

LICENSE TO ENGAGE:

Gaining and retaining your social license in the seafood industry. A Handbook of available knowledge and tools for effective seafood industry engagement with communities



Emily Ogier | Kate Brooks
October 2016





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**Emily M. Ogier and Kate Brooks
2016**

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LICENSE TO ENGAGE – TAKE HOME MESSAGES

Community engagement is important to your seafood business and sector because:

- The values held by stakeholders who can affect your business are important.
- These stakeholders can and will affect your business directly or indirectly, if they feel that your business is not meeting important values or standards.
- The way you operate your business has value and generate benefits for communities, like supporting tourism, employment, work experience, community industry diversity.
- It's time to identify these shared values and start talking about them. The community in general want to know more about the industry and have clear reasons to feel proud of it.
- Aligning your business values with those of your stakeholders and community decreases conflict and eases the flow of business, meaning it makes good business sense.

Conflict over the seafood industry's 'social license to operate' is a call to seafood businesses to do business differently – to do the business of community engagement

The old way of doing business has not worked:

- Focusing on the noisy 5% talking publicly about the things they don't like about your industry has: given them the attention they want; and failed to change their values or gain broad community trust and support

The new way of doing business (the business of engagement) means:

- Knowing what your business values are
- Finding out what your stakeholders value (engage)
- Working with the values of your stakeholders to find common ground (keep engaging)
- Sharing the story with others in your industry and in your community (communicate)

The objective of this handbook is to provide small to large fishing operators, and industry associations (sector or whole of industry) with:

- steps to guide planning and undertaking effective engagement; and
- a process to:
 - support individual seafood business operators and sector associations find shared values and messages
 - use these shared values and messages in engagement activities with community groups and the Australian public.



INTRODUCTION

We think we might need it, and we know we need to engage to get it or keep it. Social License to Operate (SLO) as a concept is no stranger to Australian fisheries and aquaculture industries. However, what we don't understand or do so well, is: who to engage and how; what to communicate; what success looks like; and, what the Australian professional seafood industry itself agrees a socially acceptable industry should look and act like.

A SLO relates to the level of approval industry, or any sector or activity (including, for example, recreational fishing) has from the community to operate, which is demonstrated through the level of support exhibited for the industry. A lack of action or comment against an industry group or business, does not necessarily indicate a strong SLO. Rather, it is likely to point to a situation of instability or uncertainty in regard to the confidence the community has in the industry or operator. This indicates a willingness of, or ability for, the community to be influenced positively or negatively. It is at these times, that an often small and loud group (or individual) can direct attention to protest issues or negative campaigning. Such negative press often preoccupies the attention of organization(s) or industries receiving it, who see it as necessary to respond directly to such negativity as the main focus of SLO activities. In fact, to directly respond to such negativity effectively feeds it - focusing attention on the negative or incorrect information being promoted.

SLO is not something to think about when a crisis or issue arises - that's what crisis management strategies are for. SLO tactics are not a public relations strategy to deal with a crisis or bad press. SLO is about developing relationships in advance to prevent issues arising or having the relationships in place to arrest and minimizing them if they do occur.

There is a lot of work underway to understand SLO, and to communicate and engage with the Australian public about Australian seafood (see Boxes 1, 2 and 3). Many in the seafood industry feel that they are already working with local communities and interest groups as members of their regional communities, yet the industry as a whole continues to have low levels of general public interest and support (Box 2).

The approaches most commonly associated with attempting to achieve SLO are:

1. responding to negative and incorrect media; and,
2. undertaking third party sustainability certification to achieve public and community trust. This handbook is not focused on either of these activities.

BOX 1

Community attitudes towards Australian Fisheries Management.
Essence Communications report for the Department of Agriculture, 2015

<http://www.agriculture.gov.au/fisheries/communication/community>

Key findings:

- 1) There is a low level of awareness of fisheries and its role in Australia's economy.
- 2) There are both positive and negative perceptions of the fisheries industry.
- 3) No news is good news. There are few indicators of performance for the seafood industry to allow the general public to assess how well the industry is being managed. Current signals (or a lack thereof) indicate that fisheries are well managed.
- 4) Sustainability is important to the fisheries industry and to the Australian general public.
- 5) Scientists are the most trusted authority on fisheries.



Negative and incorrect information is, in the main, generated by 'the noisy 5%', and while incorrect information must be addressed through a third party (e.g. scientific body/ scientist/ public persona with a reputation in the field) who is trusted by the public or the stakeholders concerned, responding to negative campaigning only generates queries in the community's mind that 'where there's smoke there's fire'.

Certification is another method that many in the seafood and other industries regard as the pathway to achieving public acceptance and support of business operations. Certification assesses on an annual (or potentially less frequent) basis a finite list of the operation's activities. It does not assess the nature of the culture or integrity of the business/industry group or operator on a day to day business in regard to how 'trustworthy' they are. SLO is founded in building community trust in knowing how a

business or industry is going to behave when no one is 'looking'. Certification is one plank of that process but only one.

The effective SLO strategies, which this handbook focuses on, are ones which maintains an ongoing dialogue with the community about the activities of the company. This needs to happen directly (company to community) or, in relation to issues that are targets of negative campaigning, via a third party such as a trusted scientific research organization or well regarded person. Activities responding to negative press should only comprise a very small part of a strategy to address SLO. SLO is about your community getting to know you; to know what you are likely to do when no one is watching, and to know you well enough to feel confident in you continuing that behaviour now and into the future.

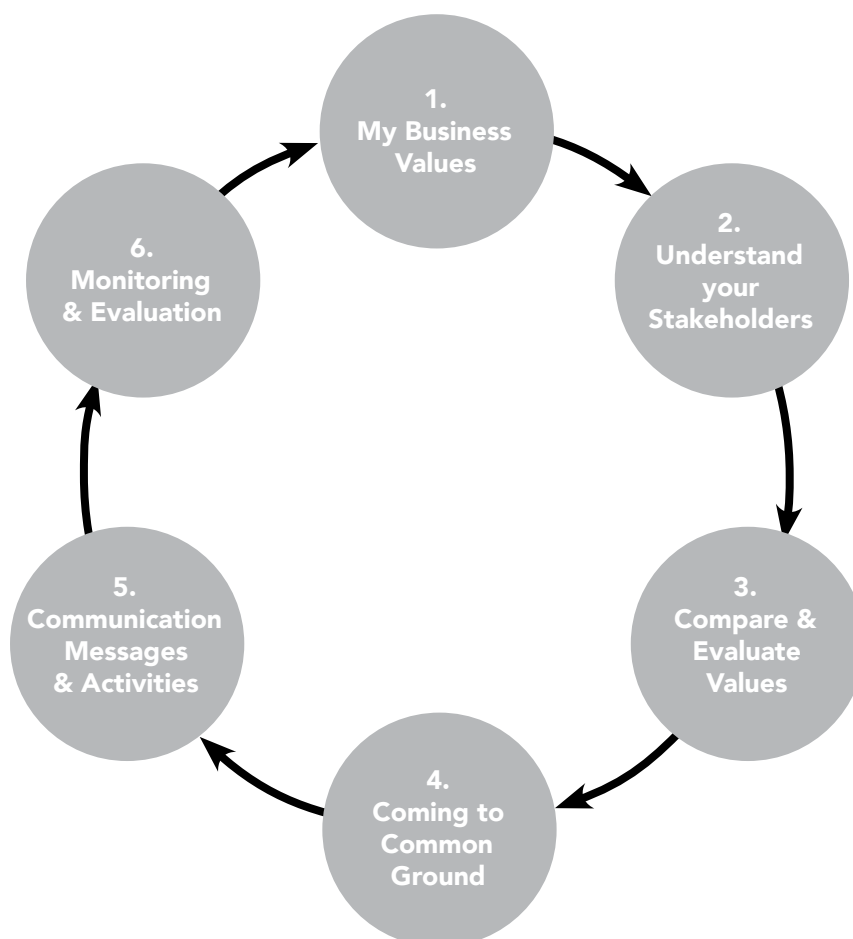


Figure 1. The License to Engage Framework: 6 steps for Businesses/Operators



BOX 2

Social License to Operate: What does it mean for the Australian commercial seafood industry? Industry Research Report, 2016

Through an online survey of seafood industry members, it was concluded that:

1. The commercial seafood industry needs to become more effective and visible with engagement strategies that extend well beyond interactions with government and regulators.
2. Industry is faced with a conundrum – industry operators want community acceptance but do not fully understand their role in building social license to operate let alone see their role as leading the charge to build social license.
3. Individual commercial seafood businesses have to accept that responsibility for better engagement lies at all levels.
4. The notion of ‘acceptance’ from the communities in which industry operates is important.
5. Developing positive social license will require a long-term commitment from industry.
6. Improving social license was identified as a responsibility of industry bodies, Fisheries Research and Development Corporation (FRDC) and OceanWatch. Respondents also indicated that improving social license could also be achieved through linkages with the education system, fisheries management and media.
7. Creating linkages between industry bodies, media and government were identified as important to maintain social license to operate.

For a copy of the report please contact Eric Perez, Queensland Seafood Industry Association CEO at mobile – 0417 631 353 or email – eo@qsia.com.au

This Handbook builds on FRDC’s Community Perceptions reports and Let’s Talk Fish project’s Engagement Strategy Foundations (see page 21). The Handbook is the next step in acting on these recommendations in how to change existing perceptions, or develop positive ones, in the ambivalent or undecided portion of the community. It summarises the latest available information on effective seafood and other industry SLO and engagement strategies into six stages of engagement (see Figure 1). For each stage this report provides resources, guides and case studies to assist you as seafood business operators, industry organisations and managers in engaging with non-industry communities.



