

Commfish NSW
Investment Strategy Workshop

September 2017

Disclaimer: NMAC (SA) Pty Ltd has compiled the information contained in this report in good faith, it does not warrant that the information is free of errors or omissions. NMAC (SA) Pty Ltd is not liable in any way for any loss suffered by the user, or other parties, consequent upon or incidental to the existence of errors or omissions in the information

Table of Contents

Table of Contents.....	2
Tables.....	2
Introduction.....	3
Workshop Process.....	4
Workshop Outputs.....	5
Vision.....	5
Goals.....	5
Strategic Priorities.....	6
Process for application of the Funds.....	6

Tables

Table 1 – Goals, strategic priorities, resources and target date.....	8
---	---

Introduction

Commfish NSW (Commfish) is an advisory committee reporting to the Minister of Primary Industries in NSW. Commfish is comprised of a representative from each commercial fishery sector, an Independent Chair and a representative from NSW Department of Primary Industries, Fisheries Division.

The objectives for Commfish are, to:

1. Provide a link between the Minister for Primary Industries and the NSW commercial fishing industry;
2. Provide advice to the Minister on strategic and operational matters for NSW commercial fisheries;
3. Provide industry input and advice to the Minister on commercial fisheries management and policy in NSW;
4. Provide advice to the Minister on the progressive adoption of co-management in NSW commercial fisheries;
5. Provide communication between the industry and government on issues affecting management and administration of commercial fisheries and share classes.

Commfish is responsible for providing advice to the Minister on the expenditure of funds held in the Commercial Fishery Trust Fund (CFTF). The Fund is established under section 233 of the *Fisheries Management Act 1994*.

The Fund is comprised of:

- a) all fees paid for commercial fishing licences, fishing boat licences and the registration of fishing gear used by commercial fishers, and
- b) all fees and charges paid under Parts 3 and 4 and the regulations made under those Parts (other than community contributions by shareholders under section 77), and
- c) the proceeds of the sale of tags, or other identification, to be used on fish taken by commercial fishers, and
- d) fees for services provided by the Department to commercial fishers, and
- e) any gift or bequest of money for the purposes of that Fund, and
- f) any other money appropriated by Parliament for the purposes of that Fund or required by law to be paid into that Fund.

The Fund can be used to meet the:

- a) the costs of taking measures to enhance, maintain or protect the effective management of commercial fishing, and
- b) the costs of carrying out research into commercial fishing, and
- c) the costs of management and administration of commercial fishing, and
- d) the costs of ensuring compliance with commercial fishing regulatory controls, and
- e) the costs of consultative arrangements with commercial fishers.

To assist the members of Commfish develop a Strategic Investment Plan (the Plan) for the Fund NMAC(SA) was contracted to facilitate a short workshop at the September 2017 of Commfish.

The workshop outputs are to be provided to Commfish as a draft for their further development. It is expected that Commfish will annually review the Plan and ensure it remains relevant and future focussed to guide investment in improving industry and its performance.

Workshop Process

The workshop was facilitated with three working groups comprised of members of Commfish. The working groups identified the key values of the Plan's vision, goals and strategic issues. These key values were then collated and prioritised by the members of Commfish collectively.

To assist the group to consider how to potentially maximise the benefits in any investment from the CFTF Dr Patrick Hone, Executive Director of FRDC, spoke of the relative place of NSW fisheries in a national context and outlined the types of strategic investments that FRDC has made in NSW, with a particular emphasis on industry development and leadership. In considering areas for improved research, development, extension and marketing for the Industry in NSW, Dr Hone highlighted the ability of FRDC, through its various sub-programs, to co-invest in projects with industry and the Department, in order to maximise the use of funds and improve the benefits that flow for that investment.

There was an emphasis on ensuring that as this is Commfish's first Strategic Investment Plan that it be highly focussed and look to identify strategic outputs that can be delivered upon in a short to medium time frame to demonstrate Commfish's desire to progress key strategic issues for the Industry in NSW.

Workshop Outputs

Vision

Commfish was urged to ensure the Vision statement be future-based, inspire and give direction to Commfish as the strategic voice of the Industry to the Minister, rather than as a representative body for the Industry.

The key strategic values for the Vision were identified as:

- Sustainability
- Profitability
- Professional
- Leadership

The Vision statement for the Commercial Fishery Trust Fund (CFTF) was developed from these values and determined as:

A fund that invests in a sustainable, profitable, professional, well led commercial industry.

Goals

In considering the goals for the Plan members were encouraged to consider things they would like to see benefit the Industry the most.

