



Australian Southern Rocklobster Industry Strategic Plan 2006-2011

DECEMBER 2006 (Updated June 2007)



Australian Southern Rocklobster Industry

Strategic Plan 2006-2011

FRDC Project No 2006/215

FORWORD

Without a clear understanding of where industry wants to be in the future it is impossible for R&D investors to target the areas that will have the greatest benefit for industry. With this plan, the southern rocklobster industry has clearly laid out their future. The partnership between the Fisheries Research and Development Corporation and the southern rocklobster industry will ensure we deliver demonstrable benefits to industry. The FRDC looks forward to working with the Australian Southern Rocklobster (ASR) industry over the next decade to ensure their plans for the future are realised.

Dr Patrick Hone

Executive Director FRDC





FUNDING

Fisheries Research and Development Corporation, South Australian Rocklobster Industry and Tasmanian Rocklobster Industry

CONTRIBUTIONS

Thanks go to:

- the Tasmanian Rock Lobster Fishermen's Association, SA Rock Lobster Advisory Council, Victorian Rocklobster Association, SA Research & Development Institute, Tasmanian Aquaculture and Fisheries Institute, Southern Rocklobster Limited Board and the Fisheries Research and Development Corporation.
- Ewan Colquhoun of Ridge Partners for undertaking the consultation and developing the overall plan.
- CORVEL Marketing & Management who provided executive and project management services.
- Licence holders, exporters, managers and scientists who contributed at the various planning workshops and meetings, and/or made written and verbal contributions to the plan.

Special thanks also go to the Board of the FRDC and Dr Patrick Hone, Executive Director of the FRDC and his team. The support from FRDC has been instrumental in moving disparate State groups to a united and strategically focussed industry. The progress to date from 2003 would not have happened without the partnership with FRDC.

Roger Cotton

Independent Chair Southern Rocklobster Limited



Introduction

Southern Rocklobster Ltd (SRL) intends to make the Australian southern rocklobster the first choice of premier seafood consumers in world markets.

This new company was established in 2004 by fishers in Tasmania, Victoria and South Australia. In its first 2 years it has assembled the industry's leaders and key stakeholders, defined attractive market opportunities and identified strategies to enhance industry's offer to consumers.

The challenge to be addressed in the next 5 years through to 2011 is to translate this opportunity into increased returns to industry through collective management of the industry; closer collaboration with our fishers, supply chain leaders and supporting communities; and a commercial commitment to delivering the best offer to high value consumers.

SRL sees the challenges during this period as:

1. Establishing recognition of the Australian Southern Rocklobster brand in selected markets as the best quality and value in the world
2. Guaranteeing the contracted supply of quality fish to key export customers
3. Achieving improved returns from a sustainable and well managed fishery in the face of stable quotas
4. Demonstrating to industry the commercial returns that are available from the positive start made since 2004.
5. Attracting shared commercially driven investments to improve supply chains, building market campaigns and enhancing our human capacity
6. Capturing stock enhancement benefits on offer
7. Assessing and securing long term development benefits offered through aquaculture
8. Controlling the costs of production and supply chain
9. Attracting young people to join and invest in the industry
10. Raising awareness of the benefits to Australian industry from its activities



Objectives

The Australian Southern Rocklobster Industry intends to be the preferred supplier of lobsters to global super-premium-fine-dining (SPFD) consumers by 2020.

Under the national leadership of Southern Rocklobster Ltd, the industry has set a number of objectives that define its strategy over the next 5 years:

- Lobster products will be securely positioned in niche markets, predominantly in USA, Europe/Middle East, Australia and Asia.
- Industry will have well established technologies and procedures for enhancement of wild rock lobster stocks
- Industry embraces aquaculture so that wild catch and aquaculture present complementary offerings to an enhanced rock lobster product line
- Increase the average real beach price of southern rocklobster by \$20/kg by 2011
- Increase supply chain margins shared by fishers and processors by an average real value of \$25/kg by 2011
- 15% compound growth in average licence value through to 2011.
- The culture of the Australian based fishers and processors will have become more integrated through chain alliances and investments, and adoption of e-commerce practices and tools
- Industry commitment to responsibility for development planning
- Industry R&D and generic market development programs will be fully funded by industry



Global Food Trends

Recent studies¹ have identified a number of primary trends in global markets.

- Consumers across an expanding range of markets have improved access to fresh food. This is primarily due to advances in refrigeration technology, packing and airfreight systems. In some instances this has stimulated increased demand for seafood products (e.g. sashimi, sushi, live fish);
- Consumers are reducing their red meat consumption in Western societies, in response to favourable reports on the health benefits of seafood, and a decline in real prices of some species (e.g. salmon, catfish). The appeal and consumption of seafood is broadening;
- Global supply and marketing of seafood is improving. This is driven by the increasing ability of the fishing industry to manage production and marketing, resulting in reduced uncertainty, increased efficiency and increased market share.
- World seafood trade is expected to increase significantly in live/chilled/fresh finfish, frozen whole fish and fillets, mostly to markets in USA, EU and Asia (Taiwan, Japan, China, Singapore, Malaysia);
- Real prices from 2000-2020 for crustaceans and high value finfish are expected to increase by 15% and could be potentially as high as 60% if fish stocks are threatened;
- Trade in seafood is becoming increasingly consolidated through larger-scale global ventures and producers, stimulating market competitiveness and resource development;
- Forecasted rising net imports among developing and developed countries; and
- Forecasted increased demand and prices for high-value products.

