

# Australian wild caught prawn sector RD&E management and communication

for the IPA ACPF



**Rachel King**

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In submitting this report, the researcher has agreed to FRDC publishing this material in its edited form.

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## Executive Summary

### What the report is about

The evaluation of methods used by the ACPF to co-ordinate, commission and extend its RD&E investments under the 2016-2020 Industry Partnership Agreement with FRDC. The report documents the process and plans behind each of the IPA's programs: Community Engagement, People Development and Industry Communications.

### Background

This project enables ACPF to co-ordinate, commission and extend its RD&E investments under the 2016-2020 Industry Partnership Agreement with FRDC.

The Australian wild caught prawn industry is one of Australia's most valuable and celebrated wild catch fisheries. The sector, worth \$280 million (GVP), is located around Australia's mainland coast and is comprised 42% northern Australia Commonwealth fisheries, 25% Qld, 13% WA, 12% SA, 7% NSW and 1% Vic by value.

The Australian Council of Prawn Fisheries Ltd was formed in 2000, as the industry recognised that future investment to improve industry profitability and efficiency needed to be made in marketing and product positioning, supply chain development and integration, and product development.

In 2016, the ACPF developed its 2016-20 Strategic Plan to underpin a 2016-20 Industry Partnership Agreement with FRDC. The strategy is divided into 1) Promotion and 2) Research, Development & Extension. The goals are:

- 1) Consistent and stable gains in prawn prices
- 2) Real increases in harvest and prawn supply chain efficiency
- 3) Real increases in consumer awareness of Australian wild catch prawns
- 4) Secure access based on continuous improvement in the sustainable management of our fisheries resources and the marine environment
- 5) Respected and professional leadership supported by appropriate organisational resources.

The RD&E component is underpinned by the need to continue to build on the industry's outstanding sustainability score card, to translate that into stronger social licence through communication with the community, and to support its promotional investment with R&D. 50% of prawn fishery RD&E funds are managed via the ACPF IPA, the remaining through the jurisdictions. The ACPF IPA has focussed more heavily on RD&E that is commissioned through the co-ordination and economies of scale of cross-fisheries collaboration.

FRDC approved the ACPF's request to extend the 2016-20 IPA to June 2021 due to delays in receiving the FRDC 2020-25 RD&E Strategic Plan and the ACPF's inability to conduct face to face planning meetings in 2020. Where applicable, this report references the 2020-21 ACPF IPA by including the 2020-21 RD&E budget and a one year extension of the 2016-21 operating budget.

## Aims/objectives

1. Commission nationally significant, stakeholder driven investments that address priorities in the 2016-2020 RD&E plan
2. Commission stakeholder driven investments, in partnership with prawn fishery jurisdictions, that address priorities in the 2016-2020 RD&E plan
3. Collaborate with other sectors and utilise alternative funding sources to address priorities in the 2016-2020 RD&E plan
4. Enable the industry adoption of RD&E outputs through an Industry Communication Plan
5. Increase community understanding of the sector through a Community Communications Plan
6. Advance wild caught prawn sector people through a People Development Plan
7. Maintain collaboration amongst ACPF jurisdictions through an agreed RD&E plan and investment mechanism post 2020

## Methodology

The project method is summarised with a time sequenced plan and is the means by which the Objectives have been achieved:

1. Communication plan complete and commenced containing practical R&D results to assist adoption amongst fishers (Jan, 2017)
2. Communication plan complete and commenced for the communication of community relevant industry information to the community (Jan 2017)
3. People development plan complete and commenced (Jan, 2017)
4. Mid-term review of investments and proposed future investments to complete the 2016-2020 investment portfolio as per 2016-2020 RD&E plan (Oct 2018)
5. ACPF partners in at least one cross sector or cross jurisdiction project within the FRDC (July 2019)
6. 2020-2025 RD&E plan drafted and future investment mechanisms and funding agreements agreed (Mar 2020)

## Key Results

In 2019, the IPA was extended to 2021 due to COVID-19 travel restrictions inhibiting the ACPF's 2020-25 planning process. The ACPF managed its 2016-2021 \$3.09 million FRDC leveraged budget across five programs. After the 2018 mid-term review of the ACPF's Strategic Plan, the budget allocation for each program was adjusted to reflect the fact that jurisdictions were best placed to invest in Environment related RD&E but national collaboration was more efficient to deliver RD&E results in all other programs. The Program allocation and RD&E commitments was as follows:

Program	2016-20 RD&E investment budget by Program	Revised 2016-2020 RD&E investment budget	Actual 2016-21 RD&E investment commitment (at Dec 2020)
Environment	25%	15%	5%
Industry	40%	40%	25%
Communities	15%	25%	24%

People	10%	10%	6%
Adoption	10%	10%	10%
	<b>100%</b>	<b>100%</b>	<b>70%</b>

Of the \$2.16million that the ACPF invested in RD&E in 2016-2021, it was invested in projects worth over \$3.7million\* (as at February 2021). The ACPF's investment in 2021 was as follows:

- + 71% was in ACPF specific projects funded directly from the ACPF IPA
- + 5% was in contribution to joint projects in partnership with jurisdictions where the total project value was more than double the ACPF's contribution
- + 24% was in contribution to collaborative/leveraged funding projects with other sectors and/or funding streams where the total project value was more than four times the ACPF's contribution.

The ACPF has invested the following in each of its internalised programs within the IPA. Concluding remarks follow:

- Industry Communication Plan; \$9,500. An essential component of IPA activities but with limited ability to engage widely or to achieve RD&E adoption.
- Community Engagement budget; \$147,000 which was set aside for strategic advice and strategy workshop (pre FRDC Project 2018/172) and community engagement (post FRDC Project 2018/172). Budget for community engagement and materials will be embedded in each relevant RD&E project going forward now that FRDC Project 2018/172 has established the approach.
- People Development Plan; \$67,000. Planned investment but with limited effectiveness to assist RD&E technology and skills adoption at business level.

### **Implications for relevant stakeholders**

The ACPF is best placed to continue to commission strategic and nationally relevant RD&E however delineation between jurisdictional issues is likely to continue in acknowledgement of fishery individuality. This has been materialised through 50/50 investment of funds between the national sector and each fishery with the fishery's RD&E investments more often Environment related.

As Australia's second largest fishing sector, the ACPF has a role to collaborate with and lead other seafood sectors in achieving goals expressed in the FRDC RD&E 2020-25 Plan. However, this collaborative approach does not mean that there will always be a cross-sector investment fit and may be more efficient for the ACPF to commission its own RD&E within the IPA.

The ACPF's future People Development Plan will be implicated by the outcomes of the Australian Government National Agricultural Labour Advisory Committee's 'National Agricultural Workforce Strategy' Review and the ACPF will require the scale of a resourced cross-sector approach to achieve skills acquisition and RD&E technology adoption amongst its workforce.

The ACPF's Industry Communications Plan will remain an essential requirement for the ACPF's IPA but will not achieve the aims of an effective and engaging People Development program; communication is simply for awareness purposes.

Over the course of this project, the ACPF's understanding of community interaction has progressed from Public Relations style communication to interactive, consultative community engagement. This has implications for the shape of future RD&E projects where an output must include material designed for community engagement and a budget to facilitate community conversation.

## **Recommendations**

The ACPF should consider the following recommendations as operational actions in its 2021-25 Strategic Plan:

### **Nationally significant, stakeholder driven investments:**

Conduct its mid-term and end of IPA review via consultation with the Board to achieve independence from the Executive Officer

Continue to ask members to provide fishery issues that have emerged in their jurisdiction at a mid-term review point ie 2023 to ensure the strategic relevance to grass roots over the life of the Plan

### **Stakeholder driven investments in partnership with fisheries:**

Continue to encourage jurisdictions to commission Environment Program RD&E specific to their fishery

Continue to collaborate and share priorities with the RACs at the FRDC Roundtable but, if the forum does not continue, via a segment in ACPF's annual RD&E forum

### **Investments in partnership with other sectors and funding:**

Form collaboration with other food producing sectors to establish initiatives taken by lead, respected food groups

Maintain contact with other sectors, if not via FRDC's annual RD&E forum, individually with target sectors

Continue to look for closely aligned collaborator/s in project scoping – where appropriate – accepting that unsuccessful bids/proposals may transition into future work and the time investment is not lost.

