



Australian Government

THE FISHERIES
RESEARCH
AND DEVELOPMENT
CORPORATION



Annual Operating Plan

2006-07

The FRDC Board

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Mr Ian Cartwright	Director
Professor Tor Hundloe, AM	Director
Dr Nick Rayns	Director
Mr Glenn Hurry	Government Director
Mr David Bateman	Invited Recfish Australia observer following the resignation from the board of Mr John Harrison.



Australian Government

**Fisheries Research and
Development Corporation**

Annual Operational Plan

2006–07

The year ahead

A tough year ahead for industry

Increasing fuel prices, a strong Australian dollar, low cost imported seafood, increased environmental reporting requirements, new marine protected areas and a reduced labour pool will make the next year particularly difficult for all sectors of the Australian fishing industry. While these issues are not new they will continue to put significant pressure on industry.

In 2006-07 FRDC these issues will have a major impact on how the FRDC invests. It means the FRDC will need to structure its investment to meet stakeholder needs and improve speed of output delivery.

FRDC's action plan for 2006-07

The emphasis in the coming year will be to deliver on the initiatives developed by the Board, and implement improved outcome delivery to beneficiaries. This will require FRDC to listen and partner stakeholders to ensure adoption from this investment. Two exciting developments will be the ongoing discussion on the formation of a consortium to invest in "Sustainable Fisheries Management" and developing an improved investment model for recreational fishing.

FRDC staff and the Board will be instrumental with FRABs subprograms and strategic partners in delivering in the coming year the benefits from our research portfolio.

In 2006-07 a number of strategic reviews were undertaken to improve FRDC's return on investment. The results and recommendations from these reviews will be implemented in 2006-07. The reviews looked at:

1. data and information management
2. monitoring and evaluation;
3. eco-labelling (in partnership with ASIC and the National Aquaculture Council);
4. FRDC's People Development Program; and
5. options for improving FRDC's investment in the indigenous fishing sector

All are aimed at improving outcome delivery by making better use of R&D investment.

During the evaluation of the 2005 (April) funding round the FRDC Board agreed to invest in several strategic initiatives that were identified as gaps by FRDC stakeholders. The purpose was to improve FRDC's future investment in areas deemed strategically important. Over the next twelve months these initiatives will be implemented:

- Establishment of a "Recreational Fishing Working Group" to develop a recreational fishing implementation plan for R&D.
- Investment in the development of options for establishing a viable framework for marketing seafood.
- Establishment of a "Fisheries Expert Social and Economic Working Group" to provide advice and a work plan for guiding the FRDC's investment in this area.
- Allocation of resources.
- Spatial management and commonwealth fisheries.
- Self management of fisheries.
- Work with the AFMF Compliance Committee to develop an application addressing illegal fishing.

The three visions of the Fisheries Research and Development Corporation

For the industry

The commercial sector is internationally competitive and profitable over the long term.

The commercial, recreational and indigenous sectors use aquatic resources in a sustainable way; are characterised by a learning culture; and are forward-looking, innovative, professional and socially resilient.

For the community

Consumers and the community are supportive of the fishing industry and the natural resources on which the industry depends.

For fisheries research

Fisheries and aquaculture research is innovative and responsive to the needs of the Australian community, the fishing industry, and the aquatic ecosystems on which they depend.

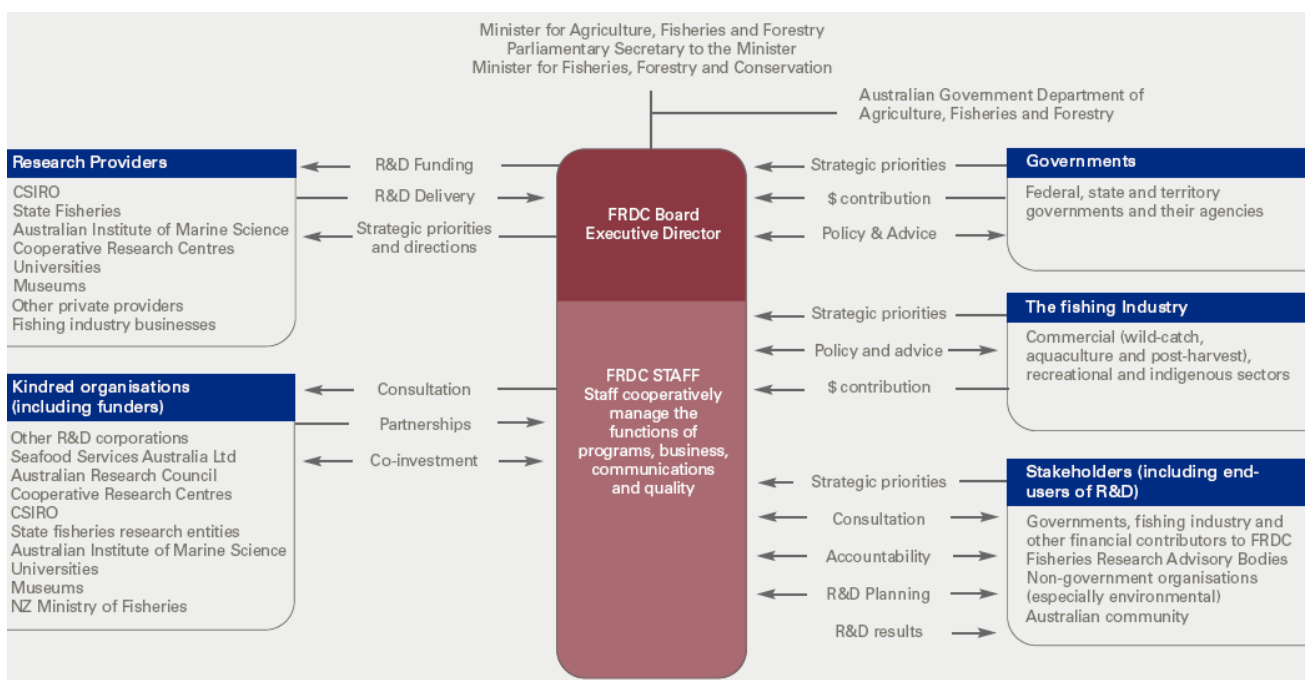
The Corporation's mission

The FRDC's mission is to maximise economic, environmental and social benefits for its stakeholders through effective investment and partnership in research and development.

Stakeholders

Stakeholders in the FRDC are the fishing industry; the federal, state and territory governments; and the people of Australia.

Figure 1: FRDC Stakeholders



Annual Operational Plan 2006-07 budget

		\$		\$	517,000
REVENUE	<i>Opening balance</i>				
	Australian Government 0.5% AGVP	10,244,147			
	Australian Government matching of industry contributions	5,122,073			
	Total revenues from the Australian Government			15,366,220	
Contributions revenue					
Fisheries managed by:					
	Australian Government	1,155,000			
	ACT	0			
	NSW	432,181			
	NT	258,000			
	QLD	700,000			
	SA	1,200,000			
	Tas	811,000			
	Vic	250,000			
	WA	1,583,028			
	Sub-total	6,389,209			
	Aquafin CRC	3,100,000			
	South Australia aquaculture initiative	100,000			
	Other project income	750,000			
	Total contributions revenue			10,339,209	
Interest				250,000	
Sales of goods and services				60,000	
Other income				0	
TOTAL REVENUE				26,015,429	
TOTAL FUNDS AVAILABLE				26,532,429	
EXPENDITURE					
Projects expenditure					
	Natural resources sustainability	12,815,000	55%		
	Industry development	9,320,000	40%		
	People development	1,165,000	5%		
	Total programs			23,300,000	
Communications					
	Other goods and services expense			650,000	
Programs support					
	Employees			1,370,000	
	Suppliers			690,000	
	Depreciation and amortisation			300,000	
	Net write down of assets			0	
	Other expenses			0	
	Total Programs support			2,360,000	
TOTAL EXPENDITURE				26,310,000	
	<i>Closing balance</i>			222,429	

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PART A: INTRODUCTION

Requirement for an annual operational plan

Section 25 of the *Primary Industries and Energy Research and Development Act 1989* ("PIERD Act"), under which the Fisheries Research and Development Corporation (FRDC) is established, requires that an annual operational plan (AOP) be prepared for each financial year.

