



National Prawn Fisheries Conference 'Beyond the Sea'

Samara Miller



Australian Government

**Fisheries Research and
Development Corporation**

Project No. 2006/303

National Prawn Fisheries Conference: Beyond the Sea
1-3 February 2007

Samara Miller

FRDC 2006/303

Published by the Spencer Gulf and West Coast Prawn Fishermen's Association, PO Box 8,
Port Lincoln SA 5606

ISBN 978 0 646 47375 8

Copyright

© Fisheries Research and Development Corporation and Spencer Gulf and West Coast Prawn Fishermen's Association SA. 2007

This work is copyright. Except as permitted under the Copyright Act 1968 (Cwlth), no part of this publication may be reproduced by any process, electronic or otherwise, without the specific written permission of the copyright owners. Neither may information be stored electronically in any form whatsoever without such permission.

Disclaimer

The Spencer Gulf and West Coast Prawn Fishermen's Association has taken all reasonable steps to ensure that the information content in this publication is accurate at the time of publication. The authors do not warrant that the information in this book is free from errors or omissions. The authors do not accept any form of liability, be it contractual, tortious or otherwise, for the contents of this book or for any consequences arising from its use or any reliance placed upon it. The information, opinions and advice contained in this book may not relate to, or be relevant to, a reader's particular circumstances. Opinions expressed by the authors are the individual opinions of those persons and are not necessarily those of the research provider.

Table of Contents

1. Non Technical Summary	5
2. Acknowledgements.....	7
3. Background	8
4. Need	9
5. Objectives.....	10
6. Methods.....	11
7. Results/Discussion	15
8. Benefits and Adoption.....	18
9. Further Development.....	19
10. Conclusion.....	21
11. References	22
12. Appendices.....	23
Appendix 1 Intellectual Property	23
Appendix 2 Staff	24
Appendix 3 Steering Committee Membership	25
Appendix 4 Program	26
Appendix 5 Conference Sponsors	29
Appendix 6 Facilitated Workshop Sessions.....	30
Appendix 7 Workshop Notes	32
Appendix 8 Feedback Form.....	43
Appendix 9 Delegates List.....	44
Appendix 10 Financial Report.....	46

Principal Investigator: Ms Samara Miller
Address Spencer Gulf and West Coast Prawn Fishermen's Association
PO Box 8
Port Lincoln SA 5606
Telephone: 08 8682 1859
Facsimile: 08 8682 6253

Objectives

- 1 To deliver a national prawn fisheries workshop building on the first National Prawn Fisheries Conference
- 2 To support the establishment of the Australian Council of Prawn Fisheries to advance the prawn industry at a national level
- 3 To strengthen networks between Australia's prawn fisheries
- 4 To provide an opportunity for industry network members to work together in problem solving the national issues relevant to marketing and promotion of prawn product and to develop an action plan to implement the industry's strategic plan

1. Non Technical Summary

Outcomes to Date

Over 80 delegates from across the Australian wild-catch prawn industry attended the Second National Prawn Fisheries Conference '*Beyond the Sea*' in Adelaide in February 2007. Seventy percent of the delegates were grass roots fishers or people directly employed in the wild-catch prawn industry.

The forum was organised to reflect the three themes of improving profitability – improving price, securing volume and reducing costs - in the national strategic plan for the industry. The conference provided a clear mandate to the new national prawn fisheries body, Australian Council of Prawn Fisheries, to implement the ten year strategic plan and provided key messages on what the Council needs to consider in the first instance.

The key messages for consideration by the Council were:

1. Confirmation on the need for all Australian wild-catch prawn fisheries to work together for the benefit of everyone
2. Support for the Council to deliver on the industry's draft Strategic Plan
3. The need for funding of national projects to be compulsory for all wild-catch prawn fishers so that there is equity across the industry in its future investment
4. Provide draft options to delegates for input on a long term sustainable funding model for the Council to deliver on projects
5. The need for the Australian wild-catch prawn industry to achieve a better price for product as a priority out of the draft strategic plan
6. The need for a marketing strategy to promote wild-catch product and differentiate
7. The need to determine the roles between the Council and Seafood Experience Australia so that marketing can be coordinated and provide value for money
8. Recognition that industry has regional issues and there is a need for the Council to consider how and to what extent regional issues may be addressed
9. The need to provide support for industry people to develop skills in the wild-catch prawn industry to take the Council into the future

Australia comprises fifteen different prawn fisheries across Australia with a combined value at close to \$1billion in gross revenue. A look at several other Australian fisheries showed that those that had been successful at addressing issues at a national level had national representative organisations that complemented State-based associations. It was clear that fishery-specific conferences had provided an incentive for stakeholders to come together to

investigate the issues and develop appropriate, coordinated responses. Development of national representative bodies became a logical next step.

In 2004, it was clear that the prawn industry did not have a national forum through which national issues could be discussed and national responses developed. In the absence of such forums, responses were ad hoc at best and in many cases no effective responses were being developed or delivered by the industry. The National Prawn Fisheries Conference held in Cairns in November 2004 connected people across the industry and achieved significant outcomes for the industry which were:

1. A clear charter for future activity of the industry at a national level
2. Formation of a national representative body, Australian Council of Prawn Fisheries
3. Visit to the Spencer Gulf prawn fishery by members of the Moreton Bay Prawn Fishery
4. Invitations to members of the Spencer Gulf fishery to present their management arrangements at two forums for AFMA
5. Follow up interaction between fisheries and key speakers, particularly in the area of marketing and promotion
6. A commitment to host a second conference in 2006 in South Australia

Following the 2004 conference, four wild-catch prawn industry organisations provided funding to develop a draft strategic plan for the next 10 years and further funding was leveraged by the Federal Government to invest in assessing the challenges and opportunities for the industry. The Taking Stock and Setting Directions report became the basis of developing a draft strategic plan for the industry. The report clearly identified that a sustainable and profitable pathway for the industry was achievable. A draft strategic plan was developed by the Australian Council of Prawn Fisheries. The conference became the forum to obtain industry's comments on the strategies in the strategic plan.

The Spencer Gulf and West Coast Prawn Fishermen's Association agreed to host the Second National Prawn Fisheries Conference to strengthen the networks between people in the various prawn fisheries and to support the new national body.

The conference was specifically designed to give direction to the Australian Council of Prawn Fisheries on the priority projects to be pursued under the draft strategic plan. An event manager was contracted to manage the logistics and a professional facilitator contracted to ensure that specific outcomes were obtained and that all delegates were provided opportunity to have input. Information was provided on each theme by invited guest speakers and these sessions were followed by facilitated, interactive discussion among all delegates.

Keywords

Prawns, Conference, Spencer Gulf and West Coast Prawn Fishermen's Association, Prawn fisheries, Australian Council of Prawn Fisheries

2. Acknowledgements

This conference would not have been possible without the supporting contribution from sponsors. The major sponsor was FRDC with other sponsorship provided by: Primary Industries and Resources South Australia – Fisheries, South Australian Research and Development Institute, MG Kailis Group Pty Ltd, Caltex West Coast, Adelaide Fuel Distributors and Rabobank.

The hosting organisation also wishes to acknowledge the contribution and direction provided by the Steering Committee comprising of David Crichton, Barry Evans, Stephen Hood, Neal Harris, Les Lowe, Gordon Farrell and John Wilson.

3. Background

Effective communication and the building of relationships between people within the Australian Wild-Catch Prawn Industry and with others outside the industry in government agencies or research organisations, will assist the industry to work effectively at the national level. This presents a challenge for the major commercial wild-catch prawn fisheries in Western Australia, Commonwealth, New South Wales, Queensland and South Australia.

The National Prawn Fisheries Conference held in Cairns in November 2004 connected people across the industry and introduced a professional facilitator to the process to encourage participation and involvement of delegates. This conference achieved significant outcomes for the industry which were:

1. A clear charter for future activity of the industry at a national level
2. Formation of a national representative body, Australian Council of Prawn Fisheries
3. Visit to the Spencer Gulf prawn fishery by members of the Moreton Bay Prawn Fishery
4. Invitations to members of the Spencer Gulf fishery to present their management arrangements at two forums for AFMA
5. Follow up interaction between fisheries and key speakers, particularly in the area of marketing and promotion
6. A commitment to host a second conference in 2006 in South Australia

Under the Department of Agriculture, Fisheries and Forestry Industry Partnerships Programme, the Taking Stock and Setting Directions project was conducted to analyse the prawn industry sector's current performance and situation, identify the key challenges and opportunities and determine the capacity for the sector to respond to current and future industry profitability. This assessment showed that the Australian Wild-Catch Prawn Industry has a clear-cut and sustainable competitive advantage. Industry investment is needed to maximise this advantage and secure a profitable future for the industry.

