

PROJECT PHOENIX



IMPLEMENTING THE STRATEGY FOR THE AUSTRALIAN NATIVE SEED SECTOR

ACTION PROSPECTUS



DECEMBER 2021

CONTENTS

CONTENTS.....	2
GET INVOLVED.....	3
Get involved in implementing the ‘Strategy for the Australian Native Seed Sector’	3
IMPLEMENTATION	5
Implementing the ‘Strategy for the Australian Native Seed Sector’	5
Setting the framework for the first Implementation Event linked to leadership and Strategy actions	5
Implementation focus areas	6
BACKGROUND TO THE STRATEGY DEVELOPMENT	8
Outcomes	9
DEVELOPMENT OF A STRATEGY FOR THE AUSTRALIAN NATIVE SEED SECTOR	10
APPENDICES	11
Appendix 1 Strategy Implementation Activities by Strategic Goal and Implementation Focus ..	12
Appendix 2 Strategy Activity Priorities for Years 1 and 2 of Implementation	13
Appendix 3 Project Phoenix Resources to Support Implementation Actions categorised by Strategy Objectives	16

Across all of our Project Phoenix activities and actions we pay respect to the Traditional Owners and Custodians of the lands and waters on which we work. We honour the resilience and continuing connection to country, culture and community of all Aboriginal and Torres Strait Islander people across Australia. We recognise the decisions we make today will impact the lives of generations to come.



GET INVOLVED

Get involved in implementing the 'Strategy for the Australian Native Seed Sector'

For the first time, the Australian Native Seed Sector has a ten-year Strategy that provides a coordinated approach to growing the sector. It aims to remove barriers and achieve outcomes to benefit the whole sector and enable Australia to better manage the restoration and rehabilitation of landscapes and support biodiversity conservation.

The successful implementation of the Strategy will rely on working with all stakeholders, including seed businesses, local communities, Indigenous groups, environmental organisations, government agencies, fire agencies, regulators, land managers, seed purchasers and seed users.

Next steps: Register your interest in attending the first Strategy Implementation event to be held in March 2022.

"We need to ensure that Australia is well positioned to respond to future natural disasters, that is why I am pleased to launch the new 'Strategy for the Australian Native Seed Sector', which provides a 10-year road map to grow and improve the management of Australia's native seeds.

"The strategy provides the framework that will allow governments, businesses and the community to better manage the restoration and rehabilitation of landscapes across Australia."

The Hon Sussan Ley MP, Minister for the Environment.



