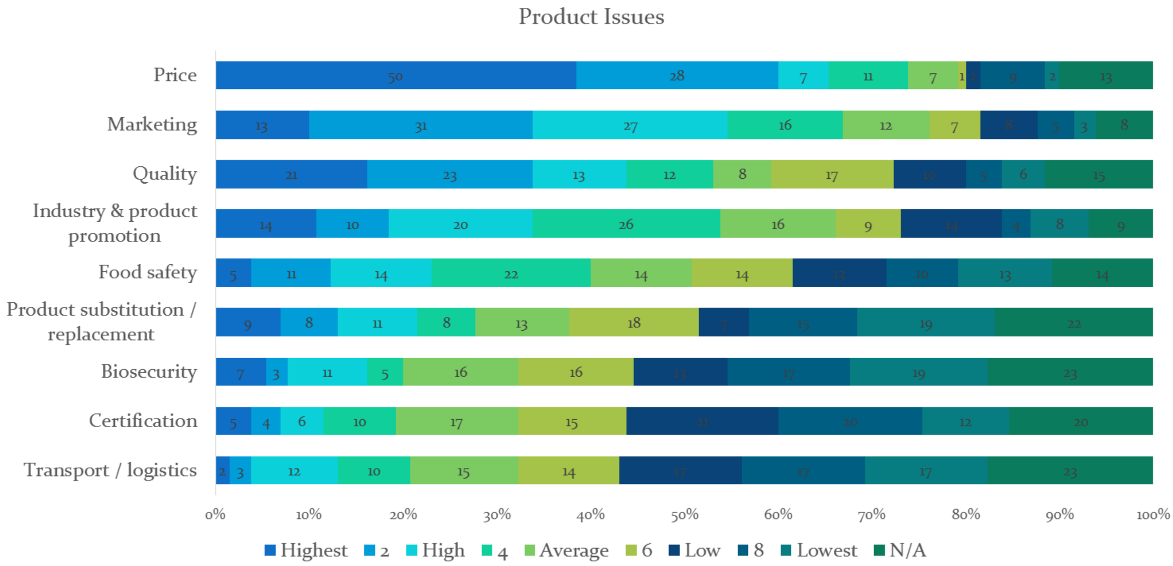

Figure 17. Relative importance of product issues (n = 130).

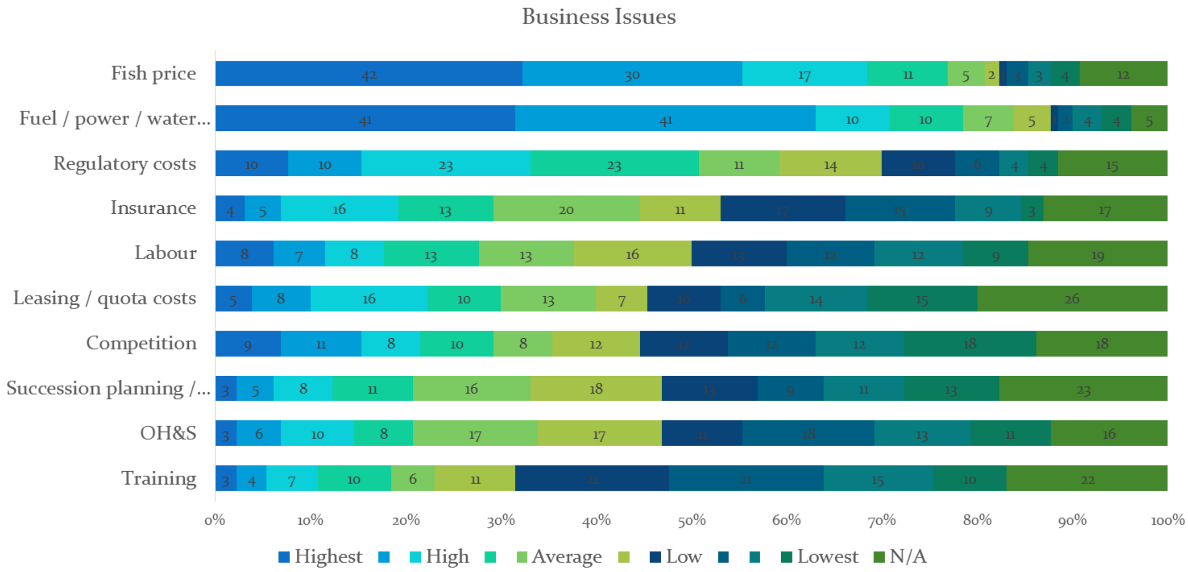

Figure 18. Relative importance of business issues (n = 130).

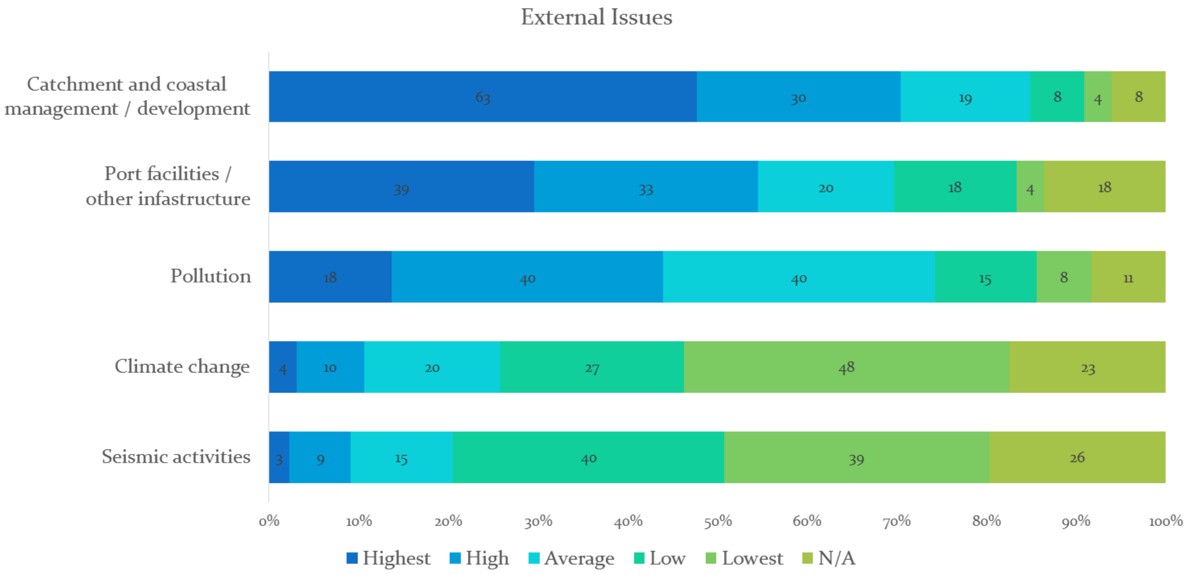

Figure 19. Relative importance of external issues (n = 132).

Figure 20. Issues that questionnaire respondents considered most important (top) to least important (bottom), and those that should be dealt with by Seafood Queensland (shaded).

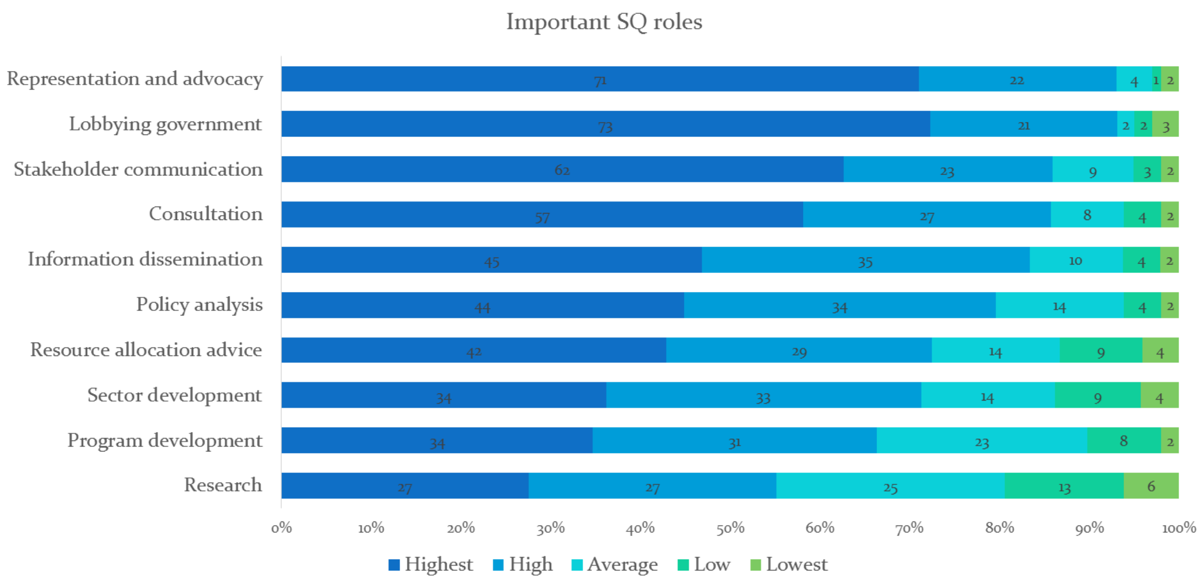

Figure 21. Relative importance of roles of Seafood Queensland (n = 101).

Funding Options

Many peak organisations derive a significant amount of their funding from contributions by their members or member associations. The question about whether these contributions are voluntary or compulsory is as equally vexed as it is critical to the organisation's operation. Pros and cons of voluntary or compulsory fees are shown in Table 8.

Table 8. Pros and cons of compulsory and voluntary membership fees.

	Compulsory fees	Voluntary fees
Pros	Solid and guaranteed financial footing More secure funding	Members can choose to withdraw support
Cons	Members fees may not be spent how they want	Lack of resources Less secure future Voluntary board members may lead to conflict of interest and lack of independence May require external funding (eg Government)

Around Australia, both types of funding models are in existence for primary industry associations. Certainly, many of the larger peak organisations have compulsory contributions that support paid board directors, large administrative structures (often including various committees) and many paid staff. The value of this is that the peak organisation has a solid and guaranteed financial footing on which to base its operations and plan into the future. The risk to members is that their funds may not be spent in exactly the manner they would have chosen if they were in charge of the funds themselves. As such, peak organisations that operate with compulsory contributions must have clear objectives, sound governance and open communication channels between them and their members in order to reflect the wants of their members. Implementing a compulsory levy comes with a number of formal regulatory provisos including majority support for the scheme numerically, majority support at a GVP level and possibly at a regional level.

These qualities should also be striven for by peak organisations that operate with voluntary contributions, but their achievement may be more difficult through lack of sufficient or guaranteed funds. Many of the smaller primary industry associations rely on a mix of funding from members' voluntary contributions, various government funding, and project funds. In such cases, limited funding often determines that board members work on a voluntary basis and therefore have some potential conflict of interest or lack of independence in some aspects of the peak organisations functions. It also may mean that administrative structures and paid staff are minimal. The risk with depending on funding from members' voluntary levies is that it may be withdrawn if the members disagree with a particular decision of the peak organisation.

Peak organisations may also derive a certain amount of their funding from federal and/or state / territorial governments. Often, particularly for not-for-profit organisations, this source of funding is critical for their successful operation. The risk in this situation is that government can threaten to, or actually remove this funding. Such threats or loss of funding are often due to the peak associations' activities not aligning with current policy and / or changes in funding guidelines. Also, when peaks receive government funding, they may be beholden to government policy that may place restraints on advocacy (especially through the media), restrict membership, increase departmental control, and ministerial directions.

In considering compulsory or voluntary contributions, the trade-offs between the autonomy, resilience and independence (financial, political and conflict of interest) must be recognised. There may also be formal regulatory provisos required before compulsory contributions can be considered, such as majority support for the scheme (membership or gross value profit (GVP)). Hybrid schemes have also been developed where compulsory contributions are made but there is an opt-out clause that allows members to withdraw their financial support in any one year.

Initially four funding options were identified:

1. Voluntary membership in addition to compulsory levy
2. Membership fee based on licence holding
3. Compulsory flat rate
4. Levy based on GVP? Or value of investment? Or both?

The questionnaire considered respondents' support for funding of Seafood Queensland by asking if they would consider making funding contributions to Seafood Queensland if they were tackling the issues they were concerned about, and performing to their expectations? More than 80% said they would consider compulsory funding, with 45% answering "definitely" and 38% "possibly" (Figure 22).

Final workshop participants considered the method of obtaining funding and it was acknowledged that government support for a levy would be unlikely unless Seafood Queensland did actually represent the vast majority of members, and most of the value of the fisheries GVP. There was little support for options one or two.

Two potential options for collecting funds for Seafood Queensland membership were considered: a flat fee for each member; or a fee weighted by the GVP of each sector (fishery). The former was supported by a number of industry members as being simpler to implement and potentially fairer for a wider range of industry members, but there was insufficient time to agree on the mechanism for the latter and whether it could be workable.

Key Recommendation 6. The simplest mechanism for membership fees for Seafood Queensland would be a flat fee for each member.

Key Recommendation 7. A mechanism to determine a membership fee weighted by the GVP of each sector (fishery) should be considered.

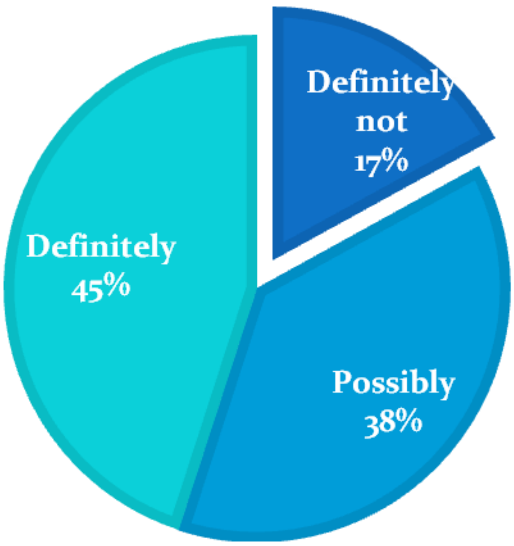

Figure 22. Percent of responses to question "If Seafood Queensland was tackling the issues you were concerned about and performing to your expectations, how would you like your funding contributions to be made?"

Membership and Structure

There are a range of different structures and membership arrangements to peak industry organisations and no such thing as a "one size fits all". Generally, they have a membership consisting of smaller organisations but they have their own directors, staff, governance and financial arrangements separate from those of its member associations (see Appendix 8 for examples). Consideration of what sectors/groups are allowed to have membership is an important decision. Potentially, membership of Seafood Queensland could include a broad cross-section of the seafood industry such as wild catch, charter boat operators, aquaculture, processors / wholesalers, marketers and importers. A more complete list to be considered is presented in Table 9.

A number of Queensland seafood “associations” already exist for some of these sectors (Table 1), and they operate under a variety of different governance models with a range of membership bases. Some of these have a regional structure where they encompass multiple gear types that operate in a certain region (e.g. MBSIA, Gulf of Carpentaria Commercial Fishermen Organisation Inc), whereas others are structured around the gear types and have no particular regional restriction (e.g. East Coast Crabfisher Industry Network). There are yet others that have no particular affiliation with either region or a gear (e.g. Fishermens Portal) and work as an information / communication source across for Queensland commercial fishermen in general. In considering the aquaculture sectors, many of the associations are either species-based, region-based, or a combination of both. Further, non-catching / production sectors such as marketers or processors may deal in both wild caught and farmed local and/or imported species.

An additional consideration is the potential to have a tiered membership, each with different fees and benefits. This structure common in fishing industry associations, for example, WAFIC offer Full and Associate memberships (see Appendix 8). Annual subscription for a full membership costs $275, while annual subscription fees for associate membership are $110. Full membership provides additional benefits including voting rights and priority access to WAFIC staff and resources. Similarly, Wildcatch Fisheries South Australia offer Licence holder, Corporate, Individual and Honorary Life memberships, each with different fees and benefits. SETFIA are different in that they only offer Company membership, but fees are tiered depending on the level of quota held, catch or sales (depending on the type of business). The opportunity for Seafood Queensland to have different levels of membership is also a possibility, with affiliate membership available for associated industries and service providers, retail and support professionals.

Table 9. Potential members of a new peak body.

Wholesalers Transport Support Professionals Supermarkets Seafood Producer Licence Holders Retailers Restaurants Research and Managers Representatives Industry Bodies Processors Packaging Non-Seafood Producer Licence Holders Net Makers	Master Fishers Marketers Licence Holders Friendly Associations Fishmonger Exporters Economists Crew Charter Boat Operators Auxiliary Industry Suppliers Associated Industries/Service Providers Aquaculture

Noting that the majority of questionnaire respondents were from the catching sector (Figure 3), most questionnaire respondents considered that the wildcatch (95%), processors / wholesalers (61%) and marketers (60%) should be included as members of Seafood Queensland (Figure 23).

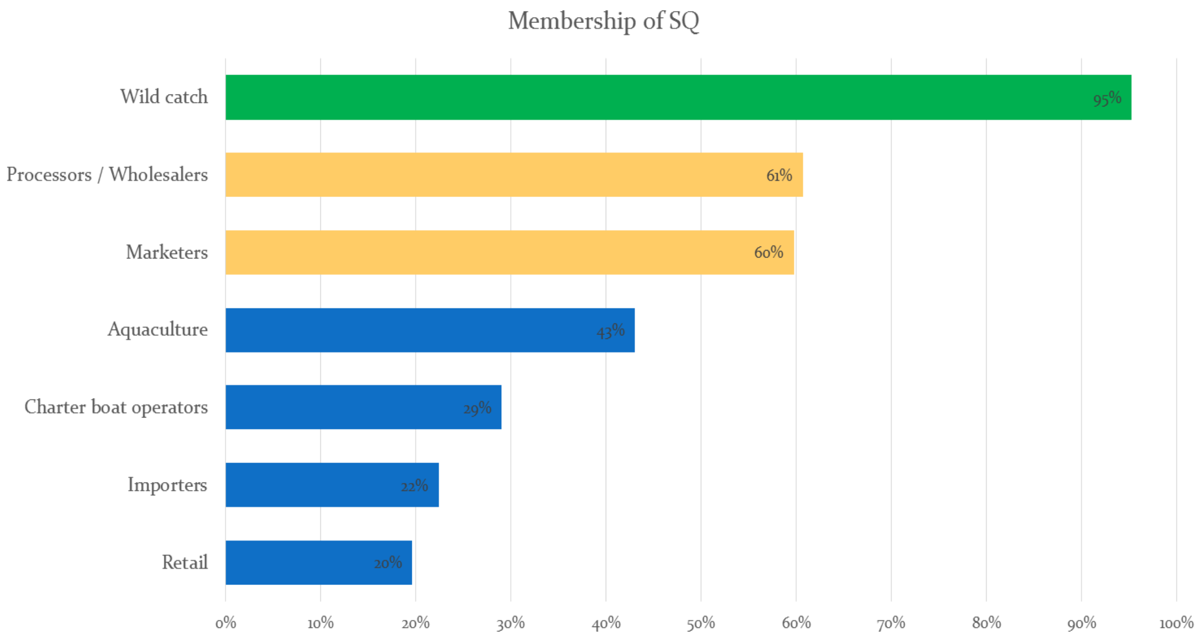

Figure 23. Results of question "Which one or more of the following do you think should be included in the Queensland seafood industry organisation?"

When discussed at the workshop, there was unanimous support for Seafood Queensland to include the catching sector and almost all participants considered processors/wholesalers and marketers would be a valuable addition to the Seafood Queensland Board – but not at the regional level. Potential membership of the latter two sectors in Seafood Queensland was complicated by the consideration of how such members could be identified and levied (if appropriate). This issue was not resolved and will require further discussion. There was little support for the aquaculture, charter boat, importers or retailer sectors to be part of Seafood Queensland.

Potential membership of the catching sector in Seafood Queensland received much discussion as to whether licence holders and/or master fishermen (including those that lease licences) should be able to have membership. Ultimately it was recommended that both could have membership but only licence holders could be elected to be on the Seafood Queensland Board.

If Seafood Queensland was to have multiple levels of membership, most respondents believed that licence holders, master fishermen, member associations and wholesalers / processors should have full membership, while most considered that marketers and crew should have associate or affiliate membership (**Error! Reference source not found.**Figure 24 and Figure 25**Error! Reference source not found.**).

Key Recommendation 8. Membership should comprise wild catch, processor / wholesaler and marketing sectors.