¹ National Food Industry Strategy Ltd, Seafood Services Australia, Western Australian Department of Fisheries, 2004



Lobster Trade

The global lobster trade is largely confined to three key species: the American (*Homarus spp.*), European (*Panulirus spp.*) rocklobster and cold water rocklobster (*Jasus spp.*).

World trade in lobster grew steadily over the last decade, as both exports and imports increased. World lobster exports rose 108% to US\$1.76 billion in the 12 years to 2001, due to increased sales of frozen and fresh/chilled products. Leading importing countries for live lobster and lobster products include the United States, Canada, China and Japan. Much of recorded global trade is between the two largest lobster producing countries, US and Canada.

Global consumers' most highly prized lobster is the *Jasus spp.* as the deep cold ocean habitat allows the lobsters to have a much firmer texture and superior flavour. With global supply of *Jasus spp.* at approximately 9,500 metric tonnes (MT) or 4% of the world's total lobster harvest, this genus usually commands the highest price with distribution confined to key Chinese markets such as China, Hong Kong and Taiwan.

Australia in a Global Context

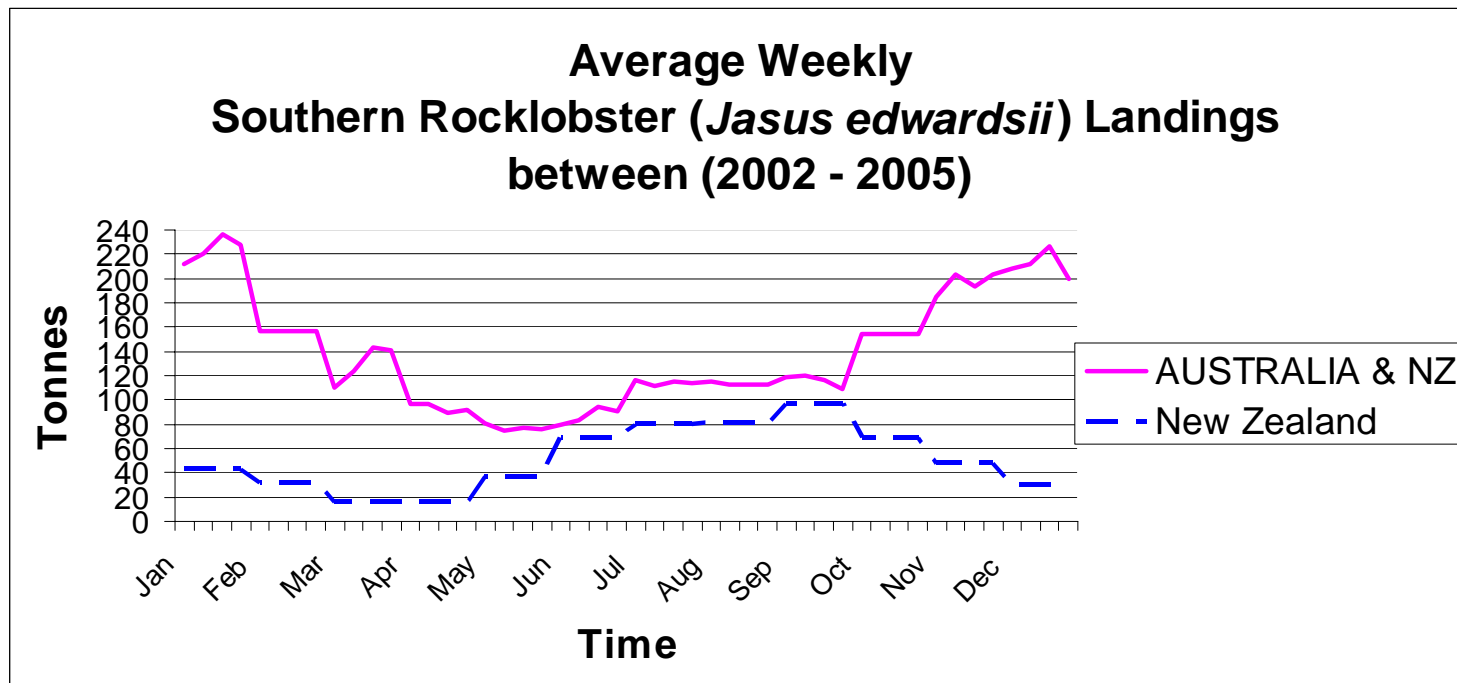
The Australian Southern Rocklobster (*Jasus edwardsii*) industry is a small or niche supplier of approximately 4,500 MT of premium rocklobster to world markets. More than 80% of Australian lobster production (comprised of three species) catch is exported. The recent average weekly landings of Southern Rocklobster across Australia New Zealand are shown in Figure 1.