WHO IS THIS HANDBOOK FOR?

This handbook has been specifically designed to be useful to:

- Fishing business operators
- Aquaculture business operators
- Seafood industry sector associations
- Whole of industry Associations

WHY IS COMMUNITY ENGAGEMENT IMPORTANT TO MY SEAFOOD BUSINESS AND SECTOR?

- The values held by stakeholders who can affect your business are important because of exactly that – they can and will affect your business directly or indirectly, if they feel that your business is not meeting important values or standards. Therefore, their values are important enough to consider and where possible, integrate into how you do business day to day, month to month, year to year.
- The way you operate your business can have value and generate benefits for communities, like supporting tourism, employment, work experience, community industry diversity. It's time to identify these and start talking about them. The community in general want to know more about the industry and have tangible reasons to feel proud of it (see Box 3).

- Aligning your business values with those of your stakeholders and community decreases conflict and eases the flow of business, meaning it makes good business sense. Not only that, aligning your business values with global values for social responsibility and sustainability makes good sense for your business's bottom line http://papers.ssrn.com/sol3/papers.cfm?abstract_id=2222740.

HOW CAN THIS HANDBOOK HELP?

The objective of this handbook is to provide small to large fishing operators, and industry associations (sector or whole of industry) with:

- steps to guide planning and undertaking **effective** engagement
- a process to support individual seafood business operators to work with their sector associations to find shared values and messages that can be used in engagement activities with community groups and the Australian public.

BOX 3:

Community attitudes towards Australian Fisheries Management.
Essence Communications report for the Department of Agriculture, 2015

<http://www.agriculture.gov.au/fisheries/communication/community>

“The general community is keen to see the ‘Australian’ fishing industry – they want a reason to believe in Australian fisheries and they want to feel proud of the industry.

They do not want to feel like a great Australian natural resource is in jeopardy.

However, despite their wishes, there is little they feel they know or can do to stand up and support the industry.”



1.1 WHO'S JOB IS IT TO ENGAGE – STEPPING UP

Community engagement **starts** with individual seafood businesses; not your association; not a researcher; not a government department. Businesses need to work together with their sector associations so that the messages are mutually reinforcing. This means that your business and your sector association can be effective in strengthening community acceptance and support for your seafood industry.

For seafood business operators, partnership with their industry association ensures that business values and messages are supported in any whole-of-sector engagement and communication activities that sector associations undertake. However, for this to be effective, business operators need to know their own business values

and to keep letting their sector associations know what activities they are undertaking that reflect these values. And doing this often.

For sector associations this partnership ensures that the industry 'walks-the-talk' – community engagement is part of the core business of businesses operators, rather than something that is paid only lip-service. If sector associations can work to understand their member's business values, they can then synthesise from these and identify sector values, and utilize those which also resonate with the values of key communities/environmental non-government organisations (or, ENGOs)/politicians etc., in sector engagement and communication activities. This means that sector association engagement and communication activities are supported by real industry action and behavior, on the ground and in the water.

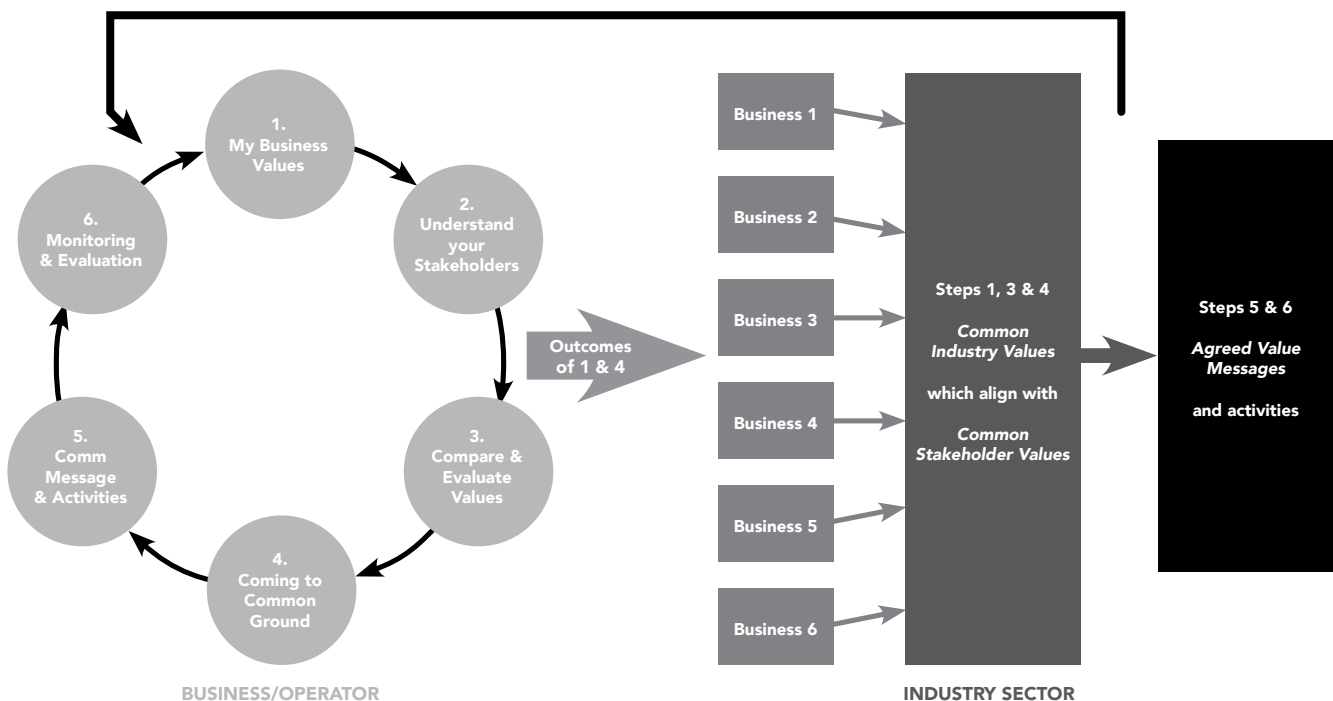


FIGURE 2. The license to engage framework: business / operator to industry sector



1.2 IDEAS TO LEAVE BEHIND

Social License to Operate (SLO) is not an actual licence – it is a term for social or community acceptability, based on trust and shared values which operators must live and operate by. Importantly, license in this context is spelt with an ‘s’ (not a ‘c’) - it’s a verb and that means it requires actions and cannot just be received as a piece of paper (as in licence – the noun). To attain and retain a SLO, businesses in the industry, and the industry as a whole, have to be actively engaged with their communities to address community trust and acceptability issues.

“When we talk about SLO, we are really talking about social acceptance and public trust”
(Burse and Whiting 2015)

SLO is <i>not</i> about:	SLO is about:
Telling stakeholders more often and more loudly why they are wrong and what they need to know	Working with and alongside stakeholders and the community to understand where and why they have adopted their perceptions of the industry.
	Engagement, and communication to strengthen this engagement through showing in actions – not telling.
	Finding ways to demonstrate in day-to-day activities how the business respects community values.
Doing only what is required to get a ‘licence’ (as you would to procure a drivers licence)	Being proactive (positive action) in communicating about common values
Engagement as a business transaction	Engagement based on relationship-building
Being defensive (avoiding public opposition)	Doing business differently: building trust, negotiating values
Getting sustainability certification	Using certification as one small administrative plank in a suite of activities that make up your SLO strategy
SLO tactics are not a public relations strategy to deal with a crisis or bad press	Social license to operate is about developing relationships in advance to prevent issues arising or having the relationships in place to arrest and minimizing them if they do occur

*The social license is a concept which refers to the **values**, **activities** and **principles** which business need to operate by to be acceptable to concerned communities (after Joyce and Thomson, 2000).*



Engagement with the community and other Australian stakeholders has to be part of seafood industry core business. This is a fundamental responsibility as users of Australian marine resources alongside other users. Engagement activities that are open, transparent and seeking to build relationships are an effective way to build trust with those who have an interest in marine areas and resources. Such engagement is essential to find common values on which to build business' acceptability and establish how businesses and interested groups can communicate.

Effective engagement is not necessarily:	Effective engagement is about:
A formal program or intervention which needs experts	Everyday business interactions with stakeholders
Undertaken exclusively by people outside the business, or contracted by it (a PR or marketing company)	<p><i>Conversations with customers, competitors, detractors, supporters to understand their point of view any what the values are that they are based on.</i></p> <p><i>Listening more than talking (2 ears and 1 mouth).</i></p>
Warm and fluffy	Networks and relationships based on common stakes, or on finding these out
Something you do once and forget	Understanding your stakeholders take time and persistence. Making time for engagement in the long term builds your trustworthiness.





1.3 IDEAS TO TAKE FORWARD

Research into community perceptions of Australian fisheries management (Essence Communications 2015)

<http://www.agriculture.gov.au/fisheries/communication/community>

recently found the following:

- There are values shared by the Australian public and the seafood industry.
 - Everyone values sustainability – you, your industry and the general public
 - The general public want to love the seafood industry, just as the seafood industry wants to be accepted, supported and loved by the Australian community
- Providing facts won't change public perceptions – showing is far more powerful
- The Australian public needs to see and get to know the seafood industry
- The message about the seafood industry's values need to be unified – a common message at sector and then at whole of industry level.

WHAT DOES THIS MEAN FOR INDIVIDUAL BUSINESSES?

- SLO is a call to businesses to make the active decision to do business differently. This means:
 1. Not letting your SLO strategy get hijacked by the noisy 5% talking publicly about the things they don't like.
 2. Knowing what your business values are;
 3. Finding out what your stakeholders value (engage);
 4. Working with the values of stakeholders to find common ground (keep engaging); and
 5. Sharing the story with others in your industry.
- Doing business differently – doing the business of engaging. If you are not already doing this then this means 'walking your talk' and sharing it so that your stakeholders and industry associations something to feel proud about your business and your industry and a reason to support you.