This AOP gives effect to the FRDC's R&D Plan (*Investing for Tomorrow's Fish: the FRDC's Research and Development Plan 2005 to 2010*) for the financial year 2006–07, under which all activities for the year will be funded. It is based on the FRDC's capacity to fund new and continuing projects to the value of \$23.3 million. The AOP takes into account the Australian Government's and other stakeholders' R&D priorities.

Structure of this plan

Pages in
this AOP

In accordance with sub-section 25 (2) of the PIERD Act, this plan:

- | | |
|---|-------|
| • specifies the broad groupings of R&D activities that the FRDC proposes to fund, wholly or partly, during 2005–06; | 15–36 |
| • describes how and to what extent funding those activities will give effect to the R&D plan in force during that financial year; and | 15–36 |
| • in particular, pursues the strategies outlined in the R&D plan and helps to achieve the planned outcome described in the R&D plan. | 17–35 |

The plan also provides an estimate of:

- | | |
|--|----------|
| • the total amounts likely to be spent by the FRDC in respect of each broad grouping of R&D activities the Corporation proposes to fund during the financial year; | 6 and 14 |
| • the total of all other amounts likely to be spent during the financial year; and | 6 and 14 |
| • the total of all income other than that paid to the FRDC by the Australian Government. | 6 |

Note: The above points are an edited version of sub-section 25 (2) of the PIERD Act.

The completed checklist at appendix 1 shows this AOP's compliance with the PIERD Act and other compliance requirements.

Since figures presented in the body of this plan have been rounded, totals may not always agree with component figures.

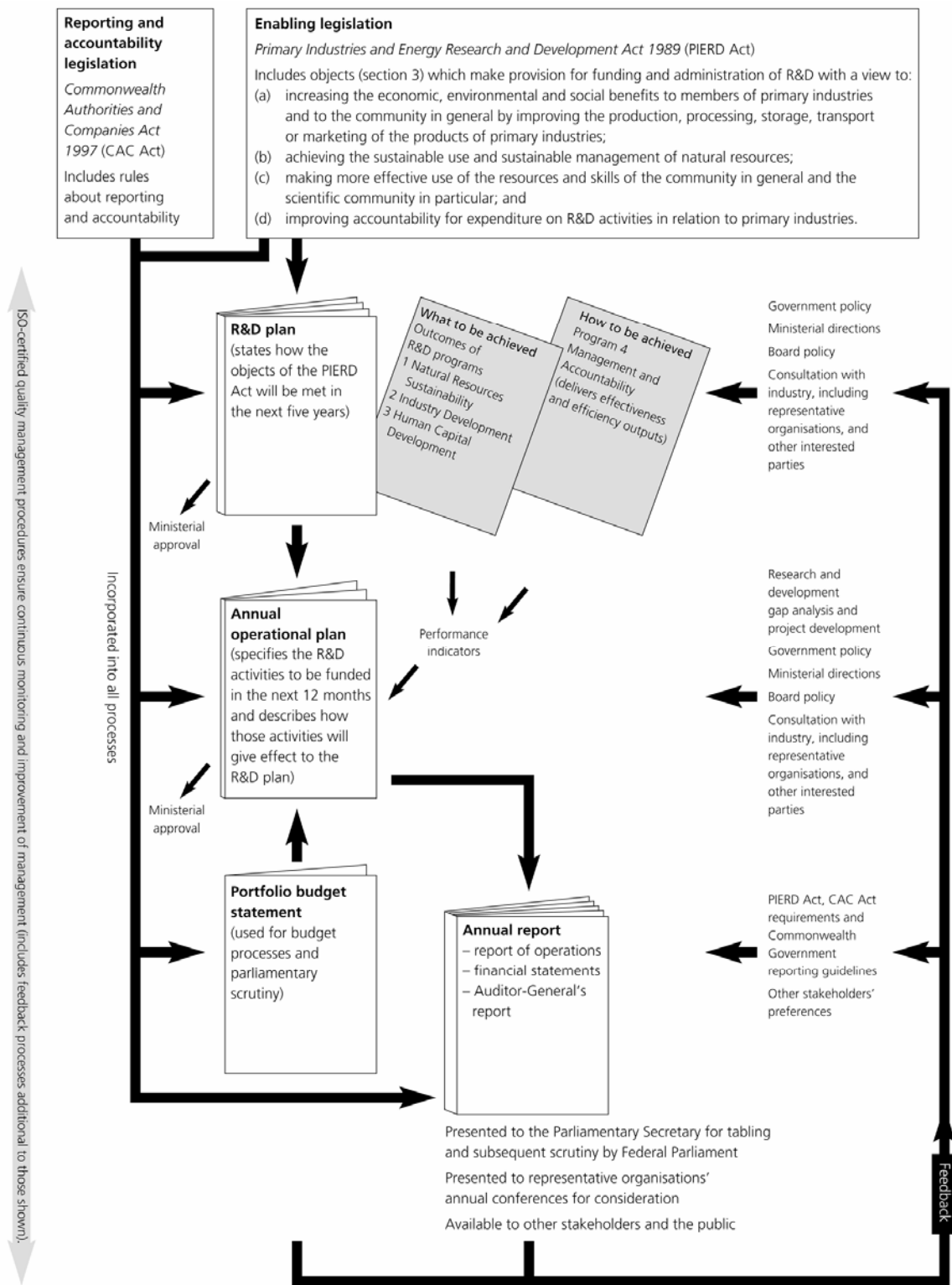
Planning, operating and reporting framework

The key processes in the FRDC's planning, operating and reporting framework are outlined in figure 2, overleaf. (The context of the FRDC and its activities is provided in section 1 of part C, on page 36.)

This annual operational plan is consistent with the outcome, outputs and performance measures specified in the 2005–06 portfolio budget statements.

The FRDC will report on its achievement of the outcome specified in this AOP in its 2006–07 annual report, taking account of all reporting requirements existing at the time.

Figure 2: Key processes in the FRDC’s planning, operating and reporting framework



PART B: STRATEGIC ELEMENTS INVOLVED IN ACHIEVING AN OUTCOME AND OUTPUTS DURING 2006–07

Integration of the planned outcome with legislative, government and industry priorities

The FRDC's objects, deriving from section 3 of the PIERD Act, are incorporated in the FRDC's visions, mission and planned outcomes. As reflected in figure 3 on page 13, the FRDC's three R&D programs mirror the industry development, natural resources sustainability and people development themes of sub-sections 3(a), (b) and (c) of the Act. This alignment has brought simplicity and robustness to the Corporation's R&D planning, implementation and reporting, and that of many of its kindred organisations. It has also facilitated a triple-bottom-line, ecologically sustainable development approach throughout the Corporation's funded activities.

Australian Government research priorities

In December 2002 the Prime Minister introduced the Australian Government's four national research priorities. The rural R&D Priorities compliment the National Research Priorities and are a part of a whole-of-government effort to identify and implement broad priorities for science and innovation that will build scale and focus activity in priority areas.

