



TASMANIAN AQUACULTURE AND FISHERIES INSTITUTE

STRATEGIC PLAN



2005-2009







TAFI is a joint venture between the State Government and the University of Tasmania. It incorporates the Marine Research Laboratories, Fish Health Unit, School of Zoology and School of Aquaculture.

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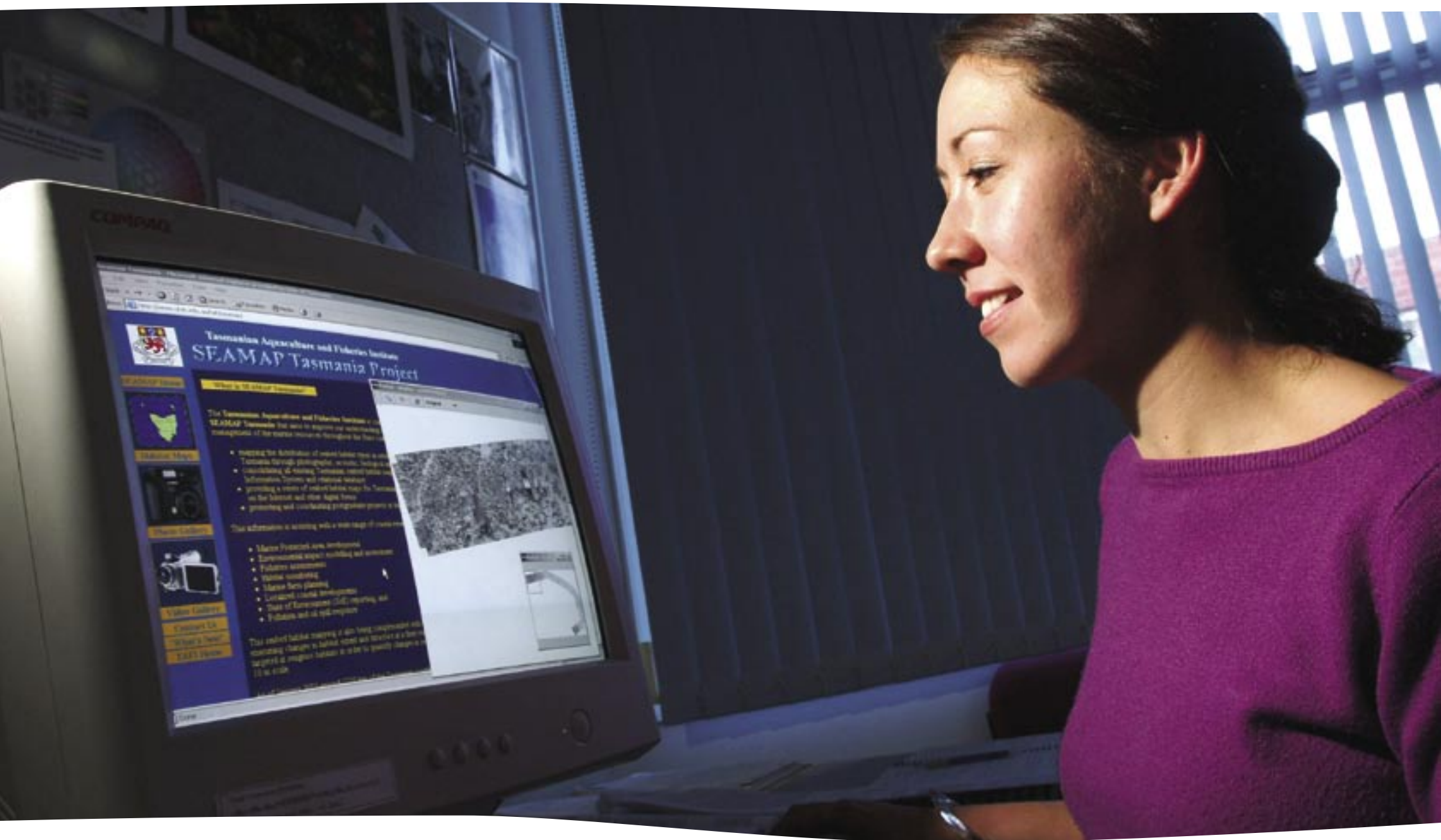
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## Tasmanian Aquaculture and Fisheries Institute SEAMAP Tasmania Project