WHAT DOES THIS MEAN FOR SECTOR ASSOCIATIONS & INDUSTRY GROUPS?

- Get the message out about shared values of seafood industries, at the business, sector and industry-level (communicate)
- Building trust is a must - Without it communication activities fall on deaf ears or can be counterproductive. Trust is only built by lived or demonstrated experiences.
- Don't ignore the unengaged - do you share any of their values?

While a major portion of the Australian public currently doesn't care much about fisheries and aquaculture, this can't be taken as active acceptance of the industry's activities. If they hear about behaviour that they don't believe reflects their values, their outrage is likely to be swift and severe. The 'outrage factor' cannot be discounted and can be very unpredictable. However, this can be minimised by ensuring that **what** your sector values beyond making a profit, and **how** your members live and operate by these values, are put out there front and centre. Such activities are more likely to demonstrate to stakeholders, communities and politicians that their trust is justified.



RAMPING IT UP FROM BUSINESS TO SECTOR TO INDUSTRY LEVEL:

The same six step that are outlined in the following pages can be used to build these behaviours up from the business level, to the sector and then to whole of industry level (see Figure 2).

If each business in a sector works through the six steps for their own business; then at a sector level the common values identified by businesses that resonate with stakeholders and communities can be used by the sector association in their communication, media campaigns, advertising etc. with evidence of how this 'talk is walked' at the individual business level.





▶ STAGE 1

WHAT ARE MY BUSINESS
VALUES AND BEHAVIOURS?



STAGE 1. WHAT ARE MY BUSINESS VALUES AND BEHAVIOURS?

When asked about what they value about their business, often the first response of business operators is about the value of the income and the ability to make money. However, when we all think about it, there are many ways to make money, so why do we do this particular job? Why did we start up, or stay in, this particular business? Those are the values that are we talking about here.

A value is a judgement about what is important in life. How does this relate to your business? Values in business centre on how you and others judge your business. Are your business values the right and proper 'fit' for the community (local, State or national), and how it might reflect the way they like to see things done? Can you state your business values in ways that your stakeholders can easily understand? Can you and they feel confident, or perhaps even proud, of your business and how it operates in the context of the community's values?

WHY CARE ABOUT VALUES AND BEHAVIOURS?

- People can't trust your business if they don't know you and they don't see and understand what's important to you (your business values). Trust is based on shared values and relationships. If you don't know your own business values how can you talk with people about how your business' values align with theirs?
- Your business values are not the same as issues your business faces, but the way you deal with those issues says a lot about your values.
- Business behaviours say a lot about values – it is not enough to just say a business values something. 'Walking the talk' makes you more trustworthy.
- Values change, just as businesses change – it is worthwhile checking if they have changed.
- Australian seafood industry and the various sectors operate according to sector values too – do the values of your sector match your own business values?

HOW DO I WORK OUT WHAT MY VALUES ARE?

Key questions to ask:

- 1.1 Aside from making money, why am I in this business? Why do I run it the way I do? What makes me feel good about running the business?
- 1.2 Why is what I do and how I do it important in the surrounding community? Does my business make any difference to the way the community operates (it might be worth asking friends or colleagues about what they think)?
- 1.3 What values might be important to my stakeholders? (Stakeholders include: staff, customers, partners, suppliers, and other businesses I work with and around). Can my business values be easily explained to stakeholders? If productivity is important to my business, is it clear that my business values productivity that is sustainable?
- 1.4 What do my business activities say about what I think is important? Do I go to any additional effort, or do I cut corners? Do I employ people and how good are those relationships with my employees and is that important to me?



CASE STUDIES:

Coorong Wild Seafood

'About us'

<http://www.coorongwildseafood.com.au/pages/about-us.php>

Glen and Tracy Hill tell us a great story about their business values. These include:

- supplying quality wild caught seafood
- being both catchers and sellers of seafood
- being located close to the source
- buying direct from others fishers (short seafood supply chain)
- improving the livelihoods of local fishers
- providing year-round local employment through value-adding
- pride of place (product branding)
- demonstrating their sustainability through Marine Stewardship Council certification



CASE STUDIES:

Huon Aquaculture

'Our Approach'

<https://www.huonaqua.com.au/sustainability/approach/>

The six principles or values which Huon uses to guide its business development are: Increasing production responsibly and safely; Improving the health and welfare of our fish; Improving safety for our workers; Reducing our environmental footprint; Continuing to positively participate in the community; Producing world-class salmon products in Tasmania.

Sydney Fish Market Corporate Social Responsibility Vi...



CASE STUDIES:

Sydney Fish Market

'Corporate social responsibility'

<http://www.sydneyfishmarket.com.au/sustainability/corporate-social-responsibility>: In this YouTube clip staff explain in their own words SFM's corporate and social responsibility values, which are: sustainable seafood supply, innovation and continual improvement, sound environmental management, people and community, safe and nutritious seafood.



WHAT OTHER RESOURCES ARE AVAILABLE?

Other examples of seafood sectors:

- Walking Fish – a Northern Carolina Cooperative <http://www.walking-fish.org/about.php>
- Northern Territory Seafood Council 'Policy Positions' outline the Council's values: <http://www.ntsc.com.au/policy-issues/policy-positions> and on Responsible Fisheries: <http://www.ntsc.com.au/responsible-fisheries>
- OceanWatch's Master Fisherman Program <http://www.oceanwatch.org.au/seafood/our-programs/>
- Austral Fisheries 'Message from the CEO': <http://www.australfisheries.com.au/message-from-the-ceo/>
- National Fisheries Institute (US)'s 'About Seafood' website outlines industry values for health, sustainability and people: <http://www.aboutseafood.com/>

Background reading on business values:

- Shared Value Initiative <http://sharedvalue.org/about-shared-value>
This website offers a range of resources developed by a global community of leaders who find business opportunities in addressing societal challenges. Sections worth having a look at:
 - The Shared Value framework explained in a YouTube clip <https://www.youtube.com/watch?list=PL85B3155A0F0B30D0&v=1vK3cxnP614>
 - 2015 State of Shared Value in Australia Survey <http://sharedvalue.org/resources/2015-state-shared-value-australia-survey>
 - Case studies of agricultural business http://sharedvalue.org/resources?keys=&field_industries_tid=176
 - Resources (articles, guides etc.) <http://sharedvalue.org/resources>



▶ STAGE 2

WHO ARE YOUR
STAKEHOLDERS &
WHAT ARE THEIR VALUES?



STAGE 2. WHO ARE YOUR STAKEHOLDERS & WHAT ARE THEIR VALUES?

Stakeholders is a bit of an overused term. It has become a bit of a 'throw away' term in that people say it but rarely take the time to really think about who these people are; yes, stakeholders are people with thoughts, values, opinions and are very willing to share them if asked. Sometimes we think we already know what they are, so don't need to ask, but we may only be aware of some of their values and opinions, and miss opportunities to talk about what we actually have in common. However, before we can even have those conversations, we need to know who they are, then we can 'engage' with them to find out their values.

WHO ARE MY STAKEHOLDERS?

Identifying stakeholders can sometimes feel like a daunting task, simply because when you look at a definition, there could be so many of them! For example, this is how the online business directory <http://www.businessdictionary.com/definition/stakeholder.html#ixzz47BedJXzX> defines stakeholders:

Stakeholders can affect or be affected by the organization's actions, objectives and policies. Some examples of key stakeholders are creditors, directors, employees, government (and its agencies), owners (shareholders), suppliers, unions, and the community from which the business draws its resources. Not all stakeholders are equal.

In the first instance, and to help clarify which stakeholders you want to focus on, perhaps start with:

- List the issues that have come up with your business and the industry sector in your region.
- Then ask yourself, of all the potential stakeholders above who specifically has a stake (or interest) in these issues? And in what priority order?

Remember stakeholders are not just those who have traditionally opposed what you do in relation to the issue – they have a stake (an interest) – and may even support what your role is in the issue. Look at those who have any stake in the issue.

Some of your stakeholders are also **influencers**. These are those groups who can or do exert particular power or the ability to persuade over others. For example: environmental groups can make us feel that we should not eat net caught tuna because it hurts other marine mammals; parents and teachers guide how children interpret their world; shopkeepers provide advice to customers, or councils make decisions about business and community development on behalf of the community, or the local paper that reports on issues and influences what is believed to be good or OK, or bad for the community; and so on. Who of your list of stakeholders is also an influencer, and which group(s) of stakeholders do they influence – why and how?

The benefit of understanding who the influencers are amongst your stakeholders allows you just focus on them rather than all the stakeholders – they present the opportunity to narrow and sharpen your target of engagement activities!

Engagement refers to activities you undertake to build ongoing, permanent relationships for the purpose of applying a collective vision for the benefit of a community.

WHY ENGAGE?

- To find out who has stakes and influence
- To build the kind of two-way, ongoing relationships with stakeholders that build trust and acceptability (engagement)
- To work with them (stakeholders) on the step (Step 1) you just did to work out their values (two ears, one mouth)



HOW DO I ENGAGE?

Engagement starts with questions.

2.1 Who?

- Who are my stakeholders? Do they have influence? This includes partner businesses, as well as local community members, fisheries managers, etc. (see Table 1 for a template for identifying your stakeholders).
- Who am I going to try to influence?
- Why should they be interested in my business? What values do you have in common with them? Why might my business be important or relevant to supporting their values around what is important in life?