It is estimated that greater than 80% of the ASR catch is destined for only three key markets – China, Hong Kong and Taiwan. These three markets have traditionally yielded good return for the industry with nominal beach prices doubling from \$16.49 to \$33.10/kg between 1990/91 to 2000/01.²

² Casey E. Bean, Adam Branson, 2004



Figure 1 – Average Weekly landings of Southern Rocklobster in Australia and New Zealand³



³ Industry compiled statistics – various sources



However, the interaction of a number of world food trends, global market events and local supply conditions has had an adverse impact on the 700 odd operators in the ASR Industry. SARS virus in China and Hong Kong in 2003 raised consumer concerns regarding dining-out, leading to a significant economic slowdown. This flowed across supply chains resulting in significant price pressures with fishermen and processors holding fish and no alternative markets to absorb the surplus. The appreciation of the Australian dollar since 2000 has made exports expensive in the international market, thus reducing affordability and demand by overseas customers.

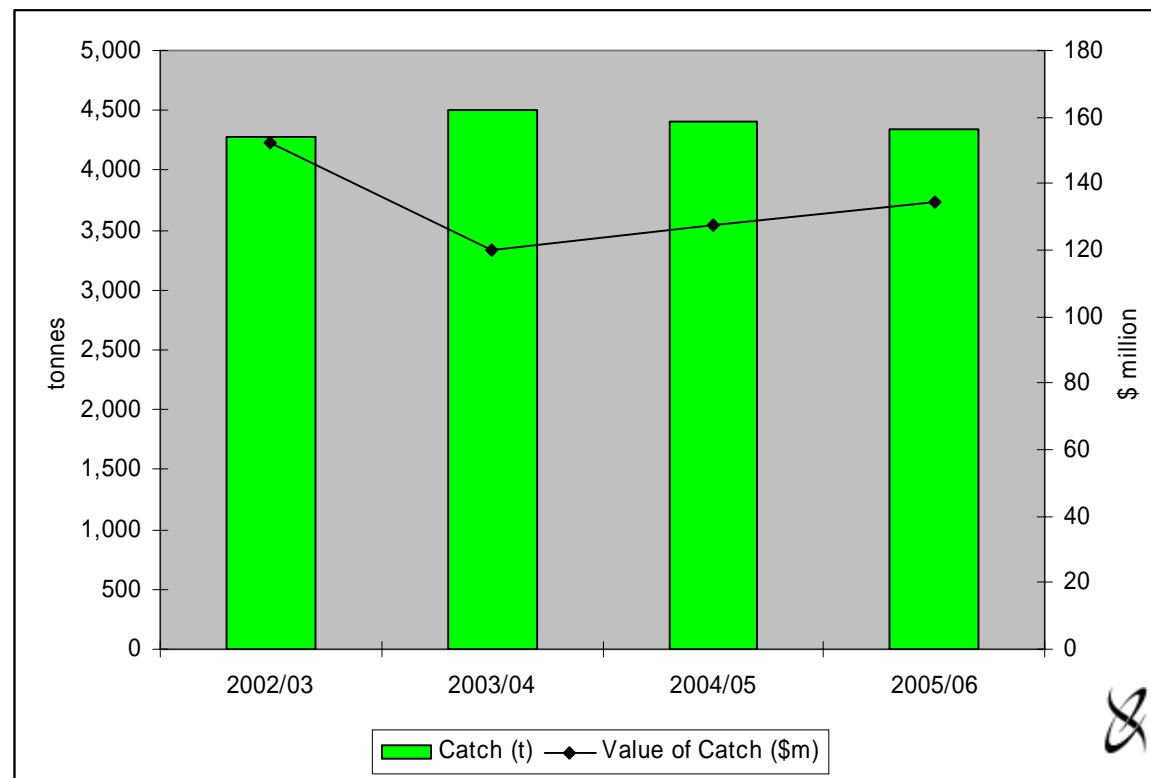
It is also widely believed that consolidation of the ASR importation and distribution sector down to 5 players has reduced competition and depressed beach prices. As a result of these factors industry experienced lower returns with the catch value for 2005/06 estimated to be worth approximately \$135 million compared with around \$150 million in 2002/03.⁴ The recent trends in catch and value are shown in Figure 2.

ASR industry members agree that Asia will remain the key volume market destination for live product for the coming decade. The dramatic growth in consumer disposable incomes across broader Asia and the transformation to modern food retail and foodservice outlets will bring market opportunities for ASR. But it also brings risks for complacent suppliers - as markets mature they will create their own powerful supply chains and distribution systems, and segment commodity consumers from emerging super premium fine dining.