The Tasmanian Aquaculture and Fisheries Institute of the SEAMAP Tasmania Project aims to improve the sustainability and management of the marine resources through the following:

- meeting the distribution of marine habitat maps in order to
- Tasmania through photographic, scientific, biological and
- consolidation of existing Tasmanian marine habitat and
- information systems and technical resources
- providing a series of related habitat maps for Tasmania
- on the Internet and other digital forms
- promoting and coordinating programme projects in order

The information is working with a wide range of users including:

- Marine Protected Area development
- Environmental impact modelling and assessment
- Fisheries assessment
- Habitat monitoring
- Marine fish planning
- Localised climate development
- Data of Environmental GIS, mapping, and
- Fisheries and risk assessment

This online habitat mapping is also being incorporated into monitoring changes in habitat extent and structure as they are required to progress habitat in order to quantify changes in its scale.

## PREFACE



The Tasmanian Aquaculture and Fisheries Institute (TAFI) was established in 1998 as a centre of excellence in applied aquatic research to support the development and sustainable management of Tasmania's living marine resources. Since its establishment the institute has gone from strength to strength, building its reputation with a clear strategic focus.

The TAFI Strategic Plan draws on the vision and goals of our joint venture partners, the State Government's State of Growth\* and the University of Tasmania's EDGE\*\* agendas. Like its predecessor, it was developed in full consultation with our staff and our key stakeholders including industry, management and the community.

Our vision, *international excellence in aquatic R&D*, remains the same. Continuing in the tradition of excellence, so too do many of our goals and strategies. However, the plan is clearly aimed at growth: sustainable growth in Tasmanian fisheries and aquaculture as well as improving our knowledge of estuarine and marine ecosystems. At the same time we aim to meet the University's ambitious targets for research grant income, research outputs and research student enrolments. Quality underpins every aspect of the plan.

A further key aspect of this plan is to foster the strong collaborative partnerships that we have built with national partners such as the CSIRO Marine, taking advantage of the uniqueness of our location and the skill of our people. Developing and maintaining similar strategic alliances with international partners can only strengthen the institute.

This plan enables us to meet new challenges with confidence and to respond to them with a high degree of professionalism, quality, initiative and innovation. It balances the economic, social and environmental factors that shape our future, allowing us to engage with our partners for the long-term prosperity of the Tasmanian community.

### **Kim Evans**

Chair – TAFI Board

\* The State Government's development plan for primary industries

\*\* The University's strategic plan – Excellence, Distinctiveness, Growth & Engagement

## Vision

International excellence  
in aquatic R&D

## Mission

To be an internationally significant  
provider of marine science emphasising:

- the sustainable development,  
utilisation and management  
of aquatic resources,
- excellence in research  
and training, and
- positioning Tasmania as a leader  
in the field of marine R&D,

allowing us to provide positive outcomes  
for Tasmania (environmental, economic  
and social) while maintaining a client  
and stakeholder focus.

## Goals

1. To meet the needs of clients  
and key stakeholders
2. To double the resource base  
of TAFI by 2010
3. To be internationally recognised  
for excellence in R&D

## Strategy 1: R&D Planning and Review

This strategy aims to engage our stakeholders in the identification and prioritisation of our strategic research programs and activities.