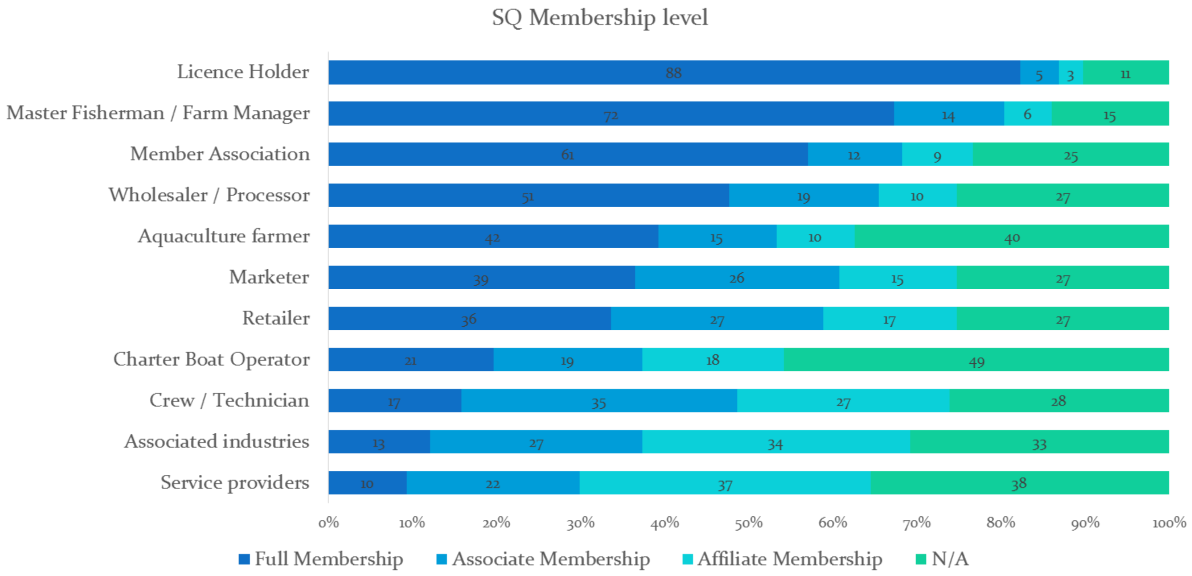

Figure 24. Levels of membership that respondents considered were appropriate if all different sectors were included.

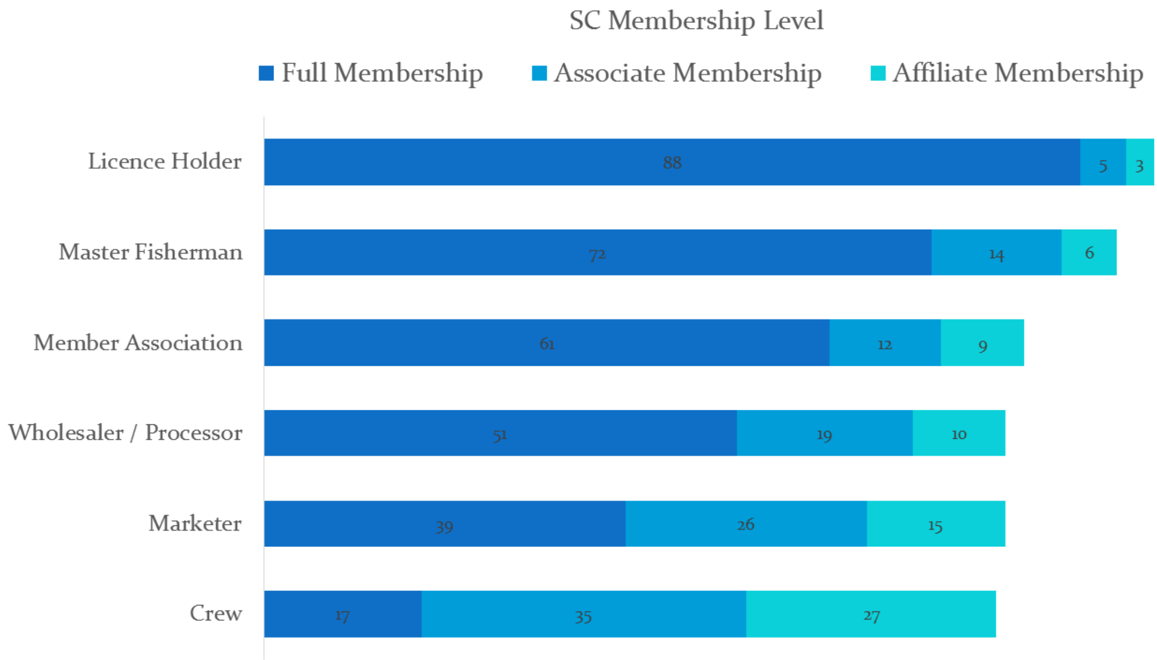

Figure 25. Levels of membership that respondents considered were appropriate for the preferred sectors.

Key Recommendation 9. Both licence holders and master fishermen (including those who lease licences) would be eligible for membership, but only licence holders could be elected to be on the Seafood Queensland Board.

With an understanding of the membership, the most appropriate structure of Seafood Queensland can then be determined. This might depend on the types of functions expected from Seafood Queensland and the types of issues that they need to deal with. If it is a body that is to explicitly include the seafood supply chain, a sector-based structure may be suitable (Figure 26). If many of the issues that need to be dealt with are regionalised then a region-based structure may be more appropriate (Figure 27). Alternatively, if most of the issues relate to specific catching methods, then a harvest-based structure may be the most suitable (Figure 28). There are numerous permutations of these structures and no "right" solution; there will be positives and negatives for all. With input from a broad group of stakeholders, however, a structure that has reasonable support from across the industry could be defined. Importantly, none of these structures necessarily negates the need to retain the existing industry associations but there will need to be work done to agree on how Seafood Queensland communicates and works with these bodies over time.

A number of potential structures for Seafood Queensland were considered both in the questionnaire and at the workshop. The need for both sectoral (gear) and regional representation was highlighted. Survey respondents were split evenly (40% each way) about whether gear or region should define the main structure (Figure 29). At the final workshop there was considerable discussion about this and ultimately it was agreed by all except one participant that a regional-based structure would be most appropriate. A major driver for this is the practical issues of travel and face-to-face communication and meetings across such a large and diverse state as Queensland. The number of regions and divisions between regions was not discussed in detail, but a structure containing four regions was considered to be the minimum requirement. Individuals (licence holders, master fishermen) and eligible associations could have membership of each regional group and would elect an industry-based Chair for each region. These Chairs would form the four regional members of the Seafood Queensland board. A schematic of the Seafood Queensland structure recommended by workshop participants is shown in Figure 30. The following three examples of the structure of Seafood Queensland were provided in the questionnaire and respondents were asked to state their preferences or alternatives.

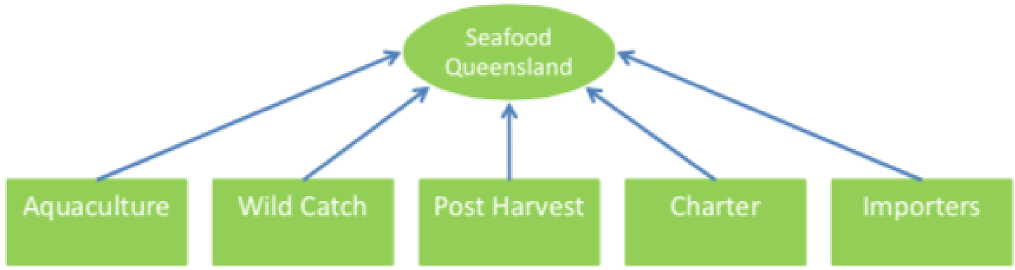

Figure 26. Example of Seafood Queensland with sector-based structure

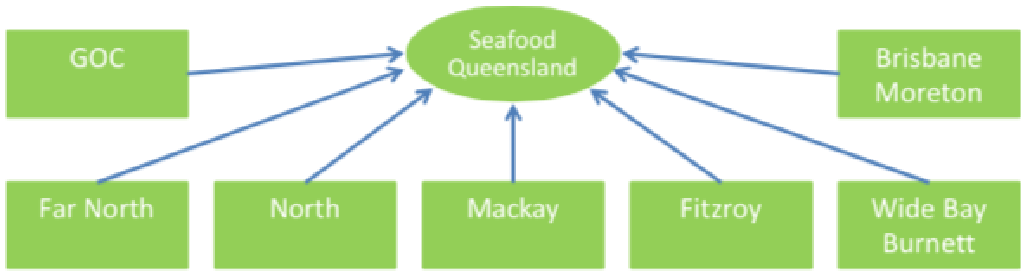

Figure 27. Example of Seafood Queensland with region-based structure

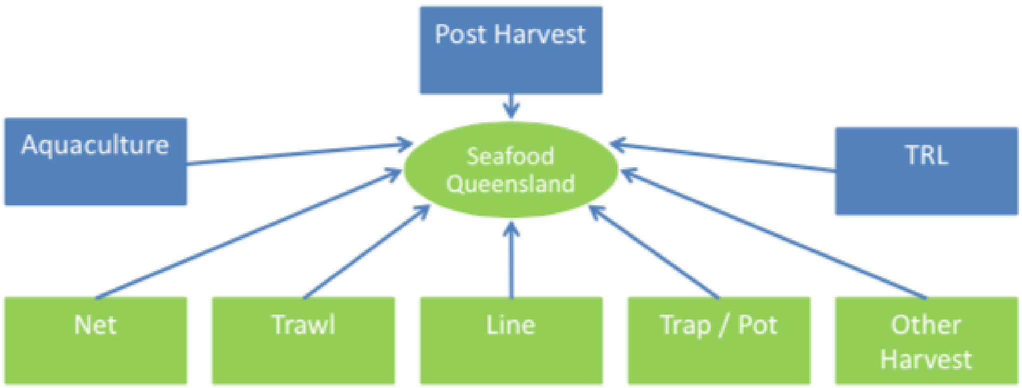

Figure 28. Example of Seafood Queensland with harvest-based structure

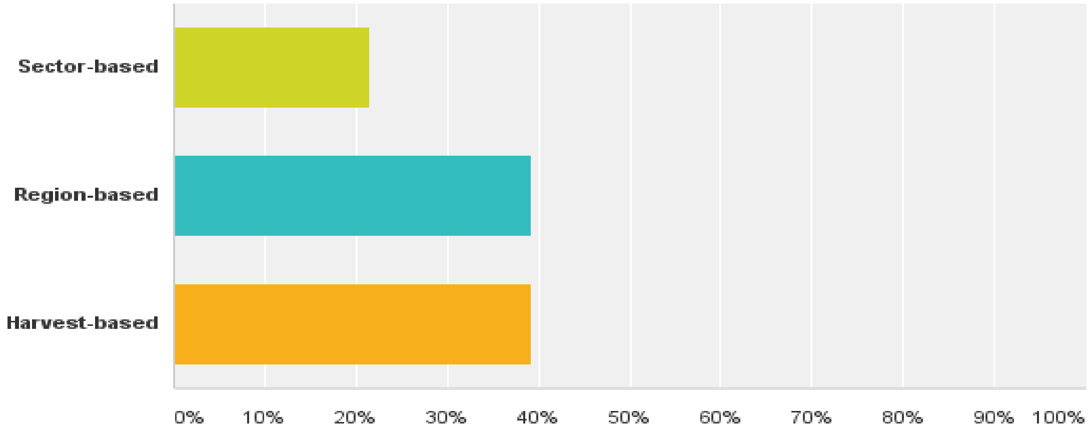

Figure 29. Response of survey participants when asked to consider which of the 3 options above (Sector / Region / Harvest), they believed would best suit Seafood Queensland?

Key Recommendation 10. Seafood Queensland should have a regional-based structure, comprising at least four regions under which multiple sectors could have membership – either individual or associations.

Key Recommendation 11. Each region would elect a Chair, with the Chairs forming the regional members of the Seafood Queensland board.

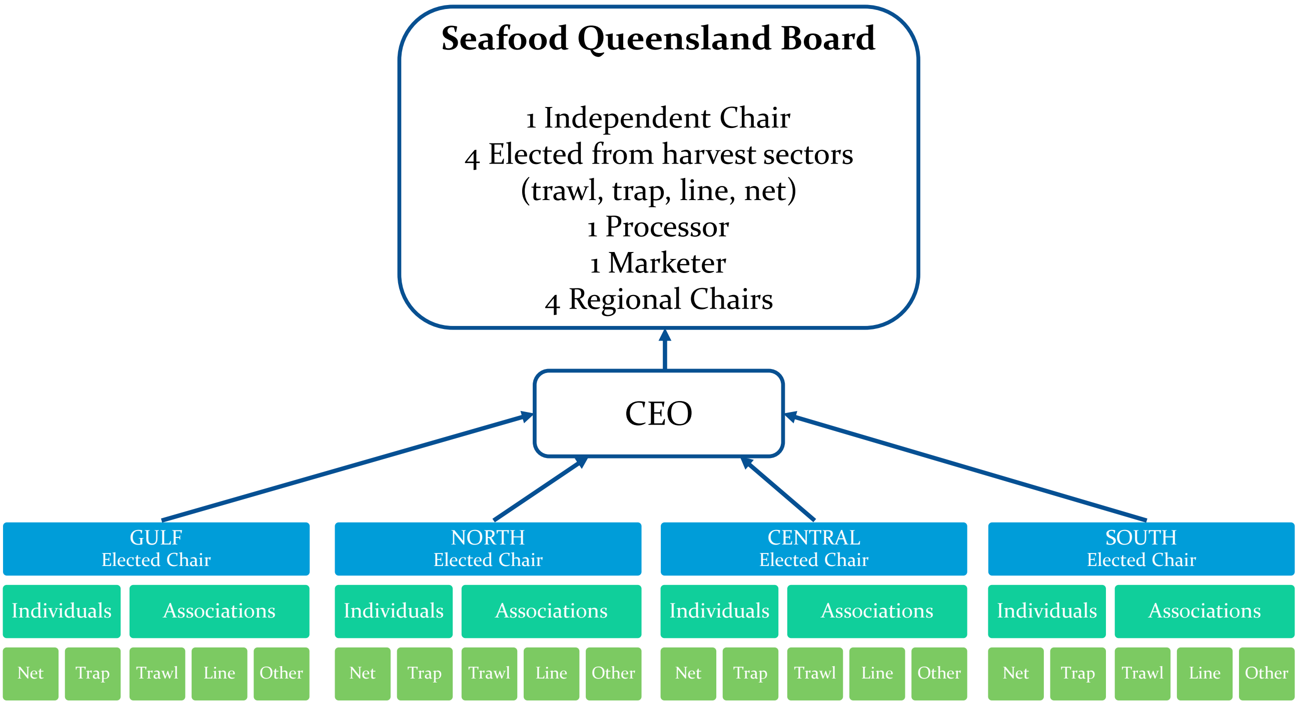

Figure 30. Schematic of the Seafood Queensland structure recommended by workshop participants.

Conclusion

This project revealed that there was widespread and strong support amongst survey respondents for a peak body to better represent and strengthen the Queensland seafood industry — particularly the catching sector. While the QSIA once effectively represented the majority of the Queensland fishing industry, membership, funding and support for QSIA have suffered over the past 15 years. As a result, it is unlikely that broad industry support for a peak industry association could be reconstructed under the QSIA or any other currently existing banner, and we recommend that the establishment of a new Queensland peak industry association is the most feasible means of achieving broad industry support.

A consistent message heard from industry throughout this project was that regardless of the final structure, roles and responsibilities of Seafood Queensland, it would only succeed if it is underpinned by good governance and revenue sources. To this end, the following recommendations were suggested as aspects of good governance that should be incorporated into the Seafood Queensland constitution:

- Formal election of an independent Chair for a three year term;
- Formal election of Board members every two years;
- A maximum of two consecutive terms for Board members;
- Compulsory formal declaration of interest by elected members; and,
- Criteria established on eligibility of industry associations for membership.

Seafood Queensland would have a number of key roles to undertake for its members and a number that it probably should not, with the most effective mix of these roles determined by the issues facing the seafood industry and these may change over time. The following was recommended as core issues for Seafood Queensland:

- Fisheries Policy and Management;
- Access and Allocation;
- Environmental legislation / bioregional planning;
- Catchment and coastal management;
- Regulation and licensing; and,
- High-level industry promotion.

With respect to these issues, the following roles for Seafood Queensland were recommended:

- Representation and advocacy;
- Lobbying government;
- Stakeholder communication; and,
- Consultation.

Over the last decade there has been a number of generational, cultural and economic forces that have meant maintaining membership of any peak association extremely difficult. With large numbers of Baby Boomers now starting to retire, membership and leadership of many peak industry organisations needs to transition to Generation X and Y as they take over the businesses. Whilst industry members and workshop participants realised the need to engage, encourage and involve younger members in Seafood Queensland as members and future leaders, they recognised the drive for change must happen now and this therefore falls to the current crop of industry leaders, the majority of whom are from older generations.

When discussed at the workshop, there was unanimous support for Seafood Queensland to include the catching sector and almost all participants considered processors/wholesalers and marketers would be a valuable addition to the Seafood Queensland Board. Potential membership of the latter two sectors in Seafood Queensland was complicated by the consideration of how such members could be identified and levied (if appropriate). This issue was not resolved and will require further discussion. There was little support for the aquaculture, charter boat, importers or retailer sectors to be part of Seafood Queensland.

Potential membership of the catching sector in Seafood Queensland received much discussion as to whether licence holders and/or master fishermen (including those that lease licences) should be able to have membership. Ultimately it was recommended that both could have membership but only licence holders could be elected to be on the Seafood Queensland Board.

A number of potential structures for Seafood Queensland were considered both in the questionnaire and at the workshop. After consideration of a number of structures, ultimately it was agreed by all except one workshop participant that a regional-based structure would be more appropriate. The number of regions and divisions between regions was not discussed in detail, but a structure containing four regions was considered to be the minimum requirement. Individuals (licence holders, master fishermen) and eligible associations could have membership of each regional group and would elect a chair for each region. These four regional Chairs would form the members of the Seafood Queensland board.

Two potential options for collecting funds for Seafood Queensland membership were considered: a flat fee for each member or a fee weighted by the GVP of each sector (fishery). The former was supported by a number of industry members as being simpler to implement and potentially fairer for a wider range of industry members but there was insufficient time to agree on the mechanism for the latter and whether it could be workable. Results of the survey revealed that more than 80% of respondents would consider compulsory funding (45% definitely, 38% possibly).

Implications and Further Development

A number of industry members highlighted that, a necessary first big step forward was for the various associations to work together cooperatively and with respect for each other to achieve better outcomes as a group (this was achieved at the final workshop). Whilst some were happy to progress in a loose coalition, most considered there was value in pushing forward in the endeavour to create a widely supported peak industry association.

All but one of the 13 participants at the final workshop agreed that they were happy with the proposed Seafood Queensland structure but everyone agreed to put the current workshop proposal out for broader industry comment. Whilst supportive of the workshop process, the non-supportive participant was not comfortable just proposing one option and would have preferred the opportunity for more flexibility in the options presented by the workshop. Nevertheless, there was full agreement on the process forward.

Once approved by workshop participants, it was agreed that outcomes of the final workshop would be circulated for comment to broader industry through the respective networks of the project team and workshop participants. In parallel to this process, members of the project team would take the paper to the Fisheries Department and Minister for discussion. Feedback from each of these processes would be used to map out the way forward.

Participants were informed that the workshop represented the conclusion of the FRDC project, which would now be written up as a final report. The necessity for industry to now use this information and take carriage of the process towards formation of Seafood Queensland was emphasised by the workshop facilitators. A call for expressions of interest for industry members to be involved in a team to take carriage of this process was considered by most of the participants to be a suitable way forward.

Workshop participants were cognisant that a concurrent ministerial process in which a complete review of Queensland fisheries management was underway could have a significant influence on the structure and function of any future peak seafood industry association.

It was therefore considered appropriate that further steps towards a new peak industry association should be delayed until the results of the fisheries management review were available. At the time of writing this report, it was uncertain how this process has been affected by the recent change of government in Queensland.

Key Recommendation 12. A call for expressions of interest for industry members to be involved in a team to take carriage of this process was considered by most of the participants to be a suitable way forward.

Key Recommendation 13. A discussion paper based on results from this project would be circulated amongst industry and governments, with feedback providing a guide to map out the way forward.

Key Recommendation 14. Further steps towards a future peak body may need to be re-assessed once the outcomes of the fisheries management review process are known..

Extension and Adoption

Engagement with the Queensland seafood industry was important to the success of this project. Stakeholders were engaged at various levels including workshops, face-to-face port visits, distribution of a discussion paper and a survey. These activities ensured that not only were stakeholders well informed of the project, the need for a peak body and the issues around formation of a peak body, but importantly that their ideas and feedback were received and included in this report.

