



## Open for business

In October we will be publishing a call for applications against existing R&D priorities in line with the R&D Plan. The call will be based on existing R&D priorities that align with the R&D Plan outcomes. Stakeholders with IPAs can continue to apply for funding via the usual process. We will make this call on our website and send an email alert to all who have subscribed to our updates – to subscribe, visit [www.frdc.com.au/subscribe](http://www.frdc.com.au/subscribe).

### KEY CHANGES

- A new roadmap process to develop action plans for each of the five R&D outcomes will be implemented.
- Roadmaps will be reviewed and updated regularly.
- There will be an opportunity for broader input from Research Advisory Committees (RACs).
- RACs, Industry Partnership Agreement committees and research Subprogram committees will formally meet twice a year.
- Meetings will be mainly online.
- RAC and Subprogram funding will be pooled nationally and accessed competitively.
- The focus for all groups will be identifying research priorities that align with the R&D Plan 2020–2025.
- RACs will identify the project scope setting (that is, they will define the issue, end user, gate keepers, best way to deliver and method for project selection).
- RACs will no longer assess applications.
- Stakeholders may be engaged as expert reviewers of investment requests.

### More information

Food Innovation Australia: <https://fial.com.au>

National Agricultural Innovation Agenda: [www.agriculture.gov.au/ag-farm-food/innovation/national-ag-innovation-agenda](http://www.agriculture.gov.au/ag-farm-food/innovation/national-ag-innovation-agenda)

FRDC R&D Plan 2020–2025: [www.frdc.com.au/stakeholders/meetings](http://www.frdc.com.au/stakeholders/meetings)

United Nations Sustainable Development Goals: <https://sdgs.un.org/goals>

## Calling all fishing and aquaculture stakeholders

Roadmapping workshops will be held online, enabling stakeholders to collaborate from wherever they are to identify how to achieve each outcome.

The first online roadmapping workshop will focus on R&D outcome 1: Growth for enduring prosperity. This workshop will be run in collaboration with Food Innovation Australia Ltd, which is undertaking a similar process focused on growing the market share of Australian food globally.

Fishing and aquaculture stakeholders are invited to participate in online roadmapping workshops on the following dates:

**Outcome 1** Growth for enduring prosperity –  
Thursday 15 October

**Outcome 2** Best practices and production systems –  
Friday 16 October

**Outcome 3** A culture that is inclusive and forward thinking –  
Wednesday 21 October

**Outcome 4** Fair and secure access to aquatic resources –  
Friday 23 October

**Outcome 5** Community trust, respect and value –  
Tuesday 27 October

Confirmation of these dates and other FRDC meetings will be posted on our website ([www.frdc.com.au/stakeholders/meetings](http://www.frdc.com.au/stakeholders/meetings)).

### Anyone can participate

To participate and keep up to date on these and other FRDC meetings, subscribe at [www.frdc.com.au/subscribe](http://www.frdc.com.au/subscribe). Make sure to select 'FRDC Meetings'.

# Shaping the future with the new R&D plan

“The future depends on what we do today.”  
– Mahatma Gandhi

The FRDC’s R&D Plan 2020–2025 sets out to be proactive, inclusive and adaptable as we – the FRDC – envision today what will become the future. Our new R&D Plan builds on a shared 10-year vision, developed by diverse sectors across Australia, for what fishing and aquaculture could be like by 2030, and sets out how we can work together to achieve this vision within the remit of our activities.

## The R&D Plan outlines our focus for the next five years:

- facilitating cultural change across fishing and aquaculture to enable the sort of growth that can be achieved when people work together;
- encouraging smarter, more efficient ways of managing and using resources – doing more with less; and
- making sure that Australians are supportive of fishing and aquaculture, and ensuring fishers and aquaculturists can hold their head high when they describe what they do.

To achieve this, we will use innovation, digital transformation and technology development, building our people’s capacity and capability and driving adoption of knowledge. The COVID-19 pandemic has been a time of creativity and re-imagined possibility across the agricultural and food production landscape. The R&D Plan shares traits with the Australian Government’s National Agricultural Innovation Agenda, CSIRO’s Mission Possible Program and the cross Research and Development Corporation Climate Initiative, to name a few. All of these ambitious initiatives signal a need to work together in new and better ways to tackle the biggest shared problems that will shape tomorrow. The R&D Plan recognises that finding answers to complex problems or better ways to do things is not always

a linear process. In addition to our traditional approach to funding R&D, we will use new approaches including mission-led thinking\* and rapid, experimental ‘fail fast’ approaches to innovation and learning. Recognising that the people needed to solve tomorrow’s challenges may not be ‘fish’ people, we will also seek to broaden our networks to include new partners in addition to the existing community of investors and solution providers. At the core of our R&D Plan and investment are five R&D outcomes and five strategies that will enable them to be achieved.