⁴ EconSearch 2006



Figure 2 Australian Southern Rocklobster: catch and value of catch, 2002/03 to 2005/06





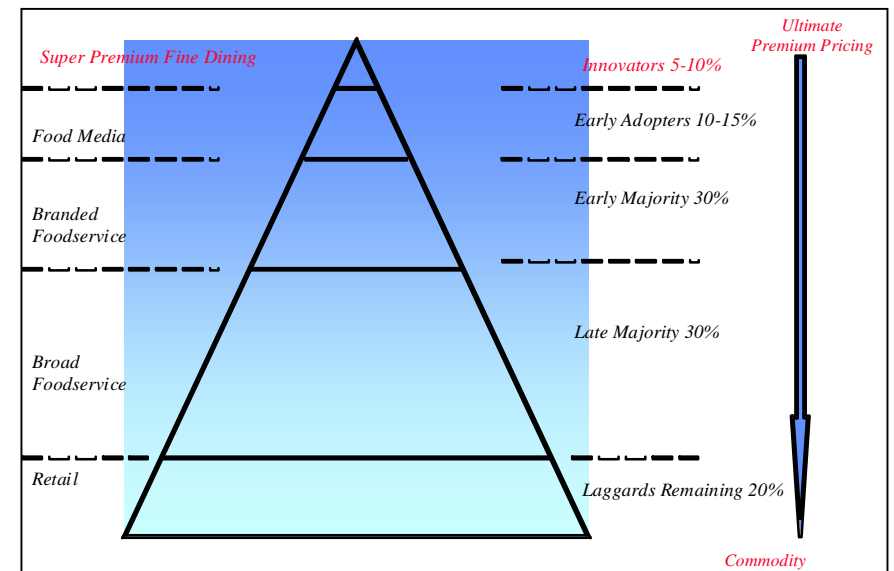
Strategic Challenge – 2006-2011

The Australian Southern Rocklobster industry must be proactive in redesigning and repositioning its offer to Asia, and in seeking out other global niches that will value its limited supply. Industry must endorse its decision in 2003 to get organised, develop Super Premium Fine Dining markets and value added products, and create upward price pressure and further growth. It must reject a passive acceptance of globalisation of the food industry and the generic product pathway to powerful buyers who trade product to customers, not satisfy consumers. The ASR industry must broaden the existing market base beyond commodity Asia.

It must understand and engage better with super premium fine-dining consumers who value intangible attributes of our product, rather than its intrinsic value (See chart below). And it must build and control more cost effective distribution channels to guarantee this value. On this basis increased price per kg of lobster and beach margin will be sustainable.

Integral to meeting the challenge will be the response by industry and State Management agencies to ensuring, within sustainability limits, absolute flexibility in catch management. This needs to be interpreted broadly in terms of weekly volumes and lobster condition, size and colour.

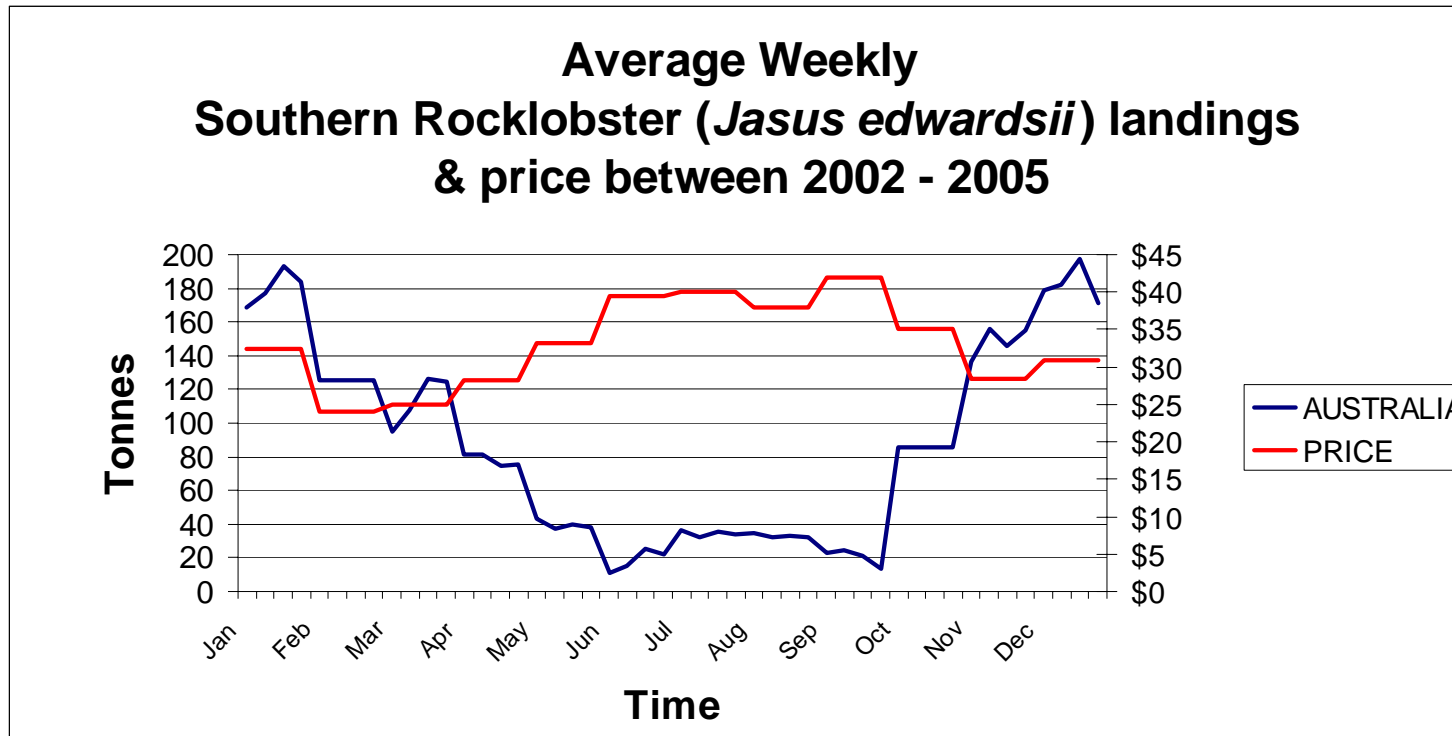
Set out in Figure 3 is the estimated average volume and price by week from 2002-2005⁵.



