

Engagement of Seafood Stakeholders

Engaging Stakeholders in Environmental Management Systems for the Seafood Industry



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SEAFOOD SERVICES AUSTRALIA

Engagement of Seafood Stakeholders: Engaging Stakeholders in Environmental Management Systems for the Seafood Industry

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TABLE OF CONTENTS

ACKNOWLEDGEMENTS.....	I
EXECUTIVE SUMMARY.....	II
1 BACKGROUND.....	1
1.1. SEAFOOD SERVICES AUSTRALIA.....	1
1.2. EMS PATHWAYS FOR THE SEAFOOD INDUSTRY.....	1
1.3. SERVICES REQUIRED BY SEAFOOD SERVICES AUSTRALIA.....	1
2 INTRODUCTION.....	2
2.1. KEY CONSIDERATIONS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT.....	5
3 METHODOLOGY.....	8
3.1. DEVELOPMENT OF SURVEY METHODOLOGY.....	8
3.2. PRESENTATION AT SEAFOOD EMS SUMMIT 2005.....	8
3.3. STAKEHOLDER SURVEYS.....	9
4 RESULTS.....	10
4.1. SUMMARY OF RESPONSES – SURVEY TOPICS.....	10
4.2. SUMMARY OF RESPONSES – STAKEHOLDER GROUPS.....	12
5 DISCUSSION.....	19
5.1. KEY FACTORS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT.....	19
5.2. STRATEGIES TO ACHIEVE RECOGNITION OF SEAFOOD EMS.....	23
6 RECOMMENDATIONS.....	24
BIBLIOGRAPHY.....	25
APPENDIX I: FOCUS GROUP QUESTIONS FOR THE SEAFOOD EMS SUMMIT HELD IN BRISBANE 2005.....	26
APPENDIX II: A SUMMARY OF TOOLS AVAILABLE FOR ENGAGING CITIZENS IN SCIENTIFIC ISSUES (ADAPTED FROM THE CITIZEN SCIENCE TOOLBOX ON THE COASTAL COOPERATIVE RESEARCH CENTRE - CRC).....	28

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EXECUTIVE SUMMARY

The following report outlines the results of a study undertaken by Rural Solutions SA and Corvel Marketing and Management to identify the key requirements for engaging seafood stakeholders in environmental management systems for the seafood industry.

Surveys, interviews, literature reviews and focus group activities were undertaken to gauge the key factors for engagement. This guided a recommended process for ensuring successful engagement with identified tools that can be considered in future engagement processes. It is important to note here that the project team had difficulty in attaining responses from various seafood stakeholders and what is presented and used in the production of this report and the associated recommendations is taken to be representative of the seafood industry and its associated stakeholder groups.

There is a clear difference between just 'being consulted' and actually engaging with an individual or group to the point where commitment and ownership of the issue is achieved.

With this in mind, the study found that key factors for successful stakeholder engagement in EMS within the seafood industry, are:

1. Demonstrated benefits
2. Personal Consultation/Interaction
3. Early Involvement in the development/implementation of an EMS
4. Generation of trust by facilitators
5. Efficient and reliable Seafood industry EMS network (also assist in ongoing engagement and recognition)
6. Applicable/easily related to own industry/individual operation
7. Easily accessible information sources

The following is a stepwise process to the preferred approach of developing an EMS that will use and incorporate the key factors for successful engagement and should provide the best chance of achieving positive recognition by the seafood community.

1. The seafood business proactively identifies a need to better manage environment and engage with staff - **INTERNAL RECOGNITION**
 2. Provide a forum to engage with seafood community and other stakeholders to identify their needs and requirements out of an environmental management system or program. Time must be provided to encourage different stakeholder groups to work together and to understand their different points of view – **PERSONAL INTERACTION AND EARLY INVOLVEMENT OF STAKEHOLDERS IN DEVELOPMENT, UTILISING TRUSTED FACILITATORS**
 3. Design or use an established system that provides a compromise between the needs of the seafood community and other related stakeholders, such as international markets – **USE A SYSTEM THAT CAN BE ADAPTED TO SUIT INDIVIDUAL/INDUSTRY NEEDS**
-

4. Update and provide stakeholders with continuous opportunities to comment and provide input at all stages of the development process – **UTILISE THE SSA NETWORK AS A SOUNDING BOARD**
5. Invite a qualified member of one of your stakeholder groups to undertake a second party audit (internal) of your system and encourage refinement and communication of the results. This reinforces the commitment made to engage different stakeholder groups – **FOSTERS TRUST AND CONTINUOUS INVOLVEMENT OF STAKEHOLDERS**
6. Promote your system and the benefits it achieves because of the input provided by multiple stakeholders – **RECOGNITION IS ACHIEVED THROUGH ENGAGEMENT OF STAKEHOLDERS IN THE DEVELOPMENT AND IMPLEMENTATION OF EMS**

Further considerations when engaging stakeholders in EMS within the seafood industry are to ensure the following:

- The engagement process needs to be ongoing to ensure all stakeholders have adequate information and understanding within the context of the seafood industry.
- The engagement process needs to incorporate the building and maintenance of a network system between all stakeholders to ensure:
 - Roles and responsibilities of each group are known throughout;
 - New information can be circulated efficiently; and
 - Communication is not a one-way process.
- Key 'engaged' stakeholders or core groups should be involved in EMS product development and then extend/communicate to the rest of the industry.
- Provision of funding, not only to industry members implementing an EMS, but also other stakeholder groups including researchers needs to be available.

In closing, it is most important that industry, now having recognised the need for EMS, actually go forward and engage in the EMS process and begin implementing systems into their business.

1 BACKGROUND

1.1. SEAFOOD SERVICES AUSTRALIA

Seafood Services Australia (SSA) has been established by the Australian Seafood Industry Council (ASIC) and the Fisheries Research and Development Corporation (FRDC) as a not for profit company, limited by guarantee. It has been established to facilitate seafood industry development with a current focus that includes Environmental Management Systems (EMS).

1.2. EMS PATHWAYS FOR THE SEAFOOD INDUSTRY

SSA manages the EMS Pathways for the Seafood Industry Project. Funding is made possible through the Australian Governments Natural Heritage Trust (NHT) program and will run from June 2004 until July 2007. The project aims to increase seafood industry adoption of profitable and sustainable practices, improve natural resource management (NRM) and environmental outcomes and demonstrate environmental stewardship to domestic and international markets.

The EMS Pathways for the Seafood Industry Project recognises that a key issue is the effective engagement of stakeholders as a prerequisite to achieving EMS outcomes and for the industry to realise the benefits of investing in EMS.

1.3. SERVICES REQUIRED BY SEAFOOD SERVICES AUSTRALIA

SSA require the successful provider to undertake research, and consult with identified stakeholders in an attitudinal study to:

1. Identify how best to consult with and engage stakeholders in the Seafood EMS process, and
2. Achieve recognition of the value of Seafood EMS in achieving NRM and environmental outcomes.

Rural Solutions SA and CORVEL Marketing and Management were successful in winning the contract to deliver these services, including:

- Provision of a succinct report outlining the key factors for successful stakeholder consultation and suggested strategies for groups to achieve recognition of Seafood EMS.
- Presentation of a progress report at the Annual Seafood EMS Summit to be held in Brisbane, April 2005.
- Presentation of a final report at the Annual Seafood EMS Summit to be held in Sydney, March 2006.

2 INTRODUCTION

Participation of stakeholders in the development and implementation of policies, programs and decision-making processes related to the management of natural resources is seen as a pre-requisite to achieving successful environmental, social and economic (TBL - triple bottom line) focussed outcomes. Whilst stakeholder participation is now seen as a key factor, difficulty often arises when attempting to consult and gain agreement from the multitude of stakeholder groups, each with varying motivations for their involvement.

When there is a likelihood that communities will be socio-economically and culturally impeded by adjustment, i.e. natural resource management, then there is a need to link economy, community and environmental security. This can only be done successfully if we encourage interactive partnerships between resource managers and stakeholders with an interest in guiding a program of environmental and social change.

The seafood industry is not exempt from having a diverse stakeholder base. In fact, it could be argued that some sectors of the industry possess the most passionate stakeholders of any natural resource users, given the interaction with the 'commons' to support their livelihood. It is this interaction by industry with a common property resource that makes stakeholder involvement in the management of the aquatic environment of such importance.

When acknowledging the importance of seafood stakeholders in the co-management of the industry, it poses the question 'What is the best way to consult with and engage seafood stakeholders'?