Actions	Outcomes	Measures
1. Identify key stakeholders (local, national and international)	<ul style="list-style-type: none"> <li>• Appropriate stakeholder mix</li> <li>• Broaden the stakeholder base</li> </ul>	<ul style="list-style-type: none"> <li>• Number of stakeholders</li> <li>• Number of partners and collaborations</li> </ul>
2. Develop a process for engagement with key stakeholders	<ul style="list-style-type: none"> <li>• Effective communication with stakeholders</li> <li>• Identify needs and priorities</li> <li>• Greater participation of industry and government in research planning and prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder satisfaction</li> </ul>
3. Develop and implement communication plan	<ul style="list-style-type: none"> <li>• Wide dissemination of outputs and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>• Number of communication hits (talks, newsletters, press releases, meetings with stakeholders)</li> <li>• Stakeholder awareness</li> </ul>
4. Survey stakeholder needs and expectations on a rolling three-year cycle	<ul style="list-style-type: none"> <li>• Stakeholder expectations managed</li> <li>• Review and feedback into planning, quality assessment</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder satisfaction</li> </ul>
5. Review RAG process	<ul style="list-style-type: none"> <li>• RAG meets stakeholder expectations and achieves the best possible outcomes</li> <li>• Ensure RAG participation</li> <li>• Statewide strategic research plans</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder satisfaction</li> <li>• Participation in RAG process</li> <li>• Rolling five-year strategic R&amp;D plan</li> </ul>
6. Review RAG membership on a rolling three-year cycle	<ul style="list-style-type: none"> <li>• Cross-sectional representation</li> <li>• Appropriate representatives from key stakeholder groups</li> <li>• High attendance at RAGs</li> </ul>	<ul style="list-style-type: none"> <li>• Membership of key stakeholders on RAG</li> <li>• Endorsement of RAG outcomes by stakeholders</li> <li>• Attendance figures</li> </ul>
7. Develop a process that enables focus groups and/or workshops on specific issues and includes key stakeholders	<ul style="list-style-type: none"> <li>• Strategic review and direction for major research directions and initiatives</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder satisfaction</li> <li>• Reviews</li> </ul>
8. Review the process of annual research review	<ul style="list-style-type: none"> <li>• Appropriate forum to communicate TAFI research progress to all key stakeholders each year, that informs the RAG process</li> <li>• Better integration across industry sectors and programs</li> <li>• Improved strategic planning</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance at review</li> <li>• Stakeholder satisfaction</li> <li>• Integrated research projects</li> </ul>
9. Implement strategic planning and review process within and among TAFI programs	<ul style="list-style-type: none"> <li>• Program strategic plans</li> <li>• Better communication within and among TAFI programs</li> </ul>	<ul style="list-style-type: none"> <li>• Program plans</li> <li>• Program meetings</li> </ul>
10. Develop a capacity to deal with emergencies	<ul style="list-style-type: none"> <li>• Enable an appropriate response to emergencies</li> </ul>	<ul style="list-style-type: none"> <li>• DPIWE and other key stakeholder satisfaction</li> </ul>

## Strategy 2: Partnership & Collaboration

This strategy aims to nurture and develop partnership, collaboration and strategic alliances.

Actions	Outcomes	Measures
1. Identify key areas of strength and strategic opportunity	<ul style="list-style-type: none"> <li>• Focusing TAFI research activities</li> <li>• Matching collaboration with TAFI strengths and priorities</li> <li>• Establish strategic partnerships in areas (e.g. telemetry, remote sensing and other emerging technologies)</li> </ul>	<ul style="list-style-type: none"> <li>• Number and focus of partnerships</li> <li>• Quality of outcomes</li> </ul>
2. Identify TAFI and partner needs – organisations, people, issues	<ul style="list-style-type: none"> <li>• Realising synergies through partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Leverage and co-investment</li> <li>• Number of partners</li> <li>• Multi-disciplinary and multi-jurisdictional projects</li> </ul>
3. Demonstrate and promote TAFI excellence	<ul style="list-style-type: none"> <li>• Invitations to join partnerships</li> <li>• Recognition of TAFI expertise</li> <li>• TAFI seen as a partner of choice</li> <li>• Higher profile for TAFI</li> </ul>	<ul style="list-style-type: none"> <li>• Number of partners</li> <li>• Number of invitations/approaches</li> </ul>
4. Develop mechanisms to facilitate partnership (skills base, resources, incentives, mentoring)	<ul style="list-style-type: none"> <li>• Increased capacity to collaborate</li> <li>• Broader skills base at TAFI</li> <li>• Increased co-investment</li> <li>• Mentoring program</li> <li>• Increased staff involvement in partnership</li> </ul>	<ul style="list-style-type: none"> <li>• Staff development and participation in mentoring program</li> <li>• Recruitment</li> <li>• Number of collaborative projects</li> <li>• Diversity of partnerships</li> <li>• Level of co-investment</li> </ul>
5. Develop joint PhD programs with partner organisations	<ul style="list-style-type: none"> <li>• More attractive collaborative PhD opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of students</li> </ul>

## Strategy 3: Funding

This strategy aims to grow and diversify our funding while at the same time focusing on areas of research strength.