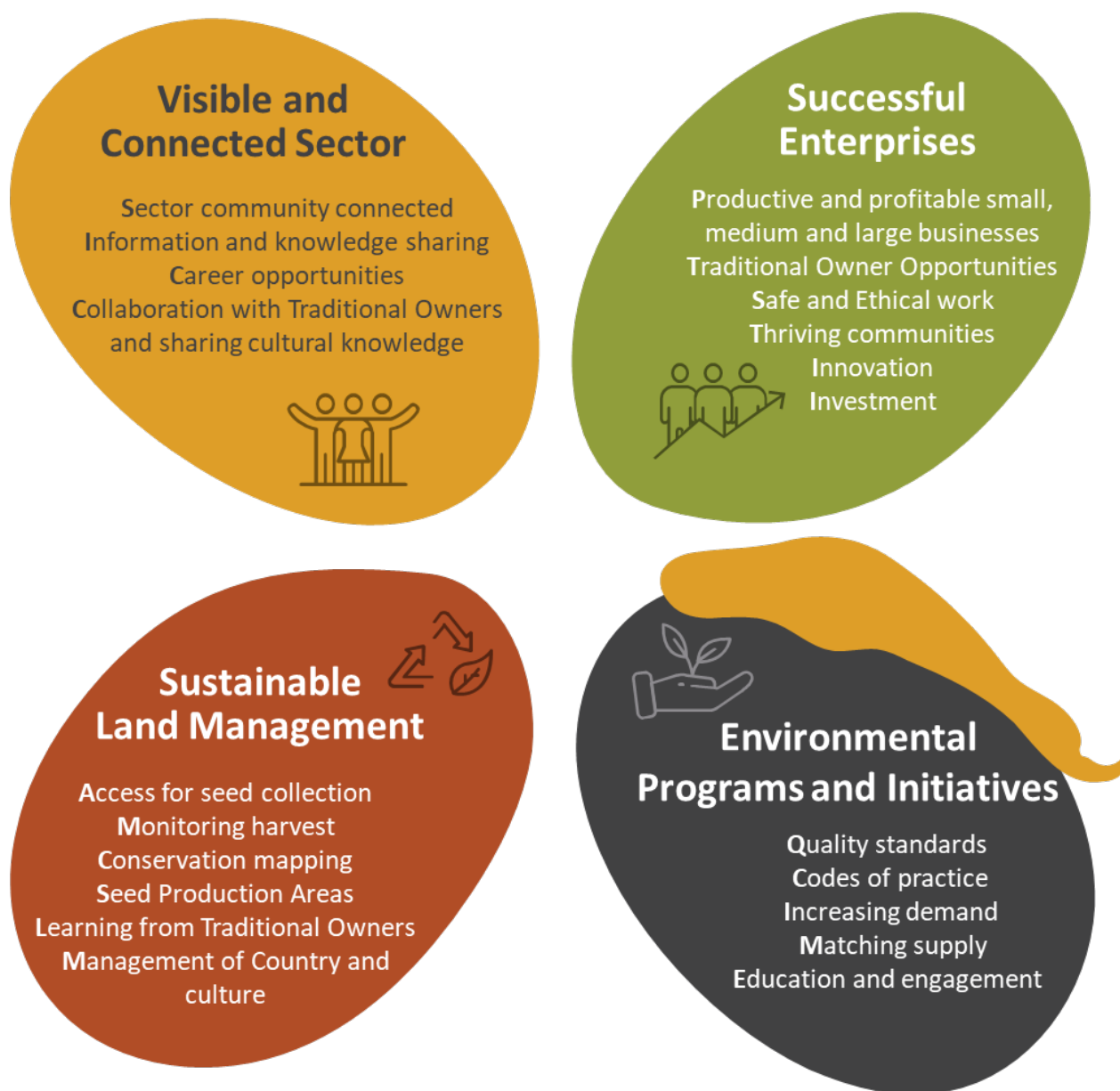


Figure 1. Benefits of successfully implementing the Strategy for the Australian Native Seed Sector



IMPLEMENTATION

Implementing the 'Strategy for the Australian Native Seed Sector'

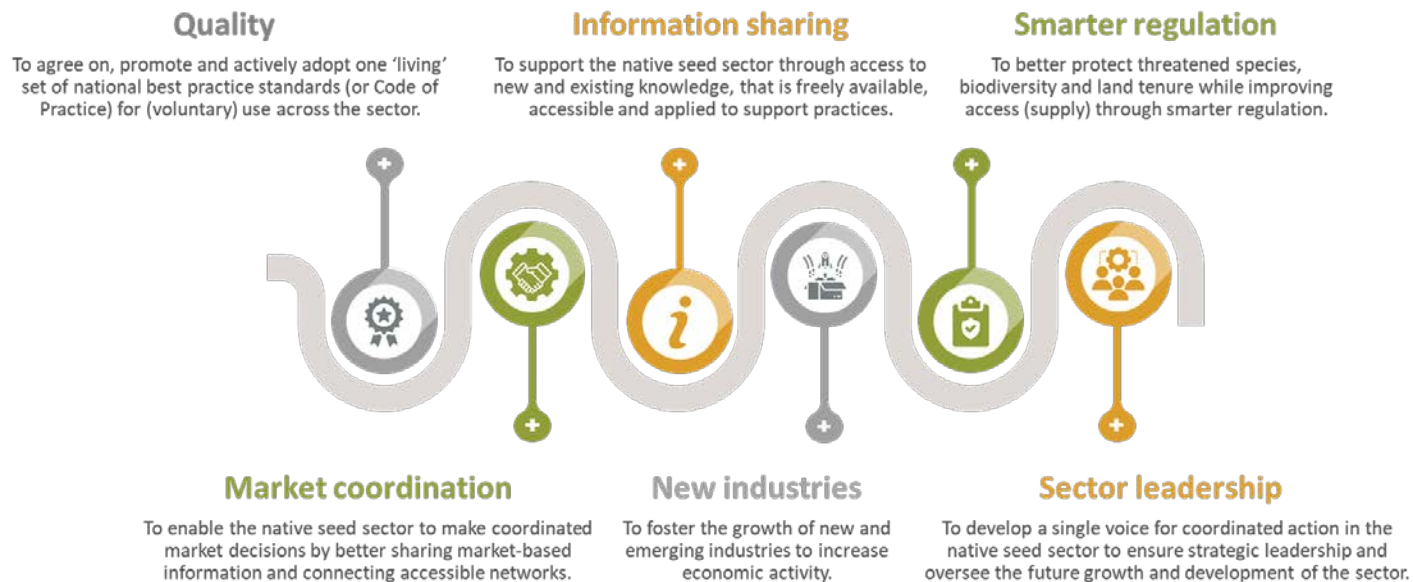
Next steps: Register your interest in attending the first Strategy Implementation event to be held in March 2022.