An important distinction to make before this question can be properly analysed, is the difference between the concepts 'Consultation' and 'Engagement' and how success in one, can increase the chances of success for the other. The term consultation relates to a 'purpose-driven process', whereby someone goes out to seek advice from someone else on a particular topic (Aslin & Brown 2004). It does not necessarily imply that anything will be done with that information but it does show a desire to involve others in the process. The act of engagement however, goes further, in that it involves capturing people's attention and focussing their efforts to a point where they feel increasing commitment to and ownership of the issues at hand (Aslin & Brown 2004). The issue is usually important enough that people want to be involved to ensure their interests are taken into account. Figure 1 below illustrates the process of becoming engaged.

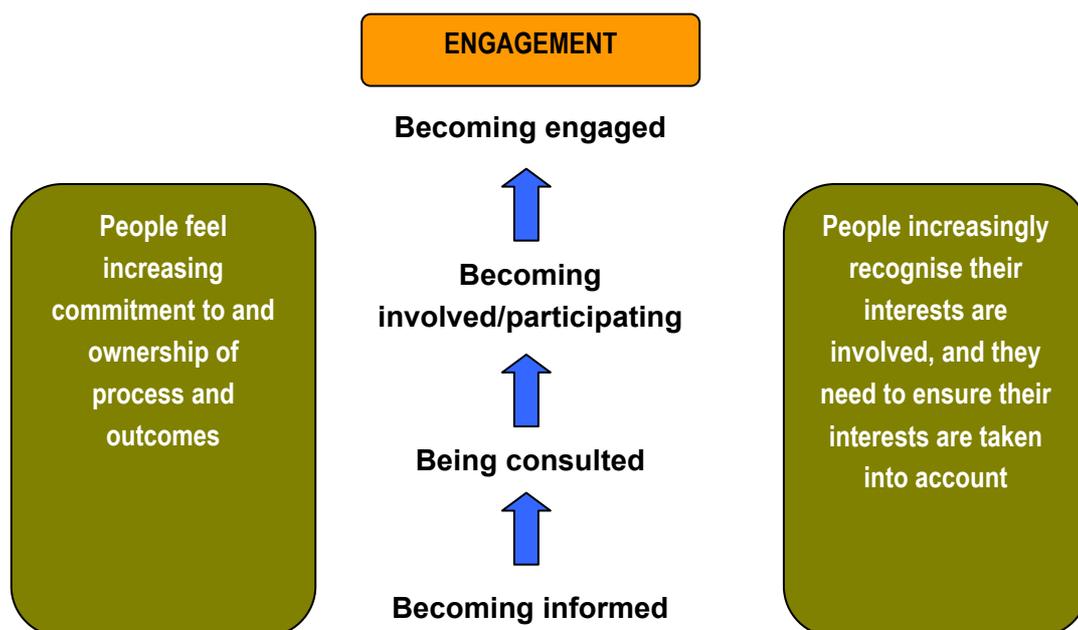


Figure 1: The process of becoming engaged (adapted from Aslin & Brown 2004)

Good stakeholder engagement refers to engagement processes and practices in which a wide range of people work together to achieve a shared goal guided by a commitment to a common set of values, principles and criteria. It does not necessarily mean that every one in the community¹ can or should be involved, but that all stakeholders are making efforts to be as inclusive as possible and to offer everyone a chance to be engaged if they wish to be. O’Riordan (1998) makes the case for a pragmatic approach to engagement by adopting a process that enables stakeholders to choose tools and approaches suited to the context and aims.

Poor engagement creates uncertainty and confusion, resulting in mistrust and alienation from the community and sub groups within a community. One of the main obstacles that influence an effective partnership is the power imbalance that exists between communities and government. Communities (stakeholder groups) may not have the necessary technical and economic and sometimes organisational capacity or the negotiation skills to make informed decisions about the long-term sustainability of the seafood sector. Indeed, critical to any natural resource management process is the successful acknowledgement of different knowledge bases and cultures and their associated languages including symbolic action and language, networks of practitioners and preferred sources of information (MDBC 2004).

It is verified by empirical evidence that the most important mechanism for engagement is building the necessary ‘trust’ that will ensure high quality from the outset. Edward Sampson cited in (Hemmati 2001) “that the most important thing about people is not what is contained in them, but what transpires between them” and so it is recognised that people require ‘trust’ and importantly, it is now recognised that ‘regeneration and renaissance is mainly about people, not about places – natural resource management vis a vis sustainable development is most of all a social challenge (Warburton 1988).

¹ A community may be a community of interest or a community of place and often will co-exist within a wider construction of place and interest. For example for the purpose of this report, seafood stakeholder groups are analogous to “community’s of interest” since they all have a common interest and operate within an overarching community, the seafood sector.

Perhaps the most influential model of engagement is the continuum model developed by Arnstein (1969) which features a 'ladder of participation' (Figure 2), ranking instances of interaction between the community and the industry/government according to the levels of influence, which citizens/stakeholders have in decision-making. The continuum of consultation activity is understood in hierarchical terms: the ladder's rungs represent increasing involvement in decision-making or citizen power. At the lower rungs, there is no participation. At the middle rungs, citizens are given information and are heard, but there is no guarantee that their views will have any impact. At the top rungs, citizens have some control and decision making power or are in partnership with industry/government. The aim is to pass the power from the industry/government to the citizen.



Figure 2: A model of participation (Arnstein 1969)

The nexus between undertaking consultation and truly achieving engagement of stakeholders would seem to be the crucial success factor requiring investigation in this study.

The successful engagement of seafood stakeholders becomes critical when considering the efforts required by industry when investing in the development of environmental stewardship programs such as Environmental Management Systems or EMS. An EMS is a systematic approach to addressing the environmental interactions of a business or industry. For industry to invest the significant amount of time and resources required to develop such a system, they must ensure that the approach taken is one that has the support, commitment and ownership of seafood stakeholders. The approach must address the concerns and issues of stakeholder groups such that it delivers mutually beneficial outcomes. It must also be recognised by stakeholders as improving the natural resource management capabilities of industry, and thereby leading to the development of more sustainable practices.

It is with this in mind that this project to identify how best to engage with stakeholders in the seafood EMS process, whilst achieving recognition of the value of EMS in achieving natural resource and environmental outcomes was developed. The EMS Pathways for the Seafood Industry Project has recognised that a key issue is effective engagement of seafood stakeholders as a prerequisite to achieving EMS outcomes and for the industry to realise the benefits of investing in EMS.

2.1. KEY CONSIDERATIONS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT

Studies have found that concrete, clearly defined issues situated in short-term decision making time frames will receive the greatest attention and engagement through consultation (after Ebelson and Forest 2004). However, issues that are framed more broadly in longer-term decision timeframes are more easily swept aside once initial consultation is over and thus there is less certainty about future uptake. Unfortunately, environmental management often sits in the latter scenario.

Ebelson and Forest (2004) found that there was a need for new approaches to public involvement and that these approaches must satisfy several criteria to ensure informed, effective and meaningful contributions from all stakeholders. These include:

- Clear communication about the purpose of the consultation and its relationship to the larger decision-making process;
- There must be identifiable links between the consultation and the decision outcome;
- Information must be presented clearly, honestly and with integrity;
- There must be information sharing among and between participants and decision makers; and
- Citizens and decision makers must view processes as legitimate.

It is further identified that organisational commitment and resources are required initially to integrate these criteria into the engagement processes. This upfront commitment has therefore the potential to yield productive, long-term, trusting relationships between stakeholders and decision makers (after Ebelson and Forest 2004).

The following section adapts some of the major issues identified by Ebelson and Forest (2004) to successful stakeholder engagement and provides discussion in the context of the seafood industry. The issues have been grouped into the following headings:

- Stakeholder identification
- Execution of the engagement/consultation
- Engagement strategies and tactics
- Capabilities of the stakeholders

Stakeholder identification

How are stakeholders identified?

It is imperative that agencies or organisations wishing to engage stakeholders in EMS are able to identify the stakeholders that are most likely to carry influence and ensure success, i.e. the 'gate-keepers.'

What impact do the stakeholders have on the organisation?

Subsequent to identification of stakeholders it is important to understand what impact they may have on an agency or organisation. For instance, a stakeholder such as a State Minister may have very different impacts than an oyster farmer. However, neither is more or less important.

Are the stakeholders also critics?

Often stakeholders are also the greatest critics and this part of the relationship must be understood and managed for the best result.