2.2 How?

- What 'scale' can I work at? What scale do I need to work at? Neighbours/Local region/State-wide/National?
 - You need to work out from your list of stakeholders and prioritised influencers who you believe it is most important to talk with ('engage') and work down the list from there.
- Are they high profile politicians (State or national), or the local journalists and partner businesses (local/regional); or perhaps they are your customers ('neighbours') – the everyday people in your local community that are putting pressure on politicians in reaction to environmental group claims?
- If you have very limited resources it makes sense to start at the very local level of talking with fellow parents at the school; your retail buyers and customers; your employees (if you have them); or friends at the club/gym/weekend game.

Work out what scale you can work at given what your issues are, who your stakeholders are and what resources you have.

- What are my options for engaging with influencers and general stakeholders? There is a range of different options. The most effective are:
 - One-on-one conversations – formal or informal (i.e. at the pub, or pre-arranged as an appointment as would be might be appropriate with your local member, journalist, or state or federal politician)
 - Small group meetings to talk about a range of issues or opportunities in general
 - Focus groups run by a facilitator around a particular issue (i.e. a discussion with a particular focus of concern)
- Explore building partnerships with stakeholders over areas of common concern or need (such as, maintaining marine infrastructure, or supplying local fresh seafood, or marine pollution)
- What types of questions should you be asking? Generally, your objective in engaging with these people is to find out what they value – what they think is important. Try asking the following sorts of questions:
 - What do they know about the resource your business uses, and how 'safe'/sustainable do they think it is?
 - What they think about how the industry operates (though remember you are largely just listening at this time and your objective is to build a relationship – not correct their view of the world!)
 - What they like and don't like about it.
 - How they think you could improve.
 - What is their vision for the future of community/region?
Why do they focus on a particular aspect (if they do!)?
 - What businesses do they think are a really positive benefit in your community, and why?
 - What businesses do they think communicate openly and well about how they do things that might affect the community?



- Are there culturally-appropriate ways to engage?

Yes! it is really important to recognise the worth of stakeholders who may not operate in the same style, time frames, or language as you.

- Allow time for conversations
- They may have a different view of the world to you - remember that in the first round of discovering values you are looking to find out what is important to them and how they like to receive information
- Maybe you need to have a chat with, or bring along, a common contact to help the conversation along
- Where do they feel most comfortable? An office situation/ coming to you/ you meeting them formally/ or informally.

Engagement is a two-way conversation, with an emphasis on listening (2 ears, 1 mouth)

2.3 Do it! Engage. Listen. Then ask yourself:

- What has worked and what hasn't (and why)?
- What are my stakeholders' issues and what do they value?





CASE STUDIES:

'The transformer' in *FISH*, September 2015

http://www.frdc.com.au/knowledge/publications/fish/Pages/23-3_articles/42_the-transformer.aspx

This article tells a great story about Damien Bell and his initiatives to connect with the community to ensure the long-term sustainability and social acceptability of his fishery, the Peel-Harvey Estuarine Fishery in WA. He based his work on finding areas of common interest with other users of the estuary. Achieving Marine Stewardship Council certification is one of the strategies Damien uses to demonstrate that his business "walks the talk" (that is, demonstrates transparency and public accountability) in pursuing sustainability.



CASE STUDIES:

Tassal's community engagement

<https://www.tassal.com.au/sustainability/our-community/#community-engagement>

Here Tassal outlines which communities it engages with, the forms of engagement, and its community partnership activities.



WHAT OTHER RESOURCES ARE AVAILABLE?

- Coles Brand Responsibly Sourced Seafood Program: <http://www.coles.com.au/corporate-responsibility/responsible-sourcing/responsible-sourcing/responsibly-sourced-seafood>. Here Coles details its values for sustainably caught or grown seafood, which it has developed in response to consumer values.
- *Common Language Group -To establish a forum (Common Language Group) for working with all stakeholders to reach agreement on issues which are contentious in the fishing and aquaculture sectors* (Christoe 2015) http://frdc.com.au/research/Final_reports/2012-500.20-DLD.pdf

Engagement strategies and tools and guides:

- *Let's Talk Fish: Assisting industry to understand and inform conversations about the sustainability of wild-catch fishing* (Mazur et al. 2014) http://frdc.com.au/research/Final_Reports/2012-301-DLD.pdf. This FRDC report looked at the basis for people's attitudes and actions towards the wild-catch commercial fishing industry's use of shared marine resources (see page 40 onwards). This information assists industry to more effectively identify common interests and foster positive relationships among stakeholders.
- *How to improve your social licence to operate: A New Zealand Industry Perspective* (Quigley and Baines 2014) <http://www.aquaculture.org.nz/wp-content/uploads/2014/04/2014-05-How-to-improve-your-social-licence-to-operate-1.pdf>. See sections 8 and 9 (pages 8 and 9) for guidance on building relationships with important stakeholders.
- *Indigenous Engagement and Participation Strategy* (Reef and Rainforest Research Centre 2015) <http://nesptropical.edu.au/wp-content/uploads/2015/09/NESP-TWQ-Hub-Indigenous-Engagement-Strategy-FINAL-COMplete.pdf>. This report gives an example of a strategy to create and foster a process of meaningful engagement, respect, trust and collaboration with indigenous communities.

- Community engagement tools: <http://bangthetable.com/>. This website lets you search a huge range of case studies of different ways organisations and companies have engaged with communities.

Identifying stakeholder values:

- *Achieving Social License to Operate using Stakeholder Theory* (Wilburn and Wilburn 2011) http://www.cibe.org.cn/uploadfile/otherfile/2011_2.pdf. This academic article describes how understanding the values of your stakeholders and their 'stakes', or vested interests, and aligning your business values with these, contributes to the negotiation of a social license.
- *Your Marine Values: Public Report 2013* (Ogier and MacLeod 2014) http://www.imas.utas.edu.au/__data/assets/pdf_file/0010/743356/Your-Marine-Values-Document_WEB-FULL.pdf. This report describes and compares the values held by local communities, seafood industries and managing agencies for the marine and coastal areas known as the 'Channel' in South-eastern Tasmania. It highlights how different groups use different terms to describe shared values.
- *Climate Change Adaptation - Building community and industry knowledge* (Shaw 2014) http://frdc.com.au/research/Final_Reports/2011-503-DLD.pdf. In this FRDC report the photo-voice method of engaging and capturing the values of the fishing industry, and surrounding communities, for the Houtman Abrolhos Islands in WA is described (see page 85).



TABLE 1: Identifying and engaging with your Stakeholders

Stakeholders	Influencers*?	Can your business engage with these stakeholders? If so, how?	Can your industry (sector) association engage with these stakeholders? If so, how?
Generally all Individuals in your local community	(Identify influential individuals)	Yes – you do it already. Keep doing it! Keep talking. Find out what they value about the local marine environment and industries	Yes - many seafood industry associations interact with members of local and regional communities through organising activities within the community (marine debris clean ups and work experience programs, etc). The next step is to turn these interactions into conversations about values.
Businesses in your: a) local community; b) regional community		a) Pick up the 'phone and chat. Ask your local business contacts what challenges they are experiencing, how they are addressing them, and what their business values are. Explain yours. b) Find out which regional businesses have similar interests or challenges to yours. Keep up regular contact with these ones.	Yes - many seafood industry associations interact in numerous ways, such as having a presence at local and regional events (cooking displays, boat shows, agricultural shows, hotel and tourism events etc.). The next step is to turn these interactions into conversations about values.
Schools and educational organisations	Headmasters Community program organisers	Ask your other contacts for who to contact. Find out what educational experiences they are after.	Not directly
Community and other Non-Government Organisations	Environmental groups	Arrange for a casual face-to-face with someone in the group and ask them what they value about the local marine environment and industries	Yes, including at the higher level of creating relationships with leading people in these organisations, to understand motivations and priorities.
Local Council	Local Council Mayor/ sustainability officer, or other	Drop in to your local Council office and find out what interest/role the Council has in your seafood industry	Yes, at the level of association of LGA's or State government.
Local Chamber of Commerce	Local Chamber of Commerce President/ Secretary	Call the people you know and ask what services the Chamber provides local businesses. Find out if other local businesses have similar challenges to yours. What are the things that the Chamber is focussing on?	Not directly



Stakeholders	Influencers*?	Can your business engage with these stakeholders? If so, how?	Can your industry (sector) association engage with these stakeholders? If so, how?
State Government	Local Member	Catch up with or make an appointment to see your local member and identify where they and your business have similar values. Ask how you might be able to help promote them and their causes if they resonate with you.	Yes, in creating a relationship between the Association and State member that is built on the common values of all members.
Federal Government	Federal Representative if resident locally	Catch up with or make an appointment to see your local member and identify where they and your business have similar values, and highlight these to them.	Yes, in creating a relationship between the Association and Federal member that is built on the common values of all members.
Retailers	Head of local retailers Association	Catch up with or make an appointment and identify where they and your business have similar values, and highlight these to them. Identify if there are opportunities to collaborate on common issues, or just in general around activities that will be positive for the community.	With the State or regional retailers association to identify if there are opportunities to collaborate on common issues, or just in general around activities that may be positive for regional and/or the State community.
Wholesalers	Particular individuals who are influential amongst these businesses.	Catch up with or make an appointment and identify where they and your business have similar values, and highlight these to them. Identify if there are opportunities to collaborate on common issues, or just in general around activities that will be positive for the community.	