Setting the framework for the first Implementation Event linked to leadership and Strategy actions

Objectives and Activities under the Strategy

The Strategy sets **6 strategic objectives** - and **16 related activities** (see appendix 1) - to develop the sector over the next decade.

The six strategic objectives are:



Implementation focus areas

To put the Strategy into action, momentum is now needed in three key implementation focus areas which incorporate the strategic objectives:

1. Leadership
2. Engaging and providing practical advice for practitioners on the ground
3. Building platforms and systems for future gains

Priority 1: Leadership

Leadership is now needed to guide the process of putting the Strategy into action.

However, the leadership role is beyond any one organisation and requires collaboration and contribution from across the sector.

A transition is needed to form a joint industry-government coalition to lead the Strategy. The first step is to organise a Strategy implementation meeting with representative and interested parties from across the sector to:

- Establish a transition working group to oversee Strategy implementation with representation from across the sector (conservation, restoration, commercial, not for profit, mining, infrastructure, agriculture, forestry, Traditional Owners etc.)
- Agree on who will lead and contribute to implementing priority activities.

Next steps: Register your interest in attending the first Strategy Implementation event to be held in March 2022.



Priority 2: Practical advice and engagement for practitioners

The information generated through Project Phoenix including the re-development of Florabank provides the immediate practical advice basis for practitioners.

Focusing on providing advice will improve practices that underpin development and engage the sector actively in Strategy implementation. This needs to extend beyond electronic dissemination to actively engaging practitioners.

The process should start by organising a series of regionally based events (Appendix 1: Activity 11), to sustain the momentum created so far and to begin other activities such as:

- Promoting use and benefits of the standard(s)
- Engaging potential users of native seed to build a broader demand base
- Promoting educational resources and training
- Contributing to co-design of protocols for engaging in services with Traditional Owners
- Co-promoting new industry funding and support opportunities
- The events should be organised and have started by 2022.

Priority 3: Building platforms for future gains

The other activities contained in the Strategy are equally important but will take longer to carry out due to the collaboration and/or resources needed.

Establishing a peak body for businesses who provide and/or plant native seeds (Activity 1) is critical to developing a voice for the sector; it will take support and time for the parties involved to develop and agree on an appropriate option.

Improving permits and licences (Activity 7) requires each jurisdiction to complete reviews and agree on harmonisation where appropriate; multiple systems, competing objectives and differing perspectives will need to be considered. In the first instance agreement and commitment to start is required.

Similarly an exchange portal/networked brokerage (Activity 13), networked databases, and integrated R&D all require collaboration, design and resources to activate.

National agreement on which existing standard(s) are to be agreed to (Activity 8) and future governance of their maintenance (Activity 10) also needs to be progressed but should not limit other activities.



BACKGROUND TO THE STRATEGY DEVELOPMENT

The 2019/ 2020 summer bushfires were unprecedented in their scale and intensity. More than 10 million hectares of land in southern Australia were burnt. In response to the devastating event, as part of the Commonwealth's \$50 million Wildlife and Habitat Bushfire Recovery package, Project Phoenix was initiated to increase native seed and plant supply for the restoration of bushfire affected areas and conservation of other valuable habitat.