Despite 2900 letters with the background paper and a link to the survey being sent out to industry members and conducting 14 port visits around the state, there was concern about the poor level of response/attendance. Although it appeared that we had feedback from a reasonably representative cross-section of industry sectors and association membership (including non-members), there is a large proportion of industry that did not participate. Project members considered this reflected the generally depressed state of the industry and a consequent lack of engagement by industry members. We have no way of knowing how well the small sample of industry that attended meetings and replied to the survey represents the larger group of industry that did not attend.

Nevertheless, this project provides some direction for development of a new peak industry association for Queensland. It is up to current industry associations to work with broader industry members to create a widely supported, effective peak industry association to serve it into the future.

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Appendix 1 – Queensland fisheries

Commercial harvest fishery symbols

The following fishery symbols appear on a commercial harvest fishery licence to show that the licence holder is authorised to operate in the named fisheries. These fishery symbols can also appear on a commercial fishing boat licence.

Please note that most harvest fishery symbols are subject to licence conditions that specify an area within the fishery (in other words a small subsection of the area depicted by the maps accessible below) where that licence can be used. The conditions of licences can be viewed by searching FishNet Public.

Symbol	Description of symbol	Maps of fishery areas
C1	Crab Fishery (Other than Spanner Crab)	Area of the C1 Crab Fishery (402 kB)
C2	Crab Fishery (Spanner Crab Managed Area A)	Area of the C2 Crab Fishery (170 kB)
C3	Crab Fishery (Spanner Crab Managed Area B)	Area of the C3 Crab Fishery (167 kB)
K1	Net Fishery (Ocean Beach - Area 1)	Area of the K1 Net Fishery (125 kB)
K2	Net Fishery (Ocean Beach - Area 2)	Area of the K2 Net Fishery (130 kB)
K3	Net Fishery (Ocean Beach - Area 3)	Area of the K3 Net Fishery (118 kB)
K4	Net Fishery (Ocean Beach - Area 4)	Area of the K4 Net Fishery (92 kB)
K5	Net Fishery (Ocean Beach - Area 5)	Area of the K5 Net Fishery (101 kB)
K6	Net Fishery (Ocean Beach - Area 6)	Area of the K6 Net Fishery (77 kB)
K7	Net Fishery (Ocean Beach - Area 7)	Area of the K7 Net Fishery (130 kB)
K8	Net Fishery (Ocean Beach - Area 8)	Area of the K8 Net Fishery (308 kB)
L1 ^	Line Fishery (Other than Great Barrier Reef Region)	Area of the L1 Line Fishery (659 kB)
L2 ^ and L3 ^	Line Fishery (Reef)	Area of the L2 & L3 Line Fishery (659 kB)
L4 ^	Line Fishery (Queensland Fisheries Joint Authority No. 1)	Area of the L4 Line Fishery (777 kB)
L8	Line Fishery (Multiple Hook - East Coast)	Area of the L8 Line Fishery (447 kB)
M1 and M2	Moreton Bay Trawl	Area of the M1 & M2 Moreton Bay Trawl Fishery (347 kB)
N1	Net Fishery (East Coast No. 1)	Area of the N1 Net Fishery (774 kB)
N2	Net Fishery (East Coast No. 3)	Area of the N2 Net Fishery (748 kB)

Symbol	Description of symbol	Maps of fishery areas
N3	Net Fishery (Gulf of Carpentaria No. 1)	Area of the N3 GoC Net Fishery (428 kB)
N4	Net Fishery (East Coast Net No. 3)	Area of the N4 Fishery (775 kB)
N9	Net Fishery (Gulf of Carpentaria No. 2)	Area of the N9 GoC Net Fishery (371 kB)
N10	Net Fishery (East Coast No. 4)	Map not available: Selected foreshore waters in Moreton Bay region (see subsections (a) and (b) of Section 524, Fisheries Regulation 2008) and in Great Sandy Strait region (see subsections (c) and (d) of Section 524, Fisheries Regulation 2008) **Note:** The N10 fishery also allows use of N1 gear in the N1 fishery area (see the N1 fishery map)
N11	Net Fishery (No. 11)	Area of the N11 Net Fishery (782 kB)
	Net Fishery (Gulf of Carpentaria No. 11)	Area of the N11 GoC Net Fishery (124 kB)
P	Pearl Fishery	Area of the P Pearl Fishery (406 kB)
R ^	Crayfish and Rock Lobster Fishery	Area of the R Crayfish and Rock Lobster Fishery (180 kB)
RQ ^	Coral Reef Fin Fish Fishery	The RQ symbol can be used only in the area defined for the East Coast Line fishery symbol(s) appearing on the same licence
S	Shark and Ray Fishery	The S symbol can be used only in the area defined for the East Coast Line and East Coast Net fishery symbol(s) appearing on the same licence.
SM ^	Spanish Mackerel Fishery	The SM symbol can be used only in the area defined for the East Coast Line fishery symbol(s) appearing on the same licence
T1	Trawl Fishery	Area of the T1 Trawl Fishery (169 kB)
T2	Trawl Fishery	Area of the T2 Trawl Fishery (362 kB)
T4	Trawl Fishery (Fin Fish)	Area of the T4 Trawl Fishery (145 kB)
T5	Trawl Fishery (River and Inshore - Area 1)	Area of the T5 Trawl Fishery (173 kB)
T6	Trawl Fishery (River and Inshore - Area 2)	Area of the T6 Trawl Fishery (408 kB)
T7	Trawl Fishery (River and Inshore - Area 3)	Area of the T7 Trawl Fishery (351 kB)
T8	Trawl Fishery (River and Inshore - Area 4)	Area of the T8 Trawl Fishery (395 kB)
T9	Trawl Fishery (River and Inshore - Area 5)	Area of the T9 Trawl Fishery (440 kB)
A1	Aquarium Fish Fishery (A1)	Area of the A Aquarium Fishery (414 kB)
A2	Aquarium Fish Fishery (A2)	Area of the A Aquarium Fishery (414 kB)
B1	Beche-de-mer Fishery (East Coast)	Area of the B1 Beche-De-Mer Fishery (175 kB)

Symbol	Description of symbol	Maps of fishery areas
D	Coral Fishery	Area of the D Coral Fishery (172 kB)
E	Eel Fishery (Adults)	Area of the E Eel Fishery - Adults (180 kB)
F	Shell Fishery	Area of the F Shell Fishery (508 kB)
G	Shell Grit Fishery	Area of the G Shell Grit Fishery (404 kB)
H	Star Sand Fishery	Area of the H Star Sand Fishery (516 kB)
J1	Trochus Fishery (East Coast)	Area of the J1 Trochus Fishery (404 kB)
JE	Juvenile Eel Fishery	Map not available: All Queensland waters
O	Oyster Fishery	Map not available: All foreshores between low water and high water
W1	Worm Fishery (Beachworm)	Area of the W1 Worm Fishery (178 kB)
W2	Worm Fishery (Bloodworm)	Area of the W2 Worm Fishery (406 kB)
Y	Yabby Fishery	Area of the Y Yabby Fishery (178 kB)

For full details of each Queensland fishery symbol, refer to the Fisheries Regulation 2008 or the fishery management plans found on the Office of the Queensland Parliamentary Counsel website. Copies can be obtained by contacting the Queensland Government Bookshop on 07 3118 6900.

Torres Strait Symbols

Before obtaining an authority that records one or more of the below fishery symbols, applying for a new Traditional Inhabitant Fishing Boat Licence, or applying to add a new Torres Strait symbol onto your existing Traditional Inhabitant Fishing Boat licence, please consider the investment and increased effort warnings.

Symbol	Description
BD	Beche-de-mer Fishery
CB	Crab Fishery
CR	Tropical Rock Lobster Fishery
LN	Reef Line Fishery
MK	Spanish Mackerel Fishery
PL	Pearl Shell Fishery
PR	Prawn Fishery
TR	Trochus Fishery

Maps of the fishery areas can be found on the Protected Zone Joint Authority website.

Appendix 2 - Staff

Name	Organisation	Project Involvement
Ian Knuckey	Fishwell Consulting	Principal Investigator
Marshall Betzel	Northern Trawlers	Co-Investigator
Chris Calogeras	Fishwell Consulting	Co-Investigator
Ewan Colquhoun	Ridge Partners	Co-Investigator
James Fogarty	QFMA	Co-Investigator
Michael Gardner	QSIA	Co-Investigator
Scott Wiseman / Eric Perez	QSIA	Co-Investigator

Appendix 3 – Workshop 1 agenda

Queensland Peak Industry Body Workshop

Tuesday 24th September 2013, 9.00am to 5.00pm
Boardroom, 1st Floor, 15 Hercules St, Hamilton QLD 4007

Agenda

Item	Key Issues	Time
Welcome and Overview	**AIM – Set scene for day** ☐ Why are we here ☐ Not a representative group – expertise and is a starting point ☐ Outline participant's responsibilities (contribute, listen etc) ☐ How it will run o Logistics etc o What we hope to achieve ☐ Questions?	**9.00am**
Introduction of Participants	**AIM - Allow all participants to understand who is in the room and who isn't** ☐ Round table introduction ☐ Fishery involvement / through chain involvement etc	**9.15**
Association Examples From Other Jurisdictions	**AIM – Share examples from other jurisdictions / industries** ☐ What set up is used in other jurisdictions ☐ Identify and document positive/negative points ☐ Could any of the various setups work for Qld	**9.30**
Morning Tea		**10.30**
What is Wanted From a Peak Qld Association	**AIM –Document attributes of an ideal association for Qld** ☐ Why do we need a peak Qld body - round table ☐ Identify attributes an ideal Association should have (and not have)- round table ☐ Roles and responsibilities ☐ Are there any deal breakers that wouldn't be acceptable?	**11.00**
Types of Organisational Structures	**AIM – Develop examples of Qld organisational structures** ☐ What is in place now ☐ Types of organisational structures (e.g. expert, regional, representative, hybrid) ☐ Who could be members (e.g. licence owners, fishers, traders, aquaculture, marketers, charter, non industry - lawyer, farmer, scientist, manager?) ☐ Chair - member, independent ☐ Identify and document positive/negative points	**12.30**
Lunch		**1.00pm**

1

Other Issues	**AIM – Document other issues that need to be considered** ☐ How do you legitimize the association with members, agencies, stakeholders, community ☐ How do you fund the Association ☐ Who do we need to meet with?	**1.30pm**
Afternoon Tea		**3.00**
Industry Liaison	**AIM – Plan the industry liaison phase of the project** Funding for eight regional liaison meetings ☐ Where do we go? ☐ When is the best time to do it? ☐ Who do we meet with? ☐ How do we best notify people? ☐	
Day Wrap Up And Future Actions	**AIM -Identify what has been agreed (what is outstanding) and what is going to happen from here (short, medium and long term) - set the course for the future** ☐ What was sorted today ☐ What is unresolved ☐ What Fishwell will do from here on ☐ Communication Plan – how do we communicate	**4.30**
Workshop Close		**5.00**

Workshop 1 Participants

Brett Arlidge	**Invited by email**
Brett Bauer	**Phoned**
Marshall Betzel	**Confirmed**
Karen Collard	**Confirmed**
James Fogarty	**Confirmed**
Michael Gardner	**Confirmed**
Neil Green	**Confirmed**
Peter Jackson	**Confirmed**
Ed Morrison	**Phoned – left message**
Stephen Murphy	**Confirmed**
Mike O'Brien	**Confirmed**
John Page	**Invited by email**
Robert Pender	**Confirmed 1 hour by teleconference ~1.30**
Matthew Squires	**Phoned – left message**
Gary Ward	**Confirmed**

2

Appendix 4 – Seafood Queensland discussion paper

"SEAFOOD QUEENSLAND"

A DISCUSSION PAPER

FRDC PROJECT 2012/512

Background

There is significant support amongst the Queensland seafood industry and wider stakeholders to explore potential options for a new organisation to unify and support the industry into the future. The Fisheries Research and Development Corporation (FRDC) funded an independent project to consult with a broad range of the Queensland seafood industry to scope potential options, processes, funding models and structures that might best suit the needs of the seafood industry. As part of this process, we have developed this discussion paper to outline some of the issues and help grassroots industry make an informed decision about what they think is best for their industry.

Following the distribution of this paper, a broad consultation process will take place with the industry during early 2014. Meetings will be held at major Queensland fishing regions to discuss the options paper and get the views and feedback from the broader fishing industry about how to proceed. More details about the meeting venues and dates will be available at the end of the year.

Later next year, a facilitated workshop with industry participants will be held to correlate and discuss the responses from industry meetings and survey responses. Based on this, a decision can be made whether we proceed with the development of a peak / representative body or not, and if there is support to proceed, what options are available in terms of structure, function and funding.

There are already a wide range of seafood industry associations in Queensland. Some are region-based, some are sector-based and some are species-based (Table 1). Regardless, as you all know, operating in the seafood industry is not getting any easier. Administrative burdens are increasing, costs are rising, and the expectations and impacts from other stakeholders are an ongoing issue that will not go away. Some of these burdens (e.g. logbooks, personnel, day-to-day operations, BAS etc) you just have to wear as part of your individual business. Other high-level broader issues that you may need help with (e.g. government policy, MPAs, access, labour laws, food safety etc) are where a larger organisation could meet the needs of many small businesses or associations such as your own. This is what this project is focusing on. Are you or your association (if you are in one) in need of an organisation that takes care of these high level burdens? If so, what organisation structure would best suit your needs? How will it operate? How will it be funded? This is what we are trying to find out in this project.

For the sake of using a name, we have termed this potential new association as “Seafood Queensland” throughout the rest of the document.

The only way that “Seafood Queensland” can be successful is if it provides ‘good value’ to its members. This value may be different for different people and may change over time but if people think they will not get good value, there will be no support and it will ultimately fail. This background paper, in conjunction with a range of meetings and questionnaires, is solely focussed on getting the best understanding about what the people and businesses of the Queensland seafood industry see as the most important issues for such an association, and how this association can be best structured, operated and funded to meet their needs. To do this, we need the input from as many people in the seafood industry as possible.

Table 1 Various Queensland-based seafood "associations" currently in operation.

Sector	Association
Wild Catch	• East Coast Crabfishers Industry Network (ECCIN) • Fishermen's Portal Inc. • Gulf of Carpentaria Commercial Fishermen Association Inc (GCCFA) • Hinchinbrook Seafood Industry Inc.(HIS) • Independent Trawlers Association • Moreton Bay Seafood Industry Association (MBSIA) • Queensland Seafood Industry Association (QSIA) • Reef Line Council (RLC)
Recreational	• Australian Underwater Federation Queensland • Queensland Game Fishing Association (QGFA) • Sunfish Queensland
Aquaculture	• Aquaculture Association of Queensland • Australian Barramundi Farmers Association • Australian Prawn Farmers Association • Bundaberg and District Crayfish Farmers Association • Crayfish Farmers Association of Queensland • Freshwater Fishing and Stocking Association of Queensland. • Mackay Prawn Farmers Association • North Queensland Crayfish Farmers Association • Queensland Aquaculture Industries Federation Inc. • Queensland Crayfish Farmers Association • Queensland Oyster Growers Association • South Queensland Crayfish Farmers Association
Post Harvest	• Qld Seafood Marketers Association

A brief look back

This project is mainly focused on moving forward and not dwelling on the mistakes or problems of the past. Nevertheless, there can be some lessons to be learned by considering the current situation in which the Queensland peak industry body, the Queensland Seafood Industry Association (QSIA) finds itself.

For the purposes of this project, a peak organisation can be considered as an association of groups with allied interests that is established to act on behalf of all members when lobbying government or promoting the interests of the members. As a peak organisation, probably the greatest issue facing

QSIA at the moment is that it is that through limited resources it is only representative of a small portion (10-20%) of the Queensland seafood industry. This is recognised by the QSIA board as a problem and was one of the major drivers for them pushing to get this project up and running.

The reasons behind that low level of member base and representation of QSIA is complex and cannot simply be attributed to one action or decision at a certain time in the past. Moreover, once such a decline began it appears to have created an environment where the various negative issues have fed off each other and the situation has been difficult to turn around and has spiralled downwards. In considering the key factors that brought industry to this point, the following issues were identified by a representative cross-section of industry.

Financial resources • Loss of compulsory levy • Reduced funds from declining voluntary membership • Greater business costs (including fisheries management) across a reduced fleet • Reduced industry size due to a range of restructures and management interventions and increased imports	Membership • Fractured relationships and disunity within and between industry sectors • Philosophical differences in roles of a peak industry • Reduced capacity of industry to engage (emotionally / physically / financially) due to increased red tape/green tape • Apathy towards membership due to a lack of a value proposition
Communication • Unsuccessful internal communication and engagement with members (both ways) • Lack of unified voice and representation from seafood industry to government and other stakeholders • Inability to implement an industry marketing plan (product) • Reduced level of government concern / support for industry	Board / Directors /Staffing • Ineffective governance • Lack of credible representation • Lack of independence (conflicts of interest) and perceived favouritism • Lack of vision for industry • Lack of expertise in dealing with government (practical knowledge) • Reduced staffing capacity

This project is focused on improving from the current situation and offering better services and leadership to the Queensland seafood industry.

A long look forward

Regardless of what has happened in the past, in looking forward to a new organisation we need to ensure Seafood Queensland has all the qualities of a good organisation including sound and transparent governance, clear roles and responsibilities, a culture that is attractive to old and new members alike, a sound funding base and a structure and membership that is appropriate to its goals. These are discussed below.

Governance

Governance relates to consistent and transparent management, cohesive policies, guidance, processes and decision-rights for a given area of responsibility. Governance plays an important role in determining how many organisations function. A definition of governance is "the processes, structures and organizational traditions that determine how power is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account" [1]. Because every organization has its own culture and unique set of circumstances, a practical knowledge and basic understanding of how various concepts of governance will best fit a particular organization is critical. Important elements of good governance include: creating a vision; securing resources; defining clear roles and responsibilities; establishing benchmarks for performance and monitoring them; and accounting to key stakeholders for the organization's direction and performance.

Whilst it may be difficult to define good governance, Beck[2] highlighted a number of the hallmarks of poor governance:

- A non-independent chair;
- Majority of the board of directors are not independent and have considerable conflicts of interest;
- No CEO key performance indicators and no formal CEO annual review process;
- Board meetings that spend more time on operations than on strategic thinking and development;
- No agreement between the board and management on the organisation's risk appetite;
- Non-ethical decision making;
- Bad media reports and dysfunctional board;
- Board review conducted by the chair as a one-on-one fire side chat;
- Poor or no surplus;
- Organisation extinction is regularly discussed.

Roles and Responsibilities

Seafood Queensland will have a number of key roles it can undertake for its members and a number that it probably should not. The most effective mix of these roles will be determined by the issues facing the seafood industry and may change over time. It may also be that within the membership of the peak body, certain members take on some of these responsibilities. Be aware that your choice of roles and responsibility is also linked to what resources and funding is required to do it properly.

[1] Gill, M. (2002). Building Effective Approaches to Governance.
http://www.nonprofitquarterly.org/governancevoice/113-building-effective-approaches-to-governance.html

[2] Beck, J. (2012). What Does Good Governance Look Like?
http://betterboards.net/governance/good-governance-look-like/

Table 2. Potential roles of Seafood Queensland

Lobbying government	Research
Representation and advocacy	Consultation
Policy analysis	Information dissemination
Program development	Sector development
Stakeholder communication	Resource allocation advice

Table 3. Specific issues that might be dealt with by Seafood Queensland and whether they are sector-based, region-based or industry-wide.

Issue	Sector-based	Region-based	Industry-wide
Access			
• MPA Displacement		✓	
• Marine Bioregional Planning		✓	
• Access and allocation rights	✓	✓	✓
• Native title		✓	
Business			
• Occupational Health and Safety			✓
• Labour			✓
• Training			✓
• Public perception of industry	✓		✓
Management			
• Environmental legislation			✓
• Regulatory complexity			✓
• Fisheries Management	✓		✓
• Fisheries Policy	✓		✓
• Sustainability	✓		✓
External			
• Catchment and coastal management		✓	
• Seismic survey activities		✓	
• Port facilities / access		✓	
• Pollution		✓	✓
Product			
• Biosecurity	✓		
• Food safety			✓
• Industry and product promotion		✓	✓

As part of developing Seafood Queensland there is a need to have a clear understanding of what industry wants from such an organisation, what is expected from it, how it will operate and what its structure will look like? This is often outlined in the Vision and Mission statements for the organisation. Some industry people from a range of existing groups in the Queensland industry have provided the following key thoughts about what should be incorporated into a Vision/Mission for a new Queensland seafood organisation.

