

Abalone Victoria Central Zone

Strategic Plan

2017-2022

OUR VISION

A sustainable and proactive industry providing a positive and resilient financial future for its members

OUR MISSION

Through leadership, cooperation and collaboration, to ensure the long-term wellbeing of the resource, while being accepted, supported and respected by the community.

Abalone Victoria (Central Zone) Limited
ACN 607 659 709
A public company limited by guarantee

20 Albert Street Blackburn VIC 3130 ("AV(CZ) Ltd")

Version	Date	Approval
1.0	13/06/2017	Board and CEO
2.0	28/06/2017	Members
3.0	20/07/2017	Approved

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1. Abalone Victoria Central Zone

Introduction

Abalone Victoria (Central Zone) Limited (AV(CZ)) was established in 2015 to represent the views of its members and to ensure appropriate governance of member resources. AV(CZ) represents its members in dealings with the Victorian Government and is funded by levies collected by the State of Victoria (through its Department of Economic Development, Jobs, Transport and Resources (Government)) and provided to AV(CZ) under the Grant Agreement between the State of Victoria and AV(CZ) finalised on 6 August 2015.

The Abalone Fishery is Victoria's most valuable commercial fishery with the vast majority of the catch being exported to the Food Service segment in international markets, predominately in Asia. Abalone is caught along most of the Victorian coastline and the fishery primarily targets blacklip abalone (*Haliotis rubra*) although greenlip abalone is also targeted (*Haliotis laevegata*). The fishery is regulated by quotas, with a total allowable commercial catch (TACC) set annually based on the outcomes of a stock assessment process and advice from the TACC forum. Given that the level of allowable catch will always be constrained by the productivity of the resource, it is essential that all possible avenues to increase the economic benefit from a given catch is realised.

AV(CZ) members are in possession of long term rights to harvest seafood on behalf of the community. It is therefore vital that the community, including politicians are aware of the contribution of our industry to the Victorian economy, and, perhaps more importantly, to coastal communities. It is through this awareness and understanding of our industry that positive political and public perceptions will be generated, leading to support for our initiatives to grow our business and ensure our long-term future.

It is vital that we understand the needs and aspirations of our stakeholders and the market chain, in both domestic and export markets. Through this understanding and a proactive rather than reactive approach, we shall be able to maximise the returns from our fishery

Being a regulated industry, it is essential that the AV(CZ) and the Victorian Government, work together to ensure that appropriate regulations protect our valuable resource and provide continuity and security for investors. This collaboration should not act as a constraint on our development aspirations, rather, it must provide an environment that facilitates our development. AV(CZ) will work with Government to remove unnecessary and burdensome red tape and seek to gain the respect that will allow for greater autonomy and efficiency in decision making.

In addition to Government, strategic relationships will be forged with seafood industry Victoria (SIV). SIV is implementing a new strategy for the future which includes localising and increasing public knowledge of, and support for, the fishing industry. It will do this through alignment with the Tourism Industry, seeing the seafood industry as a core component of local economic stability and growth and creating the *Victorian Seafood Experience*. Other relationships will be forged, including with FRDC, universities and other organisations where cooperation and collaboration will further our interests

Technology and innovation will be central to our activities for the duration of this plan. This will be achieved in the harvesting operation through the use of loggers and other emerging technologies and in the post-harvest sector by seeking out new markets and products to increase the value of the abalone resource, both in domestic and export markets.

Objectives

Under the Grant Agreement, the AV(CZ) was established to:

- Effectively represent the interests of Abalone Central Zone entitlement holders on operational fishery management matters
- Promote the development of a unified and coordinated approach to operational fishery management matters by Abalone Central Zone entitlement holders
- Contribute to the sustainable, responsible and efficient use of the Abalone Central Zone resource
- Operate to ensure transparency and accountability to the Government and the Abalone Central Zone Fishery entitlement holders for the use of Grant Levy funds.