The goals identified were:

- Encourage work and investment to secure the Industry's future
- Contribute to economic growth in NSW through sustainable use and access to our fisheries resources
- Better consultation and inclusion
- Encourage innovation and technology
- Promotion of NSW fresh seafood
- Improve profitability and value
- No stock to be overfished or over fishing
- Develop the public image of the Industry
- Create a peak industry body
- Development a training regime
- Enhance economic growth through the sustainable harvest of NSW seafood
- Strong sustainable markets with profitable returns
- Sustain a profitable fishing industry through partnerships
- Provide programs to promote professional leadership of industry

Through an evaluation process the group resolved that the key goals it should set for its initial CFTF Investment Plan, in priority order were:

1. *Contribute to economic growth in NSW through sustainable use and access to our fisheries resources;*
2. *Encourage work and investment to secure the Industry's future;*
3. *Strong sustainable markets with profitable returns;*
4. *Create a peak industry body;*
5. *Provide programs to promote professional leadership of industry.*

Strategic Priorities

Given the above Plan goals the group was then asked to identify potential strategies that would support delivery against those goals. In developing their views on the strategies, participants were also asked to identify the resources they consider necessary to deliver against the strategies, as well as a target date to deliver the goals. The dates were seen as aspirational, given the ability to deliver is influenced by partnership opportunities and the resources available from the CFTF after core funding has been applied to delivery of fisheries management outcomes.

For each of the goals strategic priorities were identified to support the delivery of the goal. Together with the priorities Commfish was asked to consider what resources they considered were needed to support achieving the goals and also to set a target date to focus the process of delivery. The goals, priorities, resources and target dates are set out in Table 1 (below).

Process for application of the Funds

It is recommended that Commfish, through the Department of Primary Industries, Fisheries make an annual call to the industry, research and potential other service providers for applications that would support the CFTF Investment Plan.

The call should be made in November in order that Commfish can effectively evaluate the amount of their investment capacity for that year and then collaborate with potential providers in order to meet the timing for calls for applications from other funders such as FRDC or DPI's International Engagement Strategy throughout that coming year. Commfish should seek to identify potential partners in project delivery and funding while providing a linkage with other funding providers to maximise benefits from its investments.

All applications should be carefully assessed against a range of criteria. The criteria should include:

1. The priorities in the CFTF Investment Plan;
2. The extent of benefits to the commercial industry;
3. Its cost effectiveness,

4. Support from groups such as the co-management fishery working groups, other fishing groups;
5. Other relevant groups/agencies; and
6. The applicant's expertise and project methodology.

It will be important that Commfish publicise their targeted investment initiatives to the Industry. This should ensure there is broad appreciation of the programs intended to benefit fishers or industry and encourage engagement by industry in the projects developed through the program.

Table 1 – Goals, strategic priorities, resources and target date

GOAL	STRATEGIC PRIORITIES	RESOURCES / PARTNERS	TARGET DATE
<p>Contribute to economic growth in NSW through sustainable use and access to our fisheries resources</p>	<ul style="list-style-type: none"> • Increase biomass and strengthen economic yield; MEY species considerations. • Consultation process for industry and other stakeholders; Peak Industry Body. • Develop niche markets for NSW products. • Create partnerships with Universities, FRDC, and Government. • Create an Accord between recreational and commercial industries to secure access. 	<p>DPI Fisheries</p> <p>DPI Fisheries</p> <p>Sydney Fish Market (SFM) programs, chefs, media, seafood labelling, FRDC, recreational sector</p>	<p>2020</p> <p>2018</p> <p>2019</p> <p>Ongoing</p> <p>March 2019</p>
<p>Encourage work and investment to secure the industry's future</p>	<ul style="list-style-type: none"> • Create a framework to encourage young new entrants, including: <ol style="list-style-type: none"> 1. 5 year apprenticeship (TAFE); low interest loans (Buy into industry); National standards training package; Subsidised courses. • Support industry traineeships including skills in: Leadership, OH&S/, regulated qualifications, induction programs, food safety; Industry funded; • Remove regulatory or other barriers to investment. 	<p>Training and educational service providers</p> <p>Industry funded</p> <p>DPI Fisheries</p>	<p>2024 - ongoing</p> <p>2018</p> <p>2018</p>
<p>Strong sustainable markets with profitable returns</p>	<ul style="list-style-type: none"> • Develop a market strategy for niche, alternative and export markets. • Add value to underutilised or undervalued invasive species. • Better marketing (e.g. Fish and chips), value adding, exports; Invest in technology. 	<p>Marketing professionals, FRDC, DPI International Engagement Strategy</p> <p>FRDC, industry, chefs, Uber Eats (e.g. Fish and chips), Tourism NSW</p>	<p>2019</p> <p>2018</p> <p>2019</p>

Create a peak industry body	<ul style="list-style-type: none"> • Develop plan for a democratically elected peak body. • Introduce a levy based funding system. 	Facilitated industry process, experienced CEO, State-wide industry support	2018
Provide programs to promote professional leadership of industry	<ul style="list-style-type: none"> • Not completed or required as included above. 		