Table 4. What ideals are important to the Vision / Mission of Seafood Queensland?

Adds value Advocacy Co management Communicates Evolves Expertise Facilitates	Governance Inclusive Independent Leadership Professional Representative Resourced Vibrant	Respected Strategic Supported Sustainable and profitable fisheries Trusted

Changing culture

Whilst it is easy and often convenient to lay the responsibility for declining membership at the feet of a particular peak organisation, over the last decade there has been a number of generational, cultural and economic forces that have culminated to make maintaining membership of any peak association extremely difficult. With large numbers of skilled and affluent Baby Boomers[3] now starting to retire, membership and leadership of many peak industry organisations is transitioning to Generation X and Y. Many Baby Boomers are resistant to change, especially when it requires them to give up some of the control they have spent their entire careers trying to attain and this can be a big factor restricting associations from making the changes required to successfully attract and retain young members. Generation X and Y members have very different expectations from peak associations and also different drivers for them to get involved. To justify their investment of time and/or money, they want to see very clearly defined, tangible and compelling value from an association – both to join and to stay involved. A recent study[4] has described that for an association to thrive into the future, it needs to:

- Be an organisational culture that is diverse, welcoming, engaging and attractive to all generations;
- Proactively engage, encourage, nurture and involve younger members and future leaders now;
- Clearly understand what value it can deliver to younger members; and,
- Understand the best means of communicating that value to motivate them to join and engage

[3] Baby Boomers - born between 1946 and 1964; Generation X (1965-76); Generation Y (1977-1994)

[4] Moore (2012). Membership is Dead? http://www.smsonline.net.au/pages/membership-is-dead.html

7

There has also been many cultural changes specific to the seafood industry, not the least of which is the move from owner operators to a situation where many licence owners no longer fish, but have some other arrangement in place with respect to licence use (e.g. share fishing, leasing, employing a skipper and crew).

Seafood Queensland needs to be cognisant of these issues to be successful now and in the future.

Funding Options

Many peak organisations derive a significant amount of their funding from contributions by their members or member associations. The question about whether these contributions are voluntary or compulsory is as equally vexed as it is critical to the organisation's operation.

Around Australia, both types of funding models are in existence for primary industry associations. Certainly, many of the larger peak organisations have compulsory contributions that support paid board directors, large administrative structures (often including various committees) and many paid staff. The value of this is that the peak organisation has a solid and guaranteed financial footing on which to base its operations and plan into the future. The risk to members is that their funds may not be spent in exactly the manner they would have chosen if they were in charge of the funds themselves. As such, peak organisations that operate with compulsory contributions must have clear objectives, sound governance, and open communication channels between them and their members in order to reflect the wants of their members.

These qualities should also be striven for by peak organisations that operate with voluntary contributions, but their achievement may be more difficult through lack of sufficient or guaranteed funds. Many of the smaller primary industry associations (and most not-for-profit organisations for that matter) rely on a mix of funding from members' voluntary contributions, various government funding, and project funds. In such cases, limited funding often determines that board members work on a voluntary basis and therefore have some potential conflict of interest or lack of independence in some aspects of the peak organisations functions. It also may mean that administrative structures and paid staff are minimal. The risk with depending on funding from members' voluntary levies is that it may be withdrawn if the members disagree with a particular decision of the peak organisation. The flip side of this is that a peak organisation that is meeting its members needs can get good funding and support. Also, many in the industry that may derive advantage from the work of the peak organisation can simply ride on the coat tails of those members that financially support the peak industry organisation, which undermines industry unity.

Peak organisations may also derive a certain amount of their funding from federal and/or state/territorial government. Often, particularly for not-for-profit organisations, this source of funding is critical for their successful operation. The risk in this situation is that government can threaten to or actually remove this funding. Such threats or funding loss are often due to the peaks' political activity and/or changes in funding guidelines. Also, when peaks receive government funding, they may be beholden to government policy that may place restraints on advocacy (especially through the media), restrict membership, increase departmental control, and ministerial directions.

In considering compulsory or voluntary contributions, the trade-offs between the autonomy, resilience and independence (financial, political and conflict of interest) must be recognised. There may also be formal regulatory provisos required before compulsory contributions can be considered, such as majority support for the scheme (membership or GVP). Hybrid schemes have also been developed where compulsory contributions are made but there is an opt-out clause that allows members to withdraw their financial support in any one year.

Within Australia there are functioning models of industry associations that use either voluntary or compulsory contributions. The Western Australian Fishing Industry Council (WAFIC), Tasmanian Seafood Industry Council (TSIC) and Seafood Industry Victoria (SIV) are used as examples.

WAFIC is based on a $380M GVP from the wildcatch and aquaculture sectors (including pearling). It operates with a 9 member board, including Chair and Vice Chair (elected for 3 year terms except Chair who serves a 1 year term) and employs 9 staff including a full-time CEO. WAFIC has voluntary membership at two levels (Full and Associate) but receives 88% of its funding from the government under a contract to provide communication and consulting services.

TSIC is an incorporated body with compulsory membership and levies collected through the Fisheries Department. It has 9 elected board members including the chair. TSIC employs 4 full-time staff including a CEO, Project Manager, Office Manager and Administrative Officer. It is based on and industry with a GVP of $564 million from wildcatch and aquaculture sectors. Prescribed under the Living Marine Resources Management Act, the levies are applied to holders of a fishing licence, marine farm licence or a seafood processors licence.

SIV is an unincorporated entity with voluntary membership from 16 member organisations. The industry has a GVP of approximately $50million. 86% of SIV funds are gained from voluntary contributions by these members. It has 12 elected board members, including the Chair and employs one full-time CEO, a full-time communications manager and two part-time administration staff.

Structure and Membership

Although high level industry organisations may have a range of different structures and membership arrangements, they may be categorised either as “alliances” or as “peak organisations”. Both endeavour to offer a strong voice for the specific industry sector in areas of lobbying government, advocacy, education, communication and information sharing between member groups and broader stakeholders. What’s the difference? An alliance is a formal coalition of associations formed to advance common (often very specific) goals and to secure common interests. It is not an organisation in its own right as it has no direct staff or organizational structure outside of its member associations. A peak organisation is a non-government organisation whose membership also consists of smaller organisations of allied interests[5] but in contrast to an alliance, a peak body is an

[5] Melville (2003).

9

organisation in its own right and as such, will have its own directors, staff and governance (and financial) arrangements separate from those of its member associations. This project is focussed on the development of Seafood Queensland as a peak industry association but recognises that an industry alliance could have potential value in some circumstances.

Another aspect to consider regarding the structure of Queensland Seafood is what sectors/groups are allowed to have membership. Membership of QSIA is currently restricted to commercial wild catch associations but this is only a small section of the entire seafood industry. Membership of Seafood Queensland could be expanded to include a far broader cross-section of the seafood industry such as wild catch, charter boat operators, aquaculture, processors / wholesalers, marketers and importers. The opportunity for Seafood Queensland to have different levels of membership is also a possibility as shown below as well as a list of groups that could have one of these level of membership (Table 5).

Membership type	Potential appointment to the board	Voting rights	Communication / Information
Full	✓	✓	✓
Associate		✓	✓
Affiliate			✓

Not only is there a need to consider what sectors are included in Seafood Queensland, but the actual structure of the organisation needs to be ascertained. This might depend on the types of functions you expect from Seafood Queensland and the types of issues you want it to deal with. If it is a body that is to explicitly include the seafood supply chain, a sector-based structure may be suitable (Figure 1). If many of the issues that need to be dealt with are regionalised then a region-based structure may be more appropriate (Figure 2). Alternatively, if most of the issues relate to specific catching methods, then a harvest-based structure may be the most suitable (Figure 3). There are numerous permutations of these structures and no “right” solution; there will be positives and negatives for all. With input from a broad group of stakeholders, however, we may be able to come up with a structure that has reasonable support from across the industry. Importantly, none of these structures necessarily negates the need to retain the existing industry associations but there will need to be work done to agree on how Seafood Queensland communicates and works with these bodies over time.

10

Table 5. Potential industry sectors that could be members of Seafood Queensland at any of Full, Associate or Affiliate membership levels.

Seafood Producer Licence Holders Aquaculture farmer Master Fishers / Farm managers Crew / technicians Charter Boat Operators Wholesalers / Processors Marketers Retailers Exporters Member associations Friendly Associations	Non-Seafood Producer Licence Holders Supermarkets Restaurants Associated Industries / Service Providers • Transport • Net Makers • Packaging Support Professionals • Economists • Researchers / Economists • Managers

11

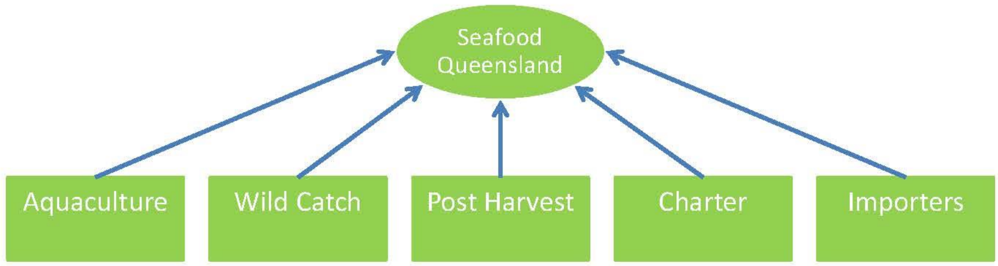


Figure 1. Example of Seafood Queensland with a sector-based structure.

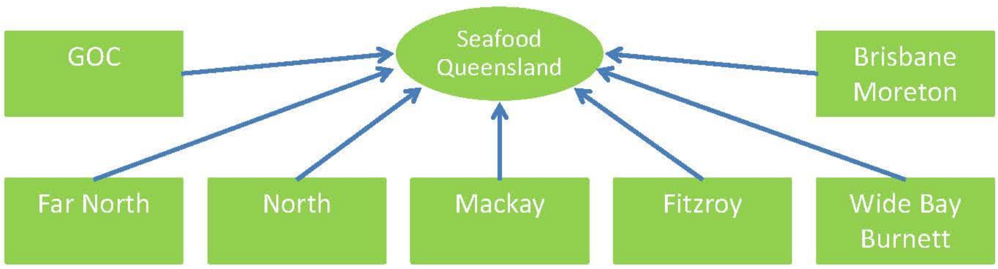


Figure 2. Example of Seafood Queensland with a region-based structure.

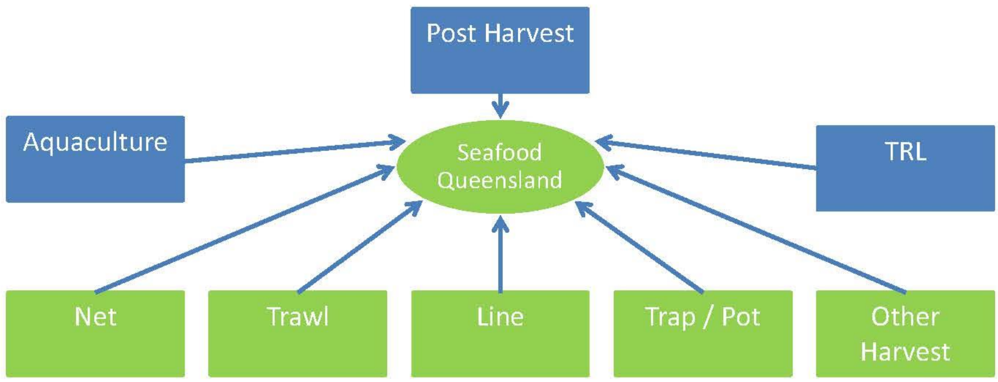


Figure 3. Example of Seafood Queensland with a harvest-based structure.

12

Appendix 5 – Seafood Queensland abridged discussion paper

"SEAFOOD QUEENSLAND"

A DISCUSSION PAPER

FRDC PROJECT 2012/512

fishwell
CONSULTING

FRDC
FISHERIES RESEARCH & DEVELOPMENT CORPORATION

Background

There is significant support amongst the Queensland seafood industry and wider stakeholders to explore potential options for a new organisation to unify and support the industry into the future. The Fisheries Research and Development Corporation (FRDC) funded an independent project to consult with a broad range of the Queensland seafood industry to scope potential options, processes, funding models and structures that might best suit the needs of the seafood industry. As part of this process, we have developed this discussion paper to outline some of the issues and help grassroots industry make an informed decision about what they think is best for their industry.

Following the distribution of this paper, a broad consultation process will take place with the industry during early 2014. Meetings will be held at major Queensland fishing regions to discuss the options paper and get the views and feedback from the broader fishing industry about how to proceed.

These meetings will culminate with a facilitated workshop with industry participants to correlate and discuss the responses from industry meetings and survey responses. Based on this, a decision can be made whether we proceed with the development of a peak / representative body or not, and if there is support to proceed, what options are available in terms of structure, function and funding.

As you all know, operating in the seafood industry is not getting any easier. Administrative burdens are increasing, costs are rising, and the expectations and impacts from other stakeholders are an ongoing issue that will not go away. Some of these burdens (e.g. logbooks, personnel, day-to-day operations, BAS etc) you just have to wear as part of your individual business. Other high-level broader issues that you may need help with (e.g. government policy, MPAs, access, labour laws, food safety etc) are where a larger organisation could meet the needs of many small businesses or associations such as your own. This is what this project is focusing on. Are you or your association (if you are in one) in need of an organisation that takes care of these high level burdens? If so, what organisation structure would best suit your needs? How will it operate? How will it be funded? This is what we are trying to find out in this project.

For the sake of using a name, we have termed this potential new association as "Seafood Queensland" throughout the rest of the document.

The only way that "Seafood Queensland" can be successful is if it provides 'good value' to its members. This value may be different for different people and may change over time but if people think they will not get good value, there will be no support and it will ultimately fail. This background paper, in conjunction with a range of meetings and questionnaires, is solely focussed on getting the best understanding about what the people and businesses of the Queensland seafood industry see as the most important issues for such an association, and how this association can be best structured, operated and funded to meet their needs. To do this, we need the input from as many people in the seafood industry as possible.

A brief look back

This project is mainly focused on moving forward and not dwelling on the mistakes or problems of the past. Nevertheless, there can be some lessons to be learned by considering the current situation in which the Queensland peak industry body, the Queensland Seafood Industry Association (QSIA) finds itself. The greatest issue facing QSIA at the moment is that it is only representative of a small portion (10-20%) of the Queensland seafood industry. This is recognised by the QSIA board as a problem and was one of the major drivers for them pushing to get this project up and running. The reasons behind that low level of member base and representation of QSIA is complex and is variously attributed to loss of compulsory levy, unsuccessful internal communications, lack of unified voice, fractured industry relationships, ineffective governance, conflicts of interest and lack of independence. This project is focused on improving from the current situation and offering better services and leadership to the Queensland seafood industry.

A long look forward

Regardless of what has happened in the past, in looking forward to a new organisation we need to ensure “Seafood Queensland” has all the qualities of a good organisation including sound and transparent governance, clear roles and responsibilities, a culture that is attractive to old and new members alike, a sound funding base and a structure and membership that is appropriate to its goals. These are discussed below.

Governance

Governance plays an important role in determining how many organisations function. It can be defined as the processes, structures and organizational traditions that determine how power is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account. Important elements of good governance include: transparent management; cohesive policies; creating a vision; securing resources; defining clear roles and responsibilities; establishing benchmarks for performance and monitoring them; and accounting to key stakeholders for the organization’s direction and performance. Hallmarks of poor governance include: lack of independence for the chair and majority of the board; no CEO key performance indicators or review, board concentrating on operational issues rather than strategic thinking and development; non-ethical decision making, bad media reports and dysfunctional board, and poor or no surplus.

Roles and Responsibilities

Seafood Queensland will have some key roles it can undertake for its members and a number that it probably should not. The most effective mix of these roles will be determined by the issues facing the seafood industry and may change over time. Some of the current issues are highlighted below. Potential roles of Seafood Queensland might be: lobbying government; representation and advocacy; policy analysis; program development; stakeholder communication; research; consultation; information dissemination; sector development and resource allocation advice.

Access
- MPA Displacement
- Marine Bioregional Planning
- Access and allocation rights
- Sustainability
- Native title

Business
- Occupational Health & Safety
- Labour
- Training
- Fish price

External
- Catchment and coastal management
- Seismic survey activities
- Pollution
- Port facilities

Management
- Regulatory complexity
- Fisheries Management
- Fisheries Policy
- Environmental legislation

Product
- Industry & product promotion
- Food safety
- Biosecurity
- Perception of industry

Changing culture

Over the last decade there has been a number of generational, cultural and economic forces that have culminated to make maintaining membership of any peak association extremely difficult. With large numbers of skilled and affluent Baby Boomers[1] now starting to retire, membership and leadership of many peak industry organisations is transitioning to Generation X and Y. Many Baby Boomers are resistant to change, especially when it requires them to give up some of the control they have spent their entire careers trying to attain and this can be a big factor restricting associations from making the changes required to successfully attract and retain young members. Generation X and Y members have very different expectations from peak associations and also different drivers for them to get involved. To justify their investment of time and/or money, they want to see very clearly defined, tangible and compelling value from an association – both to join and to stay involved.

For an association to thrive into the future, it needs to:

- Be an organisational culture that is diverse, welcoming, engaging and attractive to all generations;
- Proactively engage, encourage, nurture and involve younger members and future leaders now;
- Clearly understand what value it can deliver to younger members; and,
- Understand the best means of communicating that value to motivate them to join and engage

Funding Options

Many peak organisations derive a significant amount of their funding from contributions by their members or member associations. The question about whether these contributions are voluntary or compulsory is as equally vexed as it is critical to the organisation's operation.

[1] Baby Boomers - born between 1946 and 1964; Generation X (1965-76); Generation Y (1977-1994)

4

Around Australia, both types of funding models are in existence for primary industry associations. Certainly, many of the larger peak organisations have compulsory contributions that support paid board directors, large administrative structures (often including various committees) and many paid staff. The value of this is that the peak organisation has a solid and guaranteed financial footing on which to base its operations and plan into the future. The risk to members is that their funds may not be spent in exactly the manner they would have chosen if they were in charge of the funds themselves. As such, peak organisations that operate with compulsory contributions must have clear objectives, sound governance, and open communication channels between them and their members in order to reflect the wants of their members.

These qualities should also be striven for by peak organisations that operate with voluntary contributions, but their achievement may be more difficult through lack of sufficient or guaranteed funds. Many of the smaller primary industry associations rely on a mix of funding from members' voluntary contributions, various government funding, and project funds. In such cases, limited funding often determines that board members work on a voluntary basis and therefore have some potential conflict of interest or lack of independence in some aspects of the peak organisations functions. It also may mean that administrative structures and paid staff are minimal. The risk with depending on funding from members' voluntary levies is that it may be withdrawn if the members disagree with a particular decision of the peak organisation.

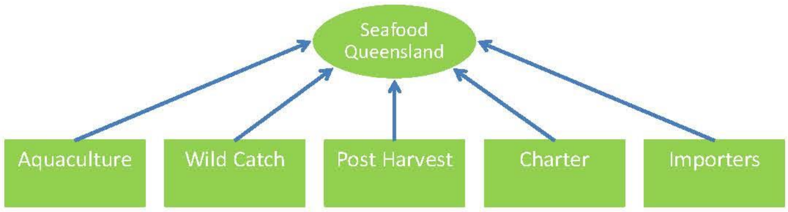
In considering compulsory or voluntary contributions, the trade-offs between the autonomy, resilience and independence (financial, political and conflict of interest) must be recognised. There may also be formal regulatory provisos required before compulsory contributions can be considered, such as majority support for the scheme (membership or GVP). Hybrid schemes have also been developed where compulsory contributions are made but there is an opt-out clause that allows members to withdraw their financial support in any one year.

Structure and Membership

There are a range of different structures and membership arrangements to peak industry organisations and no such thing as a "one size fits all". Generally, they have a membership consisting of smaller organisations but they have their own directors, staff, governance and financial arrangements separate from those of its member associations. Consideration of what sectors/groups are allowed to have membership is an important decision. QSIA membership currently captures only a small section of the entire seafood industry. Membership of Seafood Queensland could be expanded to include a far broader cross-section of the seafood industry such as wild catch, charter boat operators, aquaculture, processors / wholesalers, marketers and importers. The opportunity for Seafood Queensland to have different levels of membership is also a possibility, with affiliate membership available for associated industries and service providers, retail and support professionals.