⁵ Industry estimates



Figure 3 Australian Southern Rocklobster: Average weekly catch and price 2002-05





Strategic Issues

1. Market Planning and Development

- Manage market risk within acceptable limits through market diversity
- Create relevant support structures readily accessible to industry to develop markets
- Develop a whole-of-chain approach to market development
- Establish product standards through the supply chain and support these with an accreditation program
- Position Australian Southern Rocklobster products to attract premiums in new markets
- Establish mechanisms to ensure commitment to supply to market specifications
- Understand changing market needs and consumer preferences
- Develop consumer and trade recognition of Australian brands on high quality Australian lobsters
- Develop strategic partnerships with other Australasian suppliers to optimise market outcomes

2. Optimising the Harvest

- Understand, develop and implement tools to increase the available biomass
- Secure a stakeholding in propagation intellectual property rights
- Establish economic models to assist in fisheries assessment and management decisions
- Quantify potential sustainable biomass and harvest yield

3. Sustainability and Environment

- Liaise with Commonwealth DEH / State Agencies to ensure Southern Rocklobster fishers exceed fishery management requirements
- 90% of Southern Rocklobster fishers accredited to clean green standard
- Understand impact of land based industries on product quality
- Reduce adverse environment interactions

4. Viable Funding for SRL

- Establish a Business Plan for the Southern Rocklobster Ltd based on key market support activities and industry service package
- Establish funding for promotion and marketing activities



- Quantify and periodically report on the benefits and returns from market investment

5. Human Resources and Communication

- Maintain a SRL Communication Plan for industry stakeholders and governments
- Undertake and industry skills audit as a basis for an Industry Training Plan
- Monitor the E Commerce rollout to ensure increased awareness of fishers and stakeholders to SRL initiatives and industry activities

6. Running the Business

- Maintain good corporate governance
- Maintain efficient business procedures

Strategic Horizons





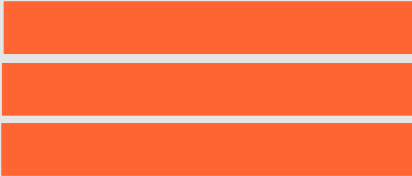
This Plan launches the second stage for the ASR industry development strategy. The Plan and its implementation was reviewed in June 2007 as part of an ongoing commitment to monitor progress and adjust actions under the plan where required.

Stage 1 has established the whole-of-species management base to push our near horizon forward. This base is now called the ASR Industry, and is embodied in SRL's leadership and systems, and the strong support evident in the industry and community for this national initiative.

Stage 2 though to 2011, will move from industry management to management of our offer to consumers. We will consolidate our corporate governance and funding, and move the focus to better harvest management that enhances our offer to premium consumers in global markets. Commodity supply will be a smaller part of the business.

SRL will not trade product, but its role is critical in leading the strategy to build active industry participation and investment momentum in science and whole-of-chain market development.



Southern Rock Lobster Strategy Horizons	Near Horizon 2003-08	Mid Horizon 2009-14	Far Horizon 2015-20
Price Management - Protect prices- Alliances - Best Practice - Build prices- Niche Markets - Value adding - Brand Promotion			
Volume Management - Enhancement - Fattening - Reseeding - Aquaculture - Growout - Propagation			
Industry Management - Structure and Leadership - Alliances and Systems - Marketing and R&D Investment			