### **Industry Communication:**

Accepting that Industry Communication rarely translates to adoption but at least informs of the activities underway for those who are listening, the following is recommended:

Budget for a RD&E conference every year as, including members in RD&E investment consultation less than annually, disconnects the industry from its RD&E

Enews may need to increase in frequency, but reduce in length, to increase reading rate and the likelihood of its inclusion in member's news

Enews must contain links to video footage of examples of people utilising RD&E

There remains no need to commence social media conversation with the industry as ACPF's members are better placed to converse with members and the resourcing required is significant

The [www.australianprawnfisheries.com.au](http://www.australianprawnfisheries.com.au) website should remain as a source of compiled information on the sector, and should not be combined with the public facing [www.australianwildprawns.com.au](http://www.australianwildprawns.com.au) but the industry site needs updating to link to the public facing page.

### **Community Engagement:**



Produce and promote video footage, in the same style as the ‘What We Care About’ series produced under 2018/172 as an output of relevant RD&E projects that deliver on shared values eg plastics reduction via FFW CRC ‘on-board’ project and proposed animal welfare project.

Engage identified stakeholders, to the extent determined by the Board considering advice from FRDC’s “The Right Conversation”, in relevant RD&E projects that deliver on shared values (see ‘What We Care About’ series as a model guide)

Produce downloadable fact sheets with QR codes referencing ‘What We Care About’ series for use by industry at events

Evaluate 2021-25 community engagement effectiveness as per mechanisms advised in the evaluation of FRDC Project 2018/172

### **People Development:**

Co-investment in a more holistic approach to addressing future workforce needs, should this be implemented at a seafood industry level (rather than generically for all food industries). This should include:

- strategies for redefining perceptions with facts about the industry so that the community views the commercial fishing industry as a noble and important career path such as at <https://www.seafoodjobs.org/>;
- modernised fisher training systems that involve both at sea and online training\*, aimed at upskilling and assisting operational roles with co-ordinated programs that are relevant, not generic, and combined with adequate support and follow up. \*Note that at-sea online delivery is currently limited by internet coverage.;
- identification and publication of potential career path opportunities for fishers; and
- programs closely linked to RD&E outputs and industry initiatives that assist businesses to adapt new practices and technology, including IT/AI/robotics solutions in the at-sea environment. Programs must include built in industry mentor capacity. Elements of the ACPF’s 2016-20 People Development Plan may be effective here:

For Fisher Exchange bursaries to be effective and to increase industry uptake, a formal mentoring partnership would be an effective addition – the mentor also funded for their time.

Repeat the sponsorship of a travelling expert in areas of interest as these can be very successful to assist industry with specialist advice they’re seeking in a practical setting.

Engage industry members in RD&E projects (not including Board members) as part of an industry mentoring program rather than in isolation in a RD&E project as it is too difficult to execute

Generic skills acquisition be outsourced. Elements of the ACPF’s 2016-20 People Development Plan may be effective here:

Continuing to outsource training for generic skills such as social media use and Director’s training and remain removed from operational training such as WH&S, certificates, etc that are delivered by Registered Training Organisations

Repeat sponsorship of leadership programs such as NSILP but in the context of assisting those interested in leadership roles and not to assist with specialist or business advice

Investigate and encourage shorter ‘brush up’ courses (as an alternative to ARLP and MBA’s) for those seeking development beyond NSILP