Stakeholders	Influencers*?	Can your business engage with these stakeholders? If so, how?	Can your industry (sector) association engage with these stakeholders? If so, how?
Researchers	Scientists are among the most trusted sources of information about fisheries and aquaculture, and the marine environment	Catch up with the scientists who assess the status of your fishery. Find out how much your own knowledge and observations aligns with the story their analysis of the data is generating. Get hold of the reports they produce. Ask for plain language summaries.	Invite these scientists to give a talk at your next association meeting, if you are not doing this already. Find out if there are gaps in the available data and if these gaps could be filled through partnering with the association members. Think of your association as a broker who can introduce trusted scientists to the media.
Others ...			

- * Sometimes there will be individuals within an organisation (e.g. Council or chamber of commerce) that is a stakeholder, who will be key influencers, potentially of both the organisation and the general community. In such cases, it is an opportunity to conserve resources by focusing on the influencer (so long as they are perceived as a positive influencer in the organisation – not a negative one!)





▶ STAGE 3

COMPARING AND
EVALUATING OUR VALUES

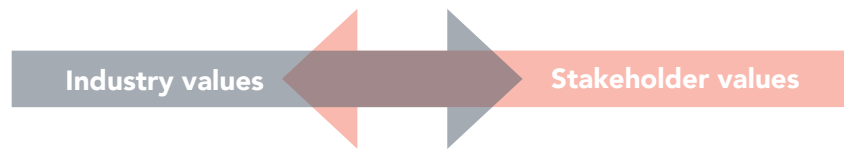


STAGE 3. COMPARING AND EVALUATING OUR VALUES

Now that you know what the values of your stakeholders and the key influencers are, you need to identify which of yours and their values match up, so you can start building a relationship and trust around these.

WHY RELATE MY VALUES TO THEIRS?

- Understand where you sit in relation to your stakeholders' values. Are you so very far apart – is there ANY area where you cross over and actually see things in the same way?
- Work out if perceived differences are real. Are the differences that have been identified real or just perceived based on some information they have received from another source they trust? Do you know what the source is and why they trust it? What other sources do they trust and how might you tap into them to provide the correct information?
- Identify opportunities for aligning business values with community. If you find that your values are not at all represented in those of your stakeholders or their key influencers, start thinking about how far are you prepared to adjust your business to reflect these values. Could you be doing business differently, but still achieve what you enjoy from it as well as a good living? Be open to possibilities.



HOW?

Articulate:

- 3.1 Those business values that are the same as your stakeholders' values. Make a commitment to talk about and openly demonstrate them.
- 3.2 How you demonstrate those values in your business operation ('walk the talk') – find ways to show these to your community, business partners, employees, friends and colleagues.

Adjust:

- 3.3 Those business values and activities which you are prepared to change to reflect stakeholder or community values

Find out more:

- 3.4 Where there is insufficient information to justify or answer stakeholder concerns and values, can you work with those stakeholders to fill knowledge gaps? In this way, the ownership of the outcome will be shared and they will become a partner in the outcome, rather than an opponent.

Agree to disagree:

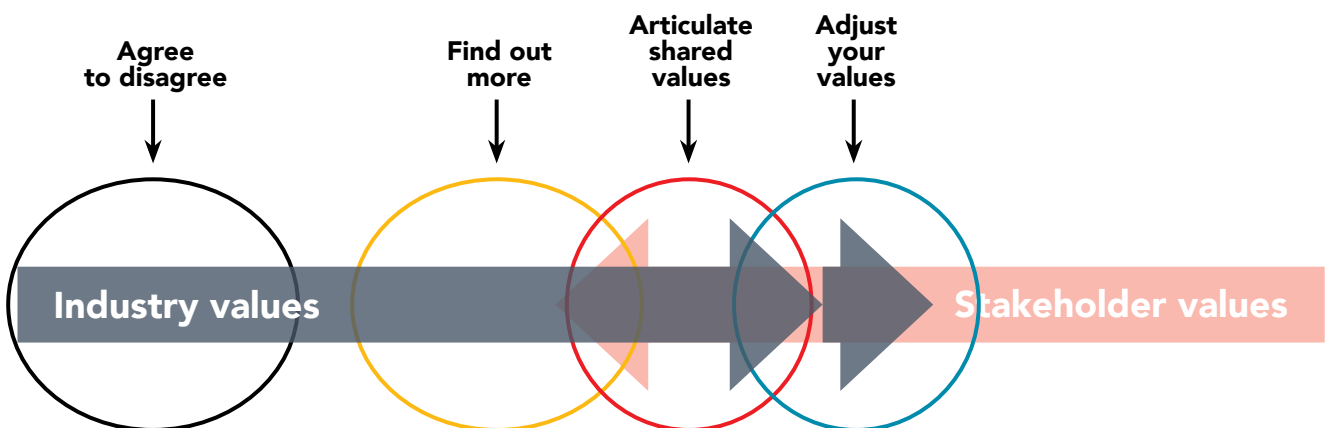
- 3.5 Do you think you just have to agree to disagree? Making this choice can reduce the impact of conflict by no longer focusing on the conflict. Sometimes the point of conflict is major and cannot be ignored. At other times, it is that person (the 5%) who always gets a letter in the editor's letter column, and to answer and refute every one of these only brings attention to them, rather than ignoring them and working with journalists and other community organizations to get good news stories into the paper.



3.6 If so, how important to your business are these stakeholders? If you are going to ignore them – how significant is their potential impact? Are they part of the 5% of the general community or are they a key influencer? Can you take any actions to mitigate their impact? For example:

- Acknowledge the difference of values and reasons for it – don't just ignore it if they are a significant influencer
- Don't denigrate the person or group criticizing your business – always retain the moral ground.
- Avoid situations of conflict (which they may try and engineer) with these people or groups.

3.7 What **other** stakeholders and key influencers are you going to work with to develop strong relationships around shared values and benefits to the community? These relationships can balance and ameliorate any negative effect of the disenfranchised stakeholders or, in particular, a key influencer.



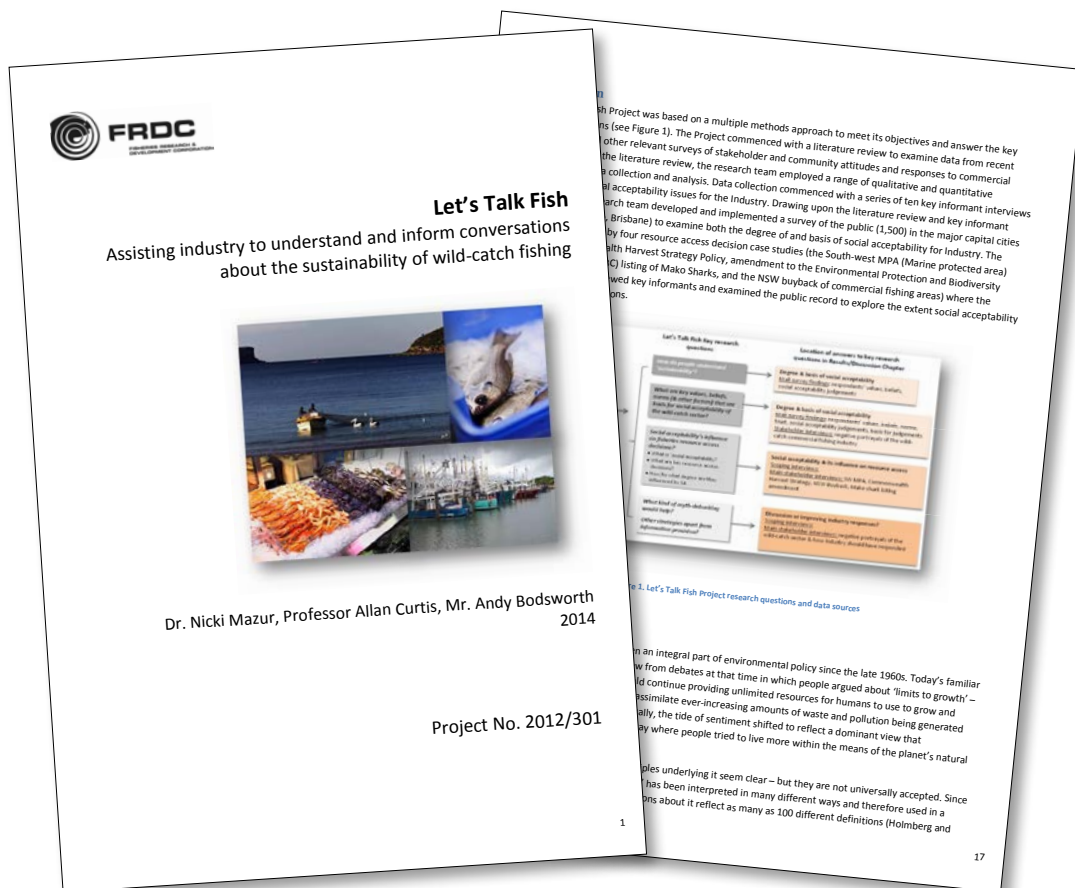


CASE STUDIES:

Let's Talk Fish: Assisting industry to understand and inform conversations about the sustainability of wild-catch fishing (Mazur et al. 2014)

http://frdc.com.au/research/Final_Reports/2012-301-DLD.pdf

Results of this research indicate that environmental values (protection of fish stocks, marine fauna and habitats) strongly influence community acceptance of the Australian seafood industry. The report recommends five key values and behaviours (see page 69) the wild harvest professional fishing industry adopts in order to be perceived as more trustworthy and as sharing values with the Australian public.





WHAT OTHER RESOURCES ARE AVAILABLE?