These objectives focus on ensuring the governance and representative processes of the AV(CZ) are sound as well as considering operational and sustainability issues. The strategic planning process that has led to the development of this document provides a more holistic and integrated set of objectives, which incorporate and complement those provided in the Grant Agreement

The AV(CZ) has limited resources in the form of its membership, a dedicated Board and funds from the Grant Agreement and in order to focus our resources strategically over the next five years, the AV(CZ) will focus efforts on achieving, or gaining significant progress towards, the six broad objectives below. Each objective has associated strategies and performance measures, against which longer term progress will be measured. The annual business plan will provide short-term priorities and more specific performance measures to ensure a manageable workload and achievable outcomes and meet the requirements of Government and expectations of industry and other stakeholders.

I. Cost-effective and science-based management systems accepted and implemented

Strategies	Performance indicators
Develop, agree, test (using MSE) and implement harvest strategy	Level of use of harvest strategy in decision-making, including TACC setting Level of satisfaction with TACC decisions
Increase use and application of new technology including data loggers	Data coverage; level of use of logger information in harvest strategies
Ensure management plan actions are implemented, including research	Performance against management plan actions
Establish FRAG process to build understanding of the status of the resource	Number of FRAG meetings per annum and frequency of advice being accepted by industry and Government
Engage in priority setting and collaboration for industry research	Research priorities established and reflected in research undertaken Industry-driven data collection used in improved fisheries assessments and TACC setting

II. The wild harvest fishing industry is recognised by the community and Government as sustainable and a valued food source

Strategies	Performance indicators
Establish environmental credentials and capitalise on clean, green harvesting methods	SAFS assessment Results of survey of key stakeholders with possible links to SIV assessment of performance
Promote Fishers as valued custodians of the marine environment	Community polls showing an appropriate trend in profile and value
Establish the social and economic importance and potential of the fishery to Victorian communities	Value proposition accepted by Government and communities
Industry promotion to all stakeholders	Quantity and quality of promotional material; results of surveys
Provision of unified, high level advice to Government	Acceptance of industry recommendations, including through the FRAG process

III. The value of the fishery is maximised through and understanding of customer needs and expectations

Strategies	Performance indicators
Undertake market study to fully understand customer/consumer needs and opportunities	Market study complete and amount/value of product flowing to new markets identified using study Estimated per kilo value of harvest
Explore options for stock enhancement (ranching)	Stock enhancement options assessed and pursuit of preferred option(s)
Capitalise on the 'clean green' credentials of the abalone fishery	Evidence of changes to markets/prices Evidence of inbound tourist focus
Consider and promote abalone as an integral part of the regional seafood experience	Level of engagement in SIV and other initiatives

IV. Improve the regulatory framework and ensure ongoing access rights

Strategies	Performance indicators
Full compliance and regulatory review	Completion and acceptance by industry and Government of results of the review
Removal of redundant/inappropriate regulation	Number of redundant measures removed or modified to reduce industry burden
Improved cost recovery/funding	Level of funding for fisheries

framework, which recognises and attributes costs beyond industry, based on fishery value to community	management/research initiatives from non-industry sources
Ensure there is no extinguishment/reduction of rights without justification and due compensation	Effectiveness of representational activity where activities threaten rights. Level of compensation if rights are extinguished Reinforce justification of certain Commercial fishing activity in Port Philip Bay
Ensure adequate biosecurity and compliance arrangements to managed threats to the wild fishery	Level of adherence to biosecurity measures Number of credible threats to wild fishery circumvented
Establish a 'Code of Conduct' that is endorsed by members.	Measure infractions

V. Relationships established industry, Government & other stakeholders in pursuit of long term outcomes

Strategies	Performance indicators
Encourage all members to have input into the work and direction of AV(CZ)	Level of input, including attendance at meetings
Identify key individuals and organisations, establishing mutual interests and long term working relationships.	Number of interactions and outcomes from interactions
Capitalise on SIV initiatives	Level of complementarity between SIV and AV (CZ) activities Satisfaction with SIV based on survey
Use unified and collective approaches across abalone (AIC) and other commercial fisheries to achieve change	Changes achieved where collective approaches used.