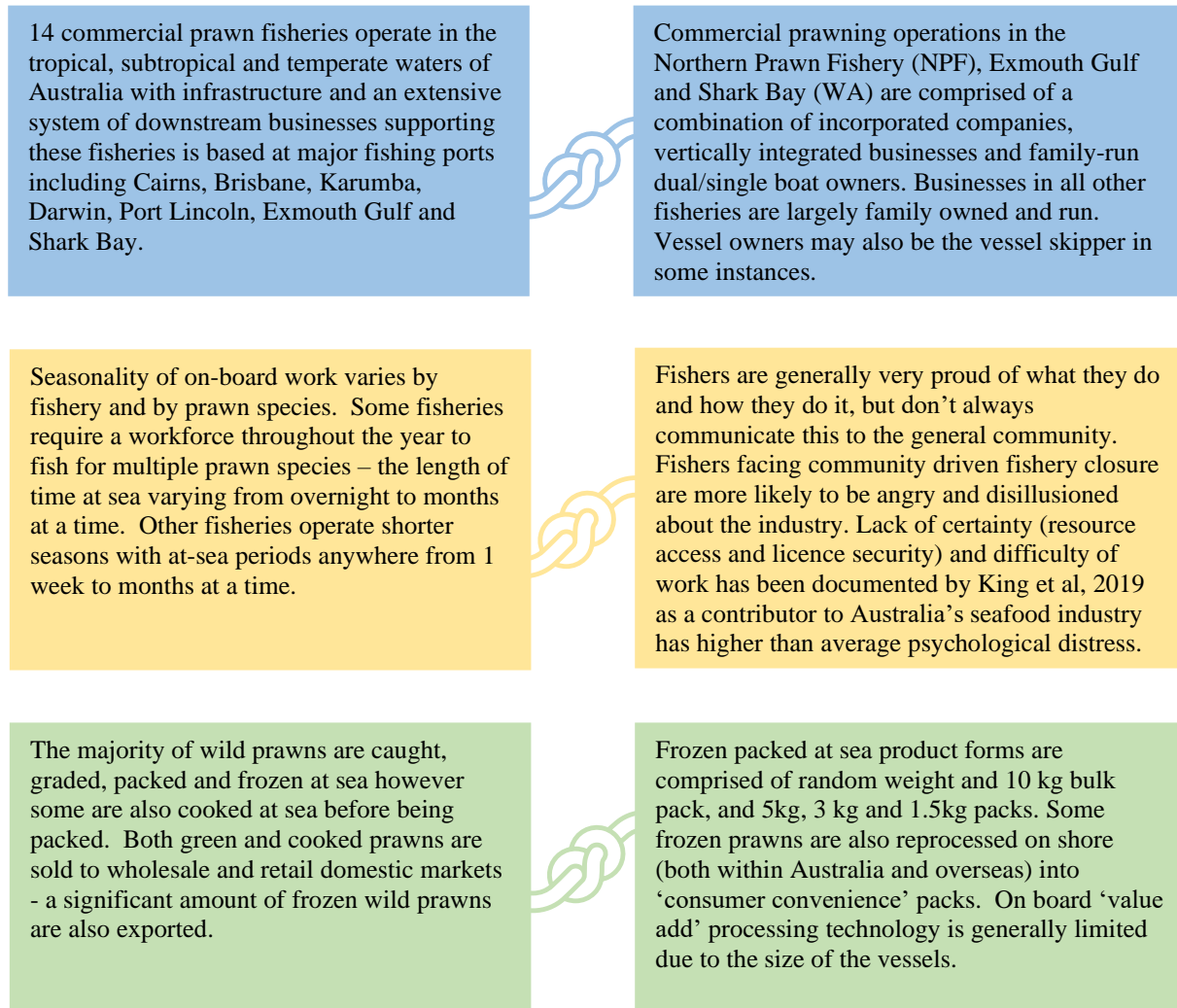


**Keywords**

**Research, development and extension, communications, strategic, program, Australian wild prawns**

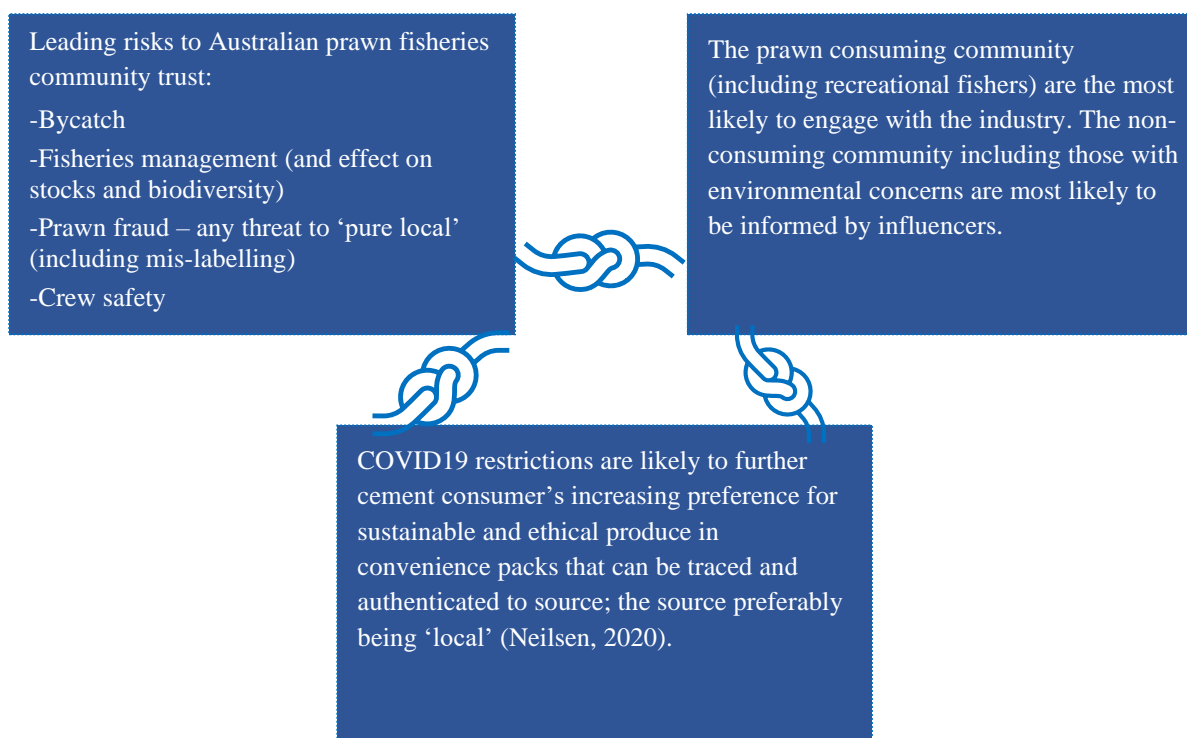
# Introduction

Australia's commercial prawn fishing industry is the second largest fishing sector in Australia valued at \$280m GVP (ABARES, 2020) supplying 14,800 tonnes of the 52,600 tonnes of prawns consumed in Australia (34,700 tonnes are imported and a further 4,205 tonnes of wild prawns are exported). The industry is characterised in Figure 1:



**Figure 1: Australian prawn fishery characteristics**

Australia's community trusts the commercial trawling sector the least of all seafood sectors (FRDC, 2019) and the perception about whether or not the commercial trawling sector shares the same values as Australians affects Australia's overall perception of the seafood industry. Australia's prawn fisheries' social licence risks, mechanism for community influence and future trends are described in Figure 2:



**Figure 2: Australian prawn fishery’s community perception and risks**

Targetted RD&E, according to ACPF’s 2016-2020 RD&E Plan is designed to meet the ACPF’s aims as per the ACPF’s 2016-2020 Strategic Plan:

1. Represent the industry nationally and present a unified case to government for change that will develop the wider industry.
2. Build the positive reputation of the wild catch professional prawn fishery within the Australian public and marketing circles.
3. Work in partnership and form alliances within the prawn sector to communicate learnings on all activities and to better position product.
4. Develop leadership capacity within the industry to drive positive change, champion initiatives, communicate learnings and represent industry.
5. Work in partnership and form alliances with other seafood organisations that have goals of positioning our product nationally and internationally, to ensure ecological sustainable fishing practices, and to safeguard our resources for food security.
6. Coordinate industry planning with national initiatives, such as seafood market development including promotion, marketing, research and value-adding.
7. Coordinate the development of generic programs for the prawn industry and within wider strategic alliances.

RD&E investments must deliver to strategic, practical and tangible industry development needs. Investment in RD&E also provides an opportunity to demonstrate adherence to shared community values and an opportunity to improve community perception and industry pride.

The ACPF IPA and its 2016-2020 RD&E Plan provides the means to co-ordinated and communicated RD&E results for Australia’s wild prawn fishers.

# Objectives

1. Commission nationally significant, stakeholder driven investments that address priorities in the 2016-2020 RD&E plan
2. Commission stakeholder driven investments, in partnership with prawn fishery jurisdictions, that address priorities in the 2016-2020 RD&E plan
3. Collaborate with other sectors and utilise alternative funding sources to address priorities in the 2016-2020 RD&E plan
4. Enable the industry adoption of RD&E outputs through an Industry Communication Plan
5. Increase community understanding of the sector through a Community Communications Plan
6. Advance wild caught prawn sector people through a People Development Plan
7. Maintain collaboration amongst ACPF jurisdictions through an agreed RD&E plan and investment mechanism post 2020

# Method

The project method is a time sequenced plan and is the means by which the Objectives have been achieved:

1. Communication plan complete and commenced containing practical R&D results to assist adoption amongst fishers (Jan, 2017)

An industry communication plan will be completed using;

- a). FRDC 2011- 400 Communication Guide
- b). consultation with ACPF members to find out existing and effective communication methods, to establish any gaps that ACPF is expected to fill, and scope of content
- c). completed CRC research on effective communication methods in the seafood industry
- d). list of R&D providers and other key market stakeholders compiled for distribution

2. Communication plan complete and commenced for the communication of community relevant industry information to the community (Jan 2017)

A community communication plan will require background work to be done:

- a) reviews research on and experience in effective communication methods on seafood matters to the community (Emily Oigier and Kate Brooks, FRDC Social Sciences and Economics Research Coordination Program and Oceanwatch Australia)
- b) reviews ACPF member's community focussed activities undertaken to date and their view on their effectiveness
- c) establish source of baseline and evaluation data
- d) costed and resourced communication model for execution as part of ACPF's communication

module

### 3. People development plan complete and commenced (Jan, 2017)

This will involve:

- a) review of existing people development needs ie mentoring, leadership programs, bursaries, travelling experts
- b) review of available programs that are fit for purpose

### 4. Mid term review of investments and proposed future investments to complete the 2016-2020 investment portfolio as per 2016-2020 RD&E plan (Oct 2018)

As part of ACPF's annual review of priorities, with the assistance of R&D providers, report on past and existing investments and make recommendations on future gaps

### 5. ACPF partners in at least one cross sector or cross jurisdiction project within the FRDC (July 2019)

Arising from the FRDC annual facilitated workshop of Subprograms, IPAs and RACs, scope and build a project involving at least one other sector and/or jurisdiction

### 6. 2020-2025 RD&E plan drafted and future investment mechanisms and funding agreements agreed (Mar 2020)

The following steps are planned:

- a) Beginning in the Sept/Oct 2019 ACPF meeting, conduct a SWOT and priority setting workshop involving ACPF members
- b) Construct an ACPF strategic plan followed by an attached RD&E plan
- c) Issue a statement of 'Return on investment' on past investments with the 2020-2025 RD&E plan to members with a proposal on future funding mechanisms

## Results, Discussion, Conclusion

**Objective 1: Commission nationally significant, stakeholder driven investments that address priorities in the 2016-2020 RD&E plan**

Most of the ACPF's RD&E projects have been designed with an in-demand tangible or commercial output. The following RD&E projects list those projects contracted solely for the ACPF utilising IPA funds and (where marked) FRDC national program funds. These projects total \$1.46 million of ACPF's \$3.09million portfolio:

FRDC 2019-157: Economic Mapping of Australia's Wild-catch Prawn Supply Chain  
(FRDC HDR as partner)

FRDC 2018-172: Methods to profile and connect the provenance of wild caught prawn fisheries and their values to the community

FRDC 2017-194: SeSAFE - delivering industry safety through electronic learning (from Seafood CRC project 2011/747)

FRDC 2016-412: ACPF IPA: Australian wild caught prawn sector RD&E management and communication (*Including budget for Industry Communication, People Development and Community Engagement*)

The ACPF 2016-21 RD&E Plan allocated its \$3.09million budget between the five programs; Environment, Industry, Communities, People and Adoption. The budget allocations were decided based on the degree of strategic importance in 2016.