With an understanding of the membership, the most appropriate structure of Seafood Queensland can then be determined. This might depend on the types of functions you expect from Seafood Queensland and the types of issues you want it to deal with. If it is a body that is to explicitly include the seafood supply chain, a sector-based structure may be suitable (Figure 1). If many of the issues that need to be dealt with are regionalised then a region-based structure may be more appropriate

(Figure 2). Alternatively, if most of the issues relate to specific catching methods, then a harvest-based structure may be the most suitable (Figure 3). There are numerous permutations of these structures and no "right" solution; there will be positives and negatives for all. With input from a broad group of stakeholders, however, we may be able to come up with a structure that has reasonable support from across the industry. Importantly, none of these structures necessarily negates the need to retain the existing industry associations but there will need to be work done to agree on how Seafood Queensland communicates and works with these bodies over time.



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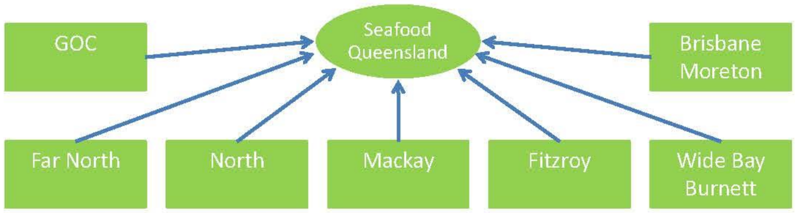

Figure 2. Example of Seafood Queensland with a region-based structure.

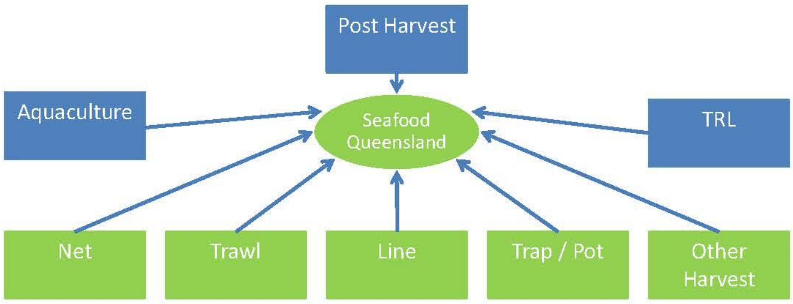

Figure 3. Example of Seafood Queensland with a harvest-based structure.

This paper has been prepared to help us understand ***what you think*** are the issues, ***what you want*** out of a peak industry association, ***how you feel*** it could best operate. Please use it in conjunction with the questionnaire and meetings to ***have your say*** about the future of the Queensland seafood industry. Now, go online and fill out the survey.

https://www.surveymonkey.com/s/seafoodqueensland

6

Appendix 6 – Industry survey

Seafood Queensland Inc?

Background

There is significant support amongst the Queensland seafood industry and wider stakeholders to explore potential options for a new organisation to unify and support the industry into the future. The Fisheries Research and Development Corporation (FRDC) funded an independent project to consult with a broad range of the Queensland seafood industry to scope potential options, processes, funding models and structures that might best suit the needs of the seafood industry. As part of this process, we have developed this survey to find out from grass roots industry what they think is best for their industry.

As you all know, operating in the seafood industry is not getting any easier. Administrative burdens are increasing, costs are rising, and the expectations and impacts from other stakeholders are an ongoing issue that will not go away. Some of these burdens (e.g. logbooks, personnel, day-to-day operations, BAS etc) you just have to wear as part of your individual business. Other high-level broader issues that you may need help with (e.g. government policy, MPAs, access, labour laws, food safety etc) are where an industry organisation could meet the needs of many small businesses or associations such as your own. If such an organisation could be useful, what structure would best suit your needs? How would it operate? How could it be funded? This is what we are trying to find out in this project.

For the sake of using a name, we have termed this potential new association as "Seafood Queensland" throughout the survey. The only way that "Seafood Queensland" can be successful is if it provides 'good value' to its members. To understand this, we need as many people as possibel from the seafood industry to fill out this survey. Please pass on the link to the survey to others in the seafood industry.

Background

This questionnaire has been prepared to help us understand what are the important issues to you, whether you think a peak body could help, what you want out of a peak industry association and how you feel it could best operate. Please use it to have your say about the future of the Queensland seafood industry.

***1. Did you know about this project?**

- ◯ Yes
- ◯ No

***2. How did you hear about the project?**

- ☐ QSIA
- ☐ FRDC
- ☐ Your own industry body
- ☐ Other (please specify)

About you

We don't need to know who you are but in this section we would like to know about your involvement in the Queensland Seafood Industry.

Page 1

Seafood Queensland Inc?

3. What is your age?

- ◯ 18 to 24
- ◯ 25 to 34
- ◯ 35 to 44
- ◯ 45 to 54
- ◯ 55 to 64
- ◯ 65 to 74
- ◯ 75 or older

4. What is your gender?

- ◯ Female
- ◯ Male

5. What is your postcode?

***6. What is your MAIN involvement in the seafood industry?**

- ◯ Wildcatch fishing
- ◯ Aquaculture
- ◯ Charter boat
- ◯ Wholesaler
- ◯ Processor
- ◯ Marketing
- ◯ Importer
- ◯ Retail
- ◯ Government
- ◯ Other (please specify)

About you

Page 2

Seafood Queensland Inc?

***7. What fishery are you mainly involved in?**
(You can tick more than 1)

- ☐ C1 Crab Fishery (Other than Spanner Crab)
- ☐ C2 Crab Fishery (Spanner Crab Managed Area A)
- ☐ C3 Crab Fishery (Spanner Crab Managed Area B)
- ☐ K1 Net Fishery (Ocean Beach - Area 1)
- ☐ K2 Net Fishery (Ocean Beach - Area 2)
- ☐ K3 Net Fishery (Ocean Beach - Area 3)
- ☐ K4 Net Fishery (Ocean Beach - Area 4)
- ☐ K5 Net Fishery (Ocean Beach - Area 5)
- ☐ K6 Net Fishery (Ocean Beach - Area 6)
- ☐ K7 Net Fishery (Ocean Beach - Area 7)
- ☐ K8 Net Fishery (Ocean Beach - Area 8)
- ☐ L1 Line Fishery (Other than Great Barrier Reef Region)
- ☐ L2 and L3 ^ Line Fishery (Reef)
- ☐ L4 Line Fishery (Queensland Fisheries Joint Authority No. 1)
- ☐ L8 Line Fishery (Multiple Hook - East Coast)
- ☐ M1 and M2 Moreton Bay Trawl
- ☐ N1 Net Fishery (East Coast No. 1)
- ☐ N2 Net Fishery (East Coast No. 3)
- ☐ N3 Net Fishery (Gulf of Carpentaria No. 1)
- ☐ N4 Net Fishery (East Coast Net No. 3)
- ☐ N9 Net Fishery (Gulf of Carpentaria No. 2)
- ☐ N10 Net Fishery (East Coast No. 4)
- ☐ N11 Net Fishery (No. 11)
- ☐ Net Fishery (Gulf of Capentaria No. 11)
- ☐ P Pearl Fishery
- ☐ R Crayfish and Rock Lobster Fishery
- ☐ RQ Coral Reef Fin Fish Fishery
- ☐ S Shark and Ray Fishery
- ☐ SM Spanish Mackerel Fishery
- ☐ T1 Trawl Fishery
- ☐ T2 Trawl Fishery
- ☐ T4 Trawl Fishery (Fin Fish)
- ☐ T5 Trawl Fishery (River and Inshore - Area 1)
- ☐ T6 Trawl Fishery (River and Inshore - Area 2)
- ☐ T7 Trawl Fishery (River and Inshore - Area 3)
- ☐ T8 Trawl Fishery (River and Inshore - Area 4)
- ☐ T9 Trawl Fishery (River and Inshore - Area 5)
- ☐ A1 Aquarium Fish Fishery (A1)
- ☐ A2 Aquarium Fish Fishery (A2)
- ☐ B1 Beche-de-mer Fishery (East Coast)
- ☐ D Coral Fishery
- ☐ E Eel Fishery (Adults)
- ☐ F Shell Fishery
- ☐ G Shell Grit Fishery
- ☐ H Star Sand Fishery
- ☐ J1 Trochus Fishery (East Coast)
- ☐ JE Juvenile Eel Fishery
- ☐ O Oyster Fishery
- ☐ W1 Worm Fishery (Beachworm)
- ☐ W2 Worm Fishery (Bloodworm)
- ☐ Y Yabby Fishery
- ☐ BD Beche-de-mer Fishery
- ☐ CB Crab Fishery
- ☐ CR Tropical Rock Lobster Fishery
- ☐ LN Reef Line Fishery
- ☐ MK Spanish Mackerel Fishery
- ☐ PL Pearl Shell Fishery
- ☐ PR Prawn Fishery
- ☐ TR Trochus Fishery

About you

Page 3

Seafood Queensland Inc?

8. What aquaculture operations are you mainly involved in? (You can tick more than 1)

- [ ] Prawn
- [ ] Barramundi
- [ ] Pearl oyster
- [ ] Oyster
- [ ] Hatchery
- [ ] Sea cages
- [ ] Ponds

Other (please specify)

Your involvement in industry associations

***9. Are you involved in an industry association?**

- ○ Yes
- ○ No

Your involvement in industry associations

***10. How many years have you been involved?**

- ○ < 2 years
- ○ 2-5 years
- ○ 5-10 years
- ○ >10 years

Seafood Queensland Inc?

***11. What industry association are you involved in?**

- [ ] Aquaculture Association of Queensland
- [ ] Australian Barramundi Farmers Association
- [ ] Australian Prawn Farmers Association
- [ ] Australian Underwater Federation Queensland
- [ ] Bundaberg and District Crayfish Farmers Association
- [ ] Crayfish Farmers Association of Queensland
- [ ] East Coast Crabfishers Industry Network
- [ ] Freshwater Fishing and Stocking Association of Queensland Incorporated
- [ ] Gulf of Carpentaria Commercial Fishermen Association
- [ ] Hinchinbrook Seafood Industry Incorporation
- [ ] Independent Trawlers Association
- [ ] Mackay Prawn Farmers Association
- [ ] Moreton Bay Seafood Industry Association
- [ ] North Queensland Crayfish Farmers Association
- [ ] Qld Seafood Marketers Association
- [ ] Queensland Aquaculture Industries Federation
- [ ] Queensland Game Fishing Association
- [ ] Queensland Oyster Growers Association
- [ ] Queensland Seafood Industry Association
- [ ] Reef Line Council
- [ ] South Queensland Crayfish Farmers Association
- [ ] Sunfish Queensland
- [ ] The Fishermen's Portal
- [ ] Other (please specify)

A brief look back

This project is mainly focused on moving forward and not dwelling on the mistakes or problems of the past. Nevertheless, there can be some lessons to be learned by considering the current situation in which the Queensland peak industry body, the Queensland Seafood Industry Association (QSIA) finds itself. The greatest issue facing QSIA at the moment is that it is only representative of a small portion (10-20%) of the Queensland seafood industry. This is recognised by the QSIA board as a problem and was one of the major drivers for them pushing to get this project up and running. The reasons behind that low level of member base and representation of QSIA is complex and is variously attributed to loss of compulsory levy, unsuccessful internal communications, lack of unified voice, fractured industry relationships, ineffective governance, conflicts of interest and lack of independence. This project is focused on improving from the current situation and offering better services and leadership to the Queensland seafood industry.

Seafood Queensland Inc?

12. Please provide your rating of QSIA performance on each of the following.

	Very poor	Poor	Average	Good	Very good
Representation	◯	◯	◯	◯	◯
Independent representation	◯	◯	◯	◯	◯
Communication & engagement	◯	◯	◯	◯	◯
Funding & resources	◯	◯	◯	◯	◯
Industry support	◯	◯	◯	◯	◯
Governance	◯	◯	◯	◯	◯
Vision for industry	◯	◯	◯	◯	◯
Government influence	◯	◯	◯	◯	◯

Comment

13. Considering your answers above did QSIA perform better than you expected, worse than you expected, or about what you expected?

◯ Better than expected

◯ About what was expected

◯ Worse than expected

A long look forward

Regardless of what has happened in the past, in looking forward to a new organisation we need to ensure "Seafood Queensland" has all the qualities of a good organisation including sound and transparent governance, clear roles and responsibilities, a culture that is attractive to old and new members alike, a sound funding base and a structure and membership that is appropriate to its goals.

There are heaps of issues that impact your businesses in the Queensland seafood industry.

14. Please rank the importance of the following issues TO YOU.
1 - Most important to 5 - Least important.

***** Please note, fill in each box *****
***** The order of the issues will automatically change based on your ranking *****

☐ Product Issues (e.g. Biosecurity, Food safety, marketing, promotion, competition)

☐ Business Issues (e.g. Labour, OH&S, Training, Sales)

☐ Access Issues (e.g. Native title, Marine bioregional planning, MPA displacement, access rights)

☐ Management Issues (e.g. Environmental legislation, Fisheries policy / regulation, compliance)

☐ External Issues (e.g. Pollution, seismic / oil&gas, Port use / facilities, Catchment / Coastal management)

Page 6

Seafood Queensland Inc?

Major Issues

15. Please rank the importance TO YOU of each of the following (1 = most important)

***** Fill in each box *****

***** The order of the issues will automatically change based on your ranking *****

ACCESS ISSUES

☐	Bioregional Planning / MPA Displacement	☐ N/A
☐	Access and allocation rights	☐ N/A
☐	Native title	☐ N/A
☐	Protected species / environmental closures	☐ N/A

16. BUSINESS ISSUES

☐	Labour	☐ N/A
☐	Leasing / quota costs	☐ N/A
☐	Fuel / power / water / packaging costs	☐ N/A
☐	Occupational Health & Safety	☐ N/A
☐	Competition	☐ N/A
☐	Training	☐ N/A
☐	Insurance	☐ N/A
☐	Regulatory costs	☐ N/A
☐	Succession planning / ageing industry	☐ N/A
☐	Fish price	☐ N/A

17. MANAGEMENT ISSUES

☐	Environmental legislation	☐ N/A
☐	Licencing arrangements	☐ N/A
☐	Cost of management	☐ N/A
☐	Regulatory complexity	☐ N/A
☐	Fisheries policy and management	☐ N/A

Page 7

Seafood Queensland Inc?

18. PRODUCT ISSUES

☐	Industry & product promotion	☐ N/A
☐	Price	☐ N/A
☐	Biosecurity	☐ N/A
☐	Marketing	☐ N/A
☐	Food safety	☐ N/A
☐	Quality	☐ N/A
☐	Product substitution / replacement	☐ N/A
☐	Certification	☐ N/A
☐	Transport / logistics	☐ N/A

19. EXTERNAL ISSUES

☐	Pollution	☐ N/A
☐	Seismic survey activities	☐ N/A
☐	Catchment and coastal management / development	☐ N/A
☐	Port facilities / other infastructure	☐ N/A
☐	Climate change	☐ N/A

Major Issues

Based on your answers to the questions above, there are a number of issues which you think are very important. Some of these issues you may want to deal with personally or within your business or through your current organisation. Other issues you might like an organisation like Seafood Queensland to deal with.

Page 8

Seafood Queensland Inc?

***20. Please indicate whether you would like the following issues dealt with through:**
1) Your own business;
2) Your existing or local association / cooperative;
3) A peak industry association.

ACCESS ISSUES

	Your own business	Your existing or local association / cooperative	Seafood Queensland
Bioregional Planning / MPA Displacement	○	○	○
Access and allocation rights	○	○	○
Native title	○	○	○
Protected species / environmental closures	○	○	○

Comment?

*21. BUSINESS ISSUES

	Your own business	Your existing or local association / cooperative;	Seafood Queensland
Occupational Health & Safety	○	○	○
Fuel / power / water / packaging costs	○	○	○
Regulatory costs	○	○	○
Labour	○	○	○
Training	○	○	○
Fish price	○	○	○
Leasing / quota costs	○	○	○
Competition	○	○	○
Succession planning / ageing industry	○	○	○
Insurance	○	○	○

Comment?

*22. MANAGEMENT ISSUES

	Your own business	Your existing or local association / cooperative	Seafood Queensland
Environmental legislation	○	○	○
Regulatory complexity	○	○	○
Cost of management	○	○	○
Licencing arrangements	○	○	○
Fisheries policy and management	○	○	○

Comment?

Page 9

Seafood Queensland Inc?

*23. PRODUCT ISSUES

	Your own business	Your existing or local association / cooperative	Seafood Queensland
Quality	○	○	○
Certification	○	○	○
Price	○	○	○
Biosecurity	○	○	○
Marketing	○	○	○
Industry & product promotion	○	○	○
Transport / logistics	○	○	○
Food safety	○	○	○
Product substitution / replacement	○	○	○

Comment?

*24. EXTERNAL ISSUES

	Your own business	Your existing or local association /cooperative	Seafood Queensland
Catchment and coastal development	○	○	○
Pollution	○	○	○
Seismic survey activities	○	○	○
Climate change	○	○	○
Port facilities / other infastructure	○	○	○

Comment?

Need an industry organisation or not?

*25. Do you believe the Queensland seafood industry would benefit from an organisation such as Seafood Queensland?

○ Yes

○ No

26. Please give a few brief reasons for your answer.

Reason 1

Reason 2

Reason 3

Page 10

Seafood Queensland Inc?

27. The next part of the survey asks question about potential structure, funding and governance issues of Seafood Queensland.
Do you want to continue with this survey?

○ Yes ○ No

Governance

Governance plays an important role in determining how many organisations function. It can be defined as the processes, structures and organizational traditions that determine how power is exercised, how stakeholders have their say, how decisions are taken and how decision-makers are held to account. Important elements of good governance include: transparent management; cohesive policies; creating a vision; securing resources; defining clear roles and responsibilities; establishing benchmarks for performance and monitoring them; and accounting to key stakeholders for the organization's direction and performance. Hallmarks of poor governance include: lack of independence for the chair and majority of the board; no CEO key performance indicators or review, board concentrating on operational issues rather than strategic thinking and development; non-ethical decision making, bad media reports and dysfunctional board, and poor or no surplus.

28. Please rank the following aspects of good governance based on what you think is most important (1 = most important)

☐	CEO key performance indicators and formal review process	☐ N/A
☐	Ethical decision making	☐ N/A
☐	Strategic thinking	☐ N/A
☐	An independent chair	☐ N/A
☐	Financial surplus	☐ N/A
☐	Independent directors with few conflicts of interest	☐ N/A

Roles and Responsibilities

Seafood Queensland will have some key roles it can undertake for its members and a number that it probably should not. The most effective mix of these roles will be determined by the issues facing the seafood industry and may change over time. You have previously highlighted some of the current issues facing industry. Potential roles of Seafood Queensland might be: lobbying government; representation and advocacy; policy analysis; program development; stakeholder communication; research; consultation; information dissemination; sector development and resource allocation advice.

Page 11

Seafood Queensland Inc?

29. Please rate the following potential roles of Seafood Queensland.

	Not important	Some importance	Average importance	High importance	Very important
Lobbying government	◯	◯	◯	◯	◯
Representation and advocacy	◯	◯	◯	◯	◯
Policy analysis	◯	◯	◯	◯	◯
Program development	◯	◯	◯	◯	◯
Stakeholder communication	◯	◯	◯	◯	◯
Research	◯	◯	◯	◯	◯
Consultation	◯	◯	◯	◯	◯
Information dissemination	◯	◯	◯	◯	◯
Sector development	◯	◯	◯	◯	◯
Resource allocation advice	◯	◯	◯	◯	◯

Other (please specify)

A changing culture

Over the last decade there has been a number of generational, cultural and economic forces that have culminated to make maintaining membership of any peak association extremely difficult. With large numbers of skilled and affluent Baby Boomers now starting to retire, membership and leadership of many peak industry organisations is transitioning to Generation X and Y. Many Baby Boomers are resistant to change, especially when it requires them to give up some of the control they have spent their entire careers trying to attain and this can be a big factor restricting associations from making the changes required to successfully attract and retain young members. Generation X and Y members have very different expectations from peak associations and also different drivers for them to get involved. To justify their investment of time and/or money, they want to see very clearly defined, tangible and compelling value from an association – both to join and to stay involved.

Baby Boomers - born between 1946 and 1964
Generation X - born between 1966-1976
Generation Y - born between 1977-1994

***30. What generation are you from?**

◯ Pre-1946

◯ Baby Boomer - born between 1946-1964

◯ Generation X - born between 1965-1976

◯ Generation Y - born between 1977-1994

Page 12

Seafood Queensland Inc?