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
1. Market Planning and Development	<ul style="list-style-type: none"> An ASR Market Development Plan for each niche market A Distribution Manager and appropriate support structure to service each niche market Whole-of-Chain accreditation managed by an ASR Quality Manager ASR Market supply contracts, driven by back to back supply commitments from accredited SRL fishers An attractive Australian brand for ASR products 	1. Manage market risk within acceptable limits through market diversity	<ul style="list-style-type: none"> Based on detailed research and product trials, establish export target market mix and priorities to balance risks and optimise returns Work with industry and exporters to implement and monitor the balanced export strategy Monitor the promulgation of bioterrorism legislation in key export markets and assess risk to the ASR industry Monitor niche consumer responses to campaigns by NGOs regarding dolphin bycatch, omega 3, organic, etc 	<ul style="list-style-type: none"> SRL market Development Programme v8, August 2005 implemented. 	<ul style="list-style-type: none"> Development and management of USA super premium fine dining market supply chain and communications tools (FRDC project 2006/216, extension) commenced 2006 for completion 2009.
		2. Create relevant support structures readily accessible to industry to develop markets	<ul style="list-style-type: none"> Determine the supply chain and specific distribution arrangements to service each target market. Determine necessary support structures for each target market. Appoint appropriate niche market distributors in-market. Appoint a Distribution Manager in-market for each target market Determine the SRL resources and structures necessary to service selected distribution channels 	<ul style="list-style-type: none"> DAFF Standards and supply chain project completed 2007. ACACA single SRL import platform for China investigation completed. Investigation into techniques for product traceability (FRDC/SSA project 2004/412) completed June 2007 although ongoing work on refinement of tag and software development to continue during 2007. Investigation into optimising flesh quality for large lobsters completed (FRDC project 2003/242). 	<ul style="list-style-type: none"> Australian Global Lobster Market Database (FRDC project 2006/213) commenced September 2006 Market Efficiency Program to be established in USA 2007.
		3. Develop a whole-of-chain approach to	<ul style="list-style-type: none"> Work with fishers and participating processors and value adders to agree and 		<ul style="list-style-type: none"> Investigation into improving live transport techniques and technologies



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
		market development	<p>establish whole-of-chain approach and assign roles and responsibilities accordingly</p> <ul style="list-style-type: none"> • Work with state fishery managers to streamline fishery access and harvest activities to improve national ASR market chains • Identify and manage critical harvest and supply chain control points that will better match seasonal fish quality to specific market niche requirements 		<p>(FRDC Project 2006/214) commenced, for completion 2009.</p> <ul style="list-style-type: none"> • Development and management of USA super premium fine dining market supply chain and communications tools (FRDC project 2006/216, extension) commenced 2006 for completion 2009.
		4. Establish product standards through the supply chain and support these with an accreditation program	<ul style="list-style-type: none"> • Work in target markets to identify ASR market and food safety standards for premium products • Work with fishers and supply chains to introduce certifiable standards for harvest and post harvest specific to each target market • Appoint an SRL Quality Manager to design, implement and manage whole-of-chain quality and accreditation systems • Set objectives and progress development of world class ASR thru-chain traceability for live and processed products 	<ul style="list-style-type: none"> • DAFF Standards and supply chain project completed 2007. • Investigation into techniques for product traceability (FRDC/SSA project 2004/412) completed June 2007 although ongoing work on refinement of tag and software development to continue during 2007. 	<ul style="list-style-type: none"> • Victorian DPIE traceability system to be implemented
		5. Position Australian Southern Rocklobster products to attract premiums in new markets	<ul style="list-style-type: none"> • Profile premium consumer niches in each target market, and work with in-market Distribution Managers to establish a Marketing Development Plan for each niche • Keep watching brief on value added processed lobster products in global markets. Focus on live product is likely for next 5 years 	<ul style="list-style-type: none"> • FRDC Niche Market research 2004/251 completed. • ACACA single SRL import platform for China investigation completed. 	<ul style="list-style-type: none"> • Development and management of USA super premium fine dining market supply chain and communications tools (FRDC project 2006/216, extension) commenced 2006 for completion 2009. • Australian Global Lobster Market Database (FRDC project 2006/213) commenced September 2006



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
		6. Establish mechanisms to ensure commitment to supply to market specifications	<ul style="list-style-type: none"> Establish supply contracts and related premiums, discounts and commercial incentives with fishers and processors to meet market commitments Work with processors and exporters to understand and promote supply contracts that enhance forward price stability Where existing export markets have residual concern about Australia's poor supply commitment, demonstrate fisher commitment and actively present new attractive supply contracts to overcome concerns 	<ul style="list-style-type: none"> ACACA single SRL import platform for China investigation completed. 	<ul style="list-style-type: none"> Development and management of USA super premium fine dining market supply chain and communications tools (FRDC project 2006/216, extension) commenced 2006 for completion 2009.
		7. Understand changing market needs and consumer preferences	<ul style="list-style-type: none"> Undertake periodic market reviews of consumer preferences, food safety and market requirements In selected high value market niches, monitor the evolution of consumer preferences from live fresh to value added lobster products 	<ul style="list-style-type: none"> Board ratified SRL Market Plan December 2005 Industry delegations undertaken to Brussels 2005 & 2006, USA 2006 Investigation into optimising flesh quality for large lobsters completed (FRDC project 2003/242). 	<ul style="list-style-type: none"> Australian Global Lobster Market Database (FRDC project 2006/213) commenced September 2006
		8. Develop consumer and trade recognition of the Australian Southern Rocklobster Clean Green on high quality lobsters	<ul style="list-style-type: none"> Implement an ASR branding strategy specific to each target market Appeal to niche consumers through a differentiated product offering that targets identified consumer preferences Develop an attractive ASR fishery story to emotionally wrap around your products and appeal to niche consumers 	<ul style="list-style-type: none"> Clean Green Brand endorsed by Board Mar2005 DAFF Standards and supply chain project completed 2007. 	<ul style="list-style-type: none"> Development and management of USA super premium fine dining market supply chain and communications tools (FRDC project 2006/216, extension) commenced 2006 for completion 2009.
		9. Develop strategic partnerships with other Australasian	<ul style="list-style-type: none"> Build partnerships with other lobster suppliers (NZ, WA) and also with other Australian fisheries that enable optimisation 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Australian Global Lobster Market Database (FRDC project 2006/213) commenced September 2006