The FRDC is addressing all Government research priorities within the framework of existing R&D programs. The priorities align well to the Corporation's four legislated objects (section 3 of the PIERD Act) as shown in figure 3. figure 3:

Representative organisation's research priorities

The FRDC's planned outcome and programs are also consistent with the planned outcomes for the FRDC's two representative organisations — the Australian Seafood Industry Council Limited (ASIC) and the Australian Recreational and Sport Fishing Industry Confederation Incorporated (trading as Recfish Australia). The relationships between these various elements are shown in figure 3.

Figure 3: The FRDC’s framework for integrating legislative, government and industry priorities



Composition of Government Research Priorities attributed to each R&D Program (\$ and % values) – 2006/07

<i>National Research Priorities (NRP)</i>	<i>An Environmentally Sustainable Australia</i>		<i>Promoting and Maintaining Good Health (strengthening Australia's social & economic fabric)</i>				<i>Frontier Technologies for Building and Transforming Australian Industries</i>				<i>Safeguarding Australia</i>					
	<i>Rural Research & Development Priorities (RRDP)</i>	<i>Sustainable Natural Resource Management</i>	<i>Improving Competitiveness through a Whole of Industry Approach</i>	<i>Maintaining & Improving Confidence in the Integrity of Australian Agricultural, Food, Fish and Forestry Products</i>		<i>Improved Trade and Market Access</i>		<i>Use of Frontier Technologies</i>		<i>Creating an Innovative Culture</i>		<i>Protecting Australia from Invasive Diseases and Pests</i>		<i>Other Research</i>		
	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%	\$	%
RDC Program 1	\$10.6m	99%					\$0.002m	2%			\$0.32m	13%	\$0.14m	13%	\$0.86m	53%
RDC Program 2	\$0.15m	1%	\$5.1m			100%	\$0.91m	97%	\$0.14m	100%	\$2.15m	87%	\$0.85m	77%	\$0.59m	36%
RDC Program 3							\$0.001m	1%					\$0.10m	9%	\$0.18	11%

A Planned outcome — the focus for R&D programs

In keeping with the Australian Government's budget framework, the FRDC's planning, operating and reporting framework is centred on delivering outputs that help to achieve clearly stated planned outcome. The relationships between the FRDC's inputs, outputs and outcome are shown in figure 4.

One of the advantages of the outcome–outputs system is that the FRDC's efforts are focused not on the goods and services produced by the Corporation and its R&D partners but on actual impacts of those goods and services in the economic, environmental and social contexts in which the Corporation operates. In essence, the FRDC's planned outcome is based upon things that will make a real difference to Australia's fisheries resources and fishing industry. In turn, a good outcome can only be achieved through good R&D outputs.

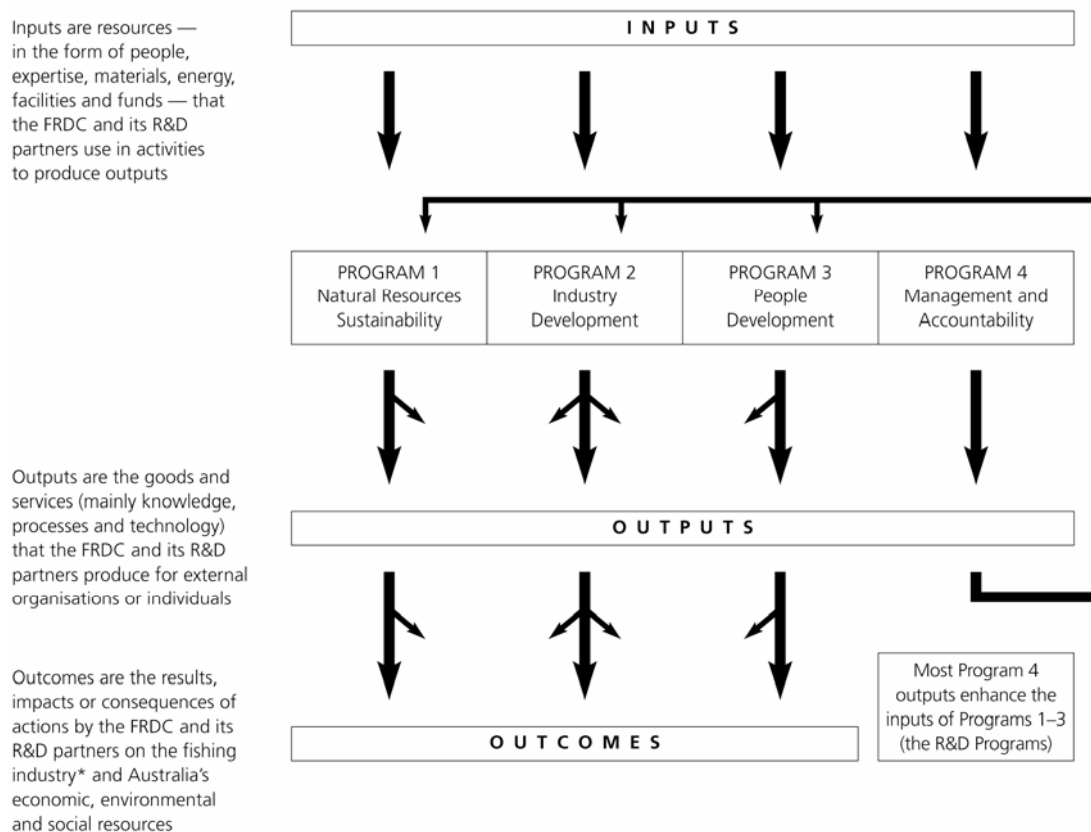
The management processes for encouraging the transformation of R&D outputs into outcomes are focused by Program 4, Management and Accountability. The FRDC's concentration on high-priority activities and containment of total program support costs has been aided by state-of-the-art information technology and continual improvement of management processes within a quality management system certified to standard AS/NZS ISO 9001:2000.

Identification and measurement of the FRDC outcome

The FRDC's achievements against the planned outcome, together with expenditure targets, are forecast in this annual operational plan and reported in annual reports.

Identifying and measuring the achievement of the FRDC outcome in the wild fishery environment is more difficult and expensive than on land, posing large challenges for the fisheries R&D community in seeking to realise the huge potential benefits. To identify and measure individual R&D project outcomes, the FRDC needs to work closely with end users — particularly management agencies — to unravel fisheries decision-making processes. In this context the FRDC's inputs are significant but nevertheless "some among many", the "many" being mainly non-R&D factors (for example, economic, social and political).

Despite the FRDC's rigorous focus on a planned outcome and the high degree of FRDC influence over outputs from R&D projects, the FRDC's investment in R&D is not, alone, sufficient to ensure that its planned outcomes are achieved. The Corporation is increasing the demands it makes on beneficiaries (such as industry) and end-users (such as fisheries managers) to commit themselves to use R&D outputs. Quicker, more efficient adoption and commercialisation of R&D outputs has been enabled by new communication technologies and greater involvement of stakeholders throughout the innovation chain, commencing at the planning stage. The FRDC also actively encourages cooperation between the fishing industry and other beneficiaries to further improve the rate of uptake.

Figure 4: The FRDC's four programs: inputs, outputs and outcome

* The fishing industry comprises commercial, recreational and customary sectors.

FRDC changes to a single planned outcome

The FRDC R&D Plan for 2005–2010 – *Investing for Tomorrow's Fish* was approved by the Parliamentary Secretary to the Minister for Agriculture, Fisheries and Forestry on 27 June 2005.