31. Thinking about the potential to attract younger members to Seafood Queensland, please rate the following issues.

	Not important	Some importance	Average importance	High importance	Very important
Be an organisational culture that is diverse, welcoming, engaging and attractive to all generations	○	○	○	○	○
Proactively engage, encourage, nurture and involve younger (<30 years old) members and future leaders	○	○	○	○	○
Clearly understand what value it can deliver to younger members	○	○	○	○	○
Understand the best means of communicating that value to motivate younger members to join and engage	○	○	○	○	○

Other (please specify)

Funding Options

Peak organisations usually derive a significant amount of their funding from voluntary or compulsory contributions by their members or member associations. For any organistion to perform its functions it must have adeequate funding and resources. There are numerous examples where voluntary funding has not allowed this to occur.

Many peak organisations have compulsory contributions that support paid board directors, large administrative structures (often including various committees) and many paid staff. The value of this is that the peak organisation has a solid and guaranteed financial footing on which to base its operations and plan into the future. The risk to members is that their funds may not be spent in exactly the manner they would have chosen if they were in charge of the funds themselves. As such, peak organisations that operate with compulsory contributions must have clear objectives, sound governance, and open communication channels between them and their members in order to reflect the wants of their members.

These qualities should also be striven for by peak organisations that operate with voluntary contributions, but their achievement may be more difficult through lack of sufficient or guaranteed funds. Many of the smaller primary industry associations rely on a mix of funding from members' voluntary contributions, various government funding, and project funds. In such cases, limited funding often determines that board members work on a voluntary basis and therefore have some potential conflict of interest or lack of independence in some aspects of the peak organisations functions. It also may mean that administrative structures and paid staff are minimal. The risk with depending on funding from members' voluntary levies is that it may be withdrawn if the members disagree with a particular decision of the organisation.

In considering compulsory or voluntary contributions, the trade-offs between the autonomy, resilience and independence (financial, political and conflict of interest) must be recognised. There may also be formal regulatory provisos required before compulsory contributions can be considered, such as majority support for the scheme (membership or GVP).

Page 13

Seafood Queensland Inc?

32. If Seafood Queensland was tackling the issues you were concerned about and performing to your expectations, how would you like your funding contributions to be made?

	Definitely not	Possibly	Definitely
Compulsory contributions	○	○	○
Voluntary contributions	○	○	○

Please comment

Structure and membership

There are a range of different structures and membership arrangements to peak industry organisations and no such thing as a "one size fits all". Generally, they have a membership consisting of smaller organisations but they have their own directors, staff, governance and financial arrangements separate from those of its member associations. Consideration of what sectors/groups are allowed to have membership is an important decision. QSIA membership currently captures only a small section of the entire seafood industry. Membership of Seafood Queensland could be expanded to include a far broader cross-section of the seafood industry such as wild catch, charter boat operators, aquaculture, processors / wholesalers, marketers and importers.
The opportunity for Seafood Queensland to have different levels of membership is also a possibility as shown below as well as a list of groups that could have one of these level of membership.

***33. Which one or more of the following do you think should be included in Seafood Queensland?**

- ☐ Retail
- ☐ Processors / Wholesalers
- ☐ Charter boat operators
- ☐ Wild catch
- ☐ Aquaculture
- ☐ Importers
- ☐ Marketers

Other (please specify)

Structure and membership

Potential membership levels

Membership type	Potential appointment to the board	Voting rights	Communication / Information
Full	✓	✓	✓
Associate		✓	✓
Affiliate			✓

Page 14

Seafood Queensland Inc?

***34. Please assign each seafood group to a membership level. Assign N/A if you do not want a seafood group to be considered as a member.**

	Full Membership	Associate Membership	Affiliate Membership	N/A
Member Association	○	○	○	○
Licence Holder	○	○	○	○
Aquaculture farmer	○	○	○	○
Master Fisherman / Farm Manager	○	○	○	○
Charter Boat Operator	○	○	○	○
Crew / Technician	○	○	○	○
Wholesaler / Processor	○	○	○	○
Marketer	○	○	○	○
Retailer	○	○	○	○
Associated industries	○	○	○	○
Service providers	○	○	○	○

Structure and membership

***35. Considering the 3 options below (Sector / Region / Harvest), which of these structures do you believe would best suit Seafood Queensland?**

○ Sector-based

○ Region-based

○ Harvest-based

Page 15

Seafood Queensland Inc?

Potential structures of Seafood Queensland

SECTOR-BASED

REGION-BASED

HARVEST-BASED

36. Could you suggest any different or better option?

End of the survey

Many thanks in taking part in this survey. We will analyse the results and make them available to all participants and the wider industry.

Page 16

Seafood Queensland Inc?

37. Is there anything else you'd like to share about the potential for Seafood Queensland?

38. If you would like to be sent the results of this survey, please enter your email address below.

Page 17

Appendix 6 – Agenda of meeting 2

Queensland Peak Industry Body Meeting

Friday 13th December 2013, 9.30am to 4.30pm
Boardroom, 1st Floor, Brisbane Riverview Hotel
Cnr Kingsford Smith Drive & Hunt Street Hamilton, QLD 4007

Agenda		
Item	**Key Issues**	**Time**
Welcome and Overview	**Project** • Recap on project to date • Over view on future project timeline	**9.30am**
General Discussion	**Discuss general issues not covered adequately in the workshop** • History • What's on your mind? • Get it off your chest	**10.00**
Morning Tea		**10.30**
Draft options paper	**Use the draft options paper and association examples to lead discussions** • Peak or alliance question • Structure options • Membership options • Roles and responsibilities • Other?	**10.45**
Lunch		**12.30pm**
Industry Survey	**Use draft survey to lead discussion** • Why a survey? • Different survey methods required • What question areas? • What do we want to know? • How much detail? • Other?	**1.00pm**
Afternoon Tea		**3.00**
Industry Liaison	**Plan the industry liaison phase of the project** Funding for eight regional liaison meetings • Recap on agreed regions • Dates and time to do it? • How do we best notify people?	**3.15**
Actions	**Summary of next steps and timeframes** • Action items • Communication Plan	**4.00**
Meeting Close		**4.30**

Appendix 7 – Agenda of workshop 3

Seafood Queensland Workshop

Thursday 13th November 2014, 9.30am to 4:30pm
Quality Inn 620 Kingsford Smith Drive, Hamilton QLD 4007

Time	Item	Presenter
9.30am	**Welcome and overview** • Introductions • Objectives • How workshop will run • What we hope to achieve	Ian Knuckey Ewan Colquhoun
9.45am	**Project Background** • Structure and funding of industry associations • Background Paper • Port Meetings • Industry questionnaire	Ian Knuckey
10.00	**Results of port meetings and surveys** • Attendance and feedback from port meetings • Questionnaire results • Summary of industry feedback	Ian Knuckey Group discussion
11.00	**Morning Tea**	
11.30	**Support and potential for Seafood Queensland?** • Potential Structure • Potential Funding Options	Ewan Colquhoun Group discussion
12:30pm	**Lunch**	
1:15	**Support and potential for Seafood Queensland?** • Critical processes • Level of support	Ewan Colquhoun Group discussion
2:30	**Afternoon Tea**	Afternoon Tea
3:00	**Seafood Queensland** • Working Group • Next Steps	Ewan Colquhoun Ian Knuckey Group discussion
4:30		Workshop Close

1

Appendix 8 – Organisational structure other Australian industry associations

SETFIA

Aspect		Description
Governance	Board	SETFIA maintains a five member elected board containing a Chairman and Treasurer. The term is one year, with each position up for re-election at the annual AGM. The Board meet 3–4 times per year. The Chairman chairs general / board meetings and sets agendas. The Treasurer is responsible for approving financial plans and approving expenditure. Board members vote at board meetings, and each has an area of speciality and works with the CEO off-line where required. Areas of speciality include: the deep water fishery, large trawl interests, small trawl interests, Danish Seine interests etc…
	Members	Voluntary membership to SETFIA is open to trawl operators holding Commonwealth fishing licenses in the Commonwealth Trawl Sector (CTS). As of 2011, there were approximately 46 active vessels in the CTS of which 35 were SETFIA members. Where requested, members act in a co-ordinated way and vote where required on key issues.
	CEO	Paid, full time position. Prepares financial plans, facilitates strategy formation process, executes strategy including reporting, disseminates and prioritises information.
	Support staff	Subcontracts book keeper, lawyer.
Funding	% from each main source	9% total funding from membership. Memberships are by company with membership fees tiered according to the level of quota held, catch or sales (depending on the type of business). 6% total funding from commercial consulting work. Wherever possible SETFIA has an existing strategy of charging for its time. The Association has grown oil and gas industry consultancy work from zero to a figure equivalent to about half of its membership income in one year. When possible SETFIA contracts this work out and a commission is added to the final report. These funds contribute to the strategy of obtaining increased funding. 85% total funding for other projects. Public good consulting on various project funded by Government organisations such as DAFF, C4oC, AFMA and FRDC.
Communication	Stakeholders	Monthly internal communication in PDF format. This offers more flexibility than other methods, and is sent via email and fax. Text messaging for operationally important information, and is considered very effective. Website.
	Public	Monthly external communication of electronic newsletters sent via email and SETFIA website. SETFIA use tracking software to measure readership, and points out that it is very important to study the diagnostics to guide future content. Emails are send to Government, scientists, fishing industry, management, media etc… The CEO has a three tier list of contacts; the “top 50” (top Government stakeholders and other key influencers), media list, and a general list.

		Media releases written and disseminated as required.
Goals/Mission		SETFIA's purpose is to, "promote the interests of members in all forms covering the South East Trawl and adjacent fisheries" (SETFIA Memorandum of Association 1986, p2)
Capacity building	Board	Development of the SETFIA Board and CEO is one of the few strategies that contribute downward into the financial perspective. Increased skills will bring about better financial governance, reporting and planning and increase the credibility with funders and then the success rate for funding applications. The Board have completed Australian Institute of Company Directors course.
	CEO	Graduate of Australian Institute of Company Directors (GAICD)
	Members	Crew development is a strategy that will contribute to the strategies of improved reporting and world's best practice with TEP interactions. Crew undertake regular training in "environmental operations" including compliance, data collection and reducing interactions with protected species.

National Farmers Federation

Aspect		Description
Governance	Board	The NFF Board are elected annually and have responsibility for the day-to-day management of the organisation, including: • oversight of the NFF's annual budget • implementing and setting the priorities for the NFF Business Plan, as well as agreeing on courses of action in implementing the Business Plan in accordance with members' agreed policy imperatives • establishing committees and taskforces • receiving advice from the Members' Council, Policy Committees and the NFF Secretariat • appointing the Chief Executive Officer. The NFF Board makes decisions on the admittance of new members, based on Members' Council guidelines. It comprises the NFF President and NFF Vice-President, along with five Directors, all elected by the Members' Council (Figure 31). Two independent directors may be appointed by the Board, as required, to ensure the necessary balance of skills.
	Members	Membership comprises State Organisations (AgForce, NSW Farmers, Northern Territory Cattlemens's Association, Tasmanian Farmers and Graziers Association, Victoria Farmers Federation, WA Farmers), Commodity Councils (Australian Dairy Farmers, Dried Fruits Australia, CANEGROWERS, Cattle Council of Australia, Cotton Australia, Grain Growers, Ricegrowers' Association of Australia, Sheepmeat Council of Australia, Wool Producers Australia) and Associate Members (Australian Livestock and Property Agents Association, Australian Livestock Exporters' Council, Australian Veterinary Association, Beechworth Honey, Corporate Agriculture Group, Goat Industry Council of Australia, GrainCorp, Pastoralists' Association of West Darling, Ridley Corporation and Ruralco). A Members' Council, comprised of representatives of all member organisations (state farming organisations, commodity councils and associate members), is the supreme consultative forum for the NFF. Members' Council elects the Directors and officeholders (President and Vice-President) from nominations received from members, and: • determines the key priorities for the NFF's Strategic Plan • elects Committee chairs • receives the budgets and financial reports • determines policy on issues or positions that are outside of the guidance previously agreed • generally undertakes all functions and powers normally exercised by members or shareholders under the Corporations Act. The Members' Council formally meets three times a year to discuss and formulate NFF policy. Several special meetings may also take place as needs arise. There are seven different committees and four taskforces that are Chaired and populated by representatives of the Member organisations. These committees and taskforces cover sustainability, economic, workplace relations, biosecurity,

		trade, future directions, water, biosecurity and animal management, carbon, native title, mining and coal steam gas and drought. The different committees and four taskforces provide the Members' Council with high level detail and advice on all policy issues. The Members' Council elects a chairperson annually for each committee.
	CEO	Full time CEO
	Support staff	General Manager of Financial Services, General Manager of Policy and Manager of Economic and Trade, Manager of Workplace Relations and Legal Affairs, Manager of Natural Resource Management, Manager of Rural Affairs, Manager of Public Affairs, Officer Manager (and Executive Assistant to the President, CEO and Manager, Workplace Relations and Legal Affairs), Assistant to Executive/Policy, Assistant to Rural Affairs/Public Affairs, Assistant to Financial Services and Administration Officer.
Funding	% from each main source	The NFF is funded entirely through membership.
Communication	Stakeholders	Social media, fortnightly electronic newsletter.
	Public	Over the course of 2011–12, the NFF issued 127 media releases and achieved over 16,000 media hits across national, metropolitan and regional media. They also maintained a strong relationship with the Canberra Parliamentary press gallery. New initiatives were launched during 2011–12: including a twitter feed, a facebook page and a fortnightly electronic newsletter, the NFF AGvocate, to better engage with the target audiences of government, media, members and farmers, and to broaden the reach to the general public. Website.
Goals/Mission		To influence the Australian Government, Parliament and the broader community through national and international representation and advocacy to achieve a strong, progressive and sustainable farming sector in Australia — and to provide collective strength and leadership.
Capacity building	Board	The board is appointed on a skills basis.
	CEO/Staff Members	Staff complete training as required depending on needs.

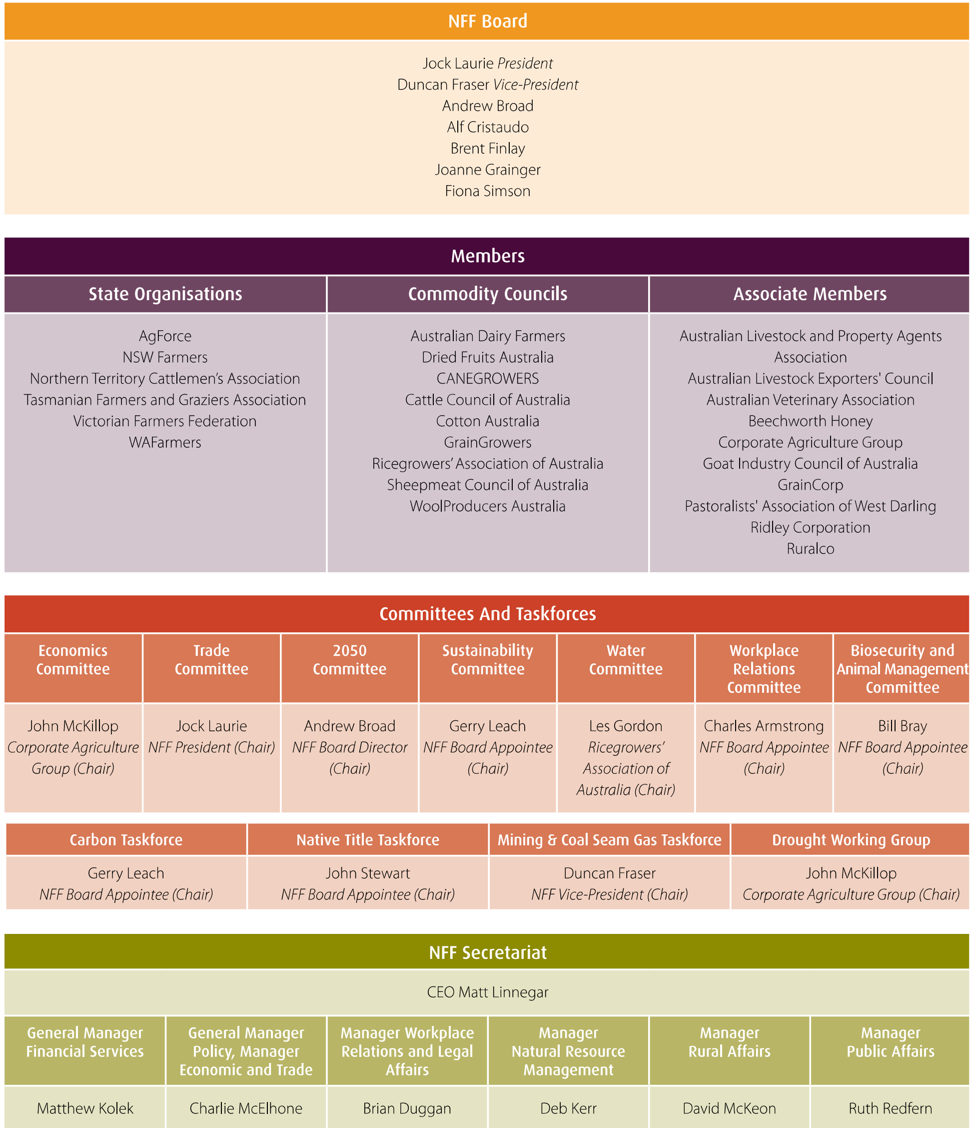

Figure 31. Organisational structure of the National Farmers Federation.

Seafood Industry Victoria

Aspect		Description
Description		SIV is a not-for-profit non-government organisation representing the interests of Victoria's seafood industry.
Governance	Board	The SIV Board is appointed by its members at the annual general meeting. The full Board consists of a Chair, a Deputy Chair and ten Directors. The Board shall comprise no more than thirteen directors being, seven directors from the primary (catching) sector, two directors from the secondary (post harvest) sector and a maximum of three other directors to fill if required casual vacancies. The Executive Director of SIV also sits on the Board (Figure 32). In general, the SIV Board is responsible for setting the strategic direction for SIV, appointing the Executive Director and evaluating the performance of the ED in carrying out his or her delegated duties, responsibilities and authorities, and approving and reviewing SIV's Budget.
	Members	Membership comprises 16 "member organisations" that represent different fisheries / sectors / zones. Membership is voluntary.
	CEO	Full time CEO
	Support staff	One full time Communication Manager and two part time staff (administration officer, book keeper).
Funding	% from each main source	86.1% SIV levy 3.2% membership 0.5% commissions received 1.1% Abcom levies received – VAPA 8.2% Abcom levies received 0.8% VICFRAB The SIV levy is taken from a compulsory Grants Levy that is paid by every Victorian fishing entitlement holder. AbComm, now superseded by the Abalone Industry Committee is a subcommittee of SIV. AIC have a standing agreement with SIV that a portion of the SIV Levy (that is paid by abalone licence/quota holders) is returned to AIC. AIC then use these funds to carry out operational issues specific to abalone in Victoria eg. Abalone Management Plan, advice back to Government re: abs.
Communication	Stakeholders	Monthly electronic newsletter, social media. SIV also sends out any fisheries notices or anything else that SIV requires members' feedback/consultation on through email. AGM notification (and nomination to SIV Board info) is sent out each year by mail.
	Public	Website, monthly electronic newsletter, social media. Media releases.
Goals/Mission		SIV will continue building and informing a united and ecologically sustainable and thriving seafood industry valued by the Victorian community.
Capacity building	Board	All Board members are given a Director's Induction Manual that includes the Board Governance Charter. Directors are required to pursue their own development and continuously update their knowledge to attain and maintain the levels of competence demanded of them.
	CEO	There is a small budget for SIV staff training, however it very rarely gets used.
	Members	

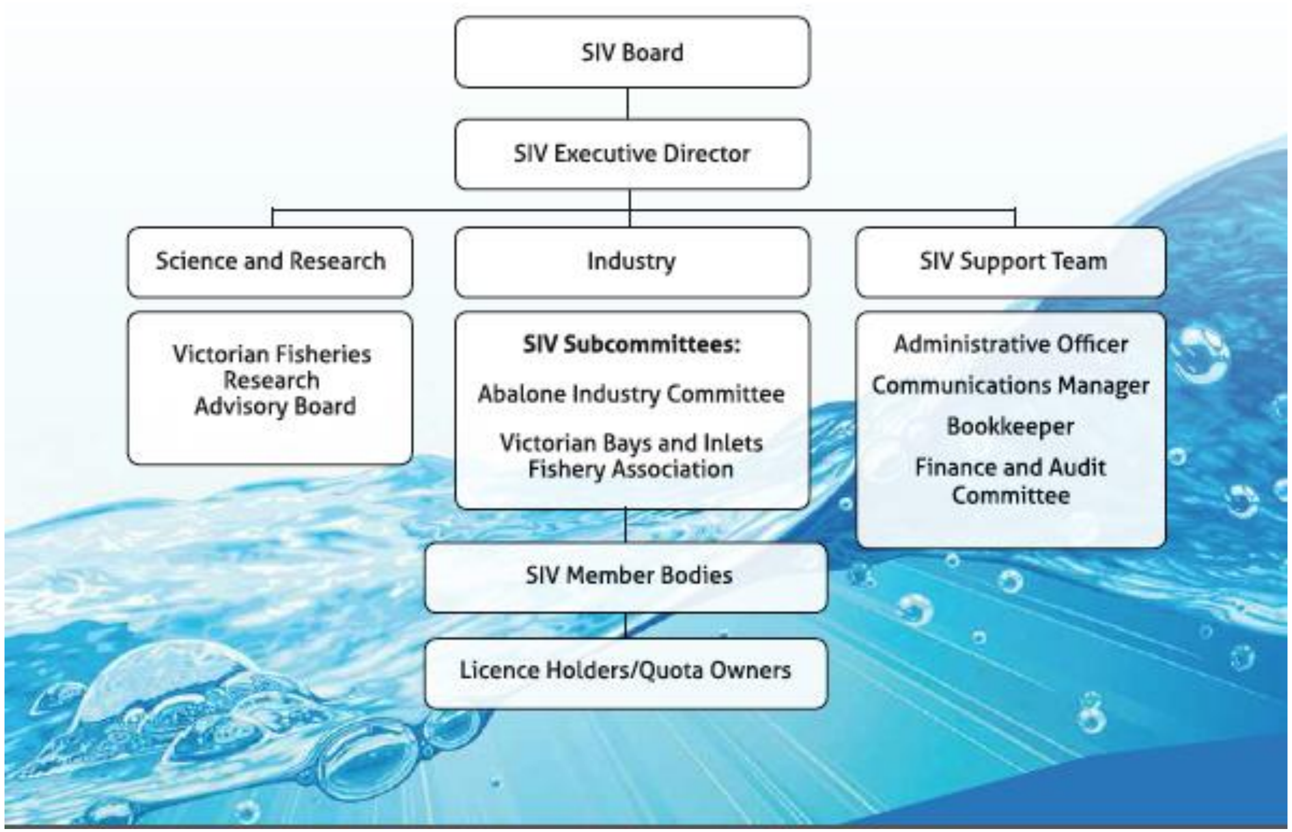

Figure 32. Organisational structure of Seafood Industry Victoria.