In 2017, 2018 and 2019 the ACPF Board called for member's priorities for the coming year. This process prioritised and 'ground-truthed' the ACPF RD&E Plan each year. These priorities were discussed at the ACPF Board meeting prior to discussion at the FRDC RD&E Roundtable of sectors in September. The annual priorities were then presented at the annual RD&E forum for ACPF members.

In 2018 the ACPF conducted a mid-term review of progress against the ACPF RD&E Plan and also called for member's issues and challenges. This process was coupled with an internal assessment of progress on Actions underneath each Strategy in the ACPF's Strategic Plan. Progress was ranked 1) (Work was not started, no buy-on) to 5) (Work was completed, full buy-on). The results were presented at the October 2018 ACPF RD&E forum (Appendix 1). Identified strengths were Bycatch reduction/rawl efficiency, People Development, Food authenticity & safety – trace elements project and Safefish. Weaknesses included Lack of support for LAP, Access to & utilisation of market data, and Communicating environmental initiatives by the industry & partnership into others. Gaps identified in commissioned RD&E were then prioritised by the Board to guide RD&E project design to the completion of the IPA.

ACPF's stakeholder driven forums and processes have been instrumental in forming key projects. FRDC Project 2018/172 is an example of a project that was commissioned as a result of the mid-term review.

In 2018, the 2016-20 IPA budget allocations were altered as the ACPF's strategic priorities were more heavily weighted towards the Communities Program and the Environment Program priorities seen as a joint responsibility with jurisdictions via the RACs. Table 1 summarises the Plan against what occurred.

<b>Program</b>	<b>2016-20 RD&amp;E investment budget by Program</b>	<b>Revised 2016-2020 RD&amp;E investment budget</b>	<b>Actual 2016-21 RD&amp;E investment commitment (at Dec 2020)</b>
Environment	25%	15%	5%
Industry	40%	40%	25%
Communities	15%	25%	24%
People	10%	10%	6%
Adoption	10%	10%	10%
	<b>100%</b>	<b>100%</b>	<b>70%</b>

**Table 1: 2016-21 ACPF IPA budget allocations – original vs revised**

The ACPF's RD&E portfolio is closely tied to its Strategic Plan which contains both marketing (consumer focussed) outputs and RD&E (industry and community focussed) outputs. Activities delivering on 2016-20 ACPF Strategic Plan leading with Love Australian Prawns (LAP), followed by RD&E that locates the Australian wild prawn and its product underneath LAP, followed by RD&E that also provides evidence of shared values and, finally, industry focussed productivity investments. The overall strategy is explained in Figure 3.

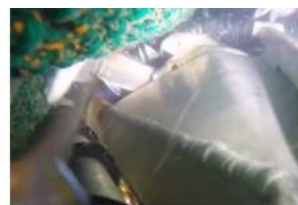
**Nationally significant, stakeholder driven investment Conclusion:**

Member involvement in strategic planning, including at mid-term review, and via feedback in the annual RD&E forums, has been vital to assist the ACPF Board to commission stakeholder driven investments. The mid term review is best conducted independently of the Executive Officer via the ranking criteria used in 2018.





we care too –  
on-board  
processing R&D



we care too –  
bycatch R&D



valued origin



recognised  
position



we care too –  
habitat & climate  
change R&D



we care too –  
people, safety R&D



we care too –  
prawn welfare



we care too –  
sustainable  
packaging R&D



**Figure 3: Activities delivering on 2016-20 ACPF Strategic Plan** - leading with Love Australian Prawns (LAP), followed by RD&E that locates the Australian wild prawn and its product underneath LAP, followed by RD&E that also provides evidence of shared values and, finally, industry focussed productivity investments.

*Note: Concepts shaded grey are those that are planned priorities but not yet contracted.*

**Objective 2: Commission stakeholder driven investments, in partnership with prawn fishery jurisdictions, that address priorities in the 2016-2020 RD&E plan**

The projects commissioned jointly with the RACs are listed below with ACPF's contribution totalling \$97,321 of the ACPF's \$3.09 million portfolio. The projects totalled \$222,900 – more than double the ACPF's contribution.

FRDC 2017-065: Disseminating existing bycatch reduction and fuel efficiency technologies throughout Australia's prawn fisheries (FRDC, ACPF and relevant RACs).

FRDC 2016-057: Workshop to identify research needs and a future project to reduce bycatch and improve fuel efficiency via Low Impact Fuel Efficient (LIFE) prawn trawls. (FRDC, ACPF and relevant RACs)

50% of prawn fisher's RD&E funds are retained in the jurisdiction and commissioned under the advice of the RACs. In May 2019 the ACPF calculated the 2016-20 utilisation of prawn RD&E funds held in the jurisdictions versus the IPA. Expenditure by RAC was calculated by adding prawn projects part funded by RACs, prawn projects commissioned by RACs and a proportional sector value for projects that less directly benefited prawns. An extract of these findings is shown in Table 2.

Funding source	Prawn RD&E total 2016-20 (FRDC leveraged)	What % of prawn RD&E funds is spent to benefit prawns? (as at May 2019)	Total RAC funds committed *
ACPF IPA	\$2,414,114	100% (63% committed)	N/A
Comm (NPF)	\$1,077,680	58%	78%
Qld	\$456,387	76%	85%
NSW	\$233,965	165%	95%
WA	\$380,189	75%	87%
SA	\$370,854	35%	84%
Vic	No data	No data	No data

**Table 2: Comparison of prawn fishery RD&E fund utilization in RAC vs IPA.** \*A high percentage of total RAC spend coupled with a low spend on prawns would suggest that prawn RD&E funds were used to fund projects for other sectors in 2016-20 (eg SA). Conversely, a high rate of prawn fund spend compared to a low total RAC spend would indicate that other RD&E funds were assisting prawn specific projects (eg NSW)

Where relevant, the ACPF commissions projects and/or co-invests in projects jointly with prawn fishery jurisdictions. For example, FRDC Project 2017-065 “Disseminating existing bycatch reduction and fuel efficiency technologies throughout Australia's prawn fisheries” was commissioned in conjunction with prawn fisheries through the RACs. In the latter years of the IPA, the ACPF recognised that environmental issues were best addressed in the jurisdiction. The jurisdictions tend to invest in fisheries management and operational RD&E that is generally not the domain of national RD&E. Bycatch reduction RD&E is an example of investments that, after completing dissemination of information via port workshops, the ACPF handed responsibility for action to the jurisdictions.

Projects in the Community and Industry Programs have been a higher priority for national focus. Projects such as 2018/172 (Australian Wild Prawns) and 2016/261 (Trace elements) were much more effectively commissioned through co-ordinated strategic design and efficiencies of scale at a national level.

Depending on the outcomes of 2021-25 strategic planning, the ACPF should continue to invest in all priorities more heavily than Environment priorities and utilise national Environment Program funding where a national lead and/or fishery collaboration is strategic for Australia's prawn fisheries.

FRDC's review of the RAC structure in 2019-20 and the postponement of its expenditure in 2020 due to COVID-19 related economic downturn places the ACPF's partnership with the RACs in hiatus. Where appropriate, the ACPF may encourage its prawn fishery members to commission prawn specific RD&E using their jurisdiction funds.