Execution of the engagement/consultation

What is the nature of the relationship with stakeholders?

- Reporting
- Communicating
- Relating
- Engaging

Again, the nature of the relationship will determine the most useful method of engagement. Options will be offered and may vary depending upon the relationship.

How has the relationship evolved over time?

Trust, networks and engagement, the building blocks of social capital are valuable indicators for evaluating strengths and weaknesses of a community or stakeholder groups capacity to be involved in a particular process. It is useful to step back and assess where the stakeholder relationship has come from and consider the impacts this may have, i.e. is there a lack of trust due to a political decision in the past? (e.g. is this a new or ongoing partnership)

What are the mechanisms in place to conduct this relationship?

As with all engagement/consultation, and indeed our environment in which we work today, relationship building and maintaining is vital to success.

Engagement strategies and tactics

Have previous engagement techniques evolved in line with stakeholder relationships?

In line with the considerations of how the relationship has evolved over time, have engagement/consultation techniques changed or been adapted? If not, something that worked in the past may not now work, or something that was a failure in the past may now be more appropriate.

What techniques are currently used?

An understanding of the stakeholder will allow greater flexibility in determining the correct techniques to be employed. It is important to consider things such as whether there is a lack of receptivity to new methods or protectiveness to existing approaches?

Is there any formal process to monitor input from stakeholders and subsequently report back to stakeholders?

As with any business or personal relationship, feedback is critical, especially to stakeholders who are 'time poor' and therefore when they provide input they will be most likely to do so only when they see it as imperative and feedback on its use and benefit is so important.

What is the most effective forum in which to engage stakeholders?

Individual stakeholders and stakeholder groups will often have differing forums and methods in which they can truly be engaged. What works for a group of government researchers who are funded by their employer may not work for an individual rock lobster fisher who has to take time away from work at their own expense.

Capabilities of the stakeholders

Are stakeholders willing to be engaged?

As stated earlier, issues that exist in a shorter time frame may receive greater engagement than those in a longer time frame. Similarly, if the issue has a limited mandate, perceptions may be that it is unimportant and thus

engagement in the issue is a waste of time. Some people may be involved in the engagement process simply because they have to (e.g. chemical accreditation) and not because they see a need. Thus there is little commitment and responsiveness to the need.

Do stakeholders have the resources to make an effective contribution?

Many stakeholders may find it difficult to make an effective contribution to engagement/consultation processes. This could be a combination of many factors, it could be a learning capacity, it could be academic expertise, it could be the wrong environment and the wrong process, they could be extremely 'time poor,' and so the list goes on. It is vitally important to consider this in developing engagement processes.

Have these things evolved over time?

Do organisations wishing to engage a variety of stakeholders adapt to suit the evolving needs, skill levels and requirements?

Are stakeholders well informed and do those participating represent the interests of their members?

Not all stakeholders that attend engagement or consultation processes will be best informed to represent their members. It may be that these people are those with the time or inclination to attend but not all of the information. Often fresh faces with less historical baggage and a 'can do' attitude will be more receptive to their stakeholders needs.

3 METHODOLOGY

The aim of this project was to undertake an attitudinal study across key seafood stakeholders to identify how best to consult with and engage them in the seafood EMS process, and to also achieve recognition of EMS efforts in achieving natural resource management and environmental outcomes.

This project was implemented in the following stages:

- Development of survey methodology
- Presentation at Seafood EMS Summit 2005
- Undertake stakeholder surveys
- Development of final report
- Presentation at Seafood EMS Summit 2006

3.1. DEVELOPMENT OF SURVEY METHODOLOGY

An extensive background search of previous engagement studies and recommended strategies was undertaken as a prelude to designing the methodology for this study. The methodology chosen upon was influenced by a number of factors including:

- Project budget
- Wide geographical range of survey participants
- Specific project outcomes sought
- Characteristics of the stakeholder group
- Existing stakeholder events that provide an opportunity for collecting information

3.2. PRESENTATION AT SEAFOOD EMS SUMMIT 2005

The project team presented an overview of the project and proposed consultation methodology at the Seafood EMS Summit held in Brisbane, April 2005. The Summit was attended by 34 representatives of the major industry stakeholder groups.

After the presentation, participants were separated into focus groups according to the broad stakeholder group they represented. The focus groups were as follows:

- **Research Organisations** – primarily government research groups providing research for regulatory purposes and other specific projects for industry;
- **Industry members** – fish farmers, commercial fisherman and other members of the value chain such as processors/wholesalers etc;
- **Government** – local, state and territory, federal representatives;
- **Non-Government Organisations (NGO)** – private organisations with an interest in the activities of the industry;
- **Industry Associations** – representative body comprised of industry members; and
- **Service Providers** – private and public consultancy firms and extension agencies.

The focus group questions were designed with a number of aims. Firstly, to capture some historical information on how industry stakeholders were first introduced to EMS, their current level of understanding of the process and how they achieved this understanding. This information would assist in identifying the preferred methods of

stakeholder communication and help to determine why past engagement may not have been successful. Secondly, the questions sought to determine the attitudes of each stakeholder group towards engagement and ways in which they believe it could be improved in the future to increase participation and facilitate recognition of EMS throughout industry. The focus group questions are shown in Appendix One.

3.3. STAKEHOLDER SURVEYS

A list of major seafood stakeholders and the individuals in those stakeholder groups was finalised in conjunction with Seafood Services Australia, and those stakeholders (and stakeholder groups) that were not present at the Seafood EMS Summit were surveyed subsequent to the summit. Questions were used in the survey that ensured a consistent set of information was collected from both summit and non-summit participants.

In an effort to focus resources towards collecting as much information as possible, stakeholders were ranked according to the following criteria:

- 3** – Implementing EMS
- 2** – Influencing the uptake of EMS, but not necessarily implementing an EMS
- 1** – Interested in outcomes of EMS only, but with little influence

It was determined that stakeholders receiving a ranking of 3 would be consulted through face-to-face contact, in the form of a meeting (at the summit or elsewhere). Those receiving a ranking of 2 were contacted by phone (or in person if possible). Ranking 1's were contacted via email and failing that by mail.

As per the Summit process, the survey posed questions on a number of areas related to the awareness, understanding, communication and engagement of seafood stakeholders in relation to EMS.

4 RESULTS

4.1. SUMMARY OF RESPONSES – SURVEY TOPICS

The following is a summary of the collective responses provided by survey participants.

Awareness

Results showed that stakeholders were first introduced to EMS through a variety of different sources and for varying reasons, including:

- Influence of legislation – including Native Title, Environment, Protection and Biodiversity Act (EPBC) and Ecologically Sustainable Development (ESD). This was most important for government, researchers and service providers.
- Extension – programs such as Seaset and the resources provided by SSA were an important introductory avenue for industry, industry associations and NGO's.
- Industry implementation – emerging uptake of various approaches to environmental management including codes of practice and implementation of other formal management systems.

Other exposure to EMS for stakeholders included market access considerations, environmental incidents and use by other industries.

After stakeholders' first exposure to EMS a number of participants sought more information. This was done by research, utilising a variety of sources including literature and the internet but also through personal communication with peers/colleagues from industry, Australian Government, SSA, NGO's and members of other industries.

Understanding

There was a mixed response from the stakeholder groups regarding their understanding of EMS and its benefits. Most respondents had a basic understanding of EMS but believed this understanding did not apply across all sectors of the seafood industry. There was also a mixed response toward understanding the benefits that EMS may have. This appeared to be mainly due to the value of EMS not being sufficiently demonstrated.

The method and resources stakeholders use to gain their initial understanding of EMS are similar to those listed under awareness and include SSA (workshops/network meetings), involvement in on-ground implementation, through peers and colleagues, formal study and training and investigating other industry approaches.

Those respondents that didn't have an adequate understanding of EMS and its benefits highlighted a number of ways this could be improved. These included:

- The development of specific base-level resources, using consistent terminology suited to the seafood industry;
- Presenting information in a easy to use format with appropriate templates and platforms,
- Utilise networks of colleagues and peers;
- Demonstration of the key messages and benefits through actual case studies and experience in other industries; and
- Using fresh promotional ideas, including promotion and education to consumers.

Communication

Stakeholders were questioned, on behalf of their broad representative group, as to their preferred methods of internal (within their stakeholder group) and external (across groups and between industry sectors) communication.

Internal

The preferred method of internal communication identified by most stakeholder groups was through face-to-face meetings or gatherings. Other methods identified include phone, postage mail, newsletters and articles, personal emails and bulk emails. However, some reservations were highlighted about using email due to the variable level of computer use and competency across some stakeholder groups.