To provide better outcomes for native seed users, especially for Biodiversity Conservation, Project Phoenix brought a wide range of groups together to undertake an environmental scan of the sector.

Outcomes included an in-depth analysis of the native seed market, visibility on how seed collection licensing and land access work, identification of the networks of practitioners across the country and much more. Thirty projects were developed to generate the fundamental groundwork for a more professional, functional and successful sector.

Coordinated by Greening Australia, Project Phoenix's collective project outcomes were the result of broad industry participation. Commencing in February 2020 and concluding in December 2021, the project developed the groundwork to mobilise the sector, to change its direction for a future with improved communication, collaboration, policy, planning and importantly, action.

- ▶ **25 Organisations** were directly involved in delivering project outcomes under Project Phoenix including 1 Federal and 8 State Government departments, 6 Not-for-Profits, 5 Consultancies, 3 Small Businesses and 2 Research Institutions
- ▶ An External Steering Committee was established for the project, with **10 Organisations** from across the sector involved in consultations and guiding the project direction
- ▶ **77 written submissions** were received during the Public Consultation Process
- ▶ **Over 3,000** people were engaged directly across all 30 Phoenix Projects
- ▶ Input and engagement also came from key participants in the **United States native seed sector**



Outcomes

The outcomes from all projects are available in the form of Project Phoenix Resources including Activity Reports, sector data and importantly for the first time, the national Strategy for the Australian Native Seed Sector.

This high-quality information builds capacity for practitioners to improve their business practices, creates visibility on the sector across the community including to seed buyers and importantly, will assist policy makers to make informed decisions in future for the industry.



Figure 2. The Commonwealth approved Strategy for the Australian Native Seed Sector



DEVELOPMENT OF A STRATEGY FOR THE AUSTRALIAN NATIVE SEED SECTOR

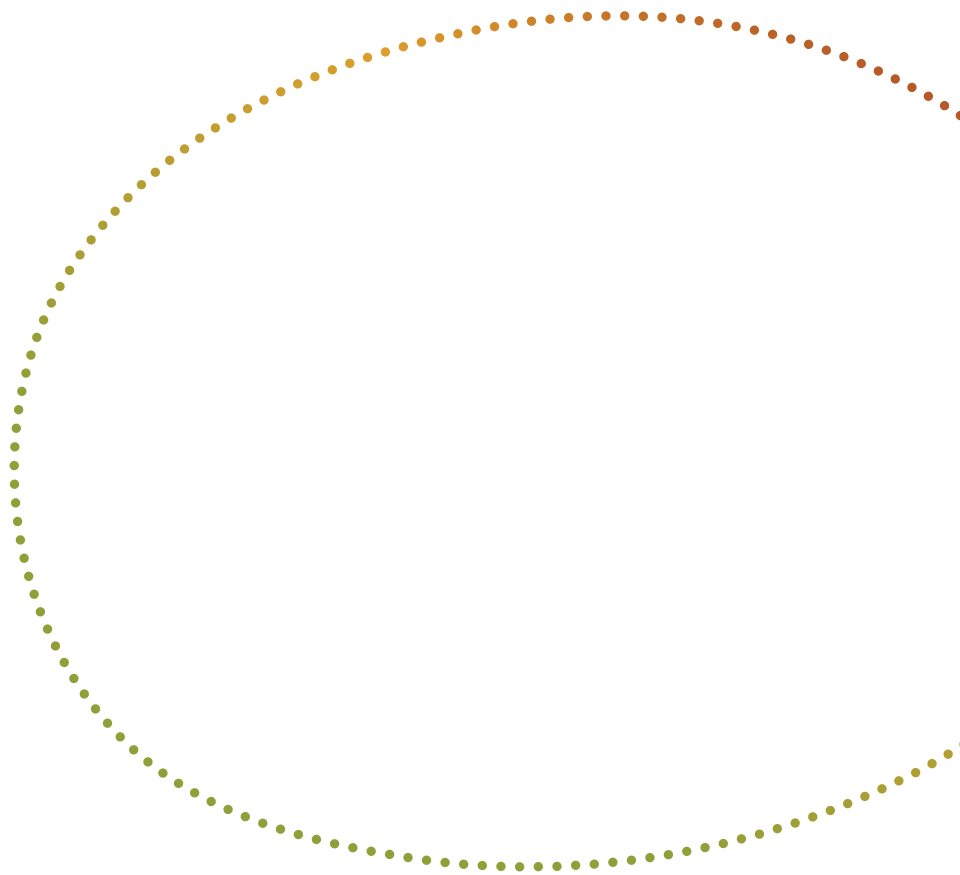
There was a need for broad, inclusive, and targeted sector engagement to ensure that all those who are part of the native seed sector; had an opportunity to contribute to the Strategy.