Over the last twelve months the Australian Council of Prawn Fisheries has developed a draft strategic plan setting out the direction, strategies and performance indicators for the industry over the next ten years based on the Taking Stock and setting Directions report. This draft strategic plan was posted on the new Council website but it was felt that the feedback on the plan would be limited without a suitable national forum at which industry could provide guidance on the implementation of the plan. It was at this time that the Second National Prawn Fisheries Conference was considered as the best way of encouraging the prawn industry to meet to discuss the three themes to improve profitability of the industry.

The conference was seen as a major link in the planning process by reconnecting the various individuals at a second event, but most importantly to add significant value to the ongoing direction that the Council will take over the next ten years.

4. Need

All Australian prawn fisheries have been impacted to some degree by the overwhelming production of prawns imported into Australia. Whilst each fishery and their respective association group may be putting in place strategies at the local level, there is currently no national approach and response to this threat. There is a need to develop a national coordinated approach to this issue and for fisheries to have the chance to have real input on how these threats will be addressed.

The profitability of all prawn fisheries in Australia has been impacted upon. Profitability will be changed through action on improving price, securing the volume of product for fishers and reducing the costs to industry. If one, two or three of these initiatives are achieved, profitability will improve. There is more chance of succeeding if the prawn fisheries work on these themes in collaboration so that efficiencies are realised and information is exchanged across Australia.

A lack of a clear and strong voice to government results in the national prawn industry missing out on opportunities to work in partnership with the Federal Government on issues that affect all people employed in the industry. With the demise of the Australian Seafood Industry Council the lack of a voice to government has been evident and there is strong momentum for national sector-based associations to be created.

At present the Australian prawn wild-catch industry, unlike many other sectors such as rock lobster and abalone, does not have a regular forum at which key issues are discussed.

In short, there was a need to provide an opportunity for fishers around the country to get together and discuss the strengths, weaknesses, opportunities and threats of their prawn products and to specifically discuss the three themes from the draft strategic plan of improving price, securing volume and reducing costs. There was also the need for prawn fishers to discuss funding, communication and administration models and processes for the national Council. Collaboration on the implementation of the plan will give a clearer mandate to the Council as it implements strategies. At the same time, it was anticipated that the networks would be strengthened by the sharing of information through the workshop sessions.

5. Objectives

- 1 To deliver a national prawn fisheries workshop building on the first National Prawn Fisheries Conference
- 2 To support the establishment of the Australian Council of Prawn Fisheries to advance the prawn industry at a national level
- 3 To strengthen networks between Australia's prawn fisheries
- 4 To provide an opportunity for industry members to work together in problem solving the national issues relevant to marketing and promotion of prawn product and to develop an action plan to implement the industry's strategic plan

6. Methods

The host organisation for the conference was the Spencer Gulf and West Coast Prawn Fishermen's Association. The following people were appointed and assistance in organising the conference was also provided by the Administration Officer from the hosting organisation.

- Event Manager for organising the workshop from start to finish,
- Professional Facilitator for the effective running of the conference, and
- Project Manager for coordinating between the Event Manager and Facilitator who has industry knowledge and who will also manage the Steering Committee and provide general trouble shooting for the conference.

6.1 Steering Committee

Given the close link between the conference and the strategic plan developed by the Australian Council of Prawn Fisheries, the Directors on the Council acted as the Steering Committee for the conference. Membership of the Steering Committee is provided in Appendix 3. The Steering Committee communicated via telephone hook-up and contributed ideas on the themes, topics, speakers, venue logistics, program details sponsors for the conference during the planning stage.

6.2 Conference Program

The theme chosen was "Beyond the Sea" and the key topics were Improving Price, Securing Volume, Reducing Costs, Communication and Funding. This theme was specifically chosen to reflect messages to the delegates that the national Council needs to look 'beyond the sea' and deliver on strategies along the supply chain, that marketing and promotion of our product needs to be on the national agenda, as well as that the national Council needs to focus on issues that impact all fisheries and not get involved with regional issues. The final full program is provided as Appendix 4.

Two social events were organised which was the Great Prawn Taste Off on the evening before the start of the conference and a dinner off site following Day 1. The Great Prawn Taste Off was a competition between six prawn fisheries for the tastiest prawns. Television coverage was organised for this event to profile the industry. The South Australian television cooking show 'Out of the Blue' filmed the Taste Off and one of the two judges for the competition was one of the presenters, Mr Michael Keelan, from the program. These events were primarily to assist the delegates to re-connect and to strengthen the networks between the different prawn fisheries. Post conference tours were considered and not organised given possible time restrictions for fishers to stay on in Adelaide.

Graphics and a slogan was created and used to brand the event to provide consistency and a degree of professionalism. This brand and 'look' for the conference was included in all of the written material developed for the conference, as well as the audio-visual materials, name tags and on delegate satchels.

6.3 Guest Speakers

A significant amount of time went into determining the most appropriate speakers for the conference. In contrast to the 2004 conference which had 31 speakers over two days, only four guest speakers were approached relating to each of the three themes and all agreed to present. The small number of speakers was deliberately organised to allow industry to contribute significantly over six workshop sessions.

Speaker	Company	Session Topic
Peter Singline	Brand DNA, Melbourne	Improving Price
Ross Allan	National Food Industry Strategy, Canberra	Improving Price
Russell Mincher	Challenger Scallop Enhancement Company, New Zealand	Securing Volume
Lachlan Bowtell	Meat and Livestock Australia, Sydney	Reducing Costs

Feedback following the 2004 conference suggested that the most interesting speakers were the people from outside the industry who worked in other countries or other primary industries (i.e. wine industry). Hence, speakers for the 2007 conference were specifically identified from outside the seafood industry.

The Project Manager developed extensive written briefs for each of the speakers about the strategic plan and national direction for the industry to assist the speakers in preparing their presentations. Follow-up discussions occurred with every speaker to ensure that each of the presentations were relevant, provocative and challenging for the delegates to assist with the workshop sessions. Complimentary travel and accommodation was provided to the speakers and thank you gifts were provided to each of the speakers following their presentations.

The Minister for Fisheries, Forestry and Conservation, Senator the Hon Eric Abetz opened the conference on Day 1 as well as attended the social event on the evening before the start of the conference. It was important to have the Minister in attendance to signal the support provided for the national body by the Federal Government. The Minister's attendance also indicated the willingness for industry and government to work in partnership over the coming years with a special focus on the implementation of the Council's strategic plan which was developed through generous support from the Department of Agriculture, Fisheries and Forestry and the Fisheries Research and Development Corporation.

Mr Barry Evans, President of the Spencer Gulf and West Coast Prawn Fishermen's Association was Master of Ceremony for the event.

6.4 Professional Facilitation

A professional facilitator, Mike Williams from Sydney-based Michael Williams and Associates, was engaged given that the format of the conference included six workshop sessions. Mike Williams was approached to be the facilitator based on his experience and understanding of the Taking Stock and Setting Directions process and the people involved during the development of the strategic plan by the Australian Council of Prawn Fisheries. It was anticipated that people who attended the workshops that Mike facilitated in 2006 at Brisbane, Coffs Harbour, Cairns, Adelaide, Sydney and Fremantle may also be attending the conference and that familiarity with Mike's techniques would add value to the event.

Following discussions with Mike it was agreed that a co-facilitator for the conference would not be required. It was a key direction to encourage delegates to contribute their ideas and have input into the strategic plan with a focus on two-way communication and group activities. Adult learning and engaging styles were used.

6.5 Delegates

There was a policy of not excluding anyone who wished to attend the conference. People both working directly and indirectly with the Australian Wild-Catch Prawn industry were encouraged to attend. ABC Media was invited to the conference and were encouraged to attend all sessions as well as the Great Prawn Taste Off.

Anecdotal evidence suggests that the continual challenge with events such as these is to get significant attendance and participation from the fishers themselves. Both the prawn conference in 2004 and Seafood Directions were attended by approximately 50% of fishers and the other 50% were people from along the supply chain and included government agencies and other stakeholders. Hence, a significant challenge was ensuring that as many fishers in the industry were sent the information regarding the conference and encouraged to attend. Seventy percent (70%) of delegates were directly employed in the industry. The remaining 30% of delegates came from government agencies, business consulting companies, research institutions, FRDC, media and indirectly related companies such as a fuel company and banks as well as the Australian Prawn Farmers Association.