Actions	Outcomes	Measures
1. Grow and diversify funding sources	<ul style="list-style-type: none"> <li>• More resources</li> <li>• Greater funding security</li> </ul>	<ul style="list-style-type: none"> <li>• Number of funding sources</li> <li>• Number and value of grants</li> </ul>
2. Focus on core needs of key stakeholders	<ul style="list-style-type: none"> <li>• Continued stakeholder funding support</li> </ul>	<ul style="list-style-type: none"> <li>• Value of grants</li> </ul>
3. Develop a viable TAFI consulting arm (refer Strategy 4)	<ul style="list-style-type: none"> <li>• Growth in funding, expertise and reputation</li> </ul>	<ul style="list-style-type: none"> <li>• Number and value of consultancies</li> </ul>
4. Strategic investment in staff and facilities	<ul style="list-style-type: none"> <li>• Reputation and capacity to attract funding and co-investment</li> <li>• Broader approach, e.g. socio-economic, post-harvest, marketing</li> </ul>	<ul style="list-style-type: none"> <li>• Return on investment</li> <li>• Number and value of grants</li> <li>• Staff skills base and recruitment</li> </ul>
5. Develop mechanisms to improve success rate of grant applications	<ul style="list-style-type: none"> <li>• Increase number of staff submitting grants and improved success rate in grant applications</li> </ul>	<ul style="list-style-type: none"> <li>• Number of applications and successful grants</li> </ul>
6. Increase RHDs, publication outputs and external grant value	<ul style="list-style-type: none"> <li>• More research performance income</li> </ul>	<ul style="list-style-type: none"> <li>• Value of RPI funding</li> </ul>
7. Develop a coordinated TAFI approach to philanthropy (awareness and approach)	<ul style="list-style-type: none"> <li>• Increased contributions to University Foundation that are directed towards TAFI</li> </ul>	<ul style="list-style-type: none"> <li>• Value of philanthropic funding</li> </ul>
8. Explore opportunities for portfolio funding with FRDC	<ul style="list-style-type: none"> <li>• Greater investment in TAFI R&amp;D</li> <li>• Sector leader in R&amp;D</li> <li>• Greater security of funding</li> </ul>	<ul style="list-style-type: none"> <li>• Establishment of FRDC portfolio relationship</li> </ul>

## Strategy 4: Consultancy Activities

This strategy aims to develop a consultancy arm that provides R&D services to local, national and international clients and includes extension and commercialisation of research.

Actions	Outcomes	Measures
1. Develop a TAFI consulting model based on University of Tasmania guidelines (definition, framework and vehicle)	<ul style="list-style-type: none"> <li>• Differentiate between research &amp; consultancy</li> <li>• Facilitate consulting through existing expertise</li> <li>• Provide appropriate incentives to staff</li> <li>• Growth income stream – diversification, more resources</li> <li>• Add value to research portfolio</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation and acceptance of the model</li> <li>• Increase in number of staff engaged in consultancy</li> <li>• Number and value of consultancies</li> <li>• Growth in income</li> <li>• Number of requests and consultancies</li> <li>• Overlap between consulting and research</li> </ul>
2. Develop a business plan with appropriate risk assessment	<ul style="list-style-type: none"> <li>• Strategic approach to the implementation of the activity</li> <li>• Guide the investment</li> <li>• Ensure the viability and success</li> </ul>	<ul style="list-style-type: none"> <li>• Implementation of plan</li> </ul>
3. Properly resource consulting activity (people, infrastructure, funding and equipment)	<ul style="list-style-type: none"> <li>• Ensure viability of operation</li> <li>• Vibrant consulting arm</li> </ul>	<ul style="list-style-type: none"> <li>• Number of FTEs engaged in consulting</li> <li>• Breadth of footprint (e.g. countries, research areas/ disciplines)</li> </ul>
4. Appoint a consultancy manager and establish portal	<ul style="list-style-type: none"> <li>• Appropriate risk management and review</li> <li>• Raise profile, identify opportunities and generate income</li> <li>• Capacity building through staff development and recruitment</li> </ul>	<ul style="list-style-type: none"> <li>• No legal claims/actions</li> <li>• Diversity of activities</li> <li>• Range of expertise</li> <li>• Number and value of consultancies</li> <li>• Return on investment</li> </ul>
5. Promotion and marketing	<ul style="list-style-type: none"> <li>• Implement consultancy communication plan</li> <li>• Growth and development of activities</li> <li>• Increased recognition and profile</li> </ul>	<ul style="list-style-type: none"> <li>• Number of enquiries</li> <li>• Number of consultancies</li> <li>• Breadth of footprint</li> <li>• Level of investment</li> </ul>
6. Review activities (including benchmarking)	<ul style="list-style-type: none"> <li>• Maintain relevance and focus of activities</li> <li>• Maintain competitiveness in the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>• Return on investment</li> <li>• Stakeholder satisfaction</li> <li>• Staff satisfaction</li> <li>• Business trends</li> <li>• Benchmarks</li> </ul>

## Strategy 5: Research Training

This strategy aims to grow the research student base and develop the student experience at TAFI.