VI. Effective governance and operation of AV(CZ)

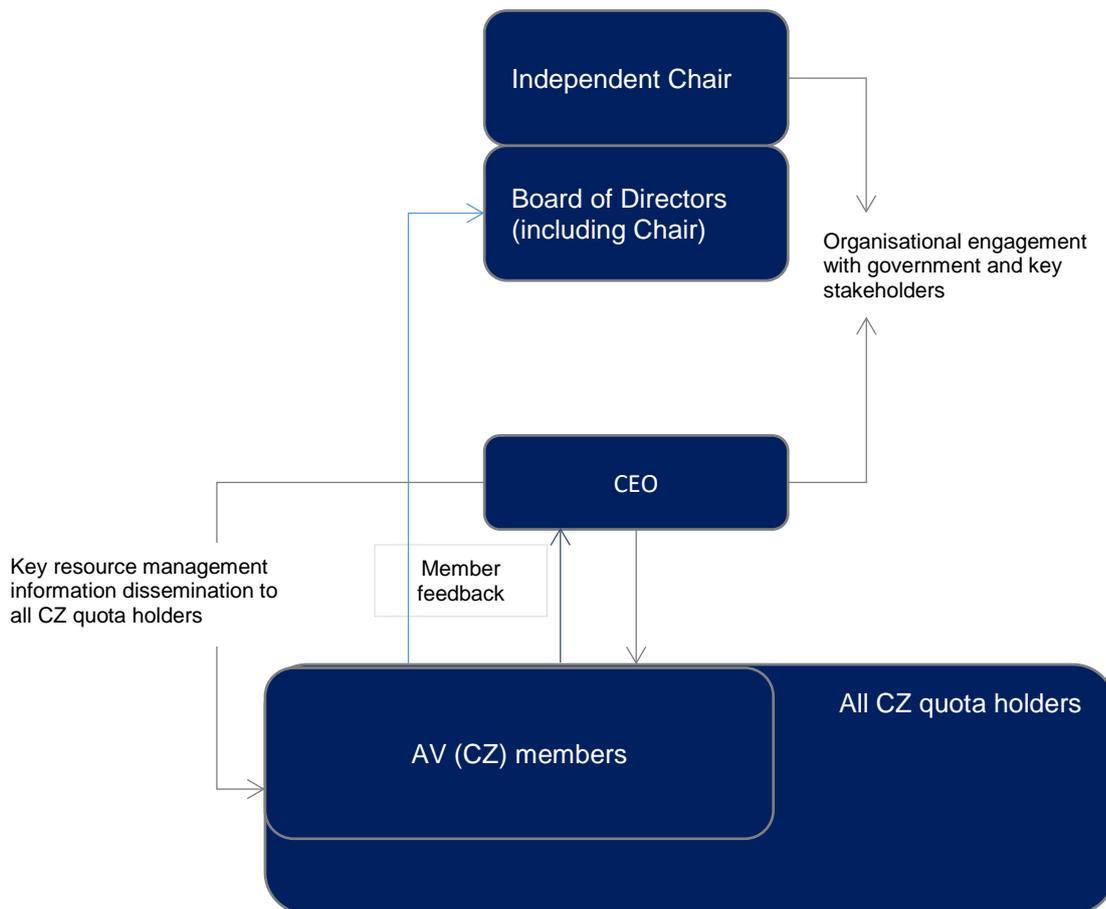
Strategies	Performance indicators
Build on growing unity in industry	Minutes of Board and General meetings Feedback from industry
Strive to meet the needs of both quota owners and divers	Feedback from owners and divers
Develop a clear understanding of the role and importance of a viable post harvest sector.	Active engagement with the post harvest sector (processors) to promote continuity and growth
Achieve access to, and support from, politicians and senior public servants at all levels of Government	Interactions with Victorian Tourism Authority, Fisheries Victoria and relevant politicians

Grant Agreement reviewed to focus less on AV(CZ) governance and more on development of the industry	Grant Agreement reviewed
Succession planning; encouraging young industry members to be involved in management issues	Age profile of Board, number of young divers and quota holders