The database developed by the Australian Council of Prawn Fisheries was used as a starting point in sending promotional information to fishers about the conference. This database holds contact details of participants from the six workshops held around Australia regarding the industry strategic plan. The following materials were developed:

- DL Flyer designed and colour printed on one side with key information about the event
- A4 double-sided colour brochure folded in half to make an A5 brochure with more detailed information about the event, with double sided registration and accommodation form
- A4 double sided conference program included in delegates satchels
- A4 double sided speaker profiles included in delegates satchels
- A4 single sided feedback sheet included in delegates satchels
- Half page Australian Council of Prawn Fisheries database form included in delegates satchels
- National Strategic Plan included in delegates satchels

A total of 230 flyers were posted to industry people and the majority of these flyers were sent to the Queensland Seafood Industry Association as they were identified as a priority group given the low numbers of Queensland fishermen that attended the previous conference in Cairns. Flyers were also sent to industry and government people who are listed on the Australian Council of Prawn Fisheries database. A further print run of 300 flyers were forwarded to other prawn fisheries across Australia who had already not received a flyer from their listing on the database. The flyer was also distributed electronically via email and distributed to fishing organisations to be included in industry association and cooperative newsletters and mail-outs.

State	Fishery	State	Fishery
SA	SG & WC	NT	Northern Prawn Fishery
	GSV	QLD	Torres Strait
WA	Exmouth		East Coast
	Onslow	NSW	Brunswick Heads
	South West		Ballina
	Shark Bay		Evans Head

VIC	Nickol Bay Broome Kimberley Victoria	Clarence River Coffs Harbour Macleay Hastings Crowdy Head Wallis Lakes Commercial (Newcastle)
-----	-----------------------------------------------	-----------------------------------------------------------------------------------------------------------------

6.6 Sponsorship

Four sponsorship offers were developed which were: Gold, Silver, Bronze and Dinner. The benefits of each tier were documented in a sponsorship paper which was circulated to organisations specifically identified for sponsorship rather than requesting sponsorship through a 'blanket' approach to companies. South Australian organisations were targeted in the first instance and approaches were made to companies in other States. The Steering Committee assisted with identifying and approaching organisations in other States. A policy was made that if sponsorship was received from a particular industry, such as fuel, then sponsorship would not be accepted by another fuel company, so that significant benefits accrued to the sponsors. It became apparent that sponsorship funding is often allocated when annual budgets are prepared and this limited our potential to attract significant sponsorship as requests were made too late in the financial cycle for many companies.

Sponsors were encouraged to include written material in the delegate satchels as well as display z-forms from their companies in the main room. A list of sponsors is shown in Appendix 5.

The gold sponsor, FRDC, was allocated time within the program to address all of the delegates.

One of the bronze sponsors, MG Kailis Group, organised their own session following the close of the conference to discuss with interested delegates information from their engineering division on how they have achieved reduced costs and savings in fuel, as well as the new "Smart Prawn" system.

6.7 Venue & Accommodation

Consideration was given to holding the conference in Port Lincoln but was dismissed early in the process given the additional costs in flights and the time taken to drive that would be incurred for delegates. A selection of different venues in Adelaide was investigated early in the organising process to ensure that a suitable venue would be available for the dates of the conference. The venues considered ranged in price and location, and accommodation was also inspected at the same time. Criteria considered for the venue included space available for 100 people, cost of the venue, amount of natural light in the room, distance from Adelaide airport, approval by the chef to use our own product and not imported product, the number of other eating and shopping places for partners to enjoy and the availability of accommodation close to the room. The Stamford Grand was selected and booked as the most suitable venue and had the added feature of being located on the beachfront at Glenelg.

An alternative hotel providing cheaper accommodation was selected and included on the registration form for delegates to choose to assist delegates in reducing their expenses in attending the conference.

7. Results/Discussion

7.1 To deliver a national prawn fisheries workshop building on the first National Prawn Fisheries Conference.

Eighty three (83) delegates attended the conference including representatives from all prawn fisheries, related fisheries management agencies, research institutions and service providers. One trade show stall was also hired by the Gold Sponsor.

Delegates actively participated in the facilitated sessions, in many instances working through the tea breaks in small groups to provide information. Outcomes of the facilitated sessions were collected and collated between sessions by the organising team. The facilitator reported back to the delegates both verbally prior to sessions and re-capped on Day 2 the outcome from Day 1. Notes from the workshop sessions are provided as Appendix 7.

One of the risks associated with the event was poor organisation. The appointment of an Event Manager and Facilitator meant that the conference was well organised by a team of three including the Project Manager. Feedback on the conference from delegates clearly showed a very high level of satisfaction with the format and the way the conference was facilitated, organised and run.

In organising the conference the organising team elected not to request the allocated \$45,000 to underwrite the event given that the first sponsorship instalment from the Fisheries Research and Development Corporation was high enough to cover deposits needed for venues and initial payments required for the Event Manager, graphic designer and Facilitator.

Extra time was provided to delegates to register for early-bird registration to enable as many fishers to take up the opportunity of a reduced registration fee.

7.2 To support the establishment of the Australian Council of Prawn Fisheries to advance the prawn industry at a national level

The level of activity associated with the Australian Council of Prawn Fisheries following the workshop has been extensive. Key ideas and suggested priority projects were delivered as outcomes of the conference for the national Council to implement. The entire format of the conference was centred on implementing the national strategic plan for the industry and the Council's Board meeting in March 2007 will specifically address the key issues raised

7.3 To strengthen networks between Australia's prawn fisheries

One of the continual challenges for the Directors on the Australian Council of Prawn Fisheries is the feeling of isolation in working to achieve the vision for the wider industry. As a Board of seven people representing many hundreds of people in the industry, it is sometimes difficult to remember that many fishers support the aim of improving price, securing volume and reducing costs with the aim of increasing the profitability of the Australian Wild-Catch Prawn Industry. This conference provided an opportunity for networks to be strengthened between the Board and the wider industry members.

One of the risks with the event was the lack of attendance by prawn fishers. Given the lack of a national wild-catch prawn database, contact with fishers around the country proved to be a challenge. This meant that the organising team needed to rely on associations and cooperatives to pass or mail out the flyers to their members themselves.

Although difficulties were experienced in getting the information on the conference out to fishers, the majority of delegates who attended were grass-roots fishers in the industry. This alone indicates the high performance of the conference and explains why the outcomes from the forum were so focussed. Networks between the delegates were further strengthened during the workshop sessions where delegates on each table were asked to discuss and report back with clear ideas on the next steps for the national body.

7.4 To provide an opportunity for industry members to work together in problem solving the national issues relevant to marketing and promotion of prawn product and to develop an action plan to implement industry's strategic plan

The key messages from the conference for consideration by the Australian Council of Prawn Fisheries were:

1. Confirmation on the need for all Australian wild-catch prawn fisheries to work together for the benefit of everyone
2. Support for the Council to deliver on the industry's draft Strategic Plan
3. The need for funding of national projects to be compulsory for all wild-catch prawn fishers so that there is equity across the industry in its future investment
4. Provide draft options to delegates for input on a long term sustainable funding model for the Council to deliver on projects
5. The need for the Australian wild-catch prawn industry to achieve a better price for product as a priority out of the draft strategic plan
6. The need for a marketing strategy to promote wild-catch product and differentiate.
7. The need to determine the roles between the Council and Seafood Experience Australia so that marketing can be coordinated and provide value for money
8. Recognition that industry has regional issues and there is a need for the Council to consider how and to what extent regional issues may be addressed
9. The need to provide support for industry people to develop skills in the wild-catch prawn industry to take the Council into the future

The Council now has been provided with a clear mandate to implement the strategic plan which will be discussed at the first Board meeting of the Council soon after the forum. Draft options of how the Council may respond to the messages above will be forwarded to people who have registered their contact details on the Australian Council of Prawn Fisheries database for their input so that the mandate for industry is clear and unambiguous.

8. Benefits and Adoption

There have been significant benefits to the industry resulting from the conference.

The Australian Council of Prawn Fisheries has a clear charter to:

1. put forward options back to industry for a long term sustainable funding model for the Australian Council of Prawn Fisheries
2. investigate a compulsory levy for the industry for funding strategies to increase profitability of the industry
3. investigate a marketing project that differentiates wild-caught prawns
4. determine the role of SEA and the Council in marketing strategies for wild-caught prawns
5. develop a clear policy on dealing with prawn industry regional issues
6. support projects that build industry's capacity in its people
7. put in place the most effective ways to achieve good communication across the industry

In line with the original objectives, this project has established the National Prawn Conference on the seafood agenda. Additionally it has exposed members to the details of the strategic plan and has provided some clear messages to the Council which now needs to consider and provide options back to industry.

The charter for the national body from the conference will be further discussed at a Board meeting of the Australian Council of Prawn Fisheries to determine the most feasible options for each. Notes from the conference will be provided to delegates, as well as options on the points above.