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		suppliers to optimise market outcomes	(i.e. complementary differentiation) of export markets for mutual advantage.		
2. Optimising the Harvest	<ul style="list-style-type: none"> Identified sustainable gains in fishery biomass and yield Strategies to improve the eating quality of ASR live and value added products Models and other tools to enable more rapid and accurate assessment of the fishery and its capacity Secured rights to SRL propagation intellectual property 	1. Understand, develop and implement tools to increase the available biomass	<ul style="list-style-type: none"> Identify under-utilised components of the resource in parts of the fishery Work with state and Commonwealth agencies to harmonise regulations and procedures that enhance fisher access across the resource and fish yield and quality Understand the link between harvest strategy and fish eating quality across the season and the fishery. Where necessary, commission research. (eg. Liaise with processors, and the research undertaken in the beef industry by Meat Standards Australia at MLA) 	<ul style="list-style-type: none"> Investigation into optimising flesh quality for large lobsters completed (FRDC project 2003/242). 	<ul style="list-style-type: none"> Project on improving spatial management of southern rock lobster fisheries to improve yield, value and sustainability (FRDC 2006/220) has commenced with completion date of 2010.
		2. Secure a stakeholding in propagation intellectual property rights	<ul style="list-style-type: none"> Liaise with FRDC to ensure access to rights 	<ul style="list-style-type: none"> Investment made with TAFI propagation project. SRL Board confirmed continuing investment, June 2007. 	<ul style="list-style-type: none"> ARC project signed March 2007 and will commence later in 2007.
		3. Establish economic models to assist in fisheries assessment and management decisions	<ul style="list-style-type: none"> Commission projects to develop economic models for fishery assessment and management Commission models that can guide longer term decisions regarding the relative attractiveness of investments in propagation strategies, live fish and value adding Work with fishers, supply chain partners and selected technologists to establish projects that will enhance electronic data gathering capability 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Project on improving spatial management of southern rock lobster fisheries to improve yield, value and sustainability (FRDC 2006/220) has commenced with completion date of 2010.
		4. Quantify potential	<ul style="list-style-type: none"> Commission a small project to assess 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> Project on improving spatial



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
		sustainable biomass and harvest yield	potential gains and order of magnitude. Progress to a more comprehensive model if commercially attractive.		management of southern rock lobster fisheries to improve yield, value and sustainability (FRDC 2006/220) has commenced with completion date of 2010.
3. Sustainability and Environment	<ul style="list-style-type: none"> Australia's fishers and processors have ongoing and cost effective access to a sustainable and well managed marine resource Relevant Transnational, State and Commonwealth Agencies endorse ASR Codes of Practice and supply chain procedures An ASR industry Emergency Response Plan An ASR fisher accreditation register confirming at least 90% of SRL fishers are 	1. Liaise with Commonwealth DEH / State Agencies to ensure Southern Rocklobster fishers exceed fishery management requirements	<ul style="list-style-type: none"> Discuss and confirm fishery management requirements in each jurisdiction through direct contact with relevant government agencies Work with agencies and fishers to align and harmonise fishery access and management arrangements that ensure resource integrity, optimise catch quality and yield, and are cost effective Establish an environmental Emergency Response Plan for ASR Assess the existing disposal arrangements for export packaging waste and develop sustainable disposal strategies where relevant Assess the existing disposal arrangements for plastics and petroleum wastes and develop sustainable disposal strategies where relevant Work with relevant state and Federal Agencies to compile an energy /fuel audit for industry and a strategy pathway to monitor and minimise the ASR ecological foot print. Work with fishers to assess the incidence and impact of ghost fishing activities on the resource and amend fisher codes of conduct as necessary 	<ul style="list-style-type: none"> Pre-assessment of Marine Stewardship Council (MSC) certification (FRDC 2006/216) completed. 	<ul style="list-style-type: none"> Decision taken not to proceed with MSC Certification. Second round of DEH assessments to commence in 2007. All SRL fisheries are currently certified.