2. Business Structure and Key Personnel

AV(CZ)'s business structure is outlined in Figure 1 below. Members determine the number of Independent Board members (2 to 3 including the Chair) and the number of Industry Board members (3 to 4). Quota holders and individual divers are eligible to vote via secret ballot at the AGM. The current Board was confirmed at the AGM on the 11 November 2016. In accordance with the AV(CZ) Constitution 1 Industry Director will retire with the position up for election and under section 9.7 two Industry Directors appointed to fill casual vacancies by the Board are up for election for those positions at the next AGM scheduled for November 2017.

Figure 1: AV(CZ) organisational structure



3. Key Activities

As outlined in schedule 2 of the Grant Agreement, AV(CZ) has a number of objectives (goals) and associated KPIs to meet. The following table describes the proposed activities for the Board and the timing of activities to ensure that the KPIs are met for the 2017/18 period.

Table 1: Key activities, timing and alignment to organisational goals and KPIs

Goal (objective)	Success Statement	KPI measures	Activity/timing
1. Effectively represent the interests of Abalone Central Zone entitlement holders on operational fishery management matters	I. AV(CZ) effectively engages with Abalone Central Zone entitlement holders, processors, divers and represents collective views to Government	I. Report on how the views of AV(CZ) members were sought, evaluated and consolidated for key decisions	<ul style="list-style-type: none"> Hold Board meetings where the views of members will be sought, evaluated and consolidated. A record of minutes from each meeting will also be maintained. Members kept up to date through the Newsletters and email updates as needed Hold General Meetings and member discussion forums for key decisions. A record of minutes from each meeting will also be maintained
	II. AV(CZ) explains how it has sought, evaluated and consolidated the views of its members, including addressing any significant divergent views III. AV(CZ) responds in a timely manner to all requests for advice and/or comment from the Minister and/or Victorian Fisheries Authority responsible for Fisheries management (including matters listed in S3A (2) of the Act)	II. Provide evidence of steps taken to involve all entitlement holders, including those not strongly engaged previously	<ul style="list-style-type: none"> Develop and provide newsletters to members and other Central Zone Quota Holders, Processors, Divers and provide updates to members when needed (Government will be provided with a copy for information) Ensuring key information from Government reaches non-members within the central zone through email in a timely manner Maintain the AV(CZ) website for members to access up to date information and provide feedback to AV(CZ)

Goal (objective)	Success Statement	KPI measures	Activity/timing
		III. Maintain a register of advice and/or comments provided to Government and provide this to the State's Representative	<ul style="list-style-type: none"> Maintain a list of topics that AV(CZ) has provided advice on during the reporting period and provide this on provision of the progress reports
2. Promote the development of a unified and coordinated approach to operational fishery management matters by Abalone Central Zone entitlement holders	I. AV(CZ) successfully operates a process whereby entitlement holders endorse key decisions II. Abalone Central Zone entitlement holders are actively engaged in AV(CZ) decision making	I. Operate a collective decision making process based on achieving consensus, or where necessary by voting of members, for making key decisions consistent with the AV(CZ)'s constitution	<ul style="list-style-type: none"> Hold General Meetings and member discussion forums for key decisions. A record of minutes from each meeting will also maintained Hold an Annual General Meeting where the appointment of Directors to vacant positions on the Board will be confirmed post the secret ballot process Invite member input in the annual review of the AVCZ strategic plan 2017-2022
3. Contribute to the sustainable, responsible and efficient use of the Abalone Central Zone resource	I. AV(CZ) works with Government to sustainably manage the Abalone Central Zone resource II. AV(CZ) members implement and promote industry best management practice	I. Work constructively with Government to develop, test and implement a harvest strategy	<ul style="list-style-type: none"> Provide input as part of the Abalone Working Group (AWG) in the development of the harvest strategy Engage with key Government representatives and respond to information requests from Government as they arise Provide advice to the Government on industry related matters regarding the economy and regional development