A commitment has been made by MG Kailis Group to host the third conference in Western Australia.

9. Further Development

To assist future groups who may be organising further conferences for the prawn industry, the following points are made which were raised during the event:

- A meeting between the Project Manager, Event Manager and Professional Facilitator in the early stages of planning was very beneficial so that this team could meet one another and have time to understand each others roles prior to the event.
- There needs to be people on the Organising Committee who have particular attention to detail during the organisation of the event so that small but important issues are picked up.
- Ideally, a local group (same State or region) should be organised to assist with organising the event and sharing the workload which is particularly important in the months close to the start of the event.
- Organisation of the event should commence as early as possible so that the organising team and staff are able to deliver on specified timeframes for confirming a venue, sponsorship and ensuring that the program is delivered far and wide to potential delegates in the industry.
- A clear running sheet for both the event manager and facilitator is most efficacious. Running sheets for both, creates an unambiguous nexus between event management and internal session management. A comprehensive facilitator's running sheet ensures complete understanding of the directions of the sessions, the intended outcomes and the process by which these outcomes will be facilitated. Integration of the event manager's and facilitator's logistic requirements is also particularly useful as it ensues seamless logistical arrangements and clarity when logistical issues arise.
- If the Steering Committee is made up of people from different States and there is a need for phone conferences, it is suggested to include the Event Manager in the phone conferences so that this person can better understand the ideas contributed by the Steering Committee members.
- When working with a professional facilitator ensure that after Day 1 of the conference that there is flexibility in the program for changes to be made to the workshop sessions which reflects the context and understanding of delegates.
- When there are a select number of interesting speakers, allow enough time for delegates to ask questions following their presentations.
- Ensure that the jobs such as note-taking, recording of outcomes and other jobs during the conference are delegated to others so that the Project Manager can be available to deal with unexpected circumstances.

- The dates of the conference were changed from November to February to be more suitable to as many prawn fisheries around Australia as possible. Given the high number of fishers that attended, consideration should be given to holding future conferences around early February.
- Be aware of people overseas who wish to register for the conference as it is suggested that some people may wish to simply enter the country through a legitimate means and then stay within the country without a visa.
- Have a few laughs during the event when you are most under pressure!

10. Conclusion

Provision of financial support by the FRDC ensured that the conference would occur and was successful.

The facilitative nature of the sessions ensured that delegates were provided not only with the opportunity to receive a variety of perspectives on issues but also with an opportunity to exchange views with other delegates and pass these views on to the Australian Council of Prawn Fisheries.

The conference has resulted in a significant progression in Australian wild-catch prawn fisheries through the establishment of a national representative body as well as establishing long term relationships between members of the various fisheries. It is anticipated that the conference will be seen as a landmark in the development of the prawn fisheries.

Clear outcomes were articulated from the forum and have already provided enormous value to the Council in delivering on the strategic plan. This has ensured that the outcomes are the wish of the industry majority and not just a select few. The key messages from the conference provide confidence to the Council to implement the strategic plan, to investigate each of the strategic issues raised and consider the suggestions made on the best approach to deliver on the most pressing issues facing the industry.

11. References

Clarke, M (2006) *“Taking Stock and Setting Directions; Wild Catch Prawn Industry of Australia Situation Assessment Challenges and Opportunities A Strategic Path Forward”*, 20 April 2006.

12. Appendices

Appendix 1 Intellectual Property

Intellectual property associated with this project are delegates contact details on the database. Delegates were asked to complete a form providing contact details that would also be provided to the Fisheries Research and Development Corporation. It is anticipated that this will be provided to the next conference organising committee.

Appendix 2 Staff

The staff member involved in the project from the host organisation was Samara Miller as the Project Manager. Ms Jenny Kranz, Administration Officer for the host organisation, also provided assistance in organising the conference. The conference was delivered through two consultancy arrangements for event management and professional facilitation.

Project Manager	Samara Miller, Executive Officer, Spencer Gulf and West Coast Prawn Fishermen's Association, Port Lincoln
Event Manager	Catherine Barnett, Proprietor, Barnett Communications & Marketing, Adelaide
Facilitator	Mike Williams, Principal, Michael Williams & Associates Pty Ltd, Sydney

Appendix 3 Steering Committee Membership

The Steering Committee comprised the Directors on the Australian Council of Prawn Fisheries and a representative of FRDC which were:

- David Crichton A Raptis and Sons, Queensland
- Barry Evans Spencer Gulf & West Coast Prawn Fishermen's Association, SA
- Gordon Farrell Farrell Fisheries, New South Wales
- Neal Harris Jowter Seafoods, Queensland
- Stephen Hood MG Kailis Group, Exmouth Gulf, Western Australia
- Les Lowe GMN Chandlery, Queensland
- John Wilson Fisheries Research and Development Corporation

Appendix 4 Program

Great Prawn Taste Off, Thursday 1st February 2007		Speaker
6.00pm	Registration open Guests arrive	
6.30pm	Welcome	Barry Evans
6.40pm	Michael Keelan and Minister Abetz start judging as part of TV segment on Out of the Blue show	
6.55pm	Prize awarded to winning fishery	Senator Eric Abetz
7.00pm	Thank you & Close formalities	Barry Evans
8.00pm	Event concludes	

Day 1, Friday 2nd February 2007		
7.30am	Registration open	
8.45am	Doors open	
9.00am	Welcome by MC	Barry Evans
9.05am	Official Opening by Federal Minister	Senator Eric Abetz
9.25am	MC thanks Minister and introduces professional facilitator	Barry Evans
9.30am	Facilitator introduces himself	Mike Williams
9.40am	Explanation of ACPF, strategic plan and next steps	Samara Miller
9.50am	Workshop session 1	Groups
10.20am	Mike introduces first speaker for 'teaser'	Peter Singline
10.30am	Morning tea in expo site	
10.50am	Delegates move back to room	
11.00am	Presentation by Speaker 1	Peter Singline
11.40am	Workshop session 2	Groups
12.00pm	Report back on both sessions	Groups
12.15pm	Synthesis of outcomes	
12.25pm	Gold sponsor presentation	Patrick Hone
12.30pm	Lunch in expo site	
1.20pm	Delegates move back to room	
1.30pm	Presentation by Speaker 2	Ross Allan
2.00pm	Workshop Session 3	Groups
2.35pm	Report back session	Groups
2.55pm	Synthesis of outcomes	Patrick Hone
3.00pm	Afternoon tea in expo site	
3.15pm	Delegates move back to room	
3.20pm	Workshop session 4	Groups
3.55pm	Report back session	Groups
4.20pm	Synthesis of outcomes	Mike Williams
4.30pm	Close by facilitator	
Dinner		
6.30pm	Delegates arrive at venue off site	
7.15pm	Guests to be seated	
8.00pm	MC to introduce guest speaker	Graham Clothier
8.15pm	MC to thank speaker	Sponsor
9.30pm	MC to thank people for dinner	Sponsor

Day 2, Saturday 3rd February		
8.45am	Doors open	
9.00am	Recap of Day 1	Mike Williams
9.05am	Presentation from Speaker 3	Russell Mincher
9.45am	Workshop session 5	Groups
10.20am	Report back on session	Groups
10.40am	Synthesis of outcomes	Mike Williams
10.45am	Morning tea in expo site	
11.10am	Delegates move to room	
11.15am	Presentation by Speaker 4	Lachlan Bowtell
11.55am	Workshop session 6	Groups
12.30am	Report back	Groups
12.45am	Synthesis of outcomes	Mike Williams
12.55am	ACPF Directors to synthesize outcomes from workshop	David Crichton & Stephen Hood
1.00pm	Next steps for ACPF	Samara Miller
1.15pm	MC to thank delegates and handing over to next group	Barry Evans
1.30pm	Close & Lunch	
2.30pm	Presentation by Bronze sponsor – MG Kailis Group	Bruce Naysmith

Appendix 5 Conference Sponsors

Major Sponsors

Fisheries Research and Development Corporation

Sponsors

MG Kailis Group

South Australian Research and Development Institute

Primary Industries and Resources South Australia – Fisheries

Caltex West Coast

Adelaide Fuel Distributors

Dinner Sponsor

Rabobank

Appendix 6 Facilitated Workshop Sessions

Appendix 5 provides a short summarised explanation of the way each workshop session was organised.