The R&D plan introduced changes to the strategic elements on which the Corporation's planning; operating and reporting framework was based. Driving this change was the need to remain responsive and focused on the needs of the FRDC's stakeholders. The FRDC has identified that moving to a single planned outcome for the Corporation will keep the Corporation focused and remove any ambiguity.

The FRDC are currently undertaking the process required by government to move to the single outcome statement. The planned outcome is subject to a separate approval process from that of the R&D plan.

The new proposed single outcome to replace the previous three outcomes format. The new planned outcome is:

The natural resources on which the fishing industry (indigenous, recreational and commercial sectors) depends are used sustainably and for the benefit of all stakeholders.

Achievement of the FRDC outcome through R&D outputs

The FRDC's business environment is different from those of other rural R&D corporations and R&D investors. For example there is, uniquely, a very high component of public good in most fisheries R&D. And there is another distinction: although the processes by which R&D outputs are taken up and applied to achieve natural resources outcomes are more diffuse than in most other agricultural industries and fields, in fisheries R&D they are even more diffuse.

The links between an outcome and the R&D inputs and outputs that achieve them are far from direct and linear: they are many and complex. In general, outcomes result when outputs are implemented by the fishing industry, fisheries managers and other end-users of R&D.

Despite the FRDC's focus on delivering on the planned outcome and the high degree of FRDC influence over outputs from R&D projects, the Corporation's investment in R&D is not, of itself, sufficient to ensure that the outcome is achieved. The Corporation is increasing the demands on end-users to commit themselves to using R&D outputs. Quicker, more efficient adoption and commercialisation of R&D outputs has been enabled by new communication technologies and greater involvement of stakeholders throughout the innovation chain, commencing at the planning stage. End-users are frequently taking up appropriate R&D findings while a project is in progress, rather than after the final report is produced.

Consultation with representative organisations

Under section 15(2) of the PIERD Act and the Guidelines on Funding of Consultation Costs by Primary Industries and Energy Portfolio Statutory Authorities, the FRDC may meet travel and other expenses incurred in connection with consultation between the Corporation and its representative organisations. The FRDC estimates that it will spend \$5,000 in 2006–07.

External planning and review of R&D activities

The FRDC does not normally determine priorities for R&D at state, regional or fishery level. That task is carried out by the Fisheries Research Advisory Bodies (FRABs), managed subprograms and other priority-setting structures. However, to ensure a balanced portfolio and to comply with directions from the Australian Government and the FRDC's representative organisations, the Corporation determines the balance between projects funded within the R&D programs. Accordingly, each year, the Corporation reviews its strategic assessment of the business environment, including through consultation with its representative organisations. The review may highlight actual or potential changes to the business environment that prompt the FRDC to adjust the balance — or to address gaps — in the R&D portfolio.

As a result of the FRDC's current strategic assessment of the business environment, the Corporation's funding targets for its R&D programs are:

- Program 1 (Natural Resources Sustainability): 55 per cent;
- Program 2 (Industry Development): 40 per cent; and
- Program 3 (People Development): 5 per cent.

Performance indicators for the FRDC planned outcome and outputs for 2006–07 are in section C: 2006–07 Portfolio Budget Statements.

The FRDC's effectiveness in encouraging the transformation of R&D outputs into an outcome is a significant component of Program 4, Management and Accountability.

R&D project slippage and its effect on R&D investment

The FRDC recognises that despite the best intentions, the timeframes for some projects will extend beyond initial estimates for reasons that are often beyond the control of the research provider. This project slippage, which affects the Corporation's cash flow, will continue to be taken into account and the resulting cash flows benefits the Board in setting annual R&D expenditure.

Historical evidence strongly indicates that there will be slippage in the range of 20% to 30%. However, the quantum of slippage cannot be known in advance, nor can the affected projects be predicted. In 2006-07 project expenditure is budgeted at \$23.3m – this is the expected result inclusive of project slippage.

When approving the budget component of the annual operational plan each March, the Board sets a budgetary limit that assumes slippage knowing that:

- historical precedent supports the slippage assumption;
- the cash flows can be managed if the assumed slippage rate proves too high; and
- the FRDC contracts to fund projects in future years in advance of receipt of the income needed to fund them. It manages this risk by having the project agreement allow for termination due to insufficient funds or change of Government policy. If the FRDC were to terminate a project agreement, it would only be liable to compensate the research provider for reasonable costs in respect of unavoidable loss incurred by the research provider and directly attributable to the termination.

The budget in the portfolio budget statements presented in Part C has been framed in anticipation of this degree of slippage.

The FRDC's focus on five strategic challenges

Planning, managing and reporting of R&D program activities is organised under five strategic challenges specified in the R&D plan — the factors that, during the next 20 years, will be the most important for the economic, environmental and social resources of the three main sectors of the fishing industry and for the Australian community. Focusing directly on these strategic challenges ensures that the Corporation addresses the most important factors in the business environment and focuses R&D on outcomes rather than on inputs.

The FRDC and its stakeholders have analysed the fishing industry's business environment and the changes likely to occur during the next 20 years. This analysis resulted in the identification of five strategic challenges:

1. Natural resources sustainability
2. Resource access and resource allocation
3. Responses to demand; profitability
4. People development
5. Community and consumer support

The strategic challenges, key drivers, priorities for 2006-07 and performance indicators are listed below under the three R&D program headings.

Achieving the FRDC planned outcomes





Program 1 – Natural resources sustainability

Outcome – The natural resources on which the commercial, recreational and traditional sectors of the fishing industry depend are used in an ecologically sustainable manner.

Australian Government priorities addressed in program 1

National research priority	FRDC code *	Priority for rural R&D	FRDC code *
An environmentally sustainable Australia	NRP-1	Sustainable natural resource management	RRDP-1
Safeguarding Australia	NRP-2	Protecting Australia from invasive diseases and pests	RRDP-2

* The Corporation has devised these codes to refer to, and report on, the various Australian Government priorities.

Challenge 1: Natural resources sustainability – the challenge is to maintain and improve the management and use of aquatic natural resources to ensure their sustainability.

Significant drivers facing industry

- Fish stocks considered overfished will need to be recovered by implementing appropriate management measures.
- All sectors will be expected to contribute increasingly to the costs of management and research.
- Ecosystem-based fisheries management will require greater understanding of the impacts of commercial, recreational and indigenous fishing.
- Environmental certification will be routinely required for all sectors.
- Policy and strategies will need to address illegal, unregulated and unreported fishing and trading.
- The fishing industry will need to respond to pressure initiated by animal welfare groups.

Priorities for 2006-07

- Measure and mitigate the interactions of fishing and non-fishing activities on the aquatic environment and fish stocks.
- Meet the regulatory requirements of natural resource and environmental legislation such as the Environmental Protection and Biodiversity Conservation Act 1999 (EPBC Act) and improve fisheries environmental management performance.
- Develop spatially explicit management models for fish stocks.
- Develop and implement industry-based environmental management systems.
- Improve the environmental performance of catch-and-release practices.

Expected outputs for 2006-07

- Investment in research that assists in the development of formal socio-economic assessments for incorporation into fisheries resource allocation processes.
- Investment in R&D on spatial management.

- Investment in R&D that will assist in fisheries becoming self-managed or co-managed.

Key performance indicators

- Self-managed or co-managed fisheries governance structures and processes are developed and a minimum of five fisheries brought under self-management.
- 30 per cent reduction in species that are overfished or of an unknown status.
- Increased utilisation of fisheries R&D outputs by fisheries management agencies.

Challenge 2: Resource access and resource allocation – the challenge is to optimise resource access, resource allocation and opportunities for each sector of the fishing industry, within a rights-based framework.