### **Stakeholder driven investments in partnership with fisheries Conclusion:**

Some of ACPF's priorities have been best achieved in the RACs and the jurisdictions have tended to focus on operational and fisheries management related RD&E (Environment Program) rather than cross-fishery issues such as food authenticity technology (Industry Program). This focus should be carried into 2021-25, pending outcomes of strategic planning.

### **Objective 3: Collaborate with other sectors and utilise alternative funding sources to address priorities in the 2016-2020 RD&E plan**

When appropriate, the ACPF has co-invested with other sectors, especially with the prawn farming industry to more efficiently address 2016-20 RD&E Plan priorities. The following lists project commitments jointly with other sectors and via alternative funding sources. The ACPF's contribution to these projects totals \$489,014 of the ACPF's \$3.09 million portfolio. The projects totalled \$2.05 million – more than four times the ACPF's contribution.

FRDC 2018-004: SafeFish 2018-2021 (cross-sector food safety advisory and strategic research) (FRDC and multiple jurisdictions and sectors)

FRDC/FFW CRC 2018-162: On Board Processing and Packaging Innovation in the Australian Wild Harvest Prawn Fishery (FFW CRC, FRDC, ACPF, QDAF and Curtin)

FRDC 2017-242: Our Pledge: Australian seafood industry response to community values and expectations (SIA, ACPF and FRDC).

FRDC 2017-087: Australian Prawn education for retail and consumers (ACPF and APFA)

FRDC 2016-272: Love Australian Prawns evaluation using consumer research, sales data and market insights (ACPF and APFA)

FRDC 2016-261: Investigating the use of trace element profiles to substantiate provenance for the Australian prawn industry (ACPF and APFA)

The ACPF has also actively taken a lead over the 2016-20 IPA to seek out funding sources and cross-sector opportunities. The following lists those activities despite the fact they did not proceed. The ACPF has found that cross sector seafood projects are theoretically beneficial however, in practice, each sector requires a slightly different application and design or are at different points of industry evolution. This was illustrated in the Fight Food Waste (and Food Fraud) CRC bid and the subsequent attempt to find a common food safety/fraud thread for a Rural R&D for Profit bid with other sectors in 2018: Establishing common food authenticity needs across sectors was so difficult that it was more productive for the ACPF to remain focussed on developing prawn specific technology.

Collaboration with other sectors is vital to ensuring that Australia's prawn fisheries RD&E is efficient in its purpose and RD&E investments. Learning from other sectors and being transparent to assist enquiring sectors is paramount to achieving growth in Australia's seafood sector.

The following lists some of the activities where the ACPF was a key contributor in cross-sector project scoping:

Fight Food Waste (**and Food Fraud**) CRC with assistance provided in the subsequent Rural R&D for Profit bid (2018)

Smarter Regions CRC (2020)

Thriving Coasts CRC (2020)

#### **Investments in partnership with other sectors and funding Conclusion:**

Despite taking a lead role in fostering collaboration in cross-sector seafood RD&E at various times, it has become clear that most RD&E is best commissioned within the IPA specific to the sector as not all sectors share the same issues, require the same solution and are at different points of evolution.

To prevent ‘silo’ investment, collaboration amongst the seafood industry and amongst other food producing sectors is vital: funding leverage efficiencies can be found and, more importantly, learnings between sectors can be applied.

#### **Objective 4: Enable the industry adoption of RD&E outputs through an Industry Communication Plan**

The ACPF’s 2016-21 Industry Communication Plan includes budget of \$9,500.

An Industry Communications Plan was completed after following the process in FRDC’s “The Right Line – Effective 2 Way Communication” in which the following was identified:

- Who and what is ACPF, how does it operate, what do its members value and what info is in demand from ACPF?
- What environment do members operate in?
- How does current communication stack up?

The recommendation was to build an industry communication action plan that;

- Was relevant and has business value for its membership and stakeholder audience.
- Was accessible and is multiple formats to enable communication for all types of readers.
- Enabled readership to be measured so that ACPF can review the plan’s fit for purpose.
- Encouraged two-way communication but is within the means of ACPF’s resources to administer.

Table 3 summarises the Plan against what occurred.

<b>The 2016-20 Industry Communications plan includes</b>	<b>What occurred (2016-2020)</b>
--	----------------------------------

A RD&E Conference every 2 years alongside Seafood Directions (October) to deliver annual achievements and to consult members in a face to face capacity	A RD&E Conference every year either alongside SD or another similar event to deliver annual achievements and to consult members in a face to face capacity
Return on investment summary. For hard copy print & circulation by members to fishers annually in September	Project and budget summary presented as part of RD&E conference and circulated with forum papers
enews 3 times per year: Feb (general), June (after AGM) and October (after ACPF R&D priority meeting) – to contain video link	enews 4 times per year: March, June, October (after AGM) and end of year wrap up
Monthly email updates to the Board	Monthly (at times, bi-monthly) email updates to the Board reporting by budget allocation and project status by Program including Operational items
Closed group Australian prawn industry Facebook page	Did not progress as resourcing could not be justified
Updated ACPF website	Website ( <a href="http://www.australianwildprawns.com.au">www.australianwildprawns.com.au</a> ) was created to replace <a href="http://prawncouncil.com.au">prawncouncil.com.au</a> and was later moved to <a href="http://www.australianprawnfisheries.com.au">www.australianprawnfisheries.com.au</a> so that FRDC Project 2018/172 could use the <a href="http://www.australianwildprawns.com.au">www.australianwildprawns.com.au</a> domain

**Table 3: Industry Communication Plan – results against plans.**

Industry communication and engagement remains an essential core focus of the FRDC's 2020-25 RD&E Strategic Plan and so the ACPF must also include relevant investments and outputs in its 2021-25 IPA.

### Industry Communication Conclusion:

An Industry Communications Plan is best considered in conjunction with the People Development Plan. The skills and adoption of technology that should result from industry driven, well designed RD&E projects will never be achieved via an e-news, a Board update or an annual RD&E forum. These activities serve as an alert to those who may already be listening and as a means of providing feedback.

The best form of industry engagement is achieved within the RD&E project itself. The recommendations in the People Development Plan (Objective 6) provide for more effective direction on industry engagement.

### **Objective 4: Increase community understanding of the sector through a Community Communications Plan**

The ACPF's 2016-21 Community Engagement budget was \$147,000 which was set aside for strategy formulation and workshop (pre FRDC Project 2018/172) and community engagement (post FRDC Project 2018/172).

The Community Communications (draft) Plan preceded the ACPF's most significant output achieved via FRDC Project 2018/172.

The Community Communication draft was initiated with an audit as per "LICENSE TO ENGAGE; Gaining and retaining your social license in the seafood industry (FRDC, 2016). The early Plan was based on a survey of ACPF's members undertaken to establish:

- Values: Aside from making money, why are you in the prawn fishing business? What makes you feel good about the way you run your business?
- Stakeholders: Who affects what you do and who do you affect (in order of importance)? What do you think the community thinks of you as a fisherman and about how you operate?
- Activities: What activities do you (or your prawn association) undertake, as fishermen, to build relationships with the community? (eg food festivals, Clean Up Australia Day, etc)
- Return on investment: What has been the effect of your activities?
- What ACPF help is wanted: If there are existing community activities you do, what extra resources do you need?

The eventual ACPF 2018-20 Community Engagement Plan was completed following advice from Futureye and after a workshop of members reviewing all relevant material (the internal audit and Futureye's advice) in February 2018.

Table 4 summarises the Community Engagement Plan against what occurred.