WORKSHOP SESSION 1 – Improving Price

This first workshop focussed on a warm up exercise that got to the heart of the improving price issue and gets people ‘chin wagging’ in a light hearted way. Based on each table being a small working group, workshop outcomes and outputs were:

- getting to know people on their table and their backgrounds – each participant to give a quick intro to who they are and what they do etc
- preparing a media release in 2016 (end of 10 year Strategic Plan) stating how successful the Council had been in improving price. The focus for participants to provide a bit of humour in the media release i.e. who is the minister for Fisheries in 2016 but most importantly state the three to five things that the Council facilitated that were mind bogglingly successful that improved the price for the Australian wild-caught prawn industry.

WORKSHOP SESSION 2 - The Big Bang on Australian Prawns

This workshop session identified the priority projects that should be facilitated by Council to improve price for all and the issue of funding.

Split the tables into two groups. First, those who attacked the question of how and from whom to raise funds for the Council to run the Council (core funding) and undertake the projects (project funding) that were considered by the small groups in session 1, and

Secondly those small groups to discuss which priority strategies will improve price. The exact wording of the question was framed in collaboration with Peter Singline so that it followed seamlessly from his teaser and presentation but also kept the improving price theme progressing. Question - What are the priority projects that should be facilitated by Council to improve price for all? This should not be a wish list but critical high priority projects. Scott Walter from Prawn Farmers Association explained the compulsory levy legislation as part of the input to the funding issue.

WORKSHOP SESSION 3 - Global Food Market

Question

1. What projects and partners should the Council facilitate to improve price and get outcomes on the Council strategic plan strategies, e.g. Seafood Experience Australia or Australian Prawn Farmers Association.

WORKSHOP SESSION 4 - Tell Me Like It Is

Have a sheet of paper for each person at each table with space for say 10 “bright ideas”. Each person thinks of a bright idea in relation to communication needs they have that will assist them to improve price, secure volume and reduce costs as well as what do the participants need to know from the Council. Pass the paper on to next person who reflects on idea and adds their next idea. Do this until bright ideas run out. Discuss all the bright ideas in small groups and agree on the highest priority bright ideas that have been generated for reporting to plenary.

WORKSHOP SESSION 5 - Securing Volume, how others are doing it

This session focussed on discussing through a question and answer session with the keynote speaker how co-management assists in securing volume.

The remainder of session 5 focussed on the degree to which there was consensus in the room with a levy and how this levy might be collected and administered.

WORKSHOP SESSION 6 - Reducing Costs, how a peak industry body can benefit your bottom-line

In this session small groups considered all the suggested priority projects reported to the room and their own suggested projects developed collaboratively over the previous day-and-a-half and identified their table's top three priority projects overall that would improve price, secure volume and reduce costs.

Appendix 7 Workshop Notes

Appendix 7 provides a summary of the input provided by delegates over the two days. The following notes were recorded from the written notes provided by each group, verbal summaries provided by each group during the report back sessions and the short syntheses or comments made by the audience members selected by the facilitator at the completion of each session. Every attempt was made to record and reflect comments as accurately as possible based on what was discussed at the time.

Workshop Session 1 –

- **Develop a media release for 2016 stating the 3 to 5 things that have been mind-bogglingly successful by the Council in improving price.**

The Minister for Fisheries Peter Garrett announced today there has been record profitability in Australia's wild-caught prawn fisheries due to:-

- Improved labelling & marketing, leading to increased consumer recognition of the quality of the national product
- Education initiatives dealing with demonstrating the sustainability of wild-caught fisheries
- The national peak body ACPF has coordinated these initiatives which has led to our record profitability levels.

The Minister Scullion today announced that

- Major Australian supermarket chains will stock only premium quality Australian seafood, citing the health benefits and the environmental commitments of the industry.
- The ACPF has been a key driver in this process.
- Sam Kekovich today agreed to front the campaign to educate the Australian public on these benefits.

The Minister Duncan Souter announced

- Increase public awareness/education with a domestic focus in labelling/country of origin, marketing, prominent spokesperson, partnerships (e.g. SEA), funding
- Unification between catching sectors and marketing sectors, build the trust and educate catching sector
- Through achieving profitability for the industry, we have created secure career paths for the next generation.

Minister announced:

- United voice representing entire industry and communication, being proactive, from the grass roots up through the entire chain, full time presence in Canberra lobbying and reporting back to industry
- Increasing GVP by developing a national quality standard that delivers a high quality product throughout the chain from "water to waiter"
- Differentiation and communicated to consumers
- Secure property rights, recognised by Government and financial institutions with the result of reduced risk for operators and security for capital investment.

The Minister Paul Hogan announced:

- The Council has achieved security of resource access for commercial fishermen
- The Council has also successfully improved public perceptions of the wild harvest prawn industry
- A premium price for wild harvest prawn industry has been achieved through an extensive marketing & branding strategy based on product differentiation.
- With the Government's support and the Council's vision, the prawn industry has achieved effective co-management and is well on the way to achieving self-management.
- The community and Government now value the prawn industry.

Prime Minister Bob Brown and Minister for Environment, Agriculture and Fisheries Peter Garrett, along with the Minister for Food, Bindi Irwin announced:

- Nationally educated public who support and understand the wild-caught product and industry
- Internationally Australian product recognised as a world leader in premium produce
- Industry responsive to market demands and changes complete through the chain.

The Minister for Fisheries, Samara Miller announced:

- Australian Wild Caught prawns are now the most valuable seafood sector achieving the highest price in both domestic and export market.
- Aussie prawns are universally recognised for their premium quality and the product of choice by consumers when celebrating.
- Achieved by a unified industry that has established and enforced standards that deliver a premium product that has been promoted to consumers by internationally recognised chefs that champion Australian wild caught prawns.

The Minister Rex Hunt announced:

- Demand has been generated through consumer awareness, single united Industry focus and clean green, sustainable best practice industry.

The Dishonourable Minister, Shane Warne announced:

- In 2008 a national prawn marketing board was formed and its major achievements since 2008 were: the development of a national seafood / prawn awareness campaign targeting imported product, removal of duties to free trade to China and EU, and improved product quality issues, i.e. cadmium, issues abolished.

Workshop Session 2 –

- **Identify priority project areas for the council to invest in to improve price of wild catch prawn product, or**
- **Identify ideas for long term sustainable Council funding to be investigated and delivered upon.**
- **Comments on the industry's overall Strategic Directions from Patrick Hone, Executive Director, Fisheries Research and Development Corporation**
- **Comments on Seafood Experience Australia, Deb Ferguson, Director, Seafood Experience Australia (SEA)**

Priority Projects

- Educate consumers – labelling and branding, wild versus imported, fishing methods, Environmental Management Systems

- Festivals – coordination around the country, national blessing of the fleet day
- Set standard for quality to use wild-caught brand
- Advertising via TV shows and celebrity chefs
- Develop quality standards that are recognized
- Approved Arrangements for all vessels
- National standard for prawns
- Branding “Aussie wild” and promote the variety of species
- Promote environmental certification i.e. EMS, third party certification, DEH certification
- Processing to meet market needs
- Know the customer and consumer to meet their needs
- Promotion of prawns
- Educate end consumer, by-pass the wholesaler and work direct to consumer and create association with the consumer as product may lose its charm
- Promote holistic product - Australian wild prawn, distinguish sub-regional product to tell stories
- Incorporate a standard such as EMS, address any negative media, develop association with a credible environmental action organisation, clean and green
- Promote health aspects of wild prawns – antibiotic free, green and environmental
- Consider association with Australian Prawn Farmers Association, one Australian product, target different sectors with different prawns
- Consistent quality standard from water to waiter; fishing practice, post harvest handling, processing methods, packaging
- Best environmental practice; sustainability, fishing friendly, organic connection
- Communication to consumers; how to handle and cook prawns (species specific) foodies cooking programs, differentiation of wild, species, regions
- A personality to represent industry – ‘marketing’
- Assessment of how to target premium market consumers, e.g. most effective medium, premium customer needs
- Promote regions to brand their prawns so as to promote the wild nature and area of capture so as to promote uniformity nationally.
- Government to put stricter controls on imported prawns to stop unfair competition with low priced farm prawns.
- Need to speak the same language so there are recognised, uniform and consistent words such as ‘wild’.
- Educate consumers that “wild caught” prawns are top quality, healthy and appealing.
- Differentiate between ‘Australian’ and ‘Imported’
- Promote ‘wild caught’ and ‘aquaculture’ separately. Possible cooperation between these sectors in the future.