- *OceanWatch and the South West Rocks Fishers' Loaves and Fishers BBQ, NSW* <https://www.youtube.com/watch?v=0gUkTGJ8sQA>. Here's a group of local fishers sharing a feed of their catch at a free seamullet BBQ at a community event in South West Rocks, NSW. Not only did they share some great seafood and recipes but they shared their work in reducing bycatch.
- *Your Marine Values: Public Report 2013* (Ogier and MacLeod 2014) http://www.imas.utas.edu.au/_data/assets/pdf_file/0010/743356/Your-Marine-Values-Documet_WEB-FULL.pdf. This report describes and compares the values held by local communities, seafood industries and managing agencies for the marine and coastal areas known as the 'Channel' in South-eastern Tasmania.
- *Common Language Group -To establish a forum (Common Language Group) for working with all stakeholders to reach agreement on issues which are contentious in the fishing and aquaculture sectors* (Christoe 2015) http://frdc.com.au/research/Final_reports/2012-500.20-DLD.pdf
- *Community Communication Guide: Strategies for Positive Action* (Ham 2003) <http://frdc.com.au/forms/pages/contact-us.aspx>
Contact the FRDC via frdc@frdc.com.au to request access.
- *Developing a Community Communication Guide and Communication Resources for the seafood industry* (Ham 2003) http://frdc.com.au/research/Documents/Final_reports/2001-310-DLD.pdf
- *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* (FRDC Final Report, Briggs 2013) http://frdc.com.au/research/Documents/Final_reports/2011-400-DLD.pdf.pdf.

Background information on community perceptions and social acceptability:

- *Community perceptions of fishing: implications for industry image, marketing and sustainability* (Aslin and Byron 2003) http://frdc.com.au/research/Final_Reports/2001-309-DLD.pdf
- *Community perceptions of aquaculture* (Mazur et al. 2005) http://pmpc.haifa.ac.il/images/Reasearch_Projects/SPAMA/Research_Reports/community_perceptions_final_report.pdf



▶ STAGE 4

COMING TO
COMMON GROUND



STAGE 4. COMING TO COMMON GROUND

This is where the rubber hits the road, so to speak. You have put in a lot of work to understand who your stakeholders are, who influencers them and what is important to both. You've then identified where your and their values align. Now you move to the part that you are probably more familiar with, and those with marketing departments, or contracted PR consultants are used to dealing with. This is the part of engaging that entails communicating information OUT and actually doing things to let people know your values and that reinforce how these relate with theirs.

It's true not everyone is going to have values in common with your and your business or association. As we discussed in 3.6, it is important that people who disagree with you feel as if you have heard them, even if you still have a different set of values and perspectives. This step is not about focusing on them, but about moving forward and on from those who you do not have anything in common with. This step is about those activities that build larger, more robust and public relationships with those that you do have common values with, and who are preferably recognized leaders and influencers in your communities.

WHAT'S THE BENEFIT OF HIGHLIGHTING SHARED VALUES?

By highlighting what your business values are and how they align with those of your stakeholders and communities, you:

- Build trust by demonstrating that you are listening and responding through your business or sector association's words and actions
- Build on or develop new relationships and partnerships based on common values that will support your business to be resilient and perhaps even grow
- Negotiate differences in values to manage potential conflict, and ultimately decrease the impact of that conflict
- Work out collectively what needs further work or information, so that future conflicts can be avoided and potential partnerships developed, further supporting your business.

HOW?

Where you have, or can create, common values with your stakeholders (see Step 3):

4.1 Name these shared values:

- Identify where they fit in your business' operation and activities – what are they; where do they occur in your business; and how are they demonstrated?
- Identify which stakeholders and influencers your communication about values address. Are these messages and activities getting to the RIGHT people? Match up and articulate the activities to your stakeholders, along with the shared values being highlighted.

4.2 Develop a plan to monitor how these shared values are reflected in your business' operation:

- What actions are you taking to ensure you and your employees maintain these behaviours – are they an innate part of your business culture?
- How do you communicate these common values? Do you keep track of these on an annual basis, for example as part of your annual business review? See Table 2 (below) for some ideas for ways you might think of tracking your values and the activities that support them.
- How can you keep check on the activities and messages to your stakeholders? (see Step 6)



TABLE 2: Examples of engagement activities and the business values these activities demonstrate (modified from *The Social License to Operate. Your Management Framework for Complex Times* (Black 2013) <http://www.dosustainability.com/shop/the-social-license-to-operate-your-management-framework-for-complex-times-p-36.html>)

Engagement activities (see Table 1 for engagement activities suitable for different stakeholders)	Demonstrated business values
Participate in local associations (includes membership, providing in-kind support as well as sponsorship)	<ul style="list-style-type: none"> • Community involvement beyond direct business interests • Social networks, and the contribution these make to community wellbeing • Pride of place in local communities
Recognise and promote Indigenous and local knowledge, cultural activities and traditions	<ul style="list-style-type: none"> • Importance of Indigenous and local knowledge, cultures and traditions to community wellbeing • Respect • Sharing knowledge
Participate in local /regional and national skills development programs	<ul style="list-style-type: none"> • Local employment and skills creation • Importance of local livelihoods to community wellbeing
Help develop or improve skills development programs in the community in partnership with others (local school/college/TAFE/businesses)	<ul style="list-style-type: none"> • Development of younger generations through increasing skills • Increasing job opportunities for younger generations
Help develop innovative technologies that can help solve social and environmental issues in local communities	<ul style="list-style-type: none"> • Innovation • Social and environmental values
Adopt practices that allow technology transfer and diffusion across businesses, sectors and industries	<ul style="list-style-type: none"> • Innovation • Sharing the benefits of development opportunities
Support appropriate initiatives to stimulate diversification of existing economic activity	<ul style="list-style-type: none"> • Local wealth and income generation • Sustainable local industries
Encourage new practices and technologies which support more efficient use of available natural and energy resources [^]	<ul style="list-style-type: none"> • Efficiency • Environmental care
Support and help develop community based associations, entrepreneurs and volunteers that bring needed products and services to the community	<ul style="list-style-type: none"> • Collaboration; growth; diversity • Community wellbeing
Promote community development in natural resource planning and management	<ul style="list-style-type: none"> • Collaboration; future vision • Social fairness and equity

[^] <http://www.beefcentral.com/processing/greenham-closes-the-loop-on-energy-production/>



CASE STUDIES:

Your Marine Values: Public Report 2013 (Ogier and MacLeod 2014)

http://www.imas.utas.edu.au/_data/assets/pdf_file/0010/743356/Your-Marine-Values-Document_WEB-FULL.pdf

This report describes, compares **and relates** the values held by local communities, seafood industries and managing agencies for the marine and coastal areas known as the 'Channel' in South-eastern Tasmania (see page 13 onwards). It highlights how different groups use different terms to describe marine values they have in common.



ECOLOGICAL VALUES	HOW IS IT MANAGED?	HOW IS IT MONITORED/MEASURED?	USEFUL INFORMATION
<p>02 WATER QUALITY</p> <p>Managing Agencies</p> <ul style="list-style-type: none"> Water quality (as defined in the State Policy on Water Quality Management 1997) <p><i>"the quality of water is a major driver of this marine ecosystem, and all the ways we use it"</i></p> <p>Aquaculture Industry</p> <ul style="list-style-type: none"> Water quality for healthy marine ecosystems Water quality which supports salmon and shellfish production <p><i>"If you mess up water quality the fish won't grow – we don't want to foul up our backyard"</i></p> <p>Community</p> <ul style="list-style-type: none"> Clean water Water clarity Water that's clean enough to swim in, boat and dive, and safe enough to collect oysters from the rocks, and healthy enough for marine life in all its natural forms to thrive" 	<p>General:</p> <ul style="list-style-type: none"> Tasmania's Resource Management and Planning System provides the overarching framework for management of natural resources. Its primary objectives include sustainable development while ensuring the maintenance of ecological processes and genetic diversity. State Policy On Water Quality Management 1997 supports the sustainable management of surface waters and coastal water resources. Environmental Management and Pollution Control Act 1994 enables regulation of those activities involving discharge of pollutants and hazardous substances to air, land or water consistent with maintaining environmental quality. Pollution of Waters by Oil and Noxious Substances Act 1987 and regulations deal specifically with discharge of oil and noxious substances from ships. National Parks and Reserves Management Act 2002 – one of the management objectives for all reserves declared under the Nature Conservation Act 2002 is to preserve the quality of water and protect catchments. <p>Aquaculture Specific:</p> <ul style="list-style-type: none"> Living Marine Resources Management Act 1995 – provides for licensing of marine farming activities in coastal waters, and as part of the Marine Farm Licensing process enables provisions to be included in lease/licence conditions to protect environmental conditions. Marine Farming Planning Act 1995 and associated regulations – defines Marine Farming Development Plan (MFDP) areas and provides for management of marine farming activities including any potential environmental impacts. Management controls to safeguard water quality in marine farm leases in the D'Entrecasteaux Channel and the Huon River and Port Esperance areas are outlined in the respective Development Plans (2002). In addition every marine farming lease can have specific management and reporting criteria allocated through both specifications on the MFDPs and individual lease/licence conditions. 	<p>General:</p> <ul style="list-style-type: none"> The State Policy On Water Quality Management 1997 provides guidance as to the requirements and responsibilities for monitoring and assessment of pollutants and siltation of surface waters (including coastal waters) and groundwater. Annual recreational water quality reports – Kingborough Council and Huon Valley Council provide information on the spatial distribution of sampling sites and parameters measured (NB this is really focused on addressing areas of concern with respect to human health and primary contact). Staff and students at the Woodbridge School Marine Discovery Centre have maintained the Marine Discovery Centre Water Quality Monitoring Program for the past 10 years which has involved sampling biological and physical parameters of the sediments and the water column at one regular site in the D'Entrecasteaux Channel in the vicinity of Kaituma, Woodbridge and Roberts Ponds using their dedicated education vessel 'R' Penha. <p>Aquaculture Specific:</p> <ul style="list-style-type: none"> Current Marine Farming Development Plans for the D'Entrecasteaux Channel, the Huon, and Port Esperance regions outline a range of management criteria associated with marine farming activities, designed to protect the local environment, several of which relate specifically to water quality. Bioactive Environmental Monitoring Program (BEMP) – system wide monitoring of water quality in the D'Entrecasteaux Channel and Huon Estuary undertaken by salmon industry with specific requirements for water quality monitoring. The Tasmanian Shellfish Quality Assurance Program (TSQAP) – continuous environmental monitoring program for harmful contaminants, including toxic algal blooms (sampling timelapse is both regular/official and event based). Farm based monitoring is undertaken by salmon aquaculture operators of local water conditions within their leases for dissolved oxygen, temperature, salinity, and phytoplankton (targeting HAB identification) is also assessed in areas around and adjacent to farms. In addition monthly reporting of feed usage from farms within the Huon Estuary and D'Entrecasteaux Channel MFDP areas is required by DPPWE to assess compliance with system wide nutrient input limits. 	<p>General:</p> <ul style="list-style-type: none"> The State of the D'Entrecasteaux Channel and lower Huon Estuary (Partners 2012) provides information on the status of water quality in section 11. The D'Entrecasteaux Channel and the lower Huon Estuary Inventory of Scientific Information Report for the D'Entrecasteaux Channel Project identifies sources of further information on water quality in section 4.1.22 and 4.1.23. <p>Aquaculture Specific:</p> <ul style="list-style-type: none"> The Evolution of the Bioactive Environmental Monitoring Program (BEMP) Data from 2009-2012 (IMAS Report). The Tasmanian Shellfish Quality Assurance Program (TSQAP) website provides information on whether areas are open/closed for shellfish harvesting, or a summary can be obtained by calling 03 6222 7784. <p>See Appendices A and B of this report for more details about water quality management controls outlined in Marine Farming Development Plans and water quality monitoring requirements.</p> <ul style="list-style-type: none"> Input Aquaculture provide the following information on their online Sustainability Dashboard: <ol style="list-style-type: none"> Water Temperature at Marine Farms (updated monthly); and Dissolved Oxygen Levels at Marine Farms (updated monthly).