<b>The 2018-20 Community Engagement Plan includes</b>	<b>What occurred</b>
Annual consultation with highly involved stakeholders	Consultation with select stakeholders as part of FRDC project 2018/172. Advice received from Diplomacy cautioned against 'inviting' scrutiny from highly involved stakeholders and restrict consultation to an as-needs basis. This has been followed
Alter messaging (to Futureye's D.A.V.E. principle) on known social license issues for use on ACPF's website and for members	Non-defensive messaging was completed in video form and its extension is executed by Adpower in social media engagement – both funded as part of 2018/172
Production of materials (photo, footage, text for use by members). To include <i>who fishers are, how/where they fish, what it means to them/their family, what they're working on (acknowledging community values and, where applicable, specific SL2O risks), their vision for the future</i>	Completed via 2018/172 where provenance stories and social license issues ('What we care about' series) is being extended via video through a number of channels  Engaged target audiences via Australian Wild Prawn social media channel; Feb – August 2021
RD&E commissioned that addresses social licence risks and communicated to the community	Through advice received by Diplomacy (2018), 2018/172 produced video material that uses RD&E project achievements as evidence that the industry shares community values.  Further episodes are planned for production

	where RD&E investment also delivers on shared values eg plastics replacement and animal welfare
Evaluate community engagement activities with FRDC in cross sector initiatives	<p>Evaluation will occur as part of 2018/172 and as a case study in the CTRI.</p> <p>Community/consumer surveys are proposed for 2021 (via FRDC) which may also indirectly assist with evaluation and changes of community perception</p>

**Table 4: Community Engagement Plan - results against plans.**

Community engagement remains a core focus of the FRDC's 2020-25 RD&E Strategic Plan and so the ACPF has included relevant investments and outputs in its 2021-25 IPA.

On completion of the community engagement phase of video outputs (via social media) in FRDC Project 2018/172 in January 2021, social media promotion and moderation continued for the RD&E 'What We Care About' series from February to August 2021. The results to January 2021 are reported in 2018/172. Extrapolated February – August 2021 data is reported below.

	Traffic	Views	Reach	Total
People reached	348,428	66,559	235,495	440,333*
Clicks to AWP website	70,644	9,885	1,184	87,728
Video Views (more than 3 secs)	232,471	60,843	70,247	379,503
Video Views 50% through or more	55,800	10,453	5,728	82,551
Video Views to 100%	31,989	8,954	1,779	44,741

**Table 5: Analysis of digital reach and engagement February to August 2021**

\* Total unique reach ie a person is only counted once, no matter how many campaigns they encounter.

Figure 4 provides an insight into the engagement with the What We Care About Series as at February 2021 compared to August 2021. While targeted engagement of all other material was completed in January 2021 and the What We Care About series promotion continued, the February 2021 analysis demonstrates the community's enthusiasm to engage with values based content.

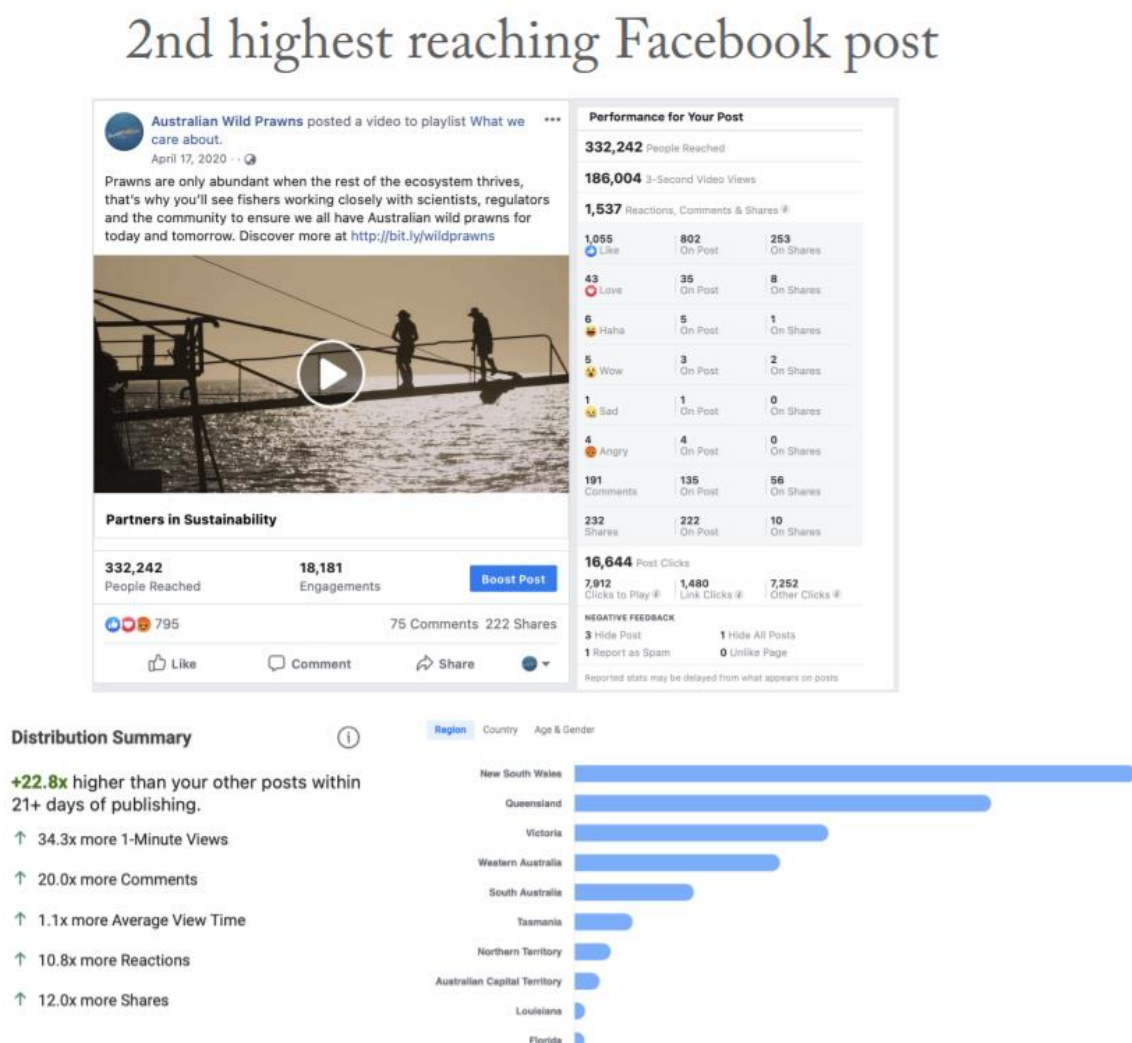
Page	Pageviews	Av. time on page
Fisheries Map	29,216	4 mins 32 secs
What we care about	27,838	7 mins 03 secs
Our Stories	17,449	5 mins 22 secs
Interactive Prawn Vessel	12,487	2 mins 34
Home	8,885	1 min 40
More than a Prawn	6,570	3 mins 15
Prawn Species	1,908	2 mins 34
All Other Pages	12,372	3 mins 45
<b>Total</b>	<b>116,725</b>	<b>3 min 15</b>

Page	Pageviews	Av. time on page
What we care about	57,485	10 mins 12 secs
Interactive Fisheries Map	32,221	4 mins 34 secs
Our Stories	20,129	4 mins 48 secs
Interactive Prawn Vessel	12,487	2 mins 34
Home	21,530	2 min 12
More than a Prawn	6,702	6 mins 50
Prawn Species	2,840	3 mins 08
All Other Pages	16,529	3 mins 43
<b>Total</b>	<b>169,923</b>	



**Figure 4: What We Care About series engagement as at February 2021 (left) compared to August 2021 (right)**

Figure 5 is an example of the type of community interaction with a ‘What We Care About’ series. As discussed and reported in FRDC Project 2018/172, social media conversation is moderated using acknowledgement (not defensiveness), and directing to the evidence of action to address common values ie the What We Care About series content.