Funding

- Organisations promoting/representing seafood have come and gone
- Must capture every licensed prawn fisherman
- Must be compulsory and based on production
- Must be linked to outcomes; be accountable and transparent, be responsive to fishermen’s needs and ideas
- Report to all stakeholders
- Linkage options to be considered with marketers and with other wild caught industries
- Fisher based levy on an amount per kilogram of product

- Funding from FRDC, DAFF, DOTRRS, State Development Funds, Industry Associations, retailers?
- In the future funding from supply chain participants contributing to projects
- Funding is based on boats as point of collection
- Funding either 10 cents per kilogram or fuel consumption
- Funding needs to be national based
- Immediate voluntary funding until a compulsory system is legislated.
- Move to either funding based on state licences or utilise levy mechanism
- Fuel rebate as mechanism is already in place or take off
- Levy price per kg
- Work out funding requirements in total dollars
- Work out leverage sources and dollars added
- Calculate dollars needed from the industry
- Identify benefiting sectors other than the fishing industry
- Which sectors pay and how much for the fishing industry; employer compulsory levy, % based with acknowledgement of capacity to pay.

Patrick Hone, Executive Director, Fisheries Research and Development Corporation

- Industry needs to unify, have a sense of purpose, and develop the capacity to deliver
- Currently the prawn industry has a defensive approach to issues – need to be proactive
- A defensive approach may assist in immediate assessment and access issues but investment in offensive research is zero
- Industry does not celebrate its achievements enough. Industry does not tell the story and the consumer has no idea of its achievements
- These messages are worth telling i.e. best environmental record and credentials
- The FRDC's People Development Program is getting a boost and it will not be about conferences but about building capacity within the industry
- Research and Development needs to be front of mind
- FRDC has Memorandum Of Understanding agreements with other major seafood sectors but not with the prawn industry
- FRDC will not have 15 prawn MOU's but will only have one – clear need for national prawn body
- Commonality of issues between sectors means that one MOU makes sense
- The new Seafood CRC has the capacity to provide \$35 million of cash to the seafood industry
- There has been zero input from the prawn sector into the CRC but the door is open
- All about changing supply chain, adding value and volume
- There are windows of opportunity for your sector but industry has to drive it

Deb Ferguson, Director, Seafood Experience Australia (SEA)

- The seafood industry needs to be better at working together so that Australian seafood can be better marketed and promoted
- When you look at other industries such as meat and livestock we are so far behind but we have such a good product and people do not know about it
- The seafood industry needs a national body to assist in marketing strategies
- SEA needs membership

Workshop Session 3 –

- **Identify who are the partners that the Council should be working with, and what are the projects the Council should be addressing**

- Market research on what do consumers want relating to seafood.
- Educating consumers on the realities of fishing practices, Environmental Management Systems, ESD, Seafood Experience Australia, Marine Stewardship Council
- Opportunities through tourism with selling image of fishing industry
- Opportunities through wine/food service industry with building relationships with chefs and food writers, educate food service staff, matching wines with product.
- Opportunities through retail/supermarkets discussing possible issues with volumes, positioning and maintaining that position.
- Partner with the wine industry through hoteliers association, festivals, national prawn industry day.
- Partner with the tourism industry through regional promotions in tourism locations, ability to share costs, centres of excellence and branding
- Projects should address the small prawn markets, 15+ counts
- Support projects with SEA
- Support partnerships with FRDC
- Explore further collaborating with the Australian Prawn Farmers Association
- Explore partnerships with major distributors e.g Sydney Fish Market
- Partner with FRDC/SEA to collaborate on a marketing strategy for Australian Prawns
- ACPF to identify other identities with shared goals, e.g. Sydney Fish Market, Kaillis/Raptis so that marketing projects may be undertaken together.
- ACPF should partner better with tourism, wine, buyers, wholesalers/retailers, restaurants, other food industries.
- Get the message out
- Get the name right 'wild' and trademark
- Link with premier products, e.g. fashion
- Health medical link, Steve goes to the doctor advert.
- One major group 'wild prawns' – no MOU with farmed sector.
- How do we educate consumers, reality of fishing practices not the perception
- Recognizing existing marketing and link with the tourist market – also gets general public onside, use existing initiatives being used at the local, State and Federal governments.
- Piggyback on wine festivals or events so that there is a coordinated effort, local produce events such as "Fine Foods", promotion, training and awards relating to chefs
- Work with the whole seafood sector - package the product
- Lobby for accreditation by government on packaging for EPBC Act.
- Tie in with other premium high end products
- Education key platform, through standardisation, lifestyle programs, schools and throughout the industry
- Council to invest to progress the strategic plan including partnerships with other 'wild' fisheries sectors, government departments and environmental gaps to market 'wild caught' Australian seafood.
- Important to get into legislation the need for labelling/branding in restaurants etc to allow people to differentiate product.
- Need to get environmental groups on board to understand sustainable trawling practices.

- Need for a further 'gap analysis' by Council to see how to optimise linkages with partners in those areas industry lacks expertise and/or experience, i.e. Austrade, other government departments
- Develop a communication plan with the partners identified on promotion strategies – need to partner with marketing organisation in Australia or overseas and partners at different levels depending on target audience.
- Partners should include wine industry, Australian Primary Producers, Supermarkets, environmentalists, other seafood industries (SEA).
- Projects to consider are consumer research, supply chain efficiencies and public education, e.g. seasonal awareness.
- Agree that differentiation is needed but to what scale?
- Concerned about 'Australian Seafood' is that too broad a scale. For example, beef, lamb pork, not Australian meat.
- Mixed opinion on targeting 'Australian prawns' or 'Wild prawns'
- Australian standards in labelling and enforcement in safety, quality and environmental
- Projects to position industry to the public for Australian origin
- Nutrition research – promotion, lifestyle
- Decrease costs by processing/handling together
- Education at the school level
- Align fishermen and processors for promoting Australian seafood/Prawns. Market research customer requirements on carton size.

Workshop Session 4 –

- **How, what and when should the national Council be communicating with the wider industry**

- Implement what comes out of this workshop
- Communicate to other stakeholders post meeting/workshop/conference
- Newsletter emailed to members
- ACPF website – Prawn Chat Room, members only and password access, noticeboard with calendar
- Keep website up to date
- Interactive webpage with members access and public access
- Electronic newsletter and hard copy newsletter
- Quarterly state meeting
- Communicate about the governance/accountability issues, projects and updates, feedback forum and key events (Government delegations etc)
- Bursary to assist in visits between fisheries (FRDC)
- Computer literacy training
- Annual conference
- Skills development
- Use email as primary tool updates as required and quarterly newsletter.
- Directors distribute through current communication streams such as MAC meetings. Fax email etc to co-ops and/or prawn receivers
- More feedback from the executive regarding good news stories price updates, general feedback, research reports management updates, media releases out there for good news stories. Get grass root members involved
- Coming events – calendar of events
- Board meetings regionalized – get the council out to its members

- Don't forget government agencies, keep them informed
- Market requirements, progress on strategic plan
- Quarterly newsletter
- Key communication person in each fishing port/fishery to provide two-way communication with Council.
- Governance and total accountability. Need information on website
- Annual meeting to get all current information together
- Chatroom and/or feedback form to allow communication
- Contacts to be made and relationships to be built
- Pull together to come to a common brand
- The R&D has to achieve industry aims and therefore the industry has to determine the R&D that needs to be done
- Things have progressed well in the last two years, has to work and needs to be driven forward
- Cairns two yrs ago kicked things off, have to maintain the momentum
- Need to bring skills forward, need to bring young people forward and develop leaders
- Succession planning is very important
- Improve communication with FRDC by asking Patrick to be an observer at Council meetings.
- Tailor communication for each person via Associations
- Communication needed on market requirements, progress of strategic plan, political issues
- Electronic newsletter with feedback from executive, good news stories, events, price local/international, volume in stock, collate member feedback
- Website – events and links to website, research reports, prawn fisheries management updates, important partner links e.g. website, advertise good news stories
- Group email list from conference attendees with contact details
- State representatives to ensure dissemination of information
- Improve communication to the media
- Email – Council Directors to distribute to wider industry in home State, e.g. NSW Ocean Prawn Trawl Management Advisory Committee, also distribute through cooperatives, processors etc
- Form detailed database: 'who is the industry?'
- Sharing of histories, anecdotes between fisheries
- Educating the wider community as to how prawns are caught
- Newsletters to non-ACPF members (e.g Hoteliers Association)
- Incorporation of relevant government information on website
- Posting of prawn price information via email
- Interactive website
- Communication on markets and consumer, technology, updates on current prawn projects and updates on changes to management arrangements

Workshop Session 5 –

- **Degree to which there was consensus in the room with a levy and how this levy might be collected and administered**

Overall – need for strong representation by a national body – the Council – and clear roles and accountabilities especially in reporting on how levy monies were spent