External

When communicating outside of their specific stakeholder group, respondents believed it was important for;

- The message to reach the broadest audience relevant to the topic;
- Communication be positioned at the appropriate level for the target group; and
- The most appropriate mechanisms to be used.

There was a number of communication mechanisms suggested that would be preferred by a majority of stakeholder groups. These included various personal tools which target stakeholders personally, including workshops, launches, meetings and public forums, as well as other mechanisms such as the internet, email, mail, fax and print media.

Engagement

Communication methods previously identified were recommended as being effective in the engagement of seafood stakeholder groups.

Face-to-face interaction in small groups or individually was identified as an effective method, as it is a flexible way of communicating messages to stakeholders. It was, however, recommended that the facilitator/communicator be highly competent and approachable, and that there be an existing level of trust between parties prior to initiation of discussion, particularly when attempting to engender a level of ownership between parties.

Some forms of communication such as mail, fax and email were deemed to be less effective, especially in engaging those stakeholders that are traditionally not actively participating in industry activities or communication trails.

4.2. SUMMARY OF RESPONSES – STAKEHOLDER GROUPS

The following section highlights the results and opinions of each stakeholder group, including what they believed were the key requirements for effective stakeholder engagement.

RESEARCH ORGANISATIONS

Science is about the theory of knowledge and as such incorporates numerous methodologies to acquire such knowledge. Research organisations are about acquiring knowledge both positivist and phenomenological. Positivism is about cause and effect, while phenomenology is about searching for meanings, and interpreting the world rather than explaining it.

Research organisations are governed by the 'need to know'. Within research there are two broad traditions of scientific methodology – those who advocate the use of scientific and usually quantitative methods (numerical statistical methods) and those who support the use of more humanistic and qualitative methods. Regardless of what methodology, researchers are interested in adopting methods that will produce, facts, using statistical data, looking for correlations between different facts and searching for causal connections. Researchers today are commonly incorporating pragmatic approaches to research, working collaboratively with other schools of thought to acquire holistic understanding of the subject matter.

In investigating the development of EMS awareness with researchers, it is interesting to note that whilst their first exposure to EMS did not include face-to-face personal communication, this is what they feel is required. The first exposure to EMS for this group was through conferences, written brochures on EMS systems in the market place, environmental incidents and auditing. This group did seek more information after their first exposures, particularly through people with whom they could communicate on a personal level.

There was a mixed response toward their understanding of EMS, including the benefits of EMS, from this group. To increase their level of understanding of EMS, they discussed the need for personal communication, particularly on-ground experience, networking and workshops, speaking with peers, liaising with colleagues as well as investigating EMS in other industries.

Effective engagement of researchers requires resources. Although some EMS's being developed do not directly require research input, the need to be involved was highlighted. The realities of getting researchers involved means that EMS may need to be discussed at existing forums such as Fishery Management Committees where most key stakeholder groups are represented (unless the costs of their involvement is recovered from industry). This raises the issue of how researchers are able to get involved in the review process. Establishing partnerships between EMS groups and research providers is thought to be a professional and practical approach. An interesting finding was that engagement in the EMS process needs to be initiated by the researchers as much as the industry EMS group, thus creating a two-way communication channel.

Key requirements for successful engagement – Research organisations

- EMS groups need to identify their priority research areas or needs, involve researchers early on in the process and build needs into current research programs;
- Need resources i.e. fund them directly for their services, or source external funds; and
- EMS Network - establish a partnership between EMS groups and research providers, which will allow for professional input into the planning phase.

INDUSTRY MEMBERS

Industry members are those who are involved in the 'day to day' operationalisation of a seafood business. Industry groups are built on the premise of shared values and meanings and as such industry members associate the business of seafood as representative of 'self'. The context or domain in which this group considers engagement is based on local knowledge (local lived experience), and it is their experiences and knowledge that 'research organisations' (see previous) suggest is needed to ensure a holistic engagement process.

Local knowledge is the local reality based on lived experiences in a region, built through shared stories, memories, shared events and locally-specific relationships between people, places and ecosystems. Industry members are governed in principal by economic and lifestyle factors which impact on their overall wellbeing. As such (in general) industry members will be motivated by a need to develop their business while attaching significance to place and family.

Industry's first exposure to EMS was through organisations such as Seanet, conservation groups and within the context of developing codes of practice for industry by industry. More information on EMS was sought from peers, other conservation groups, Seanet as well as being sourced from the literature.

Industry stakeholders considered that they have a basic understanding of EMS but are yet to appreciate the benefits to be derived from an EMS. The initial understanding of EMS was achieved through hard work and commitment in undertaking an EMS process, consulting with others and discussing EMS with Seanet officers. It was suggested that better understanding of EMS could be achieved through the use of consistent terminology, reducing the Government agency duplication in reporting requirements as well as having access to specific base resource materials on EMS.

Face-to-face meetings in small groups are considered to work best for engagement in EMS and there is a need for the information to be communicated in "industry speak". It was identified that there is a need for skilled and trained facilitators with industry knowledge to work with industry on EMS because industry needs to understand the potential benefits, which may be more clearly articulated by such people. Industry suggested that a successful process of engagement should be an iterative one whereby constant networking takes place, initiated firstly by one-on-one interaction.

In terms of identifying factors that will influence industry stakeholders to engage in EMS, it was suggested that after EMS is adopted by one group, then through informal communication, it is likely that other industry groups

will discuss the merits of adopting EMS and this will achieve a 'flow on effect' throughout the industry. It was also recognised that the 'big stick' approach of government threatening to close fisheries is also likely to encourage the adoption of EMS.

Overall, the issues emphasised by industry stakeholders were the need for personal communication on EMS and the need for this communication to be supported by trained facilitators.

Key requirements for successful engagement – Industry members

- Want demonstrated benefits/results of implementing an EMS;
- Need to follow a slow networking process which begins with one-on-one interaction;
- Ensure that meetings are of appropriate duration and are interesting to the stakeholders;
- Consistent terminology used; and
- Need skilled and appropriately trained facilitators with industry knowledge (no baggage), probably quite young and open-minded.

GOVERNMENT

Government stakeholders are generally made up of public servants and ministers who tactically position themselves and resources for future action given the political and administrative systems of the day. Government as a rule is less flexible than other agencies and has historically influenced community/stakeholder decision-making from a 'top down approach'. In many cases as a result of this practice, industry and community expectations of an appropriate government response has not been met (Cavaye 2004).

Government stakeholders communicate through a number of mediums – using state of the art telecommunications, meetings, and committees and working groups as a means to share knowledge and undertake collaborative projects. They usually have a broad knowledge of policy but are less likely to be concerned with or governed by 'the emotive' reasoning of local-community stakeholders. Strong planners, government bodies are usually receptive to 'the engagement process' in the first instance but not necessarily throughout the entire process. Often the degree to which government stakeholders engage with other departments, organisations and communities will be determined by their needs on the day.

The first exposure to EMS by Government stakeholders was through a wide range of sources such as information prepared by the International Standards Organisation (ISO), ESD materials, Commonwealth Government documents, international market information and information provided by other industries. This group sought more information from the internet, colleagues, Seafood Services Australia, and literature including that from other industries and conferences. Hence, the range of sources used to obtain more information on EMS and the context of the first exposure to EMS is broad.

This group had mixed understanding about EMS and its benefits. Some people surveyed believed that they had a good understanding of the EMS concept and what it intended to achieve. However, others commented that there was confusion as to what were the 'drivers' for EMS in the seafood industry. Further information on EMS was gained through involvement in implementation of EMS, discussion with peers, internet searches and seeking information from other industries. This group suggested the development of a 'How-to' guide to EMS.

A range of preferred internal (within Government) and external methods of communication for this stakeholder group were suggested with the majority being personal communication on EMS, such as face-to-face contact, phone calls, port visits, personal emails, as well as communication through representative bodies.

It was suggested that conferences would really only be beneficial to Government people who are already engaged in EMS. Another suggestion for the preferred method of communication was to initially identify a key environmental issue on which to focus early in the process. This creates an early 'win' to be communicated and provide a base to work from, and may help to generate enthusiasm. It was further suggested that there is a need to keep government agencies up-to-date on EMS within industry, including compliance in the adoption of EMS over the longer term.