Significant drivers facing industry

- Allocation of access to fisheries resources between sectors will move away from methods based on historic catch to ones that seek to maximise economic and social returns to both the community and the industry.
- Spatial management, including the declaration of marine protected areas, will be used increasingly to protect biodiversity in ecosystems and preserve representative habitats.
- Demand for better fishing experiences by the recreational sector, and in particular the tourism component, will require greater emphasis on the maintenance and optimum utilisation of fish stocks.
- Demands for resource access to meet environmental and social needs will be increasingly competitive.

Priorities for 2006-07

- Develop processes to integrate fisheries management into coastal management.
- Determine the types of environmental, social and economic costs and benefits that arise from different closure systems, and their effectiveness in achieving multiple natural resource management objectives.
- Develop processes to inform and define inter-sector resource allocation.
- Develop methods for adjustment to address re-allocation between the three sectors.
- Develop a better research-based process for defining marine protected areas.

Expected outputs for 2006-07

- Investment in R&D that will lead to a reduction in species that are over fished or of an unknown status.
- Increased communication and extension of R&D results with fisheries management agencies.

Key performance indicators

- Development of formal socio-economic assessments for incorporation into fisheries resource allocation processes.
- Evidence of improved use of spatial management as a tool for fisheries management.

Examples of projects to be completed in 2006-07

Project	Project Title	Total Cost
1999/134	Migratory dynamics and recruitment of snapper (<i>Pagrus auratus</i>) in Victorian Waters	\$503,978
2000/135	Regrowth of pilchard (<i>Sardinops sagax</i>) stocks off southern WA following the mass mortality event of 1998/1999	\$471,334
2000/145	National application of sustainability indicators for Australian fisheries	\$560,245
2001/020	Modelling multi species targeting of fishing effort in the Queensland Coral Reef Finfish Fishery	\$369,128
2001/022	Environmental flows for subtropical estuaries: understanding the freshwater needs of estuaries for sustainable fisheries production and assessing the impacts of water regulation	\$563,202
2001/033	Enhancement of the NSW blacklip abalone fishery using hatchery produced seed	\$412,717
2001/055	Biological and fisheries data for managing deep sea crabs in Western Australia	\$347,674
2002/011	GENETAG: genetic mark-recapture for real-time harvest rate monitoring. Pilot studies in northern Australia Spanish mackerel fisheries	\$426,788
2002/035	Effects of Trawling Subprogram: design, trial and implementation of an integrated long-term bycatch monitoring program, road tested in the NPF	\$1,571,449
2002/048	Enhancement of saucer scallops (<i>Amusium balloti</i>) in Western Australia	\$854,420.18
2002/064	Northern Australian sharks and rays: the sustainability of target and bycatch species, phase 2	\$989,351
2003/005	Investigating reproductive biology issues relevant to managing the western rock lobster brood stock	\$754,695
2003/021	Effects of Trawling Subprogram: mapping bycatch & seabed benthos assemblages in the GBR region for environmental risk assessment & sustainable management of the Queensland east coast trawl fishery	\$923,110
2003/026	Environmentally sustainable development of barramundi cage aquaculture	\$365,113

Examples of projects to be funded in 2006-07

Project ID	Project Title	Total Budget
2006/005	Assessing and managing interactions of protected and listed marine species with commercial fisheries in Western Australia.	\$3,313,770
2006/008	Assessing data poor resources: developing a management strategy for byproduct species in the Northern Prawn Fishery	\$1,124,382
2006/012	Arrow squid – stock variability, fishing techniques, trophic linkages - facing the challenges	\$3,149,520
2006/017	Enhancing Genetag: adding value to genetic harvest rate monitoring of Spanish mackerel, with additional sampling, analysis, experimentation and communication	\$788,620
2006/018	Australian salmon (<i>Arripis trutta</i>): population structure, reproduction, diet and composition of commercial and recreational catches in NSW	\$1,409,366
2006/019	Defining the management framework for northern Australia's threadfin salmon fisheries	\$2,782,242
2006/021	Techniques for the establishment and ongoing research and management of developing invertebrate fisheries	\$3,481,956
2006/024	Integrated assessment to enhance the Queensland scallop fishery	\$3,972,632
2006/026	Development of co-management arrangements for Queensland fisheries - stage 1 picking the winners	\$1,476,160
2006/028	Implementation of fishery independent surveys for the Southern and Eastern Scalefish and Shark Fishery	\$10,649,626
2006/029	Using GPS technology to improve fishery dependent data collection in abalone fisheries	\$2,705,172
2006/030	Development and cost-benefit analysis of an electronic observer system to monitor a remote small vessel commercial fishery	\$737,600
2006/031	Relative efficiency (catchability) of fishing gears and investigation of resource availability in tropical demersal scalefish fisheries (NDSF)	\$5,540,418
2006/036	Supporting sustainable fishery development in the GAB with interpreted multi-scale seabed maps based on fishing industry knowledge and scientific survey data	\$1,938,818

Program 2 – Industry Development

Outcome – The commercial sector of the Australian fishing industry is profitable and internationally competitive; the commercial, recreational and traditional sectors are socially resilient.

Australian Government priorities addressed in program 2

National research priority	FRDC code	Priority for rural R&D	FRDC code
Promoting and maintaining good health	NRP-3	Improving competitiveness through a whole-of-chain approach	RRDP-3
		Maintaining and improving confidence in the integrity of Australian agricultural, food, fish and forestry products	RRDP-4
		Improved trade and market access	RRDP-5
Frontier technologies for building and transforming Australian industries	NRP-4	Use of frontier technologies	RRDP-6

Challenge 3: Response to demand; profitability – the challenge is to respond to, and take advantage of, increased demand for seafood and for recreational and customary fishing experiences; and to enhance the profitability of the fishing industry.

Significant drivers facing industry

- Supply chain efficiency will need to improve and, for example, eliminate unnecessary handling.
- Traceability will need to be improved through the use of new technologies.
- The fishing industry will need to reduce production costs, such as fuel, through gear, engine and vessel configuration changes.
- Increasingly, aquaculture investment will be based on the demand for seafood, driven by consumer preferences.
- Industry will need to develop and expand on its seafood promotion capabilities to deal with the competition that seafood is facing from other foods on domestic and international market.
- Seafood producers will need to make themselves better informed about ever-changing consumer preferences.
- Industry will need to respond to consumers' concerns about food safety and labelling and their growing interest in all the characteristics of the products they buy.

Priorities for 2006-07

- Increase the profitability of businesses supporting the three sectors of the fishing industry.
- Develop capacity to produce more fish for consumption or for fishing experiences.
- Develop systems to increase market intelligence.
- Ensure that seafood is safe and of high quality.
- Develop innovative processes for value-adding through product development.
- Develop efficient, market-based supply chains that add value to product.
- Improve fishing practices to increase survival of released fish.

Expected outputs for 2006-07

- Invest in market research that provides intelligence on international market places.
- Invest in R&D activities that boost feeding efficiency.
- Integrate into R&D research application cycle the need for industry participation in breeding programs.
- Invest in R&D projects that will underpin or be part of a third party assessment standard.
- Invest in R&D projects that will lead to the establishment of entities that utilise fish waste.

Key performance indicators

- At least two companies accessing new markets for domestically produced seafood.
- Establishment of a third-party audited food quality standard for vessels and processors.
- 5 per cent increase in finfish production through improved feeds and feeding practices.
- Establishment of a commercial operation specialising in the utilisation of fish processing waste.
- At least two entities utilising improved stock from selective breeding programs.