Goal (objective)	Success Statement	KPI measures	Activity/timing
		II. Establish and convene quarterly Fishery Advisory Resource Group (FRAG) meetings	<ul style="list-style-type: none"> • Seek Government input in the development of the FRAG Terms of Reference • Seek Government support and participation in the FRAG process e.g. attendance and input at quarterly meetings • Hold quarterly FRAG meetings to review resource performance against industry data reports and assess appropriateness of current management and TACC responses
		III. Work with Government to implement a fishery management plan IV. Work with Government to ensure adequate biosecurity and compliance arrangements are in place	<ul style="list-style-type: none"> • Ensure fishery management plan actions are implemented in a timely manner and that industry priorities are considered e.g. adequate biosecurity and compliance measures

Goal (objective)	Success Statement	KPI measures	Activity/timing
		V. Work with Government to improve the regulatory framework and to protect existing access rights	<ul style="list-style-type: none"> • In consultation with the AIC provide support and input into Government sponsored industry compliance and regulatory workshop • In consultation with the AIC prepare a submission for the <i>Fisheries Regulation 2009</i> review • In consultation with the AIC work with Government for the removal of redundant and outdated regulations and support a regulatory review for the development of domestic market sales • In consultation with AIC develop a code of conduct for industry regulatory compliance • Lobby Government to maintain existing commercial access rights e.g. Port Phillip Bay and where applicable seek adequate compensation where rights are extinguished

Goal (objective)	Success Statement	KPI measures	Activity/timing
		VI. Commission services and undertake activities related to sustainability based research, development of the resource and monitoring and harvesting arrangements	<ul style="list-style-type: none"> • In consultation with Government, SIV, AIC and other stakeholders undertake a scope of work towards commissioning future services and activities related to sustainability based research, development of the resource and monitoring and harvesting arrangements e.g. ranching and translocation • Work with Government (AWG), AIC on the science and development of a harvest strategy which will inform how the data will be used in assessments, the components of the stock assessment and the timing of delivery of data and assessments
		VII. Scope and document education and training for entitlement holders	<ul style="list-style-type: none"> • Monitor AV(CZ)'s OH&S responsibilities for members and if applicable provide education and training for entitlement holders particularly in the area of OH&S • Work with Government in the provision of information and education programs to improve industry understanding of the Abalone Fishery Management Plan, the <i>Fisheries Act 1995</i> and <i>Fisheries Regulations 2009</i> e.g. industry compliance and regulatory workshop

Goal (objective)	Success Statement	KPI measures	Activity/timing
		<p>VIII. Provide data analysis and other relevant data to Government for considering in TACC (Total Allowable Commercial Catch) settings and SAFS report preparations</p>	<ul style="list-style-type: none"> • Provision of industry based data logger information that is independently assessed and this assessment provided to Government as part of the FRAG deliberations, 2018 TACC setting and SAFS assessment process <ul style="list-style-type: none"> a) Develop clear protocols with Government for the collection, storage and analysis of the data which ensures that the Department can gain assurance of the integrity and reliability of data and its analysis while addressing issues such as the commercial sensitivity of industry provided data b) Timely provision of AVCZ data logger and board measurement unit program reports to Government • Provide additional research for Government's consideration in policy development