This stakeholder group identified that an understanding of the benefits of EMS is a key factor in influencing other stakeholder groups to engage in EMS. An understanding of the roles within the EMS and that the EMS really needs to be core business and not an "add on" was considered important. It was also suggested that a publishable, readable narrative of EMS was needed as well as targeting key people in obtaining early commitment from Ministers and Senior Government officials regarding the EMS process.

Key requirements for successful engagement - government

- Networks – A need to recognise the different roles and relationships between and with government, allow government to kept up to date on all latest EMS information and inform industry of funding opportunities;
- Proven benefits/results of implementing an EMS;
- Get commitment from the top (Minsters, Senior Govt officials); and
- If less government regulation is a goal, then agree to a common vision of what EMS can achieve and find the right person, people and/or department to drive the process.

INDUSTRY ASSOCIATIONS

Industry associations are peak bodies representing industry stakeholders and operate to meet the collective needs of their members. They are singular in interest and usually represent one sphere of the overall sector. Associations and co-operatives act on behalf of their members and address the concerns of that membership.

Comprising of industry members, associations are often powerful lobbyists who are familiar with the views and idiosyncrasies of the seafood industry. Historically associations have been seen to be reactive in nature and less prone to seek a holistic approach to natural resource management. However with the advent of sustainable development and triple bottom line policies, industry associations are increasingly embracing research and development bodies as a depository of information from which to guide their sector.

Commitment, long-term view, stability, and a partisan perspective drive this group. Eggins and Reynolds (2003) make the point by drawing on theories of social identity and self-categorization, that the demands made of citizens (or specific groups) to be both flexible and stable are quite difficult to reconcile - this may be the case for such associations.

As a consequence of their composition such organisations while au fait with the needs and interests of their members, may be less informed of wider triple bottom line applications of natural resource management policies and therefore resist change.

The first exposure to EMS for industry associations was through Seafood Services Australia, experience in other industries, peers, industry workshops as well as through implementation of EMS within the industry. Further information was sought through brochures, industry implementation, Fisheries Research and Development Corporation (FRDC), Seafood Services Australia, Australian Government Department of Agriculture, Forestry and Fisheries and the internet.

In general, there was a perceived understanding of EMS but also a notion that this was somewhat limited across the various sectors of the industry. This group used personal communication to achieve an understanding of EMS including involvement in EMS projects, discussions with peers, Seafood Services Australia meetings, conferences as well as seeking out literature. Increasing the understanding of EMS for this group may be achieved by promoting a completed EMS, developing templates and tools as platforms for EMS, considering fresh promotional ideas and presenting EMS in an appropriate format.

The suggested methods of communication on EMS, especially internally, concentrated on personal communication such as topic-specific discussion at industry meetings, appointing an EMS officer, one-on-one interviews, face-to-face communication, peer review amongst industry, stakeholder meetings, and a "hands on" process. It was identified that communication within the industry needed to be at an appropriate level. The preferred methods of external communication included press releases, telephone, meetings, newsletters, pamphlets, industry publications, mail-outs and short email communication.

Overwhelmingly, the responses relating to effective engagement of industry associations centered around the need for a person who works close to industry who is contactable, approachable, has reliable communication skills and who has developed a level of trust with the group. Again, face-to-face communication was considered the best method for engagement in EMS. Fishers talking with other fishers and highlighting experiences was suggested as a good way of getting the message across to the wider industry. Concise, short communications of what is available and clarity of message was considered a key requirement for effective engagement.

It was also suggested that another organisation relating to EMS should not be created. Confirmation that other primary producers are adapting or exploring EMS to some extent was considered important to this stakeholder group and this would provide a platform for industry associations to look at the merits of EMS and its adaptability.

Funding needs to be allocated to people who can facilitate, engage and support industry groups who want to pursue an EMS. It was suggested that industry associations have the best understanding of how to engage their members and wider industry participants and if EMS is being pushed 'top down' from Government without utilising the association structures, then engagement of EMS will be difficult. It was suggested that the more relevance that can be demonstrated to individual enterprises, the better the engagement and uptake of EMS will be. It was highlighted that an EMS should not be seen as the same as a voluntary code of practice.

Key requirements for successful engagement – Industry associations

- EMS Support officer providing one on one support to industry and other stakeholder groups – continuity of information;
- Need to develop trust within the industry;
- Hands-on demonstration/experience of EMS;
- Want demonstrated benefits/results of implementing an EMS;
- Promote ownership throughout industry; and
- Involvement of associations in EMS related activities.

NON-GOVERNMENT ORGANISATIONS

Non-government organisations play a valuable role in delivering programs and building partnerships with the wider community. Such organisations often comprise of volunteers and part-time employees from a range of backgrounds (policy, research, community and business) who are deeply motivated and willing to adopt new strategies to address state and national policies. Often flexible in their attitudes, non-government organisations are regularly up to date with current thoughts about their industry.

Given the nature of their business, non-government organisations are often equipped to undertake a range of engagement processes. Less intimidated by change, non-government organisations are receptive to working collaboratively with governments and other communities of interests in their endeavour to address such issues, as natural resource management and environmental management systems.

This groups first exposure to EMS varied significantly as did the ways in which they sought more information. This included through literature, Seafood Services Australia, the internet, other industries and the EMS pilot projects. The understanding of EMS in this group is still developing, and similar to the industry stakeholders, there is a need to better understand the benefits of EMS. Their understanding also depended on the industry group with which the NGO was involved. This group indicated that they would like to be more involved with EMS.

It was noted that NGO's tended to go to 'organisations of credibility' to better understand EMS, such as the Australian Seafood Industry Council (ASIC), Fisheries Research and Development Corporation (FRDC), Natural Heritage Trust (NHT), as well as undertaking formal training, consulting available resources or through being involved in the implementation of EMS. More exposure and involvement with EMS is thought to be a way of increasing their understanding of EMS.

Again, the preferred method of communication with this stakeholder group was face-to-face communication with industry on EMS. Interestingly, face-to-face communication was preferred, as it also allowed for different techniques to be adopted relevant to the situation at hand. Hence, more quality interaction on EMS is likely to bring about more innovation and ideas relating to the issues raised in an EMS.

Key requirements for successful engagement – Non-government organisations

- Development of trust between the parties;
- Hands on guidance;
- Local approach;
- Delivering results; and
- Clear articulation of the benefits of an EMS.

SERVICE PROVIDERS

Service providers are more business oriented, concerned with providing products and services that improve seafood businesses, whilst ensuring sustainability and profitability of their own.

Specialists in their fields, i.e. economists, business management and ecologists for example often view environmental management systems – natural resource management from a specialised and narrow perspective. Often with backgrounds in research (scientific) or business, service providers are highly motivated by industry needs vis a vis the market place. Often well informed on topical matters, service providers have an appreciation for the industry and are familiar with their client base.

Service providers are well versed in discourse skills and often have strong facilitator expertise. These people as a rule are adaptive and knowledgeable and prepared to seek information when necessary to ensure they optimise their business outcomes.

The first exposure to EMS for service providers occurred as a result of increased sustainability issues relating to the seafood industry as well as the introduction of the EPBC Act. More information on EMS was sought from Seafood Services Australia and workshops.

This group believes that they have an adequate understanding of EMS that has been achieved through meetings, literature and information from Seafood Services Australia. Understanding of EMS could have been improved by further promoting the key EMS messages and the key benefits from EMS. There is also the need to have different selling methods to influence different stakeholder groups to influence engagement in the EMS process.

Key requirements for successful engagement – service providers

- Identify key stakeholders, influencers and decision makers;
- Network - Roles must be defined in the relationship;
- Need to see results (stakeholders need results for positive recognition);
- Need drivers for deckhands and workers, not just the owner or manager;
- Use different approaches for different groups and levels;
- Need a staged process to any training;
- Industry knowledge; and
- Good relationship and rapport with clients.

5 DISCUSSION

The results of the survey showed that all stakeholder groups have an awareness of environmental issues and EMS in the seafood arena. However, most are not confident that they clearly understand the principles or values/benefits (especially \$ value) of an industry member implementing an EMS and therefore do not readily assist or involve themselves in the promotion of EMS throughout the seafood industry.

Face to face communication was consistently identified as the best method for communication of EMS information and benefits to all seafood stakeholder groups. Face to face individual/group meetings coupled with demonstration of an EMS with the seafood industry or another primary producing sector were consistently identified as the best method for communicating and engaging seafood stakeholders. To do this effectively it must include a facilitator not only with an in-depth knowledge and understanding of EMS within seafood and other primary producing sectors, but also one that must be receptive to each stakeholders group requirements (gain trust) and with an approachable personality. It was clearly indicated that there is a need for personalised communication and potentially the provision of a Professional EMS officer.