**Figure 5: Analysis of a high reaching post using one of the What We Care About series ‘Partners in Sustainability’.**

### Community Engagement Conclusion:

As per FRDC’s 2020-25 RD&E Plan, community trust in the seafood industry is paramount to the industry’s future access to the marine resource. It’s RD&E investments are evidence of the industry’s values. Most often there is alignment between the industry’s values and the community’s and profiling the RD&E results is a useful way of beginning a conversation with the community. Community engagement principles were carefully researched and directed within this project. Utilising values-based RD&E and trusted spokespeople in collateral (as per FRDC Project 2018/172) has been a very significant outcome of this project and for the ACPF’s

future investments.

Ongoing community focused outputs must continue to employ two-way engagement tools rather than one-way communication tools in order to build trust. Evidence supports that the community is very interested in the industry's values. Moderation of targeted community engagement with existing and future RD&E based 'What We Care About' series is included in the subsequent IPA management project.

# **Objective 6: Advance wild caught prawn sector people through a People Development Plan**

The ACPF's 2016-21 People Development Plan included budget of \$67,174.

A People Development Plan was drafted in 2016 but updated in 2017 after incorporating the recommendations of FRDC's "Skills and Capability Building Priorities, Final Report", 2016.

The priorities were taken from FRDC's 2016 report and the strategies to achieve them informed by a survey of members on their RD&E priorities in 2016:

1. Support and increase industry capacity
2. Information and exchange programs
3. Improve personnel welfare and industry productivity
4. Actively train, lead and engage fishers and employees to communicate their wild catch sector

The budgets allocated to each of the activities were adjusted as needed with Board approval.

<b>The 2018-20 People Development Plan includes</b>		<b>What occurred</b>
<b>Aim</b>	<b>Activity</b>	
Provide opportunities for knowledge transfer and R&D adoption.	A 'Fisher Exchange' Program similar to MLA's mentoring program <a href="http://abdi.com.au/northernbeefmentoring">http://abdi.com.au/northernbeefmentoring</a> <u>where fishers subsidised to travel to another fishery &amp; attend a conference to solve a problem</u>	Allocated to: *Fishers in Shark Bay: Crew Member Observer program (pending timing) *NPF testing Tom's Fisheye *Shark Bay – e-log adaptation *Fisher in Spencer Gulf: on-board design
	A travelling expert in areas of fisher interest	Delivered as part of a RD&E project
Increase industry leadership	National Seafood Industry Leadership Program sponsorship	5 ACPF participants comprised of a fishery skipper, industry projects officer, fishing business operator, operations manager and a marketing executive (2021)
	Post NSILP programs (ARLP, etc) for graduates or experienced managers	ACPF did not actively call for entrants
	Identify one prawn sector member pa, not normally involved at Board level, to represent the national sector on a specific topic, reporting to and advising the Board.	Not delivered
Build industry capacity to drive change to achieve goals	Eg social media training	This was/is being executed as part of a RD&E community engagement project
	Director's training	AICD course delivered
Build workforce capability	Identify generic cross-sector training courses	Not delivered

**Table 6: People Development Plan - results against plans**

People development remains a core focus of the FRDC's 2020-25 RD&E Strategic Plan and so the ACPF must also include relevant investments and outputs in its 2021-25 IPA.

While preparing a submission for the Australian Government National Agricultural Labour Advisory Committee's 'National Agricultural Workforce Strategy' Review (July, 2020), the ACPF was able to review the effectiveness of its People Development Plan in achieving the purposes of a skilled workforce that adopts the latest RD&E and of which the community respects.

The extent to which the ACPF can 'outsource' strategies will depend on implementation of findings from the Australian Government National Agricultural Labour Advisory Committee's 'National Agricultural Workforce Strategy' Review (July, 2020).

### **People Development Conclusion:**

While reviewing the effectiveness of the ACPF's People Development Plan to build workforce skill, it was found that, while some elements of the People Development Plan had a well-placed intent its effect fell far short: For example:

- To foster RD&E idea exchange and adoption (Fisher Exchange) far greater resources, business mentoring and link to research hubs is required for the investment to have any effect
- To develop leadership, the NSILP will not be of interest for the majority of on-board and operational crew as they may seek business level competitive lead in operational skills before industry leadership.

The extent to which the ACPF can achieve aims outlined in its submission to the Australian Government National Agricultural Labour Advisory Committee's 'National Agricultural Workforce Strategy' Review (July, 2020) will depend on the implementation of its findings.

### **Objective 7: Maintain collaboration amongst ACPF jurisdictions through an agreed RD&E plan and investment mechanism post 2020**

The ACPF IPA consists of 50% of prawn fishery RD&E funds. The other 50% remains in the jurisdictions for investment in jurisdiction specific projects. The 2016-20 budget forecast was drafted by FRDC in 2016 to increase the ratio of investment into the IPA in the future, subject to consideration and agreement by the jurisdictions.

The prawn RD&E funding utilization of each jurisdiction was analysed for an ACPF Board meeting in 2019 as part of the process of forming the 2020-25 Strategic Plan and associated IPA. While some fisheries may not have been taking advantage of their RD&E funds, others were, and it was an underpinning philosophy of the ACPF (as a collective of prawn fisheries in 2000) that individual prawn fisheries needed to retain the ability to resolve issues particular to their fishery without the need to consult other fisheries where there was little common ground.

The FRDC reviewed the RAC structure in 2019 ahead of its strategic planning process in 2019 and 2020. The ACPF waits advice on the RAC's mode of operation going forward to know how best to consult the RACs and to promote collaboration.

The 50/50 contribution arrangement was confirmed for 2021-2025 by the ACPF's members on 18 May 2021.

The ACPF is nearing the completion of 2021-25 strategic planning via its virtual annual forum in October 2020, face to face meeting in May 2021 and a virtual forum in September 2021. Using

remaining funds from Seafood CRC project 2015-708: ACPF Strategic Plan and Business Plan, Ewan Colquhuon interviewed members seeking the beginnings of a vision and goals:

What does success look like for Australia's wild prawn fisheries in 2030 in:

1. Sustainability (economic, ecological and social)
2. Marine environment stewardship
3. Our people, culture and skills
4. Access to marine resources
5. Consumer and community acceptance (of product and industry)

In a nutshell, what do we want the wild prawn industry to look like in 2030?

The process to complete strategic planning was adapted a number of times as the ACPF members navigated interstate travel restrictions:

- 2021-25 Plan Vision & Goals discussion – 14 October 2020 at ACPF members forum
- 2021-25 Plan Agree Vision and Goals – May 2021
- 2021-25 Plan Strategies including RD&E priorities – May 2021 with completion in September 2021
- Finalise draft 2021-25 Plan – September 2021
  - Enter new FRDC IPA & management agreement – effective from July 2021
- Identify RD&E priorities – November 2021

The 2021-2025 ACPF Strategic Plan was accepted as a draft by the ACPF's Board on 16 September 2021.

# Implications

This project has enabled the management of the ACPF's RD&E portfolio according to agreed strategic priorities, including consultation with its members and the communication of those activities. The implications of the conclusions and recommendations on the ACPF's future management of an IPA are as follows:

The ACPF has a role to facilitate change and encourage collaboration through RD&E investments amongst fisheries but must not get in the way of individual fishery investment. Retaining 50% of prawn fisher's RD&E funds in each fishery is recognition that each fishery has an essential role in managing its unique issues through RD&E and there is not a one size fits all across all Australian fisheries.

The ACPF has a role to lead the sector by investing in strategic and progressive RD&E that furthers all prawn fisheries, particularly where there are efficiencies of a national approach delivering outcomes for all fisheries.

As Australia's second largest fishing sector, the ACPF has a role to collaborate with and lead other seafood sectors in achieving goals expressed in the FRDC RD&E 2020-25 Plan. To do this the ACPF must be connected with other food producing sectors and be aware of their strategic directions and investments and be prepared to share this insight within ACPF and with other seafood sectors where it is helpful. However, this collaborative approach does not mean that there will always be a cross-sector investment fit and it is more efficient for the ACPF to commission its own RD&E within the IPA.