Actions	Outcomes	Measures
1. Develop an integrated and targeted marketing plan that articulates with the TAFI profile and strategic direction	<ul style="list-style-type: none"> <li>Focused TAFI student projects</li> <li>More and higher calibre students</li> </ul>	<ul style="list-style-type: none"> <li>Number of student enrolments and completions (within time)</li> <li>Number and quality of outputs (e.g. publications, conference papers)</li> <li>Career paths</li> </ul>
2. Continue TAFI scholarship program	<ul style="list-style-type: none"> <li>Providing scholarship support for TAFI strategic projects</li> </ul>	<ul style="list-style-type: none"> <li>Number of students on TAFI scholarships</li> <li>Leverage funding</li> </ul>
3. Leverage funding for scholarships from NCGs and other sources (e.g. ARC, FRDC, industry)	<ul style="list-style-type: none"> <li>Greater capacity of TAFI scholarship program</li> </ul>	<ul style="list-style-type: none"> <li>Number of RHD scholarships</li> </ul>
4. Develop mechanisms to provide funding support for student projects	<ul style="list-style-type: none"> <li>Better resourcing of student projects</li> <li>Enabling students to attend national and international conferences</li> </ul>	<ul style="list-style-type: none"> <li>Number of student projects with TAFI support</li> <li>Student papers</li> </ul>
5. Develop student accommodation and associated facilities at Marine Research Laboratories and Fish Health Unit	<ul style="list-style-type: none"> <li>Match infrastructure growth to expected student growth</li> <li>Appropriate level of support and infrastructure for each student</li> </ul>	<ul style="list-style-type: none"> <li>Number of student offices at MRL and FHU</li> </ul>
6. Develop and facilitate initiatives that optimise the student experience for those located at MRL and FHU	<ul style="list-style-type: none"> <li>All students have ready access to their peers and activities occurring both offsite in the parent school and onsite at MRL and FHU (e.g. student discussion groups, seminars)</li> </ul>	<ul style="list-style-type: none"> <li>Student satisfaction ratings</li> </ul>
7. Expose undergraduates to the TAFI research community	<ul style="list-style-type: none"> <li>Higher undergraduate retention in aquatic science</li> </ul>	<ul style="list-style-type: none"> <li>Number of domestic and international RHD students</li> </ul>
8. Increase RHD enrolments in TAFI schools, co-badging where appropriate with other schools in the University	<ul style="list-style-type: none"> <li>Increased number of students</li> <li>Broaden the range of supervisory expertise and project activity in areas of strategic importance</li> </ul>	<ul style="list-style-type: none"> <li>Number of RHD students</li> <li>Supervision by MRL and FHU staff</li> <li>Number of co-badged RHD projects</li> </ul>
9. Facilitate staff development for RHD supervisors	<ul style="list-style-type: none"> <li>High standards of RHD supervision by TAFI staff</li> </ul>	<ul style="list-style-type: none"> <li>Student satisfaction ratings</li> <li>Staff registered as RHD supervisors</li> </ul>
10. Contribute to the generic attribute (GA) programs offered to students	<ul style="list-style-type: none"> <li>Improving student skills (e.g. presentation, writing, grant applications, media and industry liaison)</li> </ul>	<ul style="list-style-type: none"> <li>Student involvement in GA initiatives</li> </ul>

## Strategy 6: Quality Agenda

This strategy aims to implement a quality agenda to enhance the international standing of TAFI.