Throughout the consultation/communication methods used during this project it was identified that the use of generic surveys does not work, stakeholders are more likely to be involved and interested if engaged via a one-on-one meeting, workshop or telephoned.

5.1. KEY FACTORS FOR SUCCESSFUL STAKEHOLDER ENGAGEMENT

As mentioned in the introduction, there is a clear difference between just 'being consulted' and actually engaging with an individual or group to the point where commitment and ownership of the issue is achieved.

It was clear from the attitudinal study conducted that there was significant crossover between stakeholders groups on what they believed was the most effective way industry stakeholders could be engaged in Seafood EMS that led to recognition of the subsequent outcomes by all groups.

The key factors for successful stakeholder engagement in EMS within the seafood industry, identified during this study are:

1. Demonstrated benefits
2. Personal Consultation/Interaction
3. Early Involvement in the development/implementation of an EMS
4. Generation of trust by facilitators
5. Efficient and reliable Seafood industry EMS network (also assist in ongoing engagement and recognition)
6. Applicable/easily related to own industry/individual operation
7. Easily accessible information sources

All seafood stakeholders consulted in this study indicated that they know where additional information on EMS is available therefore the current communication methods used to distribute these sources throughout the industry are working successfully. Therefore it is recommended that the focus for future engagement of seafood stakeholders in EMS is on the first seven key factors identified above. Table 1 shows engagement methods and tools available that address the key factors identified.

Table 1: Methods and tools available to address the key factors for successful stakeholder engagement

Key Factor	Method Identified	Engagement Tool
<p>Demonstrated benefits</p>	<p>It has been identified that understanding the costs and benefits of implementing an EMS in the seafood industry is required to gain recognition of the usefulness of the process. Although many industry members want to see the economic benefits of implementing an EMS, they also want to see indirect benefits such as improving public perception of environmental performance.</p> <p>A trial analysis is currently being undertaken by URS Consulting, with participants of the EMS Pilot program.</p>	<p>Although there is no specific engagement tool relating to this key factor, this information, once collated, should be included in all engagement tools mentioned in this table. The experiences of current EMS holders in gaining direct and indirect benefits should be continuously communicated. This will influence stakeholder perception of the benefits of EMS and bring more groups 'on board'.</p> <p>Tools are specific to each individual stakeholder group</p>
<p>Personal Consultation/Interaction</p>	<p>Face to face interactions in small groups or individually was identified as one of the most effective engagement methods to achieve successful engagement of seafood stakeholders. However, although identified as one of the most effective methods it is generally one of the most costly, and unfortunately cost and time restraints usually influence the engagement tools used when consulting stakeholders. In an ideal situation all stakeholders would be consulted one on one, on numerous occasions, to ensure all their input is considered in the end result. However, realistically this is impossible to achieve without infinite resources.</p>	<p>A stakeholder analysis could be a tool used in planning and undertaking face to face interactions. This ensures the broadest range of stakeholders is identified, enables these to be prioritised in order to achieve the most informative and useful feedback and determine what level of understanding of EMS they have. This tool was used successfully for this study. Indirectly it also acts as a means to first initiate engagement/inform the stakeholder community in the development or implementation of an EMS within a seafood sector.</p> <p>There are numerous engagement tools available to effectively engage stakeholders through face-to-face interaction. This needs to include the key factor identified of 'generation of trust by facilitators' in order to work effectively (refer below)</p> <ul style="list-style-type: none"> • Conference – depending on the availability of resources these can be large scale and lengthy occasions • Key stakeholder interviews • Speak-outs/public meetings • Workshops

<p>Early Involvement in the development/implementation of an EMS</p>	<p>All stakeholder groups should be involved in the development/implementation of an EMS as early on in the process as possible. This should include providing all stakeholder groups with provisional timelines of when outcomes will be achieved and an indication of what areas each stakeholder group could contribute.</p>	<p>This can be achieved either all together in focus groups or individually using smaller workshops.</p>
<p>Generation of trust by facilitators</p>	<p>Contracting an experienced facilitator with an in-depth knowledge of the seafood industry and EMS will generate trust and therefore lead stakeholders to become engaged in the process. If there is currently no one available within the industry that has these skills then it will be difficult to achieve engagement of the industry association and industry stakeholder groups using other tools discussed.</p>	<p>As previously mentioned this is required to make any face-to-face interactions, especially workshops and multiple stakeholder group meetings successful in engaging the seafood community in EMS.</p>
<p>Efficient and reliable Seafood industry EMS network (also assist in ongoing engagement and recognition)</p>	<p>The development of a seafood industry EMS network is imperative for ongoing engagement of all seafood stakeholders groups. It is recommended that one group lead this, however two way communication by all stakeholder groups needs to be encouraged to maintain engagement. In doing so the roles of each stakeholder group needs to be defined prior to or during its development, especially the role of Government in the EMS process. This should include timely updates on the latest EMS information, personal experiences in implementation of EMS in the seafood industry – both positive and negative, updates on legislation relating to EMS etc. Due to the array of stakeholder groups and locations around Australia, this needs to be moulded to suit all groups and involve numerous communication tools such as email – both individual and group, newsletters, regional workshops/forums, on-site visits to operating EMS's etc. These should be aimed at all stakeholder groups in general and then individual groups that require specific information such as industry stakeholders who are implementing an EMS.</p>	<ul style="list-style-type: none"> • Citizen committees • Electronic democracy • Media releases • General correspondence – electronic newsletters, email, mail, etc. Newsletters do not necessarily have to be all about EMS, but the information could be incorporated to currently successful newsletters such as fish-e-news.

Applicable/easily related to own industry/individual operation	<p>Showcasing an operational example of EMS either in the seafood industry or in the agricultural sector will show how other stakeholders can successfully replicate the process.</p> <p>This would also be a great method of reinforcing the key factor 'Demonstrated benefits' previously described.</p>	<p>Workshops or forums incorporating a tour of an operation with a successful EMS.</p> <p>Incorporate EMS holders into workshops or conferences to provide real life experiences.</p>
Easily accessible information sources	All seafood stakeholders consulted in this study indicated that they know where additional information on EMS is available therefore the current communication methods used to distribute these sources throughout the industry are working successfully.	There is a need for continual improvement of current communications tools used and ongoing marketing of the availability of these resources.

The Citizen Science Toolbox on the Coastal Cooperative Research Centre (CRC) website offers a comprehensive list of tools and methods, and relevant case studies. A summary of the relevant tools is provided in Appendix II.

5.2. STRATEGIES TO ACHIEVE RECOGNITION OF SEAFOOD EMS

A pre-requisite to achieving recognition of EMS is successful stakeholder engagement. The following is a stepwise process to the preferred approach of developing an EMS that will use and incorporate the key factors for successful engagement and should provide the best chance of achieving positive recognition by the seafood community.

1. The seafood business proactively identifies a need to better manage environment and engage with staff - **INTERNAL RECOGNITION**
2. Provide a forum to engage with seafood community and other stakeholders to identify their needs and requirements out of an environmental management system or program. Time must be provided to encourage different stakeholder groups to work together and to understand their different points of view – **PERSONAL INTERACTION AND EARLY INVOLVEMENT OF STAKEHOLDERS IN DEVELOPMENT, UTILISING TRUSTED FACILITATORS**
3. Design or use an established system that provides a compromise between the needs of the seafood community and other related stakeholders, such as international markets – **USE A SYSTEM THAT CAN BE ADAPTED TO SUIT INDIVIDUAL/INDUSTRY NEEDS**
4. Update and provide stakeholders with continuous opportunities to comment and provide input at all stages of the development process – **UTILISE THE SSA NETWORK AS A SOUNDING BOARD**
5. Invite a qualified member of one of your stakeholder groups to undertake a second party audit (internal) of your system and encourage refinement and communication of the results. This reinforces the commitment made to engage different stakeholder groups – **FOSTER TRUST AND CONTINUOUS INVOLVEMENT OF STAKEHOLDERS**
6. Promote your system and the benefits it achieves because of the input provided by multiple stakeholders – **RECOGNITION IS ACHIEVED THROUGH ENGAGEMENT OF STAKEHOLDERS IN THE DEVELOPMENT AND IMPLEMENTATION OF EMS**

6 RECOMMENDATIONS

All seafood stakeholders consulted in this study indicated that they know where additional information on EMS is available therefore the current communication methods used to distribute these sources throughout the industry are working successfully. Therefore it is recommended that the focus for future engagement of seafood stakeholders in EMS address the key factors identified in section 4.1. Also:

- The engagement process needs to be ongoing to ensure all stakeholders have adequate information and understanding within the context of the seafood industry.
- The engagement process needs to incorporate the building and maintenance of a network system between all stakeholders to ensure:
 - Roles and responsibilities of each group are known throughout;
 - New information can be circulated efficiently; and
 - Communication is not a one-way process.
- Key 'engaged' stakeholders or core groups should be involved in EMS product development and then extend/communicate to the rest of the industry.
- Provision of funding, not only to industry members implementing an EMS, but also other stakeholder groups including researchers needs to be available.