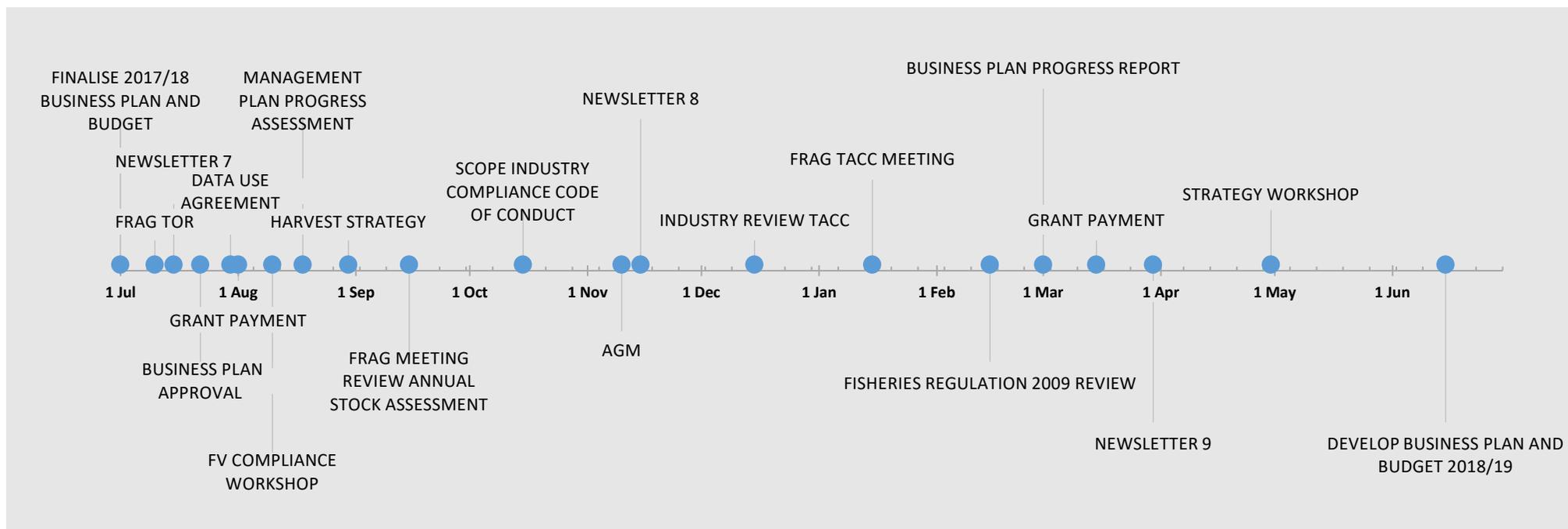
Goal (objective)	Success Statement	KPI measures	Activity/timing
		IX. Develop marketing and communication products to promote environmental and economic values of the wild harvest abalone industry	<ul style="list-style-type: none"> • In collaboration with SIV, VAPA and AIC assess, survey and where applicable commission market research proposals to assess: <ul style="list-style-type: none"> a) perceptions of industry's environmental credentials and economic value to the Victorian community b) industry economic contribution to the Victorian and regional economies c) customer needs and market growth opportunities • Work with SIV, VAPA and AIC and other stakeholders to develop and disseminate promotional material to politicians, Government and community through a range of mediums e.g. press releases, collaborative industry websites, publications etc
		X. Review and disseminate occupational health and safety guidelines and practices for members (e.g. vessel safety management plans)	<ul style="list-style-type: none"> • Provision of relevant advice on OHS and if applicable develop guidelines, practice and education opportunities for member
4. Operate to ensure transparency and accountability to the Government and the Abalone Central Zone Fishery entitlement holders	I. AV(CZ) has an appropriate strategic and business planning process in place that enables it to work towards achieving its goal as set out in this agreement	I. Report and provide documents in accordance with Schedules 3 and 4	<ul style="list-style-type: none"> • Provide strategic plan inclusive of annual business plan and budget for 2017/18 - <i>July 2017</i> • Provide progress report against the strategic and annual business plan, budget and KPIs – <i>31 March 2017</i>

Goal (objective)	Success Statement	KPI measures	Activity/timing
for the use of Grant Levy funds	II. AV(CZ) demonstrates ethical and efficient corporate governance and transparent reporting practices at all times	II. Provide copies of current insurance certificates of currency annual in accordance with clause 18.2	<ul style="list-style-type: none"> • Provide insurance certificates of currency annually <i>15 July 2017</i>
	III. AV(CZ) works with Government to improve cost recovery processes to maximise funding returns for industry and licence holders	III. Hold annual meetings on TACC open to all zone stakeholders, and Annual General Meetings, open to all AV(CZ) members	<ul style="list-style-type: none"> • Hold the TACC meeting to obtain input from zone stakeholders which will be fed into the TACC setting process – <i>Jan 2018</i> • Hold Annual General Meeting –<i>November 2017</i>
		IV. Copies of reports against the Strategic and annual Business Plan and the annual Budget provided to members and made available to other entitlement holders on request	<ul style="list-style-type: none"> • Ensure copies of reports against the Strategic and annual Business Plan and the annual Budget are provided to members and are made available to other entitlement holders on request
		V. Attend AIC meetings for briefings from the Fisheries Cost Recovery Standing Committee representative	<ul style="list-style-type: none"> • In consultation with SIV and AIC provide advice as required to the Fisheries Cost Recovery Standing Committee