Meat and Livestock Australia

Aspect		Description
Company		The MLA is incorporated under the Corporations Act 2001 as a public company limited by guarantee. It is the declared marketing and research and development body under the Australian Meat & Live-Stock Industry Act 1997 and is operated on a not-for-profit basis.
Governance	Board	The Board comprises 10 directors, with the Managing Director the only executive director. The Board is a skills-based board with directors appointed for a maximum three-year term under the terms of MLA's constitution, after which time a director may reapply for a position on the Board in the same way as other candidates. The Board has the appropriate range of skills, knowledge and experience necessary to govern the company, and it provides input into the skills requirements for the Board through the Selection Committee. The Board considers each director's independence. Directors are considered to be independent if they are not a member of management and are free of any business or other relationship that materially interferes with - or could reasonably be perceived to materially interfere with the independent exercise of their judgement. The roles and responsibilities of the Board are formalised in the Board charter. The Board strives to build sustainable value for MLA's members and the red meat industry and to achieve MLA's mission of delivering world class services and solutions in partnership with industry and government. The Board's responsibilities include: • providing input into and approving management strategies, budgets, programs and policies appointing and removing the Managing Director • assessing performance against strategies to monitor both the performance of management as well as the continuing suitability of strategies • overseeing the company and reviewing operating information • approving and monitoring significant capital expenditure and significant commitments under agreed programs • ensuring the company operates with an appropriate corporate governance structure • ensuring the company operates in accordance with its objects and the Industry Memorandum of Understanding • ensuring the company meets its obligations under the MLA/Commonwealth Deed of Agreement Directors may, with the Chairman's approval, obtain independent professional advice on matters arising in the course of their Board and committee duties. Directors have access to company records and information. Each year, the MLA Board's performance is evaluated through: • Self-assessment. • Peer review. • Individual assessment by the chairman. Directors are also interviewed by an external advisor and feedback is provided to the individual Director, the MLA Chairman and the Board as a whole. New directors are given an induction and the Board has access to continuing

		education in relation to Board responsibilities, as well as to independent advice.
	Members	MLA membership is voluntary, and free to levy-paying producers of grass or grainfed cattle, sheep, lambs and/or goats. The MLA has approximately 47,500 cattle, sheep and goat producer members.
	CEO/Executive	The Managing Director, seven general managers and company secretary make up MLA’s Executive Committee, which is responsible for guiding MLA’s performance through the development of key strategies, business plans and policies, and ensuring the company’s corporate objectives are met.
	Support staff	At 30 June 2012, MLA employed 233 full time staff equivalents.
Funding	% from each main source	MLA’s total income was $159.9 million during 2011-12. 33% from grassfed cattle levies 5% from grainfed cattle levies 18% from lamb levies 2% from mutton/goat levies 6% from processor contributions 25% from Government contributions 5% from MLA donor company (R&D partnerships) 6% from other funding sources MLA is primarily funded by transaction levies paid on livestock sales by producers. The Australian Government also contributes a dollar for each dollar MLA spends in R&D. This is supplemented by cooperative contributions from individual processors, wholesalers, foodservice operators and retailers. Processors and live animal exporters also pay levies under contract to MLA. Transaction levies are charged on the sale of livestock (cattle, sheep and goats). The money raised is invested back into the industry to assist in research and development, marketing and market access activities. Changes to levies are generally initiated by the industry peak bodies, following consultation with industry, and implemented and collected by the Australian Government.
Communication	Stakeholders	MLA implements a member communications strategy that seeks to: • create awareness of MLA and its activities amongst MLA members • demonstrate the relevance and value of MLA and its programs • proactively engage members to take advantage of the opportunities created by the company in partnership with industry and government In implementing this strategy they employ a variety of communications tactics including radio and print media, magazines and publications, the corporate website, social media, events and our feedbackTV DVDs. The success of these efforts is measured through member surveys, media and website monitoring, publication orders and increases in membership. MLA employs a policy of ensuring all members have the opportunity to participate in their annual general meeting (AGM) by rotating its location around the nation. Events play an important role in giving members information and the direct opportunity to contribute to the direction of the company. In 2010-11 they collaborated with a range of industry organisations to participate in 59 producer events across the company. Annual reports are made available through their corporate website as well as in hard copy for members who requested it. MLA's website www.mla.com.au provides information on on-farm tools and resources, post-farm research programs,

		domestic and international marketing activities, market information and links to websites for key industry systems such as Meat Standards Australia, the National Livestock Identification System and Livestock Production Assurance. The site is consistently ranked in the Top 10 by website monitoring company Hitwise and maintained 39,500 unique visitors a month during 2010-11. Their magazine *Feedback* and DVD program *MLA feedbackTV* demonstrates the breadth of research and marketing activities that the company undertakes on behalf of industry to more than 47,500 members.
	Public	Spent $92.4 million on marketing during 2011–12. Wide ranging publicity campaigns reaching domestic and international markets. A wide range of media are used including media releases, social media and eNewsletters.
Goals/Mission		Create opportunities across the cattle, sheep and goat supply chains by optimising the return on collective investment in marketing and research and development
Capacity building	Board	Whole-of-Board governance training programs as well as individual training programs as required.
	CEO/Staff	MLA has developed a leadership capability framework with high level of input and consultation with managers. Following this, they assessed their managers using a 360 degree feedback process. This enabled them to develop customised leadership development programs which they began in 2012–13. They reviewed their succession and people development approach with more robust diagnostics to assist them to better align their learning and development with business requirements. They also encourage staff to undertake external education to enhance their skills, with 20 staff members receiving external education assistance during the year, most of these undertaking postgraduate qualifications.
	Members	MLA also delivered nine social media workshops across Australia reaching almost 100 producers since November 2011. The workshops were designed to teach red meat producers social media skills allowing them to share their stories about red meat production with the urban community online, as well as advocating for the livestock industry. From 2012-13, MLA will build on these programs by creating opportunities through media, social media and events for producers and industry to engage with the community and maintain current high levels of trust. The MLA funds graduate and postgraduate scholarships and professional development (eg Australian Rural Leadership Program).
Other		The MLA have a Code of Business Conduct and Ethics that is based on the Australian Stock Exchange's (ASX) Principles of Good Corporate Governance and Best Practice Recommendations. The Code of Business Conduct and Ethics embodies MLA's values and provides guidelines to ensure the company: • Acts with openness, integrity and fairness. • Protects MLA's business and uses MLA's assets appropriately. • Protects confidential information. • Acts responsibly with regard to individuals, safety, health and the environment. • Avoids conflicts of interest. • Acts responsibly with respect to members, stakeholders, customers, suppliers, competitors, the community and others. • Complies with the law in all the jurisdictions in which MLA operates.

All MLA management and employees are required to confirm their knowledge of and compliance with the code annually.

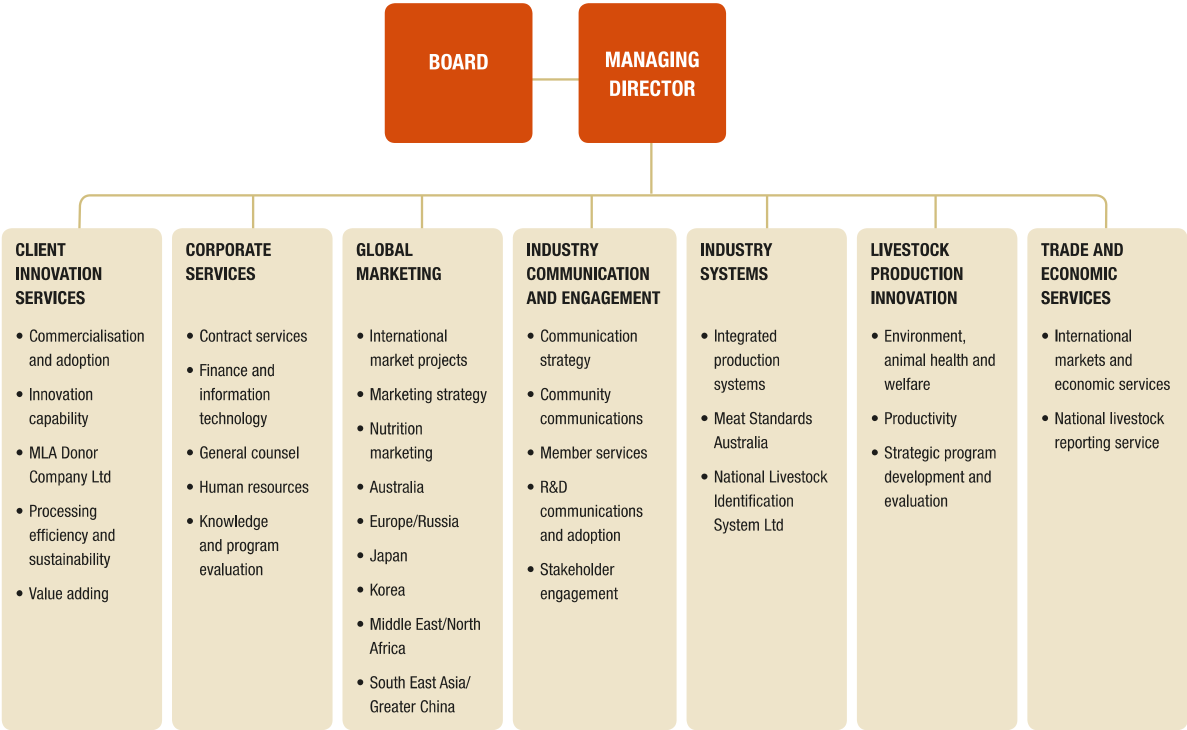

Figure 33. Organisational structure of Meat and Livestock Australia.

VRFish

Aspect		Description
Governance	Company	VRFish is a registered company, governed in accordance with the VRFish Constitution. The Constitution outlines key governance issues for VRFish, including membership, meeting proceedings, Board elections and appointment of staff.
	Board	VRFish is governed by a Board of nine elected directors, including a Chair and two Deputy Chairs, elected from the membership. The Board guides and monitors the business and affairs of VRFish on behalf of the members.
	Members	Membership comprises three categories: affiliated members of a club or association representing at least 500 members or 10 fishing clubs; unaffiliated members; and Kindred Interest Groups. VRFish also has a number of committees that explore issues such as finances, research and development, water and habitat issues and fishing infrastructure and access. They draw on external expertise to assist VRFish members on these committees. An affiliated member refers to a State Council Member being nominated by a recreational fishing organisation. Unaffiliated member are representatives who are non-club members. They represent large numbers of recreational fishers who do not belong to any fishing organisation. A Kindred Interest Group member is also classed as an affiliate member however the Kindred Interest Group is a Victorian incorporated organisation or association that has similar objectives, or that do not conflict with the objectives of VRFish. A Kindred Interest Group is able to nominate two representatives to become members of State Council.
	CEO	Full time.
	Support staff	2 FTEs
Funding	% from each main source	Total income $395,587 during 2011–12 68% Recreational Fishing Licence Allocation (VRF Core Funding) 2% Interest 2% Other 28% Projects Membership is free.
Communication	Stakeholders	Fishing Lines Magazine, newsletter, website and social media, State Council meetings, face to face meetings.
	Public	Fishing Lines Magazine, website and social media, media releases, industry shows.
Goals/Mission		To represent and advocate the interests of the Victorian Recreational fishing community.
Capacity building	Board	None
	CEO	None
	Members	None

National Seafood Industry Alliance

Aspect		Description
Governance	Company	This not for profit was established in 2009 to provide representation at the Federal level on the following key priorities: sustainability; resource access (including the Commonwealth Government's marine planning processes); research, development and extension; promoting industry; and federal cost imposts.
	Board	CEO of members, no election except for Chair.
	Members	The National Seafood Industry Alliance Inc brings together the Commonwealth, National State and Territory peak industry bodies in the Commercial Wild-catch Fishing & Aquaculture industries to provide national representation to the Australian federal government. Members are: Commonwealth Fisheries Association, National Aquaculture Council, Northern Territory Seafood Council, NSW Seafood Industry Council, Seafood Industry Victoria, Tasmanian Seafood Industry Council, Western Australian Fishing Industry Council, Wildcatch Fisheries South Australia, Queensland Seafood Industry Association. Restricted to these organisations.
	CEO	No staff. Work divided amongst members.
	Support staff	None.
Funding	% from each main source	100% membership funded.
Communication	Stakeholders	Email to membership
	Public	Seafoodforaustralia.com.au, email to key stakeholders
Goals/Mission		The four priority areas of the National Seafood Industry Alliance are: • Sustainability and resource access • Federal costs impacts • Improving industry's profile • Research, Development and Extension investment.
Capacity building	Board	None.
	CEO	None.
	Members	None.

Commonwealth Fisheries Association

Aspect		Description
Governance	Company	The Commonwealth Fisheries Association (CFA) is the peak body representing the collective rights, responsibilities and interests of a diverse commercial fishing industry in Commonwealth regulated fisheries. The CFA was formed in April 2002 as a non-profit organisation.
	Board	6–7 Board of Directors including Chair, Vice Chair, Treasurer. Annual cycle, elected at AGM. Moving to alternate cycle.
	Members	CFA membership is open to fishery associations which represent individual businesses in that fishery, corporations and individuals directly representing, or operating in Commonwealth managed fisheries. There is a membership fee, which varies according to type. Membership is voluntary.
	CEO	1 FTE
	Support staff	Part time, 1.5 days per week.
Funding	% from each main source	75% Membership fees 25% Project based (Government)
Communication	Stakeholders	Website, members news update (monthly), urgent members update via email, email media releases
	Public	Website, media releases
Goals/Mission		Enhance the environmental sustainability of our fisheries. Enhance the economic value, benefits to society, and profitability of our industry. Strengthen security of access to our fisheries. Facilitate research, development and extension of programs to improve the sustainability and profitability of our fisheries and industry. Reduce regulatory complexity and costs on our industry. Foster pride within our industry for our achievements, our role in society, and our care for the marine environment we live and work in.
Capacity building	Board	None
	CEO	None
	Members	None – fishery specific

Recfishwest

Aspect		Description
Governance	Company Board	Recfishwest is the recognised peak recreational fishing body in Western Australia. The Recfishwest Board is elected from the Recfishwest membership at the AGM. The Board is made up of 8 members comprising 5 public directors (two year terms, staggered) and 3 appointed directors (with expertise in useful fields). The Board is responsible for the appointment of the CEO, governance and system of management of the Council and will: (a) ensure that there is a current strategy, business plan and system of performance monitoring in place; (b) ensure that there is a system of sound financial management and budget compliance and will regularly review the Council's financial performance, including budget compliance; and (c) appoint the CEO and regularly review the CEO's performance and remuneration. At all Board meetings each Director shall have one vote on all matters except as otherwise provided in this Constitution and motions and resolutions shall be decided by a simple majority.
	Members	Affiliate membership is free. There is a membership fee ($20) to become a full member. Full members get the opportunity to vote for people to represent them on the Recfishwest Board; they receive regular media releases and bulletins about activities affecting recreational fishing and get the opportunity to express their opinions on these topics. Members can even choose to take on a more active role by nominating to become a Recfishwest Board member.
	CEO	Full time CEO. The CEO shall keep and maintain an up-to-date Membership Register that includes the postal or residential addresses of Members. Upon request the CEO must make the Membership Register available for the inspection of any Member who may copy any part of the Membership Register but may not remove it from the Council's premises. The CEO shall keep in up-to-date condition the Constitution of the Council and upon request shall make the Constitution available for the inspection of any Member who may copy any part of the Constitution but may not remove it from the Council's premises. The CEO shall maintain a record of the names and postal or residential addresses of any persons who hold office of the Council, including all Directors and persons authorised to use the common seal The CEO shall prepare and present at each Board meeting a financial report for the period from the previous Board meeting showing creditors, debtors and monies received and shall keep proper books of account of such income and expenditure. The CEO shall in February of each year draw up a budget to demonstrate the anticipated income and expenditure of the Council for the following Financial Year. The CEO shall be responsible for the day to day running of the Council as directed by the Board. The CEO shall have custody of all records, books, documents and securities of the Council
	Support staff	Four other staff including a Regional Policy Officer, Policy Officer, Research Officer (1/2 time) and Executive Assistant.

		1/2 time policy
Funding	% from each main source	70% WA Government, Service level agreement from RFL 10% FRDC Projects 7% Other state government funding for projects/education 1% Membership 10% Sponsorship for projects/education 2% Other
Communication	Members	Receive regular media releases and bulletins about activities affecting recreational fishing. Monthly eNewsletter. Website, social media. Media releases.
	Public	Website, social media. Media releases. Education clinics. Industry shows.
Goals/Mission		To advocate and promote the values of recreational fishers in Western Australia
Capacity building	Board	
	CEO/Staff	Staff encouraged to present at National Conference, complete NSILP.
	Members	Invested $118,000 into Young Future Leaders Course. Fishing clinics, Healthyway education program.