Examples of projects to be completed in 2006-07

Project	Project Title	Total Cost
2001/201	Aquafin CRC - SBT Aquaculture Subprogram: commercialisation trials for a manufactured tuna feed	\$387,399
2001/208	Aquafin CRC - increasing the profitability of snapper farming by improving hatchery practices and diets	\$751,817
2001/249	Aquafin CRC - SBT Aquaculture Subprogram: development and commercial evaluation of manufactured diets	\$910,692
2002/202	Abalone Aquaculture Subprogram: use of marker assisted genetic breeding to improve abalone and abalone products	\$387,507
2002/231	Occupational health and safety national extension strategy	\$410,838
2002/250	SEF Industry Development Subprogram: agricultural trials of a fish-based fertiliser (BioPhos) produced from Australian seafood processing wastes	\$645,137
2003/200	Aquafin CRC - Atlantic Salmon Aquaculture Subprogram: strategic planning, project management and adoption	\$211,983
2003/203	Abalone Aquaculture Subprogram: improvement and evaluation of greenlip abalone hatchery and nursery production	\$504,824
2003/208	Reduction in pacific oyster mortality by improving farming and processing technologies in South Australia	\$364,197
2003/211	Rock Lobster Enhancement and Aquaculture Subprogram: advancing hatchery propagation of tropical rock lobsters (<i>Panulirus ornatus</i>)	\$1,784,106
2003/212	Rock Lobster Enhancement and Aquaculture Subprogram: propagation of southern rock lobster (<i>Jasus edwardsii</i>) in Tasmania	\$771,494
2003/223	Innovative solutions for aquaculture planning and management – Project 5, Environmental audit of marine aquaculture developments in South Australia.	\$527,512
2003/225	Aquafin CRC - SBT Aquaculture Subprogram: investigation of the relationship between farming practices and southern bluefin tuna health	\$633,171
2003/242	Rock Lobster Post Harvest Subprogram: value-adding the southern rock lobster fishery - optimising flesh quality of under-valued large lobsters for the sashimi market	\$287,538

Examples of projects to be funded in 2006-07

Project	Project Title	Total Cost
2006/209	Developing targeted strategies for improving product quality through selected low value seafood supply chains	\$2,602,160
2006/213	Rock Lobster Post Harvest Subprogram: expand and develop the WA specific global lobster market database for strategic planning by Australian rock lobster industries	\$1,107,680
2006/214	Improving supply chain practices & processes to increase the value of southern rocklobster	\$3,500,266
2006/215	Southern rocklobster industry research and development planning, implementation and extension	\$9,582,432
2006/216	Development of supply chain, distribution and communication tools to support entry of Australian southern rocklobster into the super-premium-fine-dining sector in the USA	\$1,980,852
2006/217	Repositioning the Australian prawn farming industry for growth	\$256,320
2006/218	Rock Lobster Enhancement & Aquaculture Subprogram: tropical lobster puerulus production	\$11,050,000
2006/220	Rock Lobster Enhancement and Aquaculture Subprogram: improving spatial management of southern rock lobster fisheries to improve yield, value and sustainability	\$10,581,970
2006/221	Rock Lobster Enhancement and Aquaculture Subprogram: preliminary assessment of the wild juvenile resource of <i>Panulirus ornatus</i> for aquaculture development in Torres Strait	\$612,855
2006/223	Aquafin CRC - Southern Bluefin Tuna Aquaculture Subprogram: longer term holding of southern bluefin tuna (<i>Thunnus maccoyii</i>)	\$6,659,775
2006/224	Aquafin CRC - SBT Aquaculture Subprogram: investigation of the relationship between farming practices and SBT health - 2003/225 project extension	\$346,695
2006/226	Securing and enhancing the Sydney rock oyster breeding program	\$5,224,752
2006/228	South Australian oyster industry best practices business management/husbandry manual developed through scientific validation and focus group facilitation within the oyster industry	\$1,427,027

Program 3 – People development

Outcome – The knowledge and skills of people in and supporting the Australian fishing industry, and in the wider community, are developed and used so that Australians derive maximum economic, environmental and social benefits from fisheries research and development.

Australian Government priorities addressed in program 3

National research priority	FRDC code	Priority for rural R&D	FRDC code
Frontier technologies for building and transforming Australian industries	NRP-4	Use of frontier technologies	RRDP-6
Promoting and maintaining good health	NRP-3	Creating an innovative culture	RRDP-7

Challenge 4: People development – the challenge is to develop people who will help the fishing industry to meet its future needs.

Significant drivers facing industry

- There is a shortage of industry leaders in all sectors of the fishing industry.
- There is a shortage of opportunities for people in industry to develop skills that are going to directly improve their effectiveness.
- There is a high turnover of fisheries management staff, which leads to less informed staff being called upon to make decisions on complex issues, will need to be reduced.
- The broad knowledge base on fisheries related issues, will need to be made more accessible through a single effective source.
- The fishing industry will need to learn from other industries that have embraced knowledge and innovation culture, and seek to profit from new opportunities to grow their businesses.

Priorities for 2006-07

- Provide knowledge and processes that help to develop a market-based culture in the industry.
- Develop mechanisms to deliver better adoption of R&D results by industry.
- Enhance industry leadership, for all sectors, through appropriate training.
- Enhance opportunities for information and technology transfer within and between sectors.
- Promote an environment for adoption of business best practice.
- Develop industry champions to bridge the knowledge gap.
- Foster an environment that encourages innovation and R&D adoption.

Expected outputs for 2006-07

- Investing in the Australian Rural Leadership Program.
- Investing in research that assist postgraduate students complete their courses.

- Invest in the “Advance in Seafood” Leadership Development Program.

Key performance indicators

- Two seafood people to complete the Australian Rural Leadership Program annually.
- Minimum of five postgraduate students complete courses.
- Minimum of ten fishing industry participants attend the “Advance in Seafood” Leadership Development Program.

Challenge 5: Community and consumer support – increase community and consumer support for the benefits of the three sectors of the fishing industry.

Significant drivers facing industry

- The community is having a greater say in the use and management of all natural resources. Industry needs to engage with community representatives so that a good understanding of viewpoints can develop.
- The community is very concerned with environmental issues and how natural resources are being accessed and utilised.
- Consumer education is important in developing new markets and expanding existing markets.
- Consumers are becoming more aware of the role that seafood can play in their health.
- The community perception of the fishing industry is poor, despite the large investment in research which has led to significant changes in how the industry operates.
- Government and communities recognise aquaculture as a sustainable way of producing fish.

Priorities for 2006-07

- Develop relationships with community groups can assist the fishing industry.
- Increase consumers understanding of the health benefits of eating seafood.
- Address animal welfare and bio-security issues.
- Educate the community about fisheries and aquaculture management and its contribution to Australia.
- Communicate the benefits of government and industry investment in R&D.

Expected outputs for 2006-07

- Investment in extension activities that communicate the health benefits of seafood.
- Invest in R&D that provides a solid understanding of the environmental impacts of Aquaculture ventures.

Key performance indicators

- 10 per cent increased consumption of seafood by Australians.
- Aquaculture ventures are able to access new sites.