Activities timeline

Figure 2 Proposed timing of key activities.

Figure 2: Key activities timeline for 2017-18



Ongoing governance and admin

- Monthly meetings
- Holding key meetings with government
- Providing advice to government
- Commissioning analysis, advice, and research
- Provide and document education and training

4. Finances

Table 2 outlines AV(CZ)'s budget for 2017/18 for consideration at the AGM (scheduled for November 2017). The following are key assumptions adopted in development the proposed budget:

- The estimated cost of CEO salary for 3 days a week is based on a full time equivalent standard remuneration package pro-rated (including superannuation) of \$170,000 p.a. It is noted that the CEO role and remuneration will be guided by the members via the new Board and currently reflects comparable industry roles.
- Non-executive director - \$10,000 p.a. based on remuneration advice from the Godfrey Remuneration Group (April 2015). This will be received by both industry and independent directors
- Chair - \$15,000 p.a. based on remuneration advice from the Godfrey Remuneration Group (April 2015).

Table 2: AV(CZ) Budget 2017/18

	GST excl
Income	
1 Membership fees	-
2 Milestone payments	238,886
3 Bank interest	-
Total income	238,886
Administration expenditure	
10 Chair & directors remuneration	65,001
11 CEO remuneration	102,000
12 CEO phone & computer	480
13 ASIC fees	49
14 Legal	1,000
15 Auditing & Accounting	3,200
16 Bookkeeping	4,140
17 Company Secretarial support	3,000
18 Bank Fees	422
19 Insurance - General and Directors, workcover	2,207
20 Contingencies	-
21 Printing and Stationary	504
22 Postage	204
23 SIV Membership Fee	700
24 Data Logger Program	48,000
26 Strategy Forum and 2018/19 Business Plan	5,000
27 Conduct of AGM and TACC meeting	800
28 Board meeting expenses	750
29 Travel incl accom & meals	2,750
Total expenditure	240,207
*Surplus including brought forward FY17	43,558

**Indicative surplus only*

Notes and Assumptions 2016/17 Budget

- **Milestone 1** is 90 per cent of the grant fund payment totalling \$214,988.40 held by DEDJTR. Receipt of this amount is contingent on the provision of a business plan and budget (this document)
- **Milestone 2** is 10 per cent of remaining balance withheld by DEDJTR. Receipt of this amount is contingent on the provision of a progress report against the business plan and budget (31 March 2017).
- **Item No. 17** - Figures are based on a standard remuneration package of \$170,000 (including superannuation) with a pro rata to three days per week
- **Item No. 18** - One Chair at \$15,000 p.a. and five Directors at \$10,000 p.a.
- **Item No. 24** - Data logger program funding for the Deckhand Incentive program, scientific analysis and reporting, general hardware maintenance, storage and handling

Alignment with proposed activities

Table 3 below aligns the key activities discussed in section 3 with the proposed budget outlined in Table 2. Small budgeted items which are general in nature and likely to be used in all activities, e.g. computer expenses, have not been listed in this table.