### Five R&D outcomes

1. Growth for enduring prosperity;
2. Best practices in production systems;
3. A culture that is inclusive and forward thinking;
4. Fair and secure access to aquatic resources; and
5. Community trust, respect and value.

### Five enabling strategies

- I. Drive digitisation and advanced analytics;
- II. Strengthen the adoption of transformative change;
- III. Promote innovation and entrepreneurship;
- IV. Build capability and capacity; and
- V. Provide foundational information and support services.

**To see how these outcomes and strategies fit together and within our broader role, visit ‘R&D at a glance’:**  
<http://rdplan.frdc.com.au/rd-at-a-glance>.

\*Mission-led thinking: An approach that uses specific, well-defined missions to stimulate innovation. Examples of missions include solving important societal challenges such as climate change and its effect on the environment, demographic changes, threats to health and wellbeing, and mobility issues.



## GET INVOLVED

### Developing and implementing roadmaps

The new R&D Plan outlines where we need to go and why. Now we need to work together and determine the best way to get there. Over the coming months, we will engage stakeholders from across fishing and aquaculture in a series of online roadmapping workshops. In this inclusive, open process, we will work with stakeholders to develop five roadmaps describing how each of the five R&D Plan outcomes can be achieved. The workshops will enable stakeholders to collaborate from wherever they are.

Once the roadmaps are developed, Research Advisory Committee (RAC), Industry Partnership Agreement (IPA) and FRDC research Subprogram meetings will be held to refine and determine priorities for investment. The roadmaps will be revisited every year to see how we are progressing.

This is a new approach. It is designed to give all stakeholders input, while being agile enough to accommodate ever-changing needs. RACs in each fisheries jurisdiction, IPAs and Subprograms will remain central to how we engage with stakeholders. They enable input from fishers, aquaculturists, managers, researchers and other stakeholders in identifying and prioritising areas for investment, and will update the roadmaps as they learn more.

We are keen to get problems solved more easily for our stakeholders. To assist, we are reviewing our investment processes to allow stakeholders to make short 'investment pitches'. Pitches will need to explain simply and concisely what the need is, how the proposed project meets that need, how it aligns with the new R&D Plan, what the benefits will be and who the partners are. You will see calls for investment pitches emerge in coming months as we trial this process.

We are also keen to ensure that our stakeholders feel there is an appropriate balance of planning and action. To that end, RACs will no longer need to have their own R&D plans: the collective thinking that will go into developing and revising each roadmap will suffice. IPAs may still choose to maintain their own R&D plans; however, they will be able to consult the roadmaps when they consider new opportunities and decide where they can partner.

During the life of the R&D Plan, we will continue to experiment and evolve it through our partnerships and consultation.

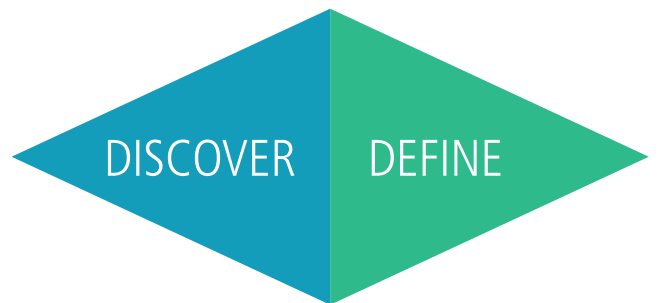
### Measuring performance

During the life of this R&D Plan, we will develop a new performance measurement framework in line with the requirements of our Statutory Funding Agreement with the Department of Agriculture, Water and the Environment. The framework will set out the key metrics to measure performance across all aspects of our business – from administration, project delivery and extension, to achieving our R&D outcomes.

## Changes underpin new plan delivery

The process of creating the new R&D Plan and working out how it will be implemented has been consultative and user-led. We need to ensure that we are solving the right problem, then solving the problem right. We do this by working with stakeholders to discover the challenge, define the need, develop the solution, then deliver it to those who need it.