Australian Pork Limited

Aspect		Description
Governance	Company	APL is a company limited by guarantee. It is a single producer-owned company to deliver integrated services that enhance the viability of producers.
	Board	The board is responsible for ensuring that company funds are used to best advantage for the long-term benefit of Australian levy-paying producers and the industry more broadly. It strives to create member value by constructively engaging with management to ensure the appropriate development, execution and monitoring of the company's agreed strategies. APL delegates elect five producer directors to the APL board; in turn, the board recruits four Specialist directors to ensure a balance of skills and expertise is represented in accordance with the statutory funding agreement criteria. directors retire in rotation and retiring elected directors are eligible for re-election. The board meets seven times per year and requires a quorum of a majority of directors eligible to vote (at least five directors). In order to meet operational needs, the board may convene special meetings or use electronic methods to agree or respond to specific issues. As the need arises, the board can establish specific committees, each of which will have its own charter and agreed membership. The board delegates responsibility to the Chief Executive Officer for the effective management of the company. There are five divisional units within APL to develop, coordinate and implement programs to meet strategic directions.
	Members	Australian pork producers who pay pig slaughter levies are entitled to full membership of APL and receive all benefits. In addition to the category of full APL member, there are the membership categories Associate producer and Associate corporate members. These two categories do not pay a pig slaughter levy but do fulfil an important role in the industry and within APL.
	CEO	The Chief Executive Officer is responsible for the effective management of the company.
	Support staff	There are five General Managers covering Marketing, Policy, Research and Innovation, Communication and Finance and Administration (Figure 34). As at 30 June 2012, APL employed 28 full-time staff and eight part-time and casual employees.
Funding	% from each main source	Total 2011/12 income = $16.22 million 68% Levies income 28% Matching income 1% Grant income (Export Market Development) 1% Bank interest 1% Management and Hosting Fees Funding for APL is primarily through statutory pig slaughter levies collected under the Primary Industries (Excise) Levies Act 1999 with additional research specific funds provided by the Australian Government. The current levy per carcase is $2.825 and is made up of:

		• $1.65 Marketing levy • $1.00 per carcase Research & Development (R&D) levy; and • $0.175 National Residue Survey (NRS). Government matches funding on a dollar by dollar basis on approved research and development projects, up to a level of 0.5 per cent of the gross value of pig production. Government matching funds are recognised as revenue upon incurring the eligible research and development program expenditure.
Communication	Members	All members receive weekly and monthly market reports, the monthly newsletter Pork-It-Up, technical notes, exclusive member access to the APL corporate website.
	Public	Total marketing expenditure 2011-12 was $4.87 million.
Goals/Mission		APL is responsible for enhancing opportunities for the sustainable growth of the Australian pork industry by delivering integrated marketing, innovation and policy services through the pork industry supply chain.
Capacity building	Board	
	CEO/Staff	
	Members	The Research and Innovation division is responsible for investing and managing producer levy and matching government research and development funds in projects across a wide range of disciplines and for promoting and facilitating adoption of research outcomes or products by the industry. In addition, scholarship programs for undergraduate and postgraduate students, as well as training initiatives for the industry, are also managed by the division. Members have been funded to participate in the Australian Rural Leadership Program, Future Leaders Programs and various other training and conferences.

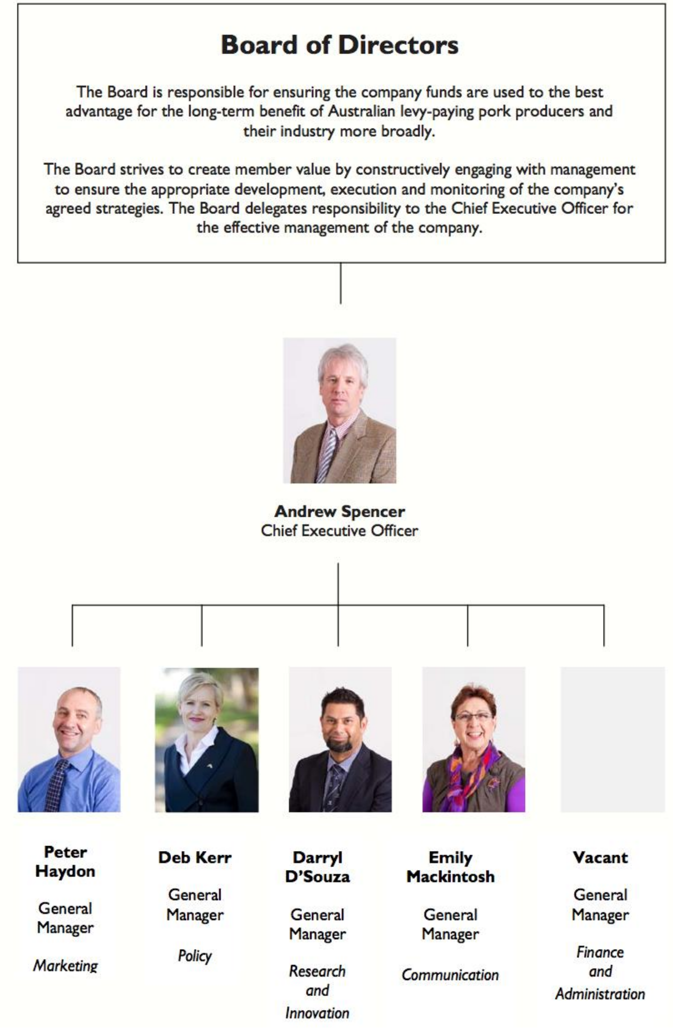

Figure 34. Organisational structure of Australian Pork Limited.

GrainGrowers

Aspect		Description
Governance	Company	GrainGrowers is Australia's only national, independent, member-based, financially sustainable, technically resourced, grain producer organisation. GrainGrowers is a Grain Commodity Member of the National Farmers' Federation.
	Board	Full details of the boards responsibilities, composition, proceedings, powers and duties are set out in the Board Charter (http://www.graingrowers.com.au/images/10_about/corporate_governance/graingrowers_board_charter_updated.pdf). Members Directors - The Board consists of six non-executive directors elected by the membership of the Association reflecting the diversity of its membership. A director must be a Member of GrainGrowers as a qualification for office. Directors must be elected to one of three geographical zones (two from each zone) and must be resident or in the business of growing grain within that zone to be eligible for election. Rotation and retirement of directors will be every three years after election for their Zones. Each Director may serve only three consecutive terms. Each term is for three years as per GrainGrowers Constitution. If any Director serves any of the terms as Chairman, the maximum consecutive terms is four. If one of the terms is more or less than three years the maximum number of years is ten. Non-grower Directors - The Board may also have up to two non-member Directors. The constitution of GrainGrowers was amended in 2010 to permit the appointment by the Board of up to two non-grower directors with appropriate special skills and experience. These Directors will be appointed for a term of up to 3 years and the appointment will be subject to confirmation by a member vote at the next AGM following appointment. The Board may establish Board Committees to assist in carrying out its responsibilities. Board Committees will provide an opportunity to examine issues in greater detail than is possible during Board meetings. The standing committees of the Board are : • An audit committee • Nomination and remuneration committee • Investment committee
	Members	Membership is open to all Australian grain producers. To be eligible for a Grain Growers Limited Ordinary Life Membership, you need to be either an individual over the age of 18 years or a company which has an ordinary interest in no less than 20 hectares of grain under cultivation. Ordinary Life Membership is $100 which provides life membership of the organisation.
	CEO	Full time. Management, through the Board's delegation of authority to the Chief Executive Officer, is responsible for the day to day management of the business and operations of GrainGrowers. Management should supply the Board with such information as is reasonably necessary to assist the Board in discharging its duties.
	Support staff	50 FTEs
Funding	% from each main source	Total income for 2011–12 was $11,053,000 36% from Services 55% from Dividends / unit distributions

		7% from Interest from funds under management 1% from interest 1% from rental income
Communication	Members	Field officers that provide a direct feed into GrainGrowers on key issues facing producers in their respective areas. As a local point of contact, they also provide information and industry news updates direct to grain producers. Meetings - In 2012, GrainGrowers met with over 8,000 grain producers from across Australia. They attended and held several events to meet with members, producers and engage further with the industry. Website
	Public	Website, media releases, events, social media
Goals/Mission		Grain Growers are working to make a more efficient, sustainable and profitable grains industry for all Australian grain producers. They achieve this by: • Having a strong policies and submissions process which is underpinned by our National Policy Group • Running education courses and events which help our people to thrive • Developing and distributing a wide range of products and services which directly benefit the industry
Capacity building	Board	
	CEO/Staff	
	Members	A key investment area of GrainGrowers is in the skills and capacity development of producers. They provide this through a range of events, programs and training courses each designed to develop skills, capacity, knowledge and networks amongst the wider grain producing community.

Western Australian Fishing Industry Council

Aspect		Description
Governance	Company	WAFIC is the peak industry body representing Western Australia's commercial fishing, pearling and aquaculture industries.
	Board	There are nine members of the Board, including a Chairman and a Vice Chairman. The responsibilities of the Board as described in the Rules of the Association are as follows. 1) The Management and control of the affairs of the Association will be vested in a Board of nine (9) Directors, one of whom is the Chairperson referred to in sub rule (12), constituted and elected by its members. Each Director (except the Chairperson) will be elected for a term of three (3) years, on a staggered basis to provide continuity or for such lesser period as determined at the Annual General Meeting due to special circumstances applying at that time: 2) At the Annual General Meeting a nomination will be sought for each vacant position becoming available at that time in accordance with sub-rule (1). 3) There shall be no alternate Directors appointed. 4) Board members will be elected to membership of the Board of Directors at an Annual General Meeting until expiration of the term of office defined in sub-rule (1). 5) Except for nominees under sub-rule (8), a person is not eligible for election to membership of the Board unless nominated in accordance with sub-rule (2). (6) A person who has been nominated to the Board in accordance with sub-rule (2) should be seconded at the Annual General Meeting and be willing to accept such election. (7) In the event that a nomination is not received for any of the positions listed in sub-rule (1), such position will remain vacant until the next Annual General Meeting, subject to sub-rule (8). (8) If a vacancy remains on the Board after the application of sub-rule (2), or when a casual vacancy within the meaning of rule 12 occurs: (a) The Board will formally advise full financial members of the vacancy, and call for nominations within such time frame and conditions it deems appropriate, from time to time. If the vacancy arises within four (4) months of the next Annual General Meeting no replacement need be sought, (b) the Board may co-opt a person with relevant skills and experience, as determined from time to time, to fill a vacancy, and (c) a person co-opted under this sub-rule will hold office until the next Annual General Meeting, (9) The Board may delegate, in writing to the secretary, or one or more sub-committees (consisting of such member or members of the association as the Board thinks fit), the exercise of such functions of the Board as are specified in the delegation other than: (a) the power of delegation; and (b) a function which is duly imposed on the Board by the Act or any other law.

		(10) Any delegation under sub-rule (9) may be subject to such conditions and limitations as to the exercise of that function or as to time and circumstances as are specified in the written delegation and the Board may continue to exercise any function delegated. (11) The Board may, in writing, revoke wholly or in part any delegation under sub-rule (9). (12) The Chairperson will be elected by members at the Annual General Meeting for a term of one (1) year, or when a vacancy arises (13) The Board will elect a Vice Chairperson from amongst themselves at its first meeting following the Annual General Meeting.
	Members	There are two categories of membership. Full WAFIC Member Annual subscription $275 (incl GST) and a nomination fee of $110(incl GST) • Voting rights to elect the WAFIC Chairman and Directors/Board of Management at the AGM • Priority access to WAFIC staff and resources • Capacity to provide direct input to industry and WAFIC policy initiatives • Eligibility for election to the WAFIC Board and as Chairman • Priority access to copies of relevant completed WAFIC Submissions and Reports • Priority access to general industry information • Member discounts on relevant publications, sales materials, videos, etc. • Standing invitation to WAFIC member functions • Free bi-monthly copy of WAFIC's Information Bulletin • Access to regular visit programs by WAFIC staff • Discounts on relevant merchandise WAFIC Associate Member Annual subscription $110 (incl GST) • Eligibility for attendance at the WAFIC AGM (No voting rights) • Access to WAFIC staff and resources • Eligibility for election to the WAFIC Board and as Chairman • Access to copies of relevant completed WAFIC Submissions and Reports • Access to industry information • Invitation to relevant WAFIC functions • Invitation to WAFIC member functions • Free bi-monthly copy of WAFIC's Information Bulletin • Discounts on relevant merchandise
	CEO	Full time
	Support staff	There are six other staff members. Including Principle Executive Officer, Executive Officer, Research, Development and Extension Manager, Research Officer, Finance Manager, Administration Manager and a SeaNet Officer (Figure 35).
Funding	% from each	88% Government funding (0.5% of GVP)

	main source	3% Admin, Management and Office Secretarial Income 7% Interest 1% Annual subscriptions 2% Reimbursements <1% Gain on Sale of Assets
Communication	Members	Website, newsletters
	Public	Website, newsletters, media releases
Goals/Mission		WAFIC aims to secure a sustainable industry that is confident: • of resource sustainability and security of access to a fair share of the resource; • of cost-effective fisheries management; • that its businesses can be operated in a safe, environmentally responsible and profitable way; and • that investment in industry research and development is valued and promoted.
Capacity building	Board	
	CEO/Staff	
	Members	WAFIC plays an important role in developing a practical approach to improving both maritime safety and workplace safety. WAFIC has • Development and maintenance of an 'Industry Code' incorporating legislative requirements and safe working practices for fishermen and crew; • Production of training materials including brochures, videos, booklets and guidelines for use by owners, skippers and crew; • Specific training courses to supplement the Code; and • Delivering safety advice around the state. • Current projects include: • The national extension of the WAFIC OH&S Industry Code (FRDC); • Industry accident statistics (FRDC); • Development of a software based uptake tool to measure the use of the WAFIC OH&S Industry Code (FRDC); • Maintaining a register of experienced and qualified OH&S consultants across regional areas within the state; and • Assisting government agencies to implement training and awareness initiatives, eg Thinksafe/Worksafe. WAFIC has produced various products that are available for industry to purchase which will assist in the development of a workplace health and safety approach for your business. These products include: • WAFIC OH&S industry code, including updates on an as required basis; • WAFIC safety induction video and training manual; • WAFIC safety induction booklet; and • Storm Alert Video - A guide to severe weather at sea training video (produced by the Department of Transport with WAFIC assistance).

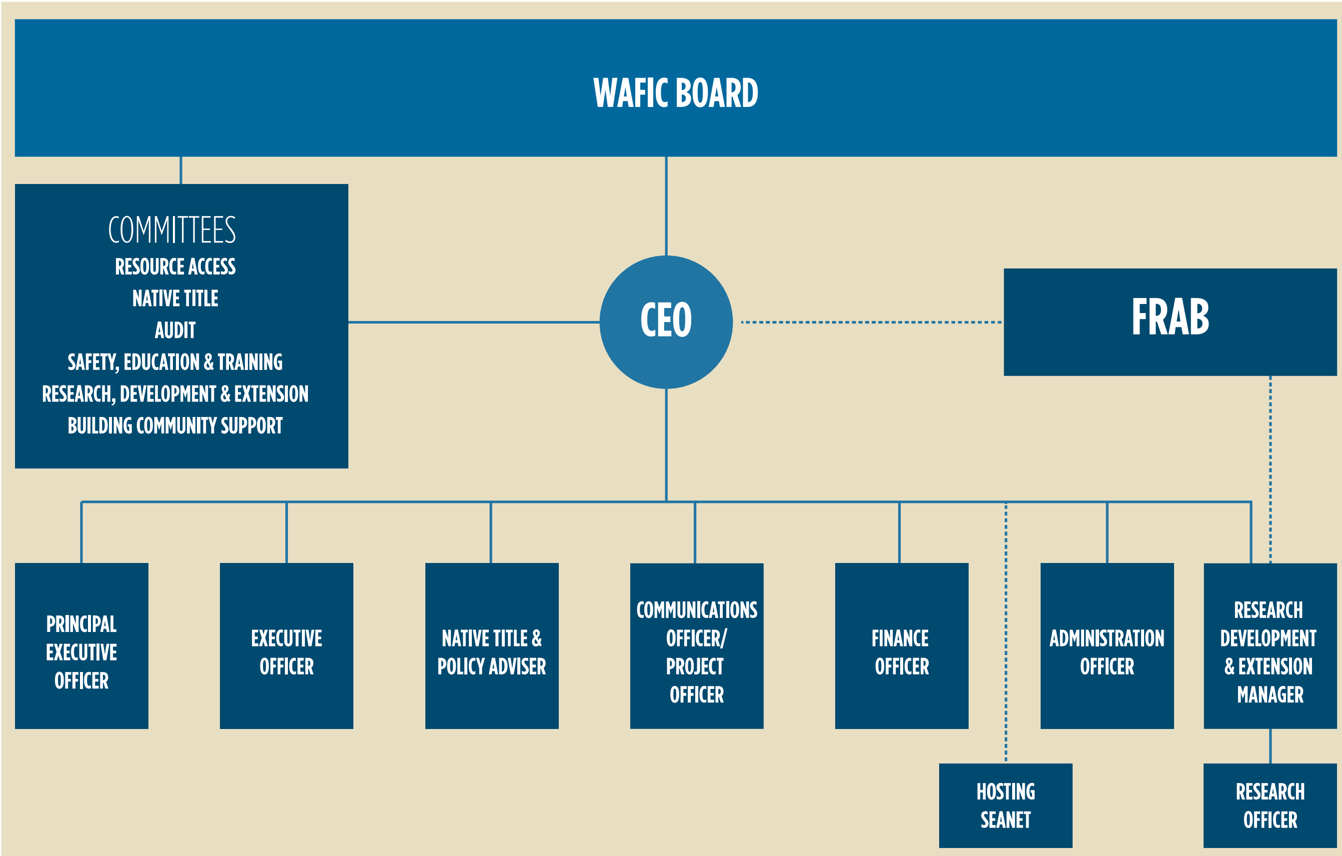

Figure 35. Organisation chart for Western Australian Fishing Industry Council.

Wildcatch Fisheries SA

Aspect		Description
Governance	Company	WFSA is a not for profit industry association that represents South Australian commercial fisheries on national and state boards and committees and in native title claims.
	Council	WFSA is directed by the Council in accordance with the following: a) The Council shall consist of a Councillor representing each sector as listed in the Wildcatch Fisheries SA sector/membership/councillors schedule. b) For each Councillor there shall be an alternate Councillor. c) The Council shall not act contrary to the Constitution. d) The business of Wildcatch Fisheries SA shall be managed by the Council, with respect to all of the powers prescribed to it in this constitution. e) The Council shall authorise the appointment of any chairman to any committee established under this Constitution. f) The Council may nominate delegates of Wildcatch Fisheries SA to attend meetings of other bodies dealing with matters relating to the fishing industry. The nomination shall be authorised by the Board of Management. g) The Council is responsible for the identification of issues of Association policy and industry's strategies direction consistent with Association's objectives. h) The Chair of the Council shall be the Chair of the Board, unless by agreement between the Board and the Council.
	Board	The Board of Management is responsible delivering on the objective of WFSA, consistent with the decisions of the Council. The Board of Management comprised: a) The Board shall consist of up to six (6) Directors; b) The Council shall appoint three of its members to be Directors to the Board, c) The remaining Board Directors shall be selected by the Council as prescribed in the Constitution; d) The Directors may elect a Director as the Chair for a two (2) year term; e) The Directors may with the agreement of the Council remove the Chair from that position. Responsibilities of the Board of Management are described in the constitution (http://www.wfsa.org.au/images/pdf/WFSAConstitution2007.pdf).
	Members	Licence holder membership is voluntary, and entitles the member to one vote at AGM or Special General Meetings and are subject to levies, fees and or subscriptions. Corporate membership is voluntary, but the member is not entitled to vote at AGM or Special General Meetings and are subject to levies, fees and or subscriptions. Individual membership is voluntary. They do not have voting rights and are subject to levies, fees and or subscriptions. Honorary Life membership is granted. Entitled to vote in a referendum, AGM or SGM.
	CEO	0.8 FTE

	Support staff	Sometimes, project
Funding	% from each main source	Varies from year to year. Mostly from membership, but do apply for and received in the past project funding.
Communication	Members	Quarterly eNewsletters, disseminate information through association, website
	Public	Promotion – events, website
Goals/Mission		The objectives of Wildcatch Fisheries SA shall be: i) To perform the role of representative body to the wildcatch fishing industry, by providing functions including but not restricted to: (1) Represent SA industry on national boards and committees; (2) Represent SA industry in native title claims; (3) Represent SA industry on state government boards and committees; ii) To present the views of a cohesive wildcatch fishing industry at a State and Federal level; iii) To foster unity and protect the common interests of the wildcatch industry and the whole seafood industry; iv) To promote the fishing industry and its products under the principles of Ecological Sustainable Development together with continual improvement in practices; v) To provide information, advice and policy statements to members, government agencies, ministerial committees and the public on all matters relevant to the wildcatch fishing industry including but not restricted to: access rights, resource allocation, cost recovery, training, research, protection of habitat, native title and food safety; vi) To keep members informed on all developments within the wild catch fishing industry and related areas with an impact on the industry; vii) To lobby governments to ensure a positive economic and policy environment exists for the fishing and seafood industries; viii) To seek appropriate funding from industry and Government to assist in the fulfillment of any of the objectives of Wildcatch Fisheries SA in return for the provision of services consistent with the objectives of Wildcatch Fisheries SA.
Capacity building	Board	None
	CEO/Staff	None
	Members	Participation in FRDC capacity building project.