Actions	Outcomes	Measures
1. Improve internal quality assurance processes for projects, internal reports, conference presentations, research applications	<ul style="list-style-type: none"> <li>Higher quality proposals and products</li> </ul>	<ul style="list-style-type: none"> <li>Increased application success rates</li> <li>Website hits and downloads</li> <li>Papers in international journals</li> <li>Journal impact factor</li> <li>Citations</li> <li>Invitations (keynote addresses, visitation)</li> <li>Visitors to TAFI</li> </ul>
2. Adoption of best practice in research (e.g. workload management, data management, ethics, OH&S, laboratory procedures)	<ul style="list-style-type: none"> <li>High standards of performance in research</li> <li>Improved skills of staff and students</li> <li>High acceptance of TAFI research in international arena</li> </ul>	<ul style="list-style-type: none"> <li>Positive review/benchmarking</li> <li>Accreditation</li> <li>Staff satisfaction</li> </ul>
3. Implement project management system (TAFIBase) across TAFI	<ul style="list-style-type: none"> <li>Realise project milestones and timely reporting of outputs</li> <li>Better reporting of TAFI research portfolio to all stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Milestones achieved on time</li> <li>Stakeholder satisfaction</li> </ul>
4. Target and maximise publication in high quality international journals	<ul style="list-style-type: none"> <li>International recognition of research outputs</li> </ul>	<ul style="list-style-type: none"> <li>Papers in international journals</li> <li>Journal impact factor</li> <li>Citations</li> <li>Invitations (keynote addresses, visitation)</li> <li>Visitors to TAFI</li> </ul>
5. International benchmarking of TAFI activities (three-year cycle)	<ul style="list-style-type: none"> <li>Understanding of our international position</li> <li>Clear identification of performance for JVA partners</li> </ul>	<ul style="list-style-type: none"> <li>Benchmarking performance</li> </ul>
6. Periodic external review (program focus, major projects, fishery assessment)	<ul style="list-style-type: none"> <li>Ensure that TAFI research is relevant to stakeholder needs</li> <li>Ensure that TAFI research is internationally relevant and of the highest standard</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction</li> <li>Review outcomes</li> <li>Quality outputs (as above)</li> </ul>
7. Improve standard and accessibility of TAFI web pages	<ul style="list-style-type: none"> <li>Demonstrate the quality and scope of TAFI activities, outputs and outcomes</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits, downloads</li> </ul>
8. Monitor student excellence	<ul style="list-style-type: none"> <li>Demonstrate timely completion, employability, publication rate and conference presentations</li> </ul>	<ul style="list-style-type: none"> <li>Completion rate and time</li> <li>Employment placement</li> <li>Publications and presentations</li> </ul>
9. Review and improve business development processes	<ul style="list-style-type: none"> <li>Effective and efficient partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction</li> </ul>

## Strategy 7: Communication and Engagement

This strategy aims to engage key stakeholders, decision makers and the community through effective communication and delivery of research outcomes.

Actions	Outcomes	Measures
1. Develop a communication plan	<ul style="list-style-type: none"> <li>Stakeholder engagement</li> <li>Public awareness and acceptance</li> </ul>	<ul style="list-style-type: none"> <li>Internal and external stakeholder satisfaction</li> <li>Media uptake</li> </ul>
2. Employ a communications/media officer	<ul style="list-style-type: none"> <li>Regular and accurate dissemination of information to key stakeholders</li> <li>Implementation of communication plan</li> <li>Taking better advantage of existing opportunities (e.g. Science Week, Agfest, university open days)</li> </ul>	<ul style="list-style-type: none"> <li>Media uptake</li> <li>Stakeholder satisfaction</li> </ul>
3. Improve direct (one-on-one) engagement with stakeholders	<ul style="list-style-type: none"> <li>Closer working relationship with key stakeholders</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction</li> <li>Attendance at meetings and reviews</li> </ul>
4. Increase port and farm visits by TAFI staff	<ul style="list-style-type: none"> <li>Improved accessibility of staff to stakeholders – broader audience</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder awareness</li> <li>Number of port and farm visits</li> </ul>
5. Contribute to sector-specific publications	<ul style="list-style-type: none"> <li>Reaching a greater number of the target audience</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder awareness</li> <li>Number of articles</li> </ul>
6. Review the Research Review and RAG process	<ul style="list-style-type: none"> <li>Better participation in process</li> <li>Enhance strategic planning and prioritisation</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction</li> </ul>
7. Develop a relevant and up-to-date website	<ul style="list-style-type: none"> <li>Informative, engaging and current website</li> <li>Better dissemination of TAFI information and outputs</li> <li>Ready access to information</li> </ul>	<ul style="list-style-type: none"> <li>Number of hits</li> <li>Client satisfaction</li> <li>Greater enrolment of students</li> </ul>
8. Greater engagement with general community (e.g. groups, service clubs, schools)	<ul style="list-style-type: none"> <li>Broader awareness of TAFI outputs and outcomes</li> <li>Transparency of opportunities in marine science</li> </ul>	<ul style="list-style-type: none"> <li>Number of engagements</li> <li>Community awareness</li> </ul>
9. Formalise a process for communication within and between TAFI programs	<ul style="list-style-type: none"> <li>Improved flow of information within and between programs</li> <li>Improved reporting to joint venture partners</li> </ul>	<ul style="list-style-type: none"> <li>Program plans</li> <li>Program meetings</li> <li>Cross-program meetings</li> <li>Joint outcomes</li> </ul>
10. Include media training and presentation in staff development	<ul style="list-style-type: none"> <li>High quality presentations to media and public</li> </ul>	<ul style="list-style-type: none"> <li>Stakeholder satisfaction</li> </ul>
11. Identify and broaden communication opportunities (e.g. Tas Fish Boating News, FRDC News)	<ul style="list-style-type: none"> <li>Better coverage to a wider audience</li> <li>Greater understanding of research outcomes and priorities</li> </ul>	<ul style="list-style-type: none"> <li>Number of articles</li> </ul>