CASE STUDIES:

World Wildlife Fund (WWF) & Coles Sustainable Seafood Partnership (2011-2014)

http://www.wwf.org.au/about_us/working_with_business/strategic_partnerships/coles/

The partnership aimed to improve the sustainability of Coles' seafood supply chains to help Coles source more sustainable seafood, in line with consumer values. Coles is currently investing in a four-year WWF Fishery Improvement Project (FIP) in collaboration with the South East Trawl Fishing Industry Association (SETFIA). The aim of this partnership is to gain formal recognition of the sustainability practices of the fishery, in recognition of a shared value for having the sustainability of seafood promoted and recognised by consumers, wholesalers and producers alike.

FISHERIES IMPROVEMENT PROJECT



Coles continues to work with WWF, in collaboration with the South East Trawl Fishery Industry Association (SETFIA) on a Fisheries Improvement Project (FIP) to bring more responsible seafood to Australians.



WHAT OTHER RESOURCES ARE AVAILABLE?

Case studies of seafood businesses and sectors:

- Huon Aquaculture's Sustainability Dashboard
<https://www.huonaqua.com.au/sustainability/sustainability-dashboard/>:
This is a communication tool which Huon modifies in response to feedback from community members about what they want to know (what they care about or value) about how fish is farmed and the environment is faring in particular farming regions.
- 'The transformer' in *FISH*, September 2015: http://www.frdc.com.au/knowledge/publications/fish/Pages/23-3_articles/42_the-transformer.aspx. This article describes how Damien Bell forged co-operative agreements between fishers and the estuary's diverse recreational users, based on values these groups realised they shared.
- *Southern Rock Lobster's Clean, Green Program*
<http://www.southernrocklobster.com/cleangreen/> This program involves training for skippers (including leasees) and crew in understanding and applying the management systems for third-party audited environmental, food and quality, safety and work place standards.
- *Oceanwatch's Master Fisherman training program*
<http://masterfishermen.oceanwatch.org.au/background-information/>
It incorporates many aspects of responsible fishing including:
 - Quality assurance, threatened species, bycatch reduction devices and techniques, animal welfare and catch reporting, as well as water quality, habitat and pollution, indigenous fishing and workplace health and safety.
 - Training is facilitated by OceanWatch Australia, assessment overseen by the NSW Fishing Industry Training Committee, linked to the Seafood Industry Training Package Competency Unit and industry wide codes of practice

Background material:

- *Let's Talk Fish: Assisting industry to understand and inform conversations about the sustainability of wild-catch fishing* (Mazur et al. 2014)
http://frdc.com.au/research/Final_Reports/2012-301-DLD.pdf
See page 129-134 for strategies for selective community engagement.
- *Social License to Operate Handbook* <http://futureye.com/publications/>
- *Short primer on standards for the Australian Seafood CRC* (Sen 2012) http://www.seafoodcrc.com/images/seafood/DRAFT_A_short_primer_on_standardsv3.pdf



STAGE 5

COMMUNICATING –
MESSAGES AND
ACTIVITIES



STAGE 5. COMMUNICATING – MESSAGES AND ACTIVITIES

Now that you know where you're heading in terms of the common values that you have with stakeholders and key influencers, it's time to start talking about them in both words and actions. Step five is all about your marketing, communications and public relations plan and activities. But it's more than just telling people warm and fuzzy stuff – this is communicating values and messages that mean everything to you – and to them. The intent of this communication is to build long lasting relationships with these people, based on trust.

When we talk about media (including social media) it is a concern of many that this is just giving opponents the opportunity to 'hammer' you. Remember it is your media and you are in control, so you can control the conversation. As we've highlighted before, the key is not to give into the temptation to be hijacked by opponents. If they post something on your social media page that is insulting; rude; inflammatory etc - delete it.

If they post information that is wrong or incorrect - point them to a third party source that provides the correct information and treat that as the end of the conversation. Do not engage in a conversation with them - you know they will never agree or change their perspective - they have a value to defend just as you have. Remember this is your positive strategy to engage with people who have the same values as younot with those who don't.

WHY?

- Communication messages and activities now can be developed on the platform of common values
- **Every single** communication activity presents an opportunity to tell your values message
- Your business activities and behaviours are already communicating your values (business behaviours and activities are the **most** powerful form of communication - don't rely on social media platforms alone!)
- Your communication activities about values can also complement your broader business communications that sells your seafood product (marketing). But remember selling product (marketing and regular product advertising) is telling people about what you can do for them. It is very different from selling your brand (your business values) which is reinforcing that you share similar values
- Social media conversations can focus on common values and issues that are of concern to you and your community/stakeholders.



HOW?

5.1 Identify your messages:

- Your business values, and how they are reflected in your business behaviours
- Shared values and aspirations (remembering to make sure your values and your stakeholders values are clearly understood by checking in with stakeholder in step 3 that you understand their values correctly).
- What stakeholders can be proud of about your business

5.2 Identify where these messages sit in your overall business marketing and communication plan. Do they complement and enhance:

- Selling your 'brand' (and how you attach your values to your brand message – 'why' you sell your product)?
- Informing the public (e.g. flyers, information leaflets, recipes) about your business and products – how do all of these reflect your values and those of your key stakeholders and influencers?
- Compliance (e.g. annual reporting) – do you just report the bare minimum that is legally required? Or is there the opportunity to report other activities that you have undertaken during the year that reflect your common values with your stakeholders?

5.3 Identify the types of communication activities fit for your values messages and for your different stakeholders.

Communication activities that get the message through need three points of contact/communication, one of which is a trusted source. Try the following:

- Formal advertising (print, media, online, social media)
- Community events
- Sponsorship

Ask your stakeholders if they 'heard' your messages – don't just keep repeating the same messages and activities assuming they are 'OK'.

Check that they are or still are hitting the mark. For example; on a facebook campaign, don't just monitor hits, but also analyse how many people commented, and what is positive or negative.



WHAT?

TABLE 3: Communicating and demonstrating values in messages and activities

Stakeholders	Influencers?	Can your business communicate with these stakeholders? How?	Can your industry (sector) association communicate with these stakeholders? How?
Generally all Individuals in your local community	(Identify influential individuals)	<p>What types of communication do your stakeholders currently use (read/listen to/watch) – Facebook/twitter/ magazines/ local radio/ local personalities – radio, newspaper, or news? There are an ever-increasing number of ways of getting messages out there about how you do business and many don't require money – in fact the more believable activities are those that can't be paid for – news stories; providing information; etc. Keep doing it! Make a plan to get something out there, even if it is only once every three or four months – just make sure you keep doing it regularly so people know about you and don't forget about you and your business.</p>	<p>Yes - many seafood industry associations communicate directly with members of your communities through activities, such as having a presence at local and regional events and through organised community initiatives. The next step is to use these interactions to convey your messages about shared values.</p>
Businesses in your: a) local community; b) regional community		<p>a) Who could you be collaborating more with – in advertising/promotions etc.? Who in your community did you find has the same values, and how could you double your impact and halve the amount of resources needed to implement an activity?</p> <p>b) Work with regional businesses have similar interests or challenges to yours, to get information out there about how you are dealing with common challenges based on yours, theirs and the communities' values. Keep up regular contact with these ones.</p>	<p>Yes - Industry associations could be supporting regional collaborations.</p>



Stakeholders	Influencers?	Can your business communicate with these stakeholders? How?	Can your industry (sector) association communicate with these stakeholders? How?
Community and other Non-Government Organisations	Environmental groups	Arrange for a casual face-to-face with someone in the group and ask them how you might collaborate to address common issues. Then when you have a plan in place – together put that out to the media/social media etc. to let people (your stakeholders) and politicians know what you are doing. It's a good news story that'll fill the Sunday paper/5'o'clock news!	Yes, at both the higher level of lobbying head offices and creating relationships with leading people in these organisations, and through lower level interactions and collaborations with individual representatives from such groups.
Local Council	Local Council Mayor/ sustainability officer, or other	Work with the local Council office on identified coastal stewardship issues (e.g. rubbish collections/ ghost gear/ sanctuary monitoring etc.) Also look at how you might work with their community and tourism people to support local and regional promotional endeavours in ways that support and promote the values of your business.	Yes, at the level of association of LGA's or State government.
Local Chamber of Commerce	Local Chamber of Commerce President/ Secretary	As with the Local Council – the Chamber of Commerce can offer similar opportunities for co-creation of campaigns; collaboration to address issues etc.	Not directly
State Government	Local Member	Let your State member know what your businesses values are and how you are working with the community to deliver on these. Don't expect a response from them, but let other media know that you are keeping your politicians informed!	Yes, in identifying to local members across the State how the sector benefits all their communities through, employment, economic return, tourism, or other elements that are important to these individuals as identified by the business operators in each electorate.