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APPENDIX I: FOCUS GROUP QUESTIONS FOR THE SEAFOOD EMS SUMMIT HELD IN BRISBANE 2005

Theme	Questions to be asked	Which will tell us
Raising awareness	What was your first exposure to EMS, and in what context did this occur?	Determine how long the stakeholder group has been aware of EMS and why the stakeholder group first generated an interest in EMS.
	After this initial experience, did you need/seek more information?	Determine if the stakeholder group sort more information on EMS.
	If you sought extra information, where did you get this information?	What type of communication mechanisms did the stakeholder group use to get more information
Understanding	Do you believe you and your stakeholder group have an adequate understanding of EMS, including its benefits? Yes/No (Describe)	Gauge the current level of understanding of EMS and its potential benefits
	If yes, how did you reach this understanding? (resources, contacts, etc.)	The forms of communication that were effective in achieving the understanding
	If not, what do you believe could be done to increase your understanding?	Identify ways of improving communication in the future
Communication	From your experiences and that of your stakeholder group, what are the preferred methods of internal (within your industry) and external communication (outside of your industry – govt, media etc) for your group?	Identify specific internal and external communication methods that are preferred by each stakeholders group
Engagement	Do you consider the communication methods identified above to be effective in the engagement of your stakeholder group, specifically in generating ownership and involvement in EMS related activities? Why/why not?	Will these communication tools, in addition to educating stakeholders on EMS activities, also encourage stakeholders to become involved in the activities raised?

	<p>What are key requirements for effective engagement of your stakeholder group?</p>	<p>Key determinants for an effective consultative process, specific to each stakeholder group. Key success factors to engender ownership with stakeholder groups</p>
	<p>Have you experience with, or are you aware of any factors that would influence other stakeholder groups beside your own, to engage in EMS?</p> <p>Research Organisations Industry Government Non Government Organisations Industry associations Service providers</p>	<p>Discover stakeholders experience with engaging other stakeholder groups in EMS or related issues. Determine perceptions of stakeholder groups of each other. These can then be compared to determine their accurateness. What each stakeholder group needs to 'begin and maintain' engagement on EMS</p>

APPENDIX II: A SUMMARY OF TOOLS AVAILABLE FOR ENGAGING CITIZENS IN SCIENTIFIC ISSUES (adapted from the citizen science toolbox on the coastal cooperative research centre - CRC)

TOOL	DESCRIPTION	OBJECTIVE	OUTCOME	SUITABILITY	RECOMMENDED
Citizen committees	Also known as public advisory committees and public liaison committees, these consist of a group of representatives from a particular community or set of interests appointed to provide comments and advice on an issue. Generally, relevant community groups and agencies are invited to nominate as members of the committee, although people with specific skills may also be asked. Members meet regularly to provide ongoing input and advice over the duration of the project. (Ontario Public Consultation Guide 1994:26) These generally have an agreed life span and are normally organised at the local level to address a specific issue.	The objective of citizen committees is to provide broad-based input into planning and decision-making from a range of groups and agencies that are affected by a proposal or issue.	The citizen committee may have sufficient ownership of a project or issue to take responsibility for the actions that are needed. Where the citizen committee's role is more in a consultation and planning mode, the final plans will be based on better information and deal with a wider range of issues as a result of this broad-based and extensive consultation mechanism.	Industry Government Community Can be used for: Engage community Discover community issues Develop community capacity Develop action plan Communicate an issue Build alliances, consensus	High (Stakeholders participate in decision)
Conference	A conference is usually organised by a like-minded group or association to share information, present the latest innovations, and/or to make decisions about or on behalf of the organisation. Conferences can vary from 'shoestring' budget gatherings to large-scale, week-long events that may justify hiring a professional conference organiser. Often, conferences provide an opportunity for organisation members who are geographically scattered to gather, learn, and socialise. The venue and presenters need to suit the types of people who will be attending. That is, a camping conference may suit backpackers, but an organisation whose members have young children, or are aged, will need a venue that suits these special needs.	A conference provides a venue to bring a large group of people together to share information, hear the latest updates on a topic or issue, and make decisions.	The conference outcomes should include a report that includes all presentations and decisions for future reference; participants who have received up-to-date information; and outcomes may include recommendations or an action plan for future directions and outcomes.	Industry Government Community Can be used for: Showcase product, plan, policy Engage community Discover community issues Communicate an issue	High (Stakeholders participate in decision) Medium (Opinions noted) Low (Information only)
Delphi study	The Delphi group approach is a technique for gathering data	A Delphi study aims to	The Delphi study process should lead	Industry	High (Stakeholders

	<p>that is similar to focus groups. Its value is that unlike focus groups, Delphi groups do not have to physically meet. The Delphi technique is a method of generating ideas and facilitating consensus among individuals who have special knowledge to share, but who are not always in contact with each other. Delphi study carefully selects individuals who have knowledge necessary to analyse a specific problem.</p> <p>‘Most often, Delphi studies are conducted through the mail, by [email], telephone, and sometimes by personal interviews. However, this technique can also be used with faxes and e-mail. Initially, the participants do not interact with each other. Through the efforts of one [facilitator], who serves as a clearinghouse, the panelists see and react to each other’s ideas. Through a series of surveys, they share and generate new ideas based on an emerging consensus among the panel members.’</p> <p>James M. Nehiley, Ph.D (2001) How to Conduct a Delphi Study http://extmarket.ifas.ufl.edu/FOCUS.html</p> <p>Nehiley says ‘the Delphi technique is an innovative way to involve busy experts and specialists who may not be able to come together to brainstorm, but who nevertheless need to interact with each other to generate new ideas’. Using email, one central contact person (who may be conducting research) will send questions and background information to individuals who have been selected on the basis of the relevance of their expertise. These people will reply, stating their thoughts on the topic. The researcher or facilitator will then compile these ideas to develop a concrete proposal, set of guidelines, or wording for an agreement, and will send this out again for comment. The process is continued until agreement on the wording or process or action to be taken has been reached.</p>	<p>engage a large number of experts and/or stakeholders in a process of coming to agreement without necessitating their leaving their usual domain. This usually involves circulating documents or options papers by email or post so that all comments and suggestions can be noted.</p>	<p>to an agreed set of guidelines and/or recommendations that includes the input of all relevant areas of expertise, regardless of how geographically far-flung this network might be.</p>	<p>Government Community Can be used for: Engage community Communicate an issue Build alliances, consensus</p>	<p>participate in decision)</p>
Electronic	Electronic democracy seeks to embrace existing and	Electronic democracy aims to	Electronic democracy has increased	Industry	Medium (Opinions