Table 3: Key activities road map aligned to the proposed budget

Activity	Timing	Expenditure items
1. Hold Board meetings where the views of members will be sought, evaluated and consolidated. A record of minutes from each meeting will also maintained.	<i>Monthly, scheduling to be reviewed and confirmed by CEO and Board</i>	<ul style="list-style-type: none"> • CEO salary • Permanent Chair and Directors honoraria • Committee and meeting expenses
2. Hold General Meetings and member discussion forums for key decisions. A record of minutes from each meeting will also maintained	<i>As needed when key decisions arise</i>	<ul style="list-style-type: none"> • Committee and meeting expenses
3. Develop and provide newsletters to members and provide updates to members when needed (government stakeholders will be on mailing list)	<i>At least 3 per year</i>	<ul style="list-style-type: none"> • CEO salary • Printing and Stationary • Messaging service
4. Ensuring key information from government reaches non-members within the central zone through email	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary • Printing and Stationary • Messaging service
5. Maintain the AV(CZ) website with a portal for members to access information and provide feedback to AV(CZ)	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary
6. Maintain a list of topics that AV(CZ) has provided advice on during the reporting period and provide this on provision of the progress reports	<i>31 March 2017 (Progress report against the business plan, budget and KPIs)</i>	<ul style="list-style-type: none"> • CEO salary
7. Scope development of Industry Compliance Code of Conduct	<i>Oct/Nov 2017</i>	<ul style="list-style-type: none"> • CEO Salary
8. Hold an annual general meeting where the appointment of Directors of the Board will be confirmed post the secret ballot process	<i>Scheduled for November 2017</i>	<ul style="list-style-type: none"> • Conduct of AGM
9. Hold one major strategy workshop	<i>Q4 2017/18</i>	<ul style="list-style-type: none"> • CEO salary • Permanent Chair and Directors honoraria • Committee and meeting expenses • External facilitator
10. Engage with key government representatives and respond to information requests from government as they arise	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary

Activity	Timing	Expenditure items
11. Provide advice to the government on industry related matters regarding the economy and regional development	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary • Permanent Chair and Directors honoraria
11. In consultation with DEDJTR and other stakeholders undertake a detailed scope of work towards commissioning other services and undertake other activities related to sustainability based research, marketing, development of the resource and monitoring and harvesting arrangements	<i>Ongoing</i>	<ul style="list-style-type: none"> • Research and fisheries management plan (amount TBC)
12. Maintain AV(CZ)'s OH&S responsibilities to members and if applicable support the provision of education and training for entitlement holders particularly in the area of OH&S	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary • Permanent Chair and Directors honoraria
13. Maintain industry based data logger program and reporting which can be independently assessed and provided to DEDJTR as part of the 2018 FRAG TACC setting process	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary • Scientific Analysis • Data Holding
14. Provide additional research for the DEDJTR's consideration in policy development	<i>Ongoing</i>	<ul style="list-style-type: none"> • Research and fisheries management plan (amount TBC)
15. Draft and disseminate AV(CZ) Newsletter to members, non-members and other stakeholders (minimum 3 per year)	<i>Ongoing</i>	<ul style="list-style-type: none"> • CEO salary
16. Provide business plan and budget for 2017/18	<i>15 July 2017</i>	<ul style="list-style-type: none"> • Business Plan
17. Provide progress report against the annual business plan, budget and KPIs	<i>31 March 2018 - Progress report against the business plan, budget and KPIs</i>	<ul style="list-style-type: none"> • CEO salary
18. Provide insurance certificates of currency annually	<i>15 July 2017</i>	<ul style="list-style-type: none"> • n/a
19. Hold the FRAG TACC meeting to obtain input from zone stakeholders which will be fed into the TACC setting process	<i>January 2018</i>	<ul style="list-style-type: none"> • CEO salary • Permanent Chair and Directors honoraria • Committee and meeting expenses

Activity	Timing	Expenditure items
20. Ensure copies of reports against the Annual Business Plan and the Annual Budget are provided to members and are made available to other entitlement holders on request	<i>Ongoing</i>	<ul style="list-style-type: none"> • Printing and Stationary • Postage

5. Conclusion

The key activities outlined in this plan are intended to provide a platform for AV(CZ) to provide ongoing value to its members over a sustained period. AV(CZ) believes that if the actions outlined in this business plan are completed, both members and the industry as a whole will experience ongoing positive outcomes in relation to ensuring the long term wellbeing of the valuable abalone resource.