### Solving the right problem



### Structures to help drive the plan

**Research Advisory Committees (RACs)** Each jurisdiction will engage in planning and funding via its RAC. However, the way RACs operate is changing.

These committees will focus on identifying the important issues and needs for fishing and aquaculture stakeholders in their jurisdiction. RACs will also focus on defining the end users and possible key pathways for adoption and extension.

RAC engagement will be broader than it was previously, and include open online workshops and meetings during which stakeholders can describe their issues or needs as they relate to the five outcomes of the FRDC R&D Plan. Priority setting and refinement will follow. This will enable the best solutions to develop and fund to be identified. The goal is to make stakeholder input part of priority setting and updating – as one priority is addressed, another emerges for consideration.

We will appoint a limited number of RAC chairs, who will work across the various bodies to encourage idea and information sharing. R&D plans for each jurisdiction will not be required; rather, the priority setting outlined above will align each jurisdiction's priorities with our R&D Plan outcome areas.

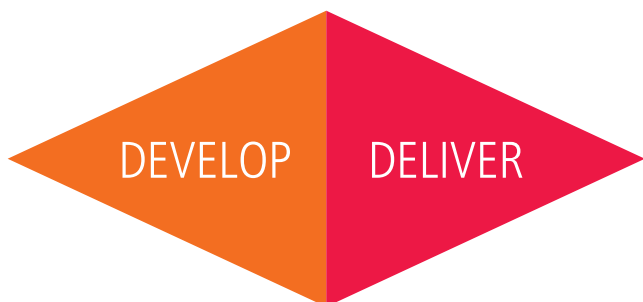
[Want to know more, be part of the process or get updates?](#)



## Investment

As we implement the new R&D Plan, we understand there is still a need to tackle today's challenges. As implementation of the R&D Plan gathers speed, we will make further calls for applications in line with the needs and priorities that are nominated. This will include competitive calls, select and direct tender approaches, and investment in startups and technologies.

### Solving the problem right



**Industry Partnership Agreements (IPAs)** will continue largely as before, with a specific agreement, budget allocation based on their contribution to the FRDC, and an administration fee. IPAs can still choose to maintain their own R&D plan, and will be encouraged to align their planning with our R&D Plan 2020–2025 and roadmaps. The IPAs will continue to canvas relevant sectors about their needs and priorities, but will also look more broadly at how they can partner and leverage investment with other groups or organisations who have similar priorities – this could include other IPAs, RACS or new investors.

**FRDC research Subprograms** will continue, but will form part of the competitive funding allocation to ensure a focus on collaboration and delivering the R&D Plan's outcomes. These structures will be required to collate priorities for their respective areas and stakeholders, and to explore overlap and synergies with the priorities RACs and IPAs nominate.

**Ongoing services** Long-term projects that provide industry services such as Safefish, Fishnames and the Status of Australian Fish Stocks (SAFS) will continue for their current lives. These services will be reviewed against the needs identified in the roadmapping processes being undertaken. Decisions to continue or to vary each service will be based on how they align with roadmaps and R&D Plan outcomes.

## Addressing extension

Some might wonder if the change for FRDC from a Research Development and Extension (RD&E) Plan in 2015–2020 to a Research and Development (R&D) Plan in 2020–2025 might reflect a retreat from extension activities.

In fact, a key need identified during consultation for the new R&D plan was to improve extension, adoption and transformative change. During the process, it became clear the current use of extension and adoption only linked to project activities was not working as well as it could.

There was a lack of synthesis across projects and there was no specific investment to transform, which includes behaviour change.

This identified need and shortfall are reflected in the new plan where two enabling strategies change how FRDC approaches this critical area. These are enabling strategies II (Strengthen the adoption of transformative change) and V (Provide foundational information and support services).

## Global environment

The FRDC R&D Plan, while directly setting out the framework for our investment, also considers our role in tackling global challenges. We have aligned our investment outcomes with key national targets and global commitments, such as building the value of agriculture to \$100 billion by 2030, a goal jointly set by industry leaders and the Australian Government.

We are also working to deliver on Australia's commitments to the United Nations Sustainable Development Goals (SDGs). Of the 17 SDGs, 14 are relevant to the operations of the FRDC and to the industry and communities it supports.