## Strategy 8: Integrated Management

This strategy will achieve the integrated management of human, physical and financial resources at TAFI.

Actions	Outcomes	Measures
1. Implementation of a single TAFI Strategic Plan	<ul style="list-style-type: none"> <li>• Ownership of TAFI plan</li> <li>• High staff satisfaction</li> <li>• Strong competitor</li> <li>• Delivery of EDGE outcomes for University</li> </ul>	<ul style="list-style-type: none"> <li>• Profile</li> <li>• Stakeholder and staff satisfaction</li> <li>• EDGE targets</li> </ul>
2. Develop TAFI-wide structures (e.g. scholarship program, seminar series, fleet, capital equipment, small grants program)	<ul style="list-style-type: none"> <li>• Leverage of human, financial and physical resources</li> <li>• Economies of scale</li> <li>• Provision of TAFI incentives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of RHD students</li> <li>• Magnitude of resources and infrastructure</li> <li>• Return on investment</li> <li>• Number of joint facilities</li> </ul>
3. Integrated management of equipment and resources (e.g. maintenance & cost recovery of boats, dive gear)	<ul style="list-style-type: none"> <li>• Greater efficiency</li> </ul>	<ul style="list-style-type: none"> <li>• Asset management targets</li> </ul>
4. Better integration of northern (FHU and SoA) and southern (SoZ and MRL) activities	<ul style="list-style-type: none"> <li>• Improved morale and teamwork</li> <li>• Greater access and sharing of equipment and infrastructure</li> <li>• Critical mass – greater capacity to overcome adversity</li> <li>• Higher student numbers and enrolment</li> </ul>	<ul style="list-style-type: none"> <li>• Joint projects</li> <li>• Joint supervision</li> <li>• Staff satisfaction</li> <li>• Joint social activities</li> </ul>
5. Review models of integration in other organisations	<ul style="list-style-type: none"> <li>• Improved integration of TAFI organisational units</li> </ul>	<ul style="list-style-type: none"> <li>• See above</li> </ul>
6. Build TAFI identity (internal relationships and awareness)	<ul style="list-style-type: none"> <li>• Increased ownership of the TAFI partnership and a feeling of 'oneness'</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction</li> </ul>
7. Staff succession planning, training and mission critical expertise and resources to be identified and addressed	<ul style="list-style-type: none"> <li>• To develop the skills set necessary to deliver the TAFI vision</li> <li>• To ensure the viability and long-term future of the organisation</li> </ul>	<ul style="list-style-type: none"> <li>• Achievement of KRAs</li> <li>• Size and scope of TAFI business</li> <li>• Meeting EDGE targets</li> <li>• Renewal of JVA in 2015</li> </ul>
8. Develop and implement a TAFI workload model	<ul style="list-style-type: none"> <li>• Improve staff morale and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Positive staff satisfaction survey</li> </ul>
9. Annual retreat for TAFI staff	<ul style="list-style-type: none"> <li>• Strategic planning and conversation</li> <li>• Better communication and awareness across legs of TAFI</li> </ul>	<ul style="list-style-type: none"> <li>• Staff satisfaction</li> </ul>





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