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
	fully accredited	2. 90% of Southern Rocklobster fishers accredited to clean green standard	<ul style="list-style-type: none"> Establish a transparent register of fishers and their relevant accreditations Work with fishers to understand barriers to full accreditation and access training programs and other support as necessary 	<ul style="list-style-type: none"> Approximately 500 fishers (42% of total) have been trained under the Clean Green Programme. 55% of certified vessels have been audited 	<ul style="list-style-type: none"> Outstanding initial audits to be completed during 2007. One training course to be held in late 2007.
		3. Understand impact of land based industries on product quality	<ul style="list-style-type: none"> Identify existing research in the area (FRDC, ABARE, etc) and identify and collaborate with other seafood industries to undertake a joint research project to assess terrestrial industry impacts on SRL product quality 		
		4. Reduce adverse environment interactions	<ul style="list-style-type: none"> Develop mitigation strategies for adverse interactions (eg sea lions, whales, turtles) Establish a strategy for sustainable bait access Establish a more robust and comprehensive risk assessment process for the resource, relevant fishery waters and ASR supply chains. Monitor disease risks in proximate waters (eg abalone) Monitor sea urchin barren impacts on the resource and develop mitigation strategies accordingly 		
4. Viable Funding for SRL	<ul style="list-style-type: none"> SRL Board endorsement of a defined Business Model An SRL Business Plan, defining new revenue streams and stakeholder 	1. Establish a Business Plan for the Southern Rocklobster Ltd based on key market support activities and industry service package	<ul style="list-style-type: none"> By Oct 2006 define the business model to be employed by SRL for the new planning period, and advise this to relevant stakeholders By Dec 2006 develop an SRL Business Plan based on the defined business model Define and establish budgets for the market and industry support activities SRL will 		<ul style="list-style-type: none"> Draft Business and Investment Plan to be developed by the end of 2007.



INVESTMENT PLATFORMS	OUTCOMES	OBJECTIVES	STRATEGIC ACTIONS	COMPLETED (as at June 2007)	STATUS OF ONGOING ACTIONS
	benefits		undertake <ul style="list-style-type: none"> Define the forecast commercial and service benefits to be delivered to industry and stakeholders across the planning period Establish a commercially focussed organisational structure and culture to enable the chosen business model 		
		2. Establish funding for promotion and marketing activities	<ul style="list-style-type: none"> By June 2007 identify and establish new commercial revenue and funding streams that will enable planned business growth Fund SRL industry market development and promotion activities through available Government programmes and, by July 1 2009, through investigating the introduction of an industry marketing and promotion levy. Establish funding streams for the USA market strategy Approach NFIS re funding support 	•	<ul style="list-style-type: none"> SRL Board resolved in June 2007 to investigate market development and promotion funding through Government programmes and to liaise with industry regarding an industry market development and promotion levy.
		3. Quantify and periodically report on the benefits and returns from market investment	<ul style="list-style-type: none"> Conduct periodic internal reviews of the costs of research and development, 	•	•
5. Human Resources & Communication	<ul style="list-style-type: none"> Increased awareness of and support for SRL activities from fishers Strong support for SRL and industry activities 	1. Maintain a SRL Communication Plan for industry stakeholders and governments	<ul style="list-style-type: none"> Increase awareness of SRL activities in regional communities Implement a program of regional meetings that are attractive to fishers Implement a program of activity and communication with processors that highlights the mutual opportunities available through frequent open communication and 	<ul style="list-style-type: none"> Established newsletter, circulars. Program of port and community meetings established. 2005 Lobster Congress Hobart. 	<ul style="list-style-type: none"> Co-sponsorship of Lobster Congress, Cairns, 2007. Continue activities related to website, meetings, newsletters and circulars



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	<ul style="list-style-type: none"> in regional communities An SRL Training Plan which includes strategies to attract young people to the ASR industry and SRL activities Website operating 	<ul style="list-style-type: none"> 2. Undertake and industry skills audit as a basis for an Industry Training Plan 3. Monitor the E Commerce rollout to ensure increased awareness of fishers and stakeholders to SRL initiatives and industry activities 	<ul style="list-style-type: none"> joint investment Open dialogue with Recfish Australia re opportunities of mutual interest and advantage Commission an industry skills audit Establish an ASR Industry Training Plan Assess the opportunity for young people (<35 yrs) to be more active in the ASR industry and develop strategies to attract them Conduct an internal SRL review of fisher and industry awareness of and support for the E Commerce initiative 	<ul style="list-style-type: none"> Website designed. 	
6. Running the Business	<ul style="list-style-type: none"> SRL Charter of Governance Key management indicators for the SRL Board 	<ul style="list-style-type: none"> 1. Maintain good corporate governance 2. Maintain efficient business procedures 	<ul style="list-style-type: none"> By Dec 2006 establish an SRL charter of governance Annually review SRL corporate governance arrangements and adherence to ASIC requirements Monitor the Board structure and its capacity to manage the SRL business in a more commercial and internationally competitive environment. Make appropriate appointments. By Dec 2006 establish key operational and financial indicators as a basis for managing and reporting the status of the business to owners and key stakeholders 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> SRL Charter of Governance re-scheduled to be completed by end of 2007. Key Performance Indicators for Strategic Plan implementation to be reported on at each Board Meeting