Examples of projects to be completed in 2006-07

Project	Project Title	Total Cost
2000/311	Development of research methodology and quantitative skills for integrated fisheries management in WA	\$579,814
2003/300	Molluscan Fisheries and Aquaculture, World Congress of Malacology, Perth 2004	\$15,000
2003/320	An assessment of the contribution of FRDC project outputs to fisheries management decision making	\$16,020
2004/302	Seafood Directions 2005	\$60,000
2005/301	Australian Rural Leadership Program	\$92,000
2005/302	International Aquaculture Conference 2006	\$80,000
2005/307	International symposium on cephalopod lifecycles: biology, management and conservation	\$20,000
2005/313	Peter Dundas Smith scholarship	\$10,000
2005/319	Sponsorship for the 11th international symposium on veterinary epidemiology and economics	\$4,545.45
2005/321	Ollies island - interactive edu-tainment program exploring sustainable production and consumption (pilot project)	\$30,000
2005/621	Aquatic Animal Health Subprogram: establishment of a national aquatic animal health diagnostic network	\$124,280
2005/641	Aquatic Animal Health Subprogram: current and future needs for aquatic animal health training and for systems for merit-based accreditation and competency assessments	\$20,000

Examples of projects to be funded in 2006-07

Project ID	Project Title	Total Budget
2006/300	Australian Rural Leadership Program	\$796,064
2006/302	Australian Society for Fish Biology Conference and Workshop 2006 - cutting edge technologies in fish and fisheries science	\$162,000
2006/303	Second national prawn fisheries workshop - Adelaide, September 2006	\$220,000
2006/305	National interactive edu-tainment program exploring sustainable production and consumption	\$1,080,000
2006/308	Investigating options to improve bycatch reduction in tropical prawn trawl fisheries - a workshop for fishers	\$258,605





Program 4: Management and Accountability

The challenge for this program is to continually improve the activities through which it:

- plans, invests in and manages fisheries R&D throughout Australia; and
- facilitates the dissemination, adoption and commercialisation of R&D results.

The FRDC's ISO-certified quality management system encompasses all these activities.

Most Program 4 outputs do not lead directly to the FRDC outcome but enhance the inputs of Programs 1–3 (the three R&D programs), as shown in figure 3: on page 16.

Management and accountability output indicators

Since the management and accountability outputs of Program 4 contribute to the planned outcome of the FRDC R&D programs, they are crucial to the FRDC's effectiveness and efficiency. These outputs are outlined on the following under the headings:

- Business Strategy and Planning
- Information Management Systems
- Corporate Communications
- Risk Management
- Finance and Administration
- Quality System
- Human Resources Management
- Corporate Governance



Business strategy and planning

Objective: To have a clearly defined and implemented business plan and strategy aligned to government and industry needs; and this is understood and supported by stakeholders.

Long-term strategies

- Maintain high-level support for the five-year plan *Investing for Tomorrow's Fish* and ensure on-going development builds on, and drives innovation in the Fishing Industry.
- Ongoing monitoring and evaluation of the strategic plan, including reviews and input from stakeholder meetings and feedback.

Strategies for 2006–07

- Undertake stakeholder research to assess and gain feedback on five year plan.

Expected outputs in 2006–07

- Acceptance of the annual operational plan and annual report by the Parliamentary Secretary and the FRDC's representative organisations.
- Evidence of FRAB influence on research providers — minimum 80% of applications submitted through FRABs.

Expected outcomes in 2006–07

- Planning and reporting documents (annual report, annual operational plan and portfolio budget statements) published and submitted on time.
- Views and priorities of stakeholders influence research providers in the development of R&D applications.

Information management systems

Objective: To support the implementation of the research and development program as well as the business requirements of the organisation.

Long-term strategies

- Provide business systems that meet the requirements of the organisation.
- Further develop and implement Fishbase and its web interface Fishnet (project management system).
- Maintain the FRDC website as a source of fishing industry information.

Strategies for 2006–07

- Undertake stakeholder research to assess and gain feedback on systems and website.

Expected outputs in 2006–07

- Further development of corporation's computerised systems – fishnet.
- Evidence of consultation with stakeholders and research providers.

Expected outcomes in 2006–07

- Improved stakeholder satisfaction with information management systems.
- Efficient, effective and stable computerised systems that enable corporation staff to do their jobs well.

Corporate communications

Objective: To inform all stakeholders of the corporation's goals, strategies and achievements; and provide them access to information that will assist them.

Long-term strategies

- Create an effective feedback loop from customers to the FRDC, to measure effectiveness and improve performance.
- Assist fishing industry development by supplying current information on R&D activities and results.
- Increase communication efficiency and effectiveness.

Strategies for 2006–07

- All reporting requirements met on time and within budget.
- All publications are of a high standard and are developed and delivered in a professional manner.

Expected outputs in 2006–07

- Undertake market research with stakeholders.
- Evidence of adoption and research uptake from post-project evaluations, and other sources.

Expected outcomes in 2006–07

- Influence over the adoption of R&D results by stakeholders, especially potential beneficiaries.
- Timely and effective delivery of information products and services to stakeholders.

Risk management

Objective: To ensure risks are identified, assessed and appropriately managed.

Long-term strategies

- Manage risks at the project, business unit and strategic levels of the organisation.
- Maintain an effective risk management system.
- Continually monitor and update the risk management plan and the fraud control plan, to reflect changes in the operating environment.
- Include risk management in performance measures for all staff.

Strategies for 2006–07

- Continue to maintain an appropriate risk control environment.
- Monitor strategic risk assessment actions to ensure implementation.

Expected outputs in 2006–07

- Board-approved fraud control and risk management plans for the corporation

Expected outcomes in 2006–07

- No fraud-related issues

Quality system

Objective: To be recognised as a quality-driven organisation, through quality leadership, continuous improvement and appropriate accreditation.

Long-term strategies

- Maintain ISO9001:2000 accreditation.
- Demonstrate clear leadership on quality and the benefits to be derived from continuous improvement.
- Raise system improvement forms for all areas of quality failure, including process failures.

Strategies for 2006–07

- Review and further develop quality assurance procedures.

Expected outputs in 2006–07

- Satisfactory internal and independent audit reports in relation to the corporation's ISO9001:2000 quality accreditation system demonstrating compliance with the Australian standard.

Expected outcomes in 2006–07

- An efficient and effective certified quality system that is the core to the way FRDC carries out the administration of its business to ensure a standard of product and service which meets customer and stakeholder needs.

Human resources management

Objective: To have best practice in human resources (HR) management clearly focused on delivering FRDC's business objectives.

Long-term strategies

- Ensure FRDC positions are correctly graded and remunerated.
- Introduce a formal succession planning process.
- Ensure all staff participate in undertaking annual personal performance appraisals (PPA).

Strategies for 2006–07

- Undertake stakeholder research to assess and gain feedback on five year plan.
- Undertake Mercer Review of FRDC's current employment structure; undertake a skills audit to identify skill and competency gaps.
- Ensure all position statements reflect activities of position.

Expected outputs in 2006–07

- Develop a succession planning process.

Expected outcomes in 2006–07

- Competent and well-trained staff contributing to the achievement of the corporation's objectives.

Finance and administration

Objective: To have accounting and investment functions managed in accordance with board and statutory requirements.

Long-term strategies

- Maintain a monitoring system through the Finance and Audit Committee and Internal Audit Program
- Ensure that the corporation is able to meet the funding requirements of the annual operational plan.

Strategies for 2006–07

- Ensure effective financial management
- Introduce improved financial management reports.

Expected outputs in 2006–07

- Minimum of 85% of the contributions paid by industry to the FRDC that can be matched by the Australian Government.
- Evidence of 10% operating budget comes other funding sources.
- Proportion of expenditure on R&D programs, and programs support — respectively minimum 90% (including communications) and maximum 10%.

Expected outcomes in 2006–07

- Contributions from fishers and aquaculturists above that which will be matched by the Australian Government.
- Contributions from other parties with an interest in fisheries and the fishing industry.
- Maximum FRDC expenditure on R&D programs.

Corporate governance

Objective: To have a robust system of governance.