The ACPF's future People Development Plan will be implicated by the outcomes of the Australian Government National Agricultural Labour Advisory Committee's 'National Agricultural Workforce Strategy' Review. This project did not attempt to duplicate generic skills delivery and utilised external providers (eg NSILP and AICD). This project's attempt to foster business adoption of technology through the Fisher Exchange did not succeed as planned as the program lacked the scale and business support required to achieve its aims and will require external structures to do so.

The ACPF's Industry Communications Plan will remain an essential requirement for the ACPF's IPA but will not achieve the aims of an effective and engaging People Development program; communication is simply for awareness purposes.

Over the course of this project, the ACPF's understanding of community interaction has progressed from Public Relations style communication to interactive, consultative community engagement. This has implications for the shape of future RD&E projects where an output must include material designed for community engagement and a budget to facilitate community conversation.

# Recommendations

The ACPF should consider the following recommendations as operational actions in its 2021-25 Strategic Plan:

## **Nationally significant, stakeholder driven investments:**

Conduct its mid-term and end of IPA review via consultation with the Board to achieve independence from the Executive Officer

Continue to ask members to provide fishery issues that have emerged in their jurisdiction at a mid-term review point ie 2023 to ensure the strategic relevance to grass roots over the life of the Plan

## **Stakeholder driven investments in partnership with fisheries:**

Continue to encourage jurisdictions to commission Environment Program RD&E specific to their fishery

Continue to collaborate and share priorities with the RACs at the FRDC Roundtable but, if the forum does not continue, via a segment in ACPF's annual RD&E forum

## **Investments in partnership with other sectors and funding:**

Form collaboration with other food producing sectors to establish initiatives taken by lead, respected food groups

Maintain contact with other sectors, if not via FRDC's annual RD&E forum, individually with target sectors

Continue to look for closely aligned collaborator/s in project scoping – where appropriate – accepting that unsuccessful bids/proposals may transition into future work and the time investment is not lost.

## **Industry Communication:**

Accepting that Industry Communication rarely translates to adoption but at least informs of the activities underway for those who are listening, the following is recommended:

Budget for a RD&E conference every year as, including members in RD&E investment consultation less than annually, disconnects the industry from its RD&E

Enews may need to increase in frequency, but reduce in length, to increase reading rate and the likelihood of its inclusion in member's news

Enews must contain links to video footage of examples of people utilising RD&E

There remains no need to commence social media conversation with the industry as ACPF's members are better placed to converse with members and the resourcing required is significant

The [www.australianprawnfisheries.com.au](http://www.australianprawnfisheries.com.au) website should remain as a source of compiled information on the sector, and should not be combined with the public facing [www.australianwildprawns.com.au](http://www.australianwildprawns.com.au) but the industry site needs updating to link to the public facing page.

## **Community Engagement:**

Produce and promote video footage, in the same style as the ‘What We Care About’ series produced under 2018/172 as an output of relevant RD&E projects that deliver on shared values eg plastics reduction via FFW CRC ‘on-board’ project and proposed animal welfare project.

Engage identified stakeholders, to the extent determined by the Board considering advice from FRDC’s “The Right Conversation”, in relevant RD&E projects that deliver on shared values (see ‘What We Care About’ series as a model guide)

Produce downloadable fact sheets with QR codes referencing ‘What We Care About’ series for use by industry at events

Evaluate 2021-25 community engagement effectiveness as per mechanisms advised in the evaluation of FRDC Project 2018/172

## **People Development:**

Co-investment in a more holistic approach to addressing future workforce needs, should this be implemented at a seafood industry level (rather than generically for all food industries). This should include:

- strategies for redefining perceptions with facts about the industry so that the community views the commercial fishing industry as a noble and important career path such as at <https://www.seafoodjobs.org/>;
- modernised fisher training systems that involve both at sea and online training\*, aimed at upskilling and assisting operational roles with co-ordinated programs that are relevant, not generic, and combined with adequate support and follow up. \*Note that at-sea online delivery is currently limited by internet coverage.;
- identification and publication of potential career path opportunities for fishers; and
- programs closely linked to RD&E outputs and industry initiatives that assist businesses to adapt new practices and technology, including IT/AI/robotics solutions in the at-sea environment. Programs must include built in industry mentor capacity. Elements of the ACPF’s 2016-20 People Development Plan may be effective here:

For Fisher Exchange bursaries to be effective and to increase industry uptake, a formal mentoring partnership would be an effective addition – the mentor also funded for their time.

Repeat the sponsorship of a travelling expert in areas of interest as these can be very successful to assist industry with specialist advice they’re seeking in a practical setting.

Engage industry members in RD&E projects (not including Board members) as part of an industry mentoring program rather than in isolation in a RD&E project as it is too difficult to execute

Generic skills acquisition be outsourced. Elements of the ACPF’s 2016-20 People Development Plan may be effective here:

Continuing to outsource training for generic skills such as social media use and Director’s training and remain removed from operational training such as WH&S, certificates, etc that are delivered by Registered Training Organisations

Repeat sponsorship of leadership programs such as NSILP but in the context of assisting those interested in leadership roles and not to assist with specialist or business advice



Investigate and encourage shorter ‘brush up’ courses (as an alternative to ARLP and MBA’s) for those seeking development beyond NSILP

## Extension and Adoption

Extension for project outputs is managed within each commissioned project and co-ordinated under FRDC Project 2016-412.

The extension and adoption of each project is relevant to the project’s objectives. For example, the extension and adoption of a range of projects is as follows:

FRDC 2018-172: *Methods to profile and connect the provenance of wild caught prawn fisheries and their values to the community*: The outputs were designed for a community audience and adoption is measured by engagement metrics.

FRDC 2017-065: *Disseminating existing bycatch reduction and fuel efficiency technologies throughout Australia's prawn fisheries*: The outputs were designed for an industry audience and adoption was measured by the number of port held meetings and subsequent RD&E investment.

FRDC 2016-261: *Investigating the use of trace element profiles to substantiate provenance for the Australian prawn industry*: The outputs were designed for an industry and supply chain audience and adoption was measured by the use of the technology to identify suspected substitution.

## Project materials developed

The materials produced directly from this project are as follows:

[www.australianprawnfisheries.com.au](http://www.australianprawnfisheries.com.au) (preceded by [www.australianwildprawns.com.au](http://www.australianwildprawns.com.au))

ACPF RD&E forum agenda, minutes and presentations: 21/9/2018, 27/9/2017, 26/9/2018, 8-9/10/2019, 13-14/10/2020, 17-18/5/2021.

ACPF Board meeting agenda and minutes: 26/5/2016, 29/6/2016, 21/9/2016, 21/3/2017, 24/5/2017, 16/8/2017, 27/9/2017, 19/12/2017, 9/3/2018, 2/5/2018, 16/8/2018, 10/10/2018, 15/11/2018, 17/12/2018, 11/4/2019, 2/5/2019, 14-15/8/2019, 9/10/2019, 27/11/2019, 10/3/2020, 8/7/2020, 29/10/2020, 22/4/2021, 22/7/2021, 16/9/2021

Industry Communication Plan.

Enews: July 2016, September 2016, December 2016, April 2017, June 2017, September 2017, December 2017, March 2018, July 2018, October 2018, December 2018, March 2019, July 2019, October 2019, December 2019, March 2020, July 2020, December 2020, April 2021, July 2021

Board updates: March 2018, April-May 2018, June 2018, July 2018, August 2018, Sept-Oct 2018, Nov-Dec 2018, Jan-Feb 2019, Mar-April 2019, May 2019, June-July 2019, Aug-Sept 2019, Oct-Nov 2019, Feb-Mar 2020, Apr-May 2020, June-Aug 2020, Jan 2021, Feb 2021, July 2021

Community Engagement Plan:

7 February 2018 Social licence workshop agenda and notes (report by Len Stephens)

2018-20 Community Engagement Plan

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# Appendices

## Appendix 1 – Mid-term review results

### Score card