Stakeholders	Influencers?	Can your business communicate with these stakeholders? How?	Can your industry (sector) association communicate with these stakeholders? How?
Federal Government	Federal Representative if resident locally	Same as with the State Member – make sure you keep them informed as to what you are up to – politicians are always looking for a ‘look good’ photo opportunity.	Yes, in identifying to local members across the State how the sector benefits all their communities through, employment, economic return, tourism, or other elements that are important to these individuals as identified by the business operators in each electorate.
Retailers	Head of local retailers Association	Identify opportunities to collaborate on sales and marketing campaigns (that’s both media and promotional activities) that support both your businesses.	With the State or regional retailers association in collaborate campaigns around common issues, or on activities that will be positive for the community.
Wholesalers	Particular individuals who are influential amongst these businesses.	Same as with retailers.	
Others ...			
Others ...			



CASE STUDIES:

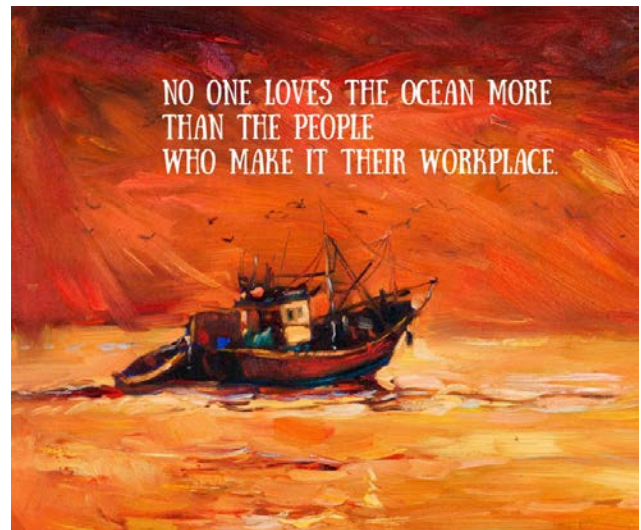
NSW Professional Fishermen's Industry Association – YouTube social media communication strategy

These clips start with community values the PFIA has recognised its stakeholders hold, and then they show how these value relate to the local fishing industry.



Why Buy Local?

<https://www.facebook.com/professionalfishermensassociation/photos/pb.449730741845220.-2207520000.1460436218./465368960281398/?type=3&theater>



No one else loves the ocean more than the people who make it their workplace

<https://www.facebook.com/professionalfishermensassociation/photos/pb.449730741845220.-2207520000.1460436218./487355668082727/?type=3&theater>



WHAT OTHER RESOURCES ARE AVAILABLE?

Case studies of seafood businesses and sectors:

- Tasmanian Rock Lobster Fishermen's Association – Ozzie Holidays TV Show episode about the fishery: <http://www.youtube.com/watch?v=YJ7cx-HBOfg&sns=em>

This show provides an inside look at the fishery using a travel documentary style to make the information more accessible to general viewers.

- *Empowering Industry: Improving two-way membership communication in peak industry bodies of the fishing and seafood industry* (FRDC Final Report, Briggs 2013) http://frdc.com.au/research/Documents/Final_reports/2011-400-DLD.pdf.pdf

In this report six case study organisations were selected for a communication audit and capacity building workshops to understand their current communication processes, define their member and stakeholder base, and to develop a 'value proposition' and communication strategy. The primary objective of the project was to increase the strength and value of fishing and seafood industry organisations through improved effectiveness of communication with members and stakeholders.

Seafood industry resources:

- *Community Communication Guide: Strategies for Positive Action* (Ham 2003) <http://frdc.com.au/forms/pages/contact-us.aspx>
Contact the FRDC via frdc@frdc.com.au to request access.
- *Developing a Community Communication Guide and Communication Resources for the seafood industry* (Ham 2003) http://frdc.com.au/research/Documents/Final_reports/2001-310-DLD.pdf This report supports the community communication guide (see above).
- *Community attitudes towards Australian Fisheries Management* (Essence Communications 2015) <http://www.agriculture.gov.au/fisheries/communication/community>. This report identifies compelling messages that resonate with members of the broader Australian community (see page 24 onwards of the market research report). It also makes recommendations for an Australian fisheries communication strategy. In particular, the report highlights that the general community are keen to **see** (or hear from) the 'Australian' fishing industry.



▶ STAGE 6

MONITORING
AND EVALUATING



STAGE 6. MONITORING AND EVALUATING

The next step is to ensure you are monitoring and evaluating how effective your activities have been. Unfortunately, the world we live in is a dynamic environment, which can be difficult to keep track of; we are definitely past a time where strategies could be dealt with as 'set and forget'. The key element of attaining and retaining your social license is keeping in touch with what all those people who can affect your business think about you, your business and the environment you operate in. By monitoring and evaluating how effective your activities have been you can at least know if those activities have been the right ones to get your values messages across. You are then ready to go back to step one at the beginning of your next review period (six months, one year etc.).

WHY DO I NEED TO FOLLOW UP?

- Values change - keep looking at yours, listening to theirs and then have a look at how values compare
- If you don't do this monitoring and evaluation you don't know if you have got it right and whether what you have done has hit the mark
- Ask the question: have our activities and business behaviours demonstrated and continued to demonstrate our values?

HOW?

6.1 Continue important relationships. Use your stakeholder engagement processes to monitor and evaluate what values are most important to these people - have their values stayed the same or changed?

6.2 Review Steps 3, 4 & 5 (for larger businesses it is important to do this with both your employees/shareholders as well as your external stakeholders):

- How have we articulated common values in:
 - Actions and business behaviours?
 - Messages and communication activities?
- How effective were our communication activities? Which ones did people respond well to and which didn't gain any response?

6.3 Start the cycle again:

- Step 1 – having gone through this process, do we want to do things differently? Have our values changed?
- Step 2 – Are our stakeholder's values still the same as previously, or are they changing in response to our engagement? Consider how to continue engagement and monitoring of values:
 - Ongoing conversations
 - Media analysis – print/online/television
 - Citizen panels – using web portals that are focussed on particular issues
 - are these issues still considered as important, or how have beliefs about them changed?
- Step 3 – how similar or different are the values of your important stakeholders now?
- Step 4 – do you still share the same common values? Are the conflicting values the same?
- Step 5 – do my values messages need to change? Do my business behaviours reflect my current values?

SUMMARY

As importantly, we've all made commitments to ourselves (to exercise more, drink less, catch up with those family members/friends more) and yet six months have passed and we don't seem to have achieved any of those things despite our best intentions. For the sake of your social license and your business, you and your industry association, cannot afford to allow the same situation to happen here.



CASE STUDIES:

Tassal Sustainability Report 2015

<http://www.tassal.com.au/wp-content/uploads/2016/05/Tassal-Sustainability-Report-2015.pdf>

Tassal reports on its stakeholder engagement and its performance in addressing community complaints (see pages 28-30).

Status of Key Australian Fish Stocks 2014

<http://fish.gov.au/Pages/default.aspx>

The Status of Key Australian Fish Stocks Reports brings together available biological, catch and effort information to determine the status of Australia's key wild catch fish stocks against a nationally agreed reporting framework. It provides a resource to inform the general public, policy makers and industry members on the sustainability of stocks, and a way to monitor whether the status of fish stocks is changing.





WHAT OTHER RESOURCES ARE AVAILABLE?

Seafood industry specific:

- *Let's Talk Fish: Assisting industry to understand and inform conversations about the sustainability of wild-catch fishing* (Mazur et al. 2014)
http://frdc.com.au/research/Final_Reports/2012-301-DLD.pdf
See section on regular proactive tracking of public values and scanning of potential social acceptability issues (pages 77 and 78).
- *Community perceptions of the fishing industry in Australia – FRDC surveys* http://frdc.com.au/research/market_research/Pages/default.aspx
These surveys aim to track changes in community perceptions at the national scale.

General resources for tracking progress:

- *How to improve your social licence to operate: A New Zealand Industry Perspective* (Quigley and Baines 2014)
<http://www.aquaculture.org.nz/wp-content/uploads/2014/04/2014-05-How-to-improve-your-social-licence-to-operate-1.pdf>
See section 10 (page 10) for guidance on measuring your progress.
- *The Social License to Operate. Your Management Framework for Complex Times* (Black 2013)
<http://www.dosustainability.com/shop/the-social-licence-to-operate-your-management-framework-for-complex-times-p-36.html>
Sections include how to evaluate and report on your social license and your social license strategy.