<p>democracy</p>	<p>emergent media sources as a forum for allowing members of the public to express opinions and seek to influence decision-making within their community, state, country, or globally . Media sources that may be used for the processes of democracy include television and radio, but the internet is the main way that electronic democracy can be seen in action. While electronic democracy is more an ideal than a reality, electronic democracy is generally discussed in theoretical terms, participation using the web through email, on-line voting and access to information on web sites are widely used participatory tools. People can use email or web sites to register their opinions on proposed developments, on environmental impact statements, and so on. Television and radio stations can set up websites that record listener voting on issues, or to register what are the major community issues for a particular demographic of the community. These findings can then be reported as a measure of community attitudes and issues, increasing the chance that these opinions will be taken into account in government or industry's planning and decision-making processes.</p> <p>Community groups can also develop electronic democracy projects using commercial or not-for-profit on-line servers to develop the technical information infrastructure needed to set up web pages, email list administration, etcetera.</p>	<p>engage more members of the public in expressing their opinions on a website, via email, or through other electronic communications options, in order to influence planning and decision-making. (See the Electronic Democracy Case Studies focusing on the Save Smiths Beach website and Save Ningaloo Reef website.</p>	<p>the number and variety of people who exercise their democratic rights through comments sent to decision-making bodies with regard to proposals and issues.</p>	<p>Government Community Can be used for: Showcase product, plan, policy Engage community Discover community issues Develop community capacity Communicate an issue</p>	<p>noted) Low (Information only)</p>
<p>Key stakeholder interviews</p>	<p>Interviews with key stakeholders with expertise relevant to a particular community issue are lengthy, one to one interviews that may last an hour or two, and require specialist skill to use the time effectively, and to elicit relevant and specific information. The interviewer should be able to gain insights from a 'casual' conversation so the person being interviewed does not get too narrow in addressing a single point (unless you want a lot of info about a specific issue). This interviewing technique is like the technique in focus groups, because you</p>	<p>Stakeholder interviews aim to elicit detailed information and opinions on an issue through wide-ranging discussion rather than specific questioning.</p>	<p>Stakeholder interviews provide a broad overview of the interviewees' opinions about a specific topic that may reveal hidden concerns or ideas that would not be expressed in response to a set number of specific questions.</p>	<p>Industry Government Community Can be used for: Engage community Discover community issues Communicate an issue Build alliances, consensus</p>	<p>High (Stakeholders participate in decision)</p>

	can keep asking questions until you get a satisfactory response. These are expensive and hard to do well, but they are very good sources of information and are especially useful when it is important to understand the views of certain people (because of their position or their expertise).				
Kitchen table discussion	Small meetings within the neighbourhood, usually at someone's home or a local coffee shop. These settings make the meeting informal and participants tend to respond to the more relaxed surrounds. Because they are informal, participants generally are more willing to discuss issues and dialogue is maximised. A kitchen table discussion group is a small collection of people who get together in someone's home to talk, listen and share ideas on subjects of mutual interest. The host often begins by reminding everyone that there are no right or wrong ideas, and that everyone's contribution is valuable. The host also encourages people to listen, to ask clarifying questions, and to avoid arguing or interrupting. Kitchen table discussion groups can be a prime vehicle for social change. Kitchen table discussions are now going 'on line', and are being held around virtual kitchen tables where anyone can join in to discuss an issue (see also Electronic democracy)	Kitchen table discussion aims to encourage people to continue discussing an issue until all members have had a chance to be heard, and provide an opportunity of sharing not only opinions, but information and alternatives for community proposals or issues.	Kitchen table discussion builds a sense of community, provides a venue for sharing, and may generate feedback and submissions on community issues and proposals.	Community Can be used for: Showcase product, plan, policy Engage community Discover community issues Develop community capacity Develop action plan Communicate an issue Build alliances, consensus	Medium (Opinions noted) Low (Information only)
Media releases	Project information released to various media corporations. Media releases are seen as being official and reflecting the corporation/group/agencies' position or the outcome of a project. They can also be used to raise awareness and generate publicity.	Media releases aim to get the widest possible coverage for a community issue or proposal through the publication or broadcasting of the information in the release. It may also elicit further enquiries by the media organisation about the issue, or the group or agency that put out the release.	Wider awareness of an issue or proposal can be achieved if the media release is published or broadcast, and if the essential information is retained.	Industry Government Community Can be used for: Showcase product, plan, policy Engage community Discover community issues Communicate an issue Build alliances, consensus	Low (Information only)

<p>Questionnaires and responses</p>	<p>Questionnaires are the basic research tool used to collect information, and are usually developed and tested to ensure that they are easily understood and will collect the information required. Questionnaires ensure that exactly the same questions are presented to each person surveyed, and this helps with the reliability of the results. Questionnaires can be delivered via face-to-face interviews, telephone interviews, self-complete forms, mail outs or on-line. Questionnaires can be distributed by email as well as posted or faxed. Response sheets can be collected at a workshop, or can be picked up at a workshop and mailed back. These can also be mailed out in ways that reduce postage costs, when they are included in routine mail-outs such as the distribution of fact sheets or accounts.</p>	<p>Questionnaires and response sheets are a measure of community opinion and/or issues at a certain time or in a certain area.</p>	<p>Questionnaires and response sheets provide information on which to base decisions about planning and management of community and/or natural resources.</p>	<p>Industry Government Community Can be used for: Engage community Discover community issues</p>	<p>Low (Information only)</p>
<p>Speakouts</p>	<p>A speak out is an event where a group of people give testimony about a particular issue. The people speaking can be `experts` giving factual information to educate the audience and media, or they can be lay people who are personally affected by the issue talking about their lives, or a combination of both. (Source: http://www.actupny.org/YELL/zine/speakout.html)</p> <p>Speak outs/Soapboxes can be organised events or events that are arranged by participants. They are a venue for public comment and debate and are usually informal with a limited agenda. Formally organised Speakouts/Soapboxes should be relaxed and should not attempt to steer a discussion and hence set an agenda.</p>	<p>Speakouts aim to provide people with specific information on an issue with a venue in which to share their expertise. In this way, speakouts determine issues and gain insight into various perspectives in relation to a community issue or proposal.</p>	<p>Speakouts allow participants to express their views to a wide audience, and result in a wider airing of views, and greater awareness of other people`s contributions to a particular process or issue. Speakouts open up possibilities of collegiate action when participants are experts working in similar fields (see Case Study: Bondi Speak Out.pdf).</p>	<p>Industry Government Community Can be used for: Engage community Discover community issues Develop community capacity Communicate an issue</p>	<p>High (Stakeholders participate in decision)</p>
<p>Stakeholder analysis</p>	<p>Stakeholder analysis is a process of discovering the broadest possible range of people who will be affected by, or are interested in, proposed changes or a community issue. It is a cyclic process of surveys, interviews, feedback and finetuning that allows for community consultation that includes many</p>	<p>Stakeholder analysis aims to ensure that the widest possible range of stakeholders` opinions and needs are known, so that</p>	<p>Stakeholder analysis seeks groups within the community that might otherwise be overlooked in the planning and decision-making processes will have their role as</p>	<p>Industry Government Community Can be used for: Showcase product, plan, policy</p>	<p>Medium (Opinions noted)</p>

	<p>stakeholder groups whose opinions might otherwise be overlooked. As well, through the cyclic process of opinion surveys and feedback, this provides a mechanism for increasing stakeholder awareness and knowledge in relation to an issue or proposal.</p> <p>Through this process, groups can discover common interests that allow strategic alliances to be formed, for example, commercial and recreational fishers may find a common interest that permits them to work together to improve fishing options in a particular bay or catchment.</p>	<p>these can be considered in any future planning and/or decision-making, and to increase stakeholders' knowledge of the issues so that they are enabled to make informed contributions and decisions.</p>	<p>stakeholders recognised, their opinions heard, and their capacity to contribute to the planning and decision-making process enhanced.</p>	<p>Engage community Discover community issues Develop community capacity Communicate an issue Build alliances, consensus</p>	
Workshops	<p>A structured forum where people are invited to work together in a group (or groups) on a common problem or task. The goals are to resolve issues and build consensus for action, rather than provide information and answer people's questions.</p> <p>If the workshop is intended as a community event focusing on a community issue, the selection of participants is determined by knowledge, expertise or by selecting a cross-section of views. Alternatively, workshops can be organised to target particular groups, e.g. young people, or women.</p> <p>Workshops require a facilitator who is able to engage all participants in the discussion. Workshops are a participatory tool that is best used with smaller numbers of participants.</p> <p>The Ontario Public Consultation Guide (1994) suggests a workshop can meet three key objectives of the public consultation program:</p> <p>Understanding the public: workshops allow you to learn in detail the views and suggestions of participants Discussing the issues: other viewpoints and ideas and</p>	<p>Workshops aim to bring participants together in a structured environment (that is, through large and small-group activities, discussions, and reflection) to plan, decide or overcome difficulties.</p>	<p>Workshops can deliver a report, opinions, suggestions or plans that have been collaboratively developed and agreed to by all participants, on an issue or proposal.</p>	<p>Industry Government Community Can be used for: Engage community Discover community issues Develop community capacity Develop action plan Communicate an issue Build alliances, consensus</p>	<p>High (Stakeholders participate in decision)</p>

	<p>possible solutions can be heard in a non-confrontational atmosphere</p> <p>Building consensus for action: participants can have a free-flowing discussion of new approaches that can lead to group decisions or positions.</p> <p>A variety of tools can be used within a workshop. These include many of the tools listed in this toolbox, for example: focus groups and/or visioning</p>				
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