- Nobody against a levy
- Should be looking at levy models that already work
- What are the mechanisms for collecting a levy on catch,
- Levies on diesel already exist higher users will get the higher benefits
- Levy on imported prawns if they do not conform to environmental standards,
- Commitment and resources – how do we get there
- Agree has to be funded through a levy by catch, by fuel not so sure
- Has to be a levy, small impost on imported prawns to assist
- Compulsory levy by the co-op to the fishers
- Should be a levy
- Investigation into practicalities of levy, fuel product, % of value need to identify practical way forward. Need to organize Council's operating budget and then determine levy required.
- For levy, use 1c per kg could equate to about \$200k. Need to look at operating budget to determine what is required and then levy accordingly
- Fuel excise is a tax and they don't know that. \$ per vessel (boat levy) but first thing is for Council to prepare a budget
- APFA use 6.64 c per kg produced collected through federal government levy (levy revenue service). Costs about \$7,000 per year for administration for the levy.
- Government levy could not be used for agri-political processes. Marketing and promotion can be done through a levy. Govt would not allow industry to use a fuel levy system which has been suggested by a number of participants. To raise voluntary contributions for agri-political purposes, use Trade Practices Act (Cwlth). Atlantic Salmon have an agreement through the Trade Practices Act on salmon feed. Need 75-80% of industry to agree and vote on it. Can then use voluntary contributions for agri-political, marketing and promotion.
- Need different models for the different activities of R&D, marketing and promotion and agri-political
- Agri-political are generally a voluntary levy and therefore have problems in sometimes getting funds
- As 15 separate industries, views and power are diffuse - as one voice with 500 to 600 million dollars of revenue, hard to ignore
- Don't approach it as a contest with government, need to be willing to negotiate and not to fight. Need to take a partnership approach
- Leakage – agri-political tend to have a lot of leakage (reducing level of participation/funding) from participants. Finding a common purpose stops leakage
- A lot of money available from government to access funding but you need to have a coordinated approach. The cost of running the council will be a loss at the beginning. First two years will be difficult but you will gain momentum and access to other funds. Leakage of participants could occur in early years.
- Broad based, levy can't be paid by only a few. Broad based levy will also assist in keeping the cost down. \$500 per fisher. Needs to be seen as fair
- Fairness across industry, clear options that are coming through and the pros and cons of each. Be clear on why the options have been put forward. Look at advantages and disadvantages of each and need to be well articulated and rationalized. Needs to be all inclusive
- Need to determine the benefits of it. Imported product could reduce the value, comes in increased volume and is not recognised as different

- Should also talk about the value of the vessel and the business not just the value of the prawn
- Question - Who is going to help the individual sectors, will the council lend their weight to these specific battles or concerns?
- Answer provided - Council doesn't want to get involved in state based matters but be more national in their focus but there are common issues. Need to keep a national perspective. Get an idea of what the issues are and find the common ground.
- There are always going to be regional issues. The best placed to respond to these are the local industries or associations. Could lose focus if a national group is involved and becomes bogged down in regional issues. Needs to focus on one or two issues
- % based levy on gross, needs to be fair and equitable for all. This could lead to several committees and structures, national then state then regional. Levy for each. Need to be really clear to show benefit.
- Concern raised that you join but you don't receive anything for your money.
- Shift import tariff to the industry to help get the council going. % per kg on import and the industry matches this. Currently no tariff on imported prawns.
- The government will not put a tariff on prawns. We are a big exporter and we will not put tariffs on in case they jeopardise these exports
- Unite under one voice, the prawn industry is bigger than the banana industry.
- With a strong voice in Canberra, the issues at regional levels will be lessened.
- Divided, the troubles multiply, similar issues but are fought individually causing inefficiencies. One strong voice in Canberra helps these fights
- See yourself as a seafood industry. Don't ostracise the importers, work with them to get a bigger slice of the pie. Need to work through the chain.
- Unity is king, sound governance arrangement must be put in place.
- Corporate governance is paramount, needs strong governance, accountability and communication back to the shareholders/partners. Directors act in the best interest of the council.

Workshop Session 6 –

- **What are the most important projects for Council to implement over the next two to three years?**

Table 1 – unify all prawn under one entity, market strategy and build community awareness, look at co-management.

Table 2 – get the council bedded down with funding and governance and the structure of the board, develop strategies to obtain external funding for projects due to limits on investment, consumer surveys to determine premiums to be paid.

Table 3 – reduce costs with the council, cooperation with each sector and info to improve efficiency, standardize packaging, insurance benefits and OH&S.

Table 4 – funding of council 6 month timeframe, what is the budget, the levy process and what are the sources of the fund and their uses, governance constitution and structure Marketing 12-18 months, what consumer wants, build the brand category and trust in the consumer. Three (3) yr priority national quality standard and work with the new Seafood Cooperative Research Centre.

Table 5 – secure funding for council unity and trust, consumer likes and dislikes, promotion of wild caught product, promote the industry and what it is.

Table 6 – focus on consumer needs, prawns should take over (from a marketing perspective) Christmas (as per MLA having “taken over” Australia Day), public perception of the industry.

Table 7 – emphasise wild prawns and for all packaging through the chain, all promotion uses wild, something special, funding mechanism to secure an income stream, come up with levy options, lobby govt on MPA’s and industries position, some industries run into problems but still prohibit fishing help by lobby and a strong stance on issues, unity is required.

Table 8 – brand development and awareness, quality standards, company for market promotion.

Table 9 – public education and consumer preferences and drivers.

Table 10 – efficiencies of machinery and equipment, what is out there, vessel comfort and standard to retain crew, forming alliances with key buyers and sellers.

Next Steps

Samara Miller – Chair, Australian Council of Prawn Fisheries

- Organising this conference based on having fewer speakers and providing ample time to capture the thoughts and ideas from participants was a risk but it has paid off.
- Next Board meeting will be between 4 and 6 weeks away depending on availability of the Council Directors.
- The next steps will involve strong partnership with people within and outside our industry.
- The Council will develop options to go back out to participants from the conference and the number 1 issue to be delivered on is to determine the funding model for the Council.
- Business plans for priority projects will be developed at future Board meetings.
- Envisage meetings with the Federal Minister, FRDC, DAFF and other partners over the coming months.

Conference Summary

- There is a need to ratify and secure a funding model if the Council is to move things forward for the industry.
- Unity is paramount and there needs to be trust that unity will bring benefits.

Conference Key messages

Stephen Hood – Director, Australian Council of Prawn Fisheries

- Unity and trust are paramount for the industry to have a greater say.
- Communication, improving price and developing partnerships are crucial and if industry wants a council they need to contribute dollars to make it happen.
- The Council will investigate funding models and come back to industry for their comments.

- In response to the question of how the industry measures the benefits of having a Council, I would ask what is the cost of in-action – of not having a national body addressing national issues?
- The industry needs to have a voice at the national level - the industry's asset value has declined by 50%, we have issues nationally such as crew and skill shortages. Marine Protected Areas are critical to address at a national scale. A quarter of Australia is being locked up.
- The current Council needs to think of the structure of the board and communicate decisions to industry from board meeting. The take home message is don't look at the council as a cost, but look at it as a return on your investment.

David Crichton – Director, Australian Council of Prawn Fisheries

- Unity of the industry is paramount as we have our backs to the wall.
- It will not be easy to raise funds but we need to work towards unity across the fisheries.
- There is a need to focus on the wild product brand, we have a major issue to differentiate the product, the domestic prawn market is a significant one, we have affinity to the coastline, seafood and prawns and consumed on special occasions summer and Christmas, we need to expand consumption at other times of the year and look at big picture and not just individual prawn sectors.
- Communicate back to industry for total partnership in achieving outcomes.
- Industry has to make a commitment through time as benefits may not be immediate.
- The industry needs to focus efforts on issues that have to be addressed and address those.

Appendix 8 Feedback Form

National Prawn Fisheries Conference
Stamford Grand
1st – 3rd February 2007

1. How would you rate the conference/workshop overall?

1	2	3	4	5
Very poor	Poor	Good	Very good	Excellent

Why?

2. How would you rate the content of the conference/workshop?

1	2	3	4	5
Very poor	Poor	Good	Very good	Excellent

Why?

3. How would you rate the presenters?

1	2	3	4	5
Very poor	Poor	Good	Very good	Excellent

Why?

4. How would you rate the facilities and food?

1	2	3	4	5
Very poor	Poor	Good	Very good	Excellent

Why?

5. Any other comments?

Thank you for completing this form.