Long-term strategies

- Develop a business reporting and responsibility framework to enhance organisational performance.
- Meet statutory requirements in relation to annual operational plans, annual reports and investment plans.
- Manage compliance through appropriate control systems and an ethical business culture.

Strategies for 2006–07

- Continue to ensure compliance with reporting requirements - PIERD Act and the CAC Act.
- Ensure all Board members have strong appreciation for role and responsibilities of FRDC.

Expected outputs in 2006–07

- Undertake induction training for new Board members.

Expected outcomes in 2006–07

- Competent and well-trained board members and staff contributing to better operating practice.

The governance framework

Element	Scope
Enabling legislation	The PIERD Act which sets out the legislative framework and rules for the establishment and operation of the FRDC.
Governance legislation	The Commonwealth Authorities and Companies Act 1997(CAC Act), which specifies requirements for good governance and accountability.
Priorities of key stakeholders	Australian Government national research priorities, and priorities for rural R&D.R&D priorities of representative organisations: Australian Seafood Industry Council and Recfish Australia.
Annual report	Requirement of various legislation. Reports to the Australian Parliament and FRDC stakeholders on R&D activities during the financial year, and on measures to ensure good governance.
Quality management system	Systematic, ISO-certified processes CAS/NZS ISO 9001:201 designed to meet or exceed the expectations of stakeholders and other people and organisations with whom the FRDC does business. Incorporates management of FRDC policies.
R&D planning and priority-setting	The FRDC works with nation-wide Fisheries Research Advisory Bodies (FRABs) to undertake planning for R&D in consultation with governments, industry, other stakeholders and research providers. Priorities for R&D at state, regional or fishery level are significantly determined by the FRABs, managed subprograms and other priority-setting structures, with the Corporation determining the balance between projects funded within the R&D programs.
Board governance	Key functions include overseeing corporate governance (including strategic planning and reporting requirements) and investment decisions. Enhanced by the Board's spread of skills and experience, independent selection of most directors, code of conduct and ongoing development in directorship.
Performance monitoring	Includes monitoring and measuring of performance to continually improve the FRDC's effectiveness and efficiency.
Reporting to stakeholders	Includes consultation with, and formal reporting to, the two representative organisations; reporting of R&D investment activities via R&D News; and participation in conferences, workshops and other activities.

Compliance checklist

Fisheries Research and Development Corporation

The following checklist was sent with the completed AOP to the Science and Innovation Policy area of the Department of Agriculture, Fisheries and Forestry.

I, John Wilson, FRDC Business Development Manager, have assessed the Fisheries Research and Development Corporation's AOP against this checklist. I am satisfied that the plan:

	Page
<input checked="" type="checkbox"/> Has been prepared, in written form, that is expressed to relate to the current financial year (s.25(1) PIERD Act).	9
<input checked="" type="checkbox"/> Specifies the broad grouping of R&D activities that the R&D Corporation proposes to fund, wholly or partly, during the financial year (s.25(2)(a) PIERD Act).	15–36
<input checked="" type="checkbox"/> Describes how and to what extent funding those activities will give effect to the R&D plan in force during that financial year (s.25(2)(b)(i) PIERD Act).	15–36
<input checked="" type="checkbox"/> Describes how and to what extent funding those activities will, in particular, pursue the strategies outlined in the R&D plan and help to achieve the objectives described in the R&D plan (s.25(2)(b)(ii) PIERD Act).	17–36
<input checked="" type="checkbox"/> Provides an estimate of the total amounts likely to be spent by the Corporation in respect of each broad grouping of R&D activities the Corporation proposes to fund during the year (s.25(2)(c)(i) PIERD Act).	6 and 14
<input checked="" type="checkbox"/> Provides an estimate of the total of the amounts referred to in subparagraphs (i) and (ii) of s.25(2)(c)(iii) PIERD Act.	6 and 14
<input checked="" type="checkbox"/> Provides an estimate of the total of the amounts that are likely to be paid to the Corporation during the financial year (other than the amounts paid under s.30 or 30A) (s.25(2)(c)(iv) PIERD Act).	6
<input checked="" type="checkbox"/> Provides an estimate of the total of the amounts likely to be spent by the Corporation under s.33, other than paragraph 33(1)(a), during the financial year (s.25(2)(c)(ii) PIERD Act).	6 and 14
<input checked="" type="checkbox"/> Includes references to R&D activities that the Corporation proposes to fund, including references to R&D activities that the Corporation is prepared, subject to its examination of specific proposals, to fund (s.25(3) PIERD Act).	19–35
<input checked="" type="checkbox"/> Is consistent with the outcomes, outputs and performance measures specified in the 2006–07 Portfolio Budget Statement (PBS).	through-out
<input checked="" type="checkbox"/> Links to the inputs, outputs and planned outcomes identified in the principal plan and demonstrates a clear link with the principal plan (Senator Troeth's 11 Jan 1999 letter).	12-13, 19–35
<input checked="" type="checkbox"/> Includes measurable performance indicators against planned outcomes and outputs (Senator Troeth's 11 Jan 1999 letter).	19–35
<input checked="" type="checkbox"/> Complies with the enabling legislation and is consistent with the reporting requirements outlined in s.10 of the Report of Operations Orders (Senator Troeth's 11 Jan 1999 letter).	through-out
<input checked="" type="checkbox"/> Reflects the initiatives planned and resources required to achieve corporate objectives (better practice).	31–36
<input checked="" type="checkbox"/> Shows accountability (who in the Corporation is responsible) for key tasks (better practice).	5

<input checked="" type="checkbox"/>	Includes an environmental scan (better practice).	4, 17–31
<input checked="" type="checkbox"/>	Outlines details of the overall nature, purpose and expected outcome of the projects or consultancies undertaken by representative industry organisations (s.1(b) 1998 Consultation Guidelines).	n/a
<input checked="" type="checkbox"/>	Includes details of any proposed funding of representative industry organisations (s.3(a) 1998 Consultation Guidelines).	17
<input checked="" type="checkbox"/>	Complies with Australian Government branding requirements.	cover
<input checked="" type="checkbox"/>	Demonstrates how the Corporation has taken into consideration the Australian Government National Research Priorities (NRPs) and rural R&D priorities (RRDPs) (as issued by Senator Troeth on 19 March 2003). The way in which the RRDPs map under the NRPs has been agreed between DAFF and the Department of Education, Science and Training, specifically:	12, 13, 19–31

NATIONAL AND RURAL RESEARCH PRIORITIES

NRP	<input checked="" type="checkbox"/> An Environmentally Sustainable Australia	21
RRDP	<input checked="" type="checkbox"/> Sustainable Natural Resource Management.	21
NRP	<input checked="" type="checkbox"/> Promoting and Maintaining Good Health	27
RRDP	<input checked="" type="checkbox"/> Improving Competitiveness through a Whole of Industry Approach.	27
RRDP	<input checked="" type="checkbox"/> Maintaining and Improving Confidence in the Integrity of Australian Agricultural, Food, Fish and Forestry Products.	19-36
RRDP	<input checked="" type="checkbox"/> Improved Trade and Market Access.	24-31
NRP	<input checked="" type="checkbox"/> Frontier Technologies for Building and Transforming Australian Industries	24-31
RRDP	<input checked="" type="checkbox"/> Use of Frontier Technologies.	24-31
RRDP	<input checked="" type="checkbox"/> Creating an Innovative Culture.	19-36
NRP	<input checked="" type="checkbox"/> Safeguarding Australia	21
RRDP	<input checked="" type="checkbox"/> Protecting Australia from Invasive Diseases and Pests.	21

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