Appendix 9 Delegates List

First name	Surname	Organisation
Toby	Abbott	Focus Fisheries
Eric	Abetz	Department of Fisheries, Forestry and Conservation
Ross	Allan	National Food Industry Strategy, Speaker
Crispian	Ashby	Fisheries Research & Development Corporation
Gig	Bailey	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Catherine	Barnett	Barnett Communications & Marketing, Event Manager
Dianne	Becket	RaboBank
Frank	Bender	Tasmanian Seafood
Geoffery	Blackburn	Coffs Harbour Fishermen's Cooperative
Christopher	Bourke	Moreton Bay Seafoods
Lachlan	Bowtell	Meat & Livestock Australia, Speaker
Wayne	Bowyer	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Darko	Bralic	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Shane	Castel	Ballina Fish Co-op
Keith	Chiswell	Seascape Seafoods
David	Crichton	A Raptis & Sons
Jack	Davies	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Michelle	Daw	ABC Rural Radio
Cameron	Dixon	Primary Industries Resources South Australia, Fisheries
David	Dowding	MG Kailis Group
Katie	Earle	Tropic Ocean Prawns
Ron	Earle	Tropic Ocean Prawns
Barry	Evans	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Gordon	Farrell	New Ocean Trawl Management Advisory
Robert	Fish	Tasmanian Seafood
Debbie	Flint	RaboBank
Shane	Geary	Coffs Harbour Fishermen's Cooperative
Julie	Haldane	Fishery Research & Development Corporation
Darren	Hale	NSW Trawl Department of Primary Industries
Chauncey	Hammond	Tasmanian Seafood
Allan	Hansen	Tasmanian Seafood
Neal	Harris	Jowter Seafood
Terry	Hewitt	MG Kailis Group
Jeffery	Hircock	Moreton Bay Seafood Industry Association
Andrew	Hogg	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Patrick	Hone	Fisheries Research & Development Corporation
Stephen	Hood	MG Kailis Group
Graham	Hooper	South Australian Research and Development Institute
Wayne	Hull	Caltex West Coast
Tony	Hurley	A Raptis & Sons
Rod	Johnson	Norwest Seafoods
Kym	Justice	Spencer Gulf Fisheries
Theo	Kailis	Austral Fisheries
Mervi	Kangas	Department Fisheries Western Australia
Nathan	Kimber	Rural Solutions South Australia
Rick	Kolega	Kolega Management
Jenny	Kranz	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Robert	Letinic	S & M Letinic Nominees
Steve	Letinic	S & M Letinic Nominees
John	Mcguren	Clarence River Professional Fishermen's Association
Rick	Mezic	IZ Prawns

First name	Surname	Organisation
Samara	Miller	Spencer Gulf & West Coast Prawn Fishermen's Ass. Project Manager
Russell	Mincher	Challenger Scallop Enhancement Company New Zealand, Speaker
Marshall	Mitchell	Adelaide Fuel Distributors
Stephen	Murphy	Queensland Seafood Industry Association
Bruce	Naysmith	Advanced Marine – MG Kailis Group
Warwick	Newnham	Moreton Bay Seafood Industry Association
Rolf	Norington	NSW Estuary Prawn Trawl Management Advisory
Nick	Paleologoudias	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Greg	Palmer	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Roy	Palmer	Seafood Services Australia
Justin	Phillips	Corvel Marketing & Management
Andrew	Puglisi	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Karen	Quadrell	Q Fresh Seafoods
Matthew	Quadrell	Q Fresh Seafoods
Arthur	Raptis	A Raptis & Sons
Jim	Raptis	A Raptis & Sons
Shane	Roberts	South Australian Research and Development Institute
George	Robinson	Ballina Fish Co-op
Justin	Ross	National Food Industry Strategy
Colin	Simms	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Trevor	Simms	Gulf St Vincent, Licence Holder
Peter	Singline	BrandDNA, Speaker
Martin	Smallridge	Primary Industries Resources South Australia, Fisheries
Duncan	Souter	Department of Fisheries, Forestry and Conservation
Patrick	Spanoghe	Curtin University, Western Australia
Errol	Sporer	Department Fisheries Western Australia
Fay	Stenhouse	Australian Quarantine and Inspection Services
David	Sterling	Moreton Bay Seafood Industry Association
Rick	Torelli	Tasmanian Seafoods
Peter	Tudorovic	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Bill	Walsh	WJ & SL Walsh
Scott	Walter	Australian Prawn Farmers Association
Darren	Ward	NSW Ocean Trawl Management Advisory
Tim	Ward	South Australian Research and Development Institute
Paul	Watson	Spencer Gulf & West Coast Prawn Fishermen's Ass
Adam	Wauchope	Spencer Gulf & West Coast Prawn Fishermen's Ass.
Hannah	Williams	Curtin University, Western Australia
Kellie	Williams	Moreton Bay Seafood Industry Association
Mike	Williams	Michael Williams & Associates, Facilitator
John	Wilson	Fisheries Research & Development Corporation

Appendix 10 Financial Report (excl GST)

INCOME		No.	Unit cost	Budgeted	Budget	Actual No.	Actual
Registrations							
	Registration - early bird	20	\$425	\$8,500		14	\$5,950.00
	Registration - group early bird (3 or more, assume 5 groups of 3)	15	\$400	\$6,000		13	\$5,200.00
	Registration	50	\$475	\$23,750		20	\$9,320.00
	Registration - group (3 or more, assume 5 groups of 3)	15	\$450	\$6,750		24	\$10,800.00
	Registration Fri only		\$415			2	\$830.00
	Extra tickets to taste off		\$45			6	\$245.45
	Extra tickets to dinner		\$90			6	\$490.90
	Refund						-\$475.00
	Registration - total	100					
					\$45,000.00		\$32,361.35
Sponsorship							
	Gold	1	\$20,000	\$20,000		1	\$20,000.00
	Silver	2	\$8,000	\$16,000		0	\$0.00
	Bronze	3	\$4,000	\$12,000		3	\$12,000.00
	Dinner	1	\$2,000	\$2,000		1	\$2,000.00
	Sponsorship - total				\$50,000.00		\$34,000.00
Total Income					\$95,000.00		\$66,361.35
EXPENDITURE							
Venue and catering							
	Venue hire / delegate catering (inc complimentary sponsors and speakers 2 days)	110	\$120	\$13,200		83	\$14,218.18
	Catering - cocktail party	75	\$40	\$3,000		83	\$2554.09
	Set up fee						\$428.27
	Catering - dinner	110	\$80	\$8,800		88	\$5,952.00
	Lecturn fee						\$0.00
	Trade display	6	\$300	\$1,800			\$480.00
	Venue and catering - total				\$26,800.00		\$23,632.54
Speakers							
	Speaker fees			\$2,000		0	\$0.00
	Speakers travel						\$2,480.37
	Other			\$200			
	Speakers - total				\$2,200.00		\$2,480.37
Delegates							
	Satchels design and production	100	\$20	\$2,000		70	\$845.77
	Satchel freight						
	Speaker notes (copying)			\$500			\$0.00
	Name badges design and production	110	\$3	\$330			\$1,140.00
	Name tag holders						in stationary
	Delegate - total				\$2,830.00		\$1,985.77
Promotion							
	DL flyer design and production			\$800			\$1,105.00

	Registration brochure design and production			\$3,000		\$1,755.00
	Web site			\$100		\$0.00
	Ad for newsletters design			\$150		\$0.00
	Signage			\$1,000		\$0.00
	Printed program, database			\$1,000		\$69.75
	Printed speakers profile					\$45.00
	Printed strategic plan					\$315.00
	AV graphics			\$275		\$0.00
	Promotion - total			\$6,325.00		\$3,289.75
Logistics	Audio visual			\$4,500		\$8,439.17
	Photographer					\$0.00
	Insurance			\$1,000		\$388.50
	Logistics - total			\$5,500.00		\$8,827.67
Management	Project Management			\$22,000		\$14,724.91
	Travel - Samara, committee, Jenny			\$6,000		\$607.67
	Mike Williams - travel			\$1,980		\$1,821.02
	Mike Williams - accommodation			\$320		
	Mike Williams - expenses			\$680		
	Mike Williams - conference facilitation			\$6,700		\$6,700.00
	Accommodation (Jenny, Sam 3 nights)	6	\$180	\$1,080		\$946.36
	Management - total			\$38,760.00		\$24,799.96
Administration	Stationery, photocopying			\$750		\$221.93
	Postage			\$800		\$266.09
	Couriers			\$500		\$0.00
	STD/ISD phone/fax			\$500		\$0.00
	Misc at Stamford			\$500		\$0.00
	Merchant fees			\$500		\$794.84
	Administration - total			\$3,550.00		\$1,282.86
Contingency				\$2,000		\$0.00
Total Expenses				\$88,289.00		\$66,298.92
Summary				Budgeted		Actual
	Income			\$95,000		\$66,361.35
	Expenditure			\$88,289		\$66,298.92
	Balance			\$6,711		\$62.43
	Profit / Loss			\$6,711		\$62.43