Engagement actions included:

- Direct consultations pp72 – 79 Strategy for the Australian Native Seed Sector
- 14 design workshops pp 80 – 106 Strategy for the Australian Native Seed Sector
- Public consultation process on the Draft Strategy - Voices from the Australian Native Seed Sector

The Strategy for the Australian Native Seed Sector was endorsed and commended to government by the Project Phoenix External Steering Committee in August 2021, accepted by the Commonwealth and launched by the Hon Sussan Ley MP, Minister for the Environment in November 2021.

APPENDICES



Appendix 1 Strategy Implementation Activities by Strategic Goal and Implementation Focus

ACTIVITIES	LEADERSHIP	PRACTICAL ADVICE	BUILDING PLATFORMS
Objective 1: Sector leadership			
1. Establish transitional leadership in the form of partnership arrangement with representation from across the native seed sector focused on Strategy implementation.			
2. Establish a peak body for businesses who provide and/or plant native seed			
Objective 2: Information and knowledge			
3. Develop a single connected network of information databases on areas relevant to native seed from the regional to the national level (integrate this with information developed in Strategic Objective 2).			
4. Make use of existing structures and funding co-design R&D priorities with a focus on public good to improve R&D support/outcomes.			
5. Work with providers and potential providers of native seed education and training to strengthen the range and quality of education and training provided.			
6. Work with Traditional Owners to co-design the adoption and extension of existing protocols for engaging in services with Traditional Owners.			
Objective 3: Smarter regulation			
7. Improve permits/licensing through review of state/territory legislation across all jurisdictions.			
Objective 4: Quality			
8. Adapt and adopt an existing framework(s) for standards that is nationally agreed but voluntary.			
9. Find an owner for the standards so these can be maintained, adapted and developed over time using existing systems and processes.			
10. Promote the benefits of using standards to larger seed suppliers, purchasers and users.			
Objective 5: Market coordination			
11. Develop a schedule of regionally based events (through the NRMs/Landscape Regions, Landcare or industry groupings) to facilitate information sharing and networking accompanied by a widely circulated regular summary of trends and opportunities.			
12. Develop a 'policy and planning' summary integrated with spatial mapping and other existing databases and tools to inform the sector on the possible requirements for seed (quantity, location and timing).			
13. Design a regionally networked exchange portal with a brokerage function to support sharing of demand and supply-side information.			
14. Identify and engage potential users of native seed to build a broader demand base.			
Objective 6: New industries			
15. Ensure those who want to develop new industries are aware of available funding and supports to do so.			
16. Coordinate and collaborate better through events (Strategic Objective 6) and information (Strategic Objective 2).			



Appendix 2 Strategy Activity Priorities for Years 1 and 2 of Implementation

SUMMARY OF STRATEGY ACTIVITIES

Actions are suggested for each objective alongside the relevant KPIS from the Strategy.

Objective 1: Sector leadership

1. Establish transitional leadership in the form of partnership arrangement with representation from across the native seed sector focused on Strategy implementation.

Key Tasks

- Convene meeting of representatives and interested parties
- Agree to transitional leadership group terms of reference
- (Re) prioritise activities and facilitate implementation

KPIs (1-2 years)

Strategy leadership group agreed and operating

2. Establish a peak body for businesses who provide and/or plant native seed

Key Tasks

- Facilitated sector wide discussion on options
- Preferred option agreed and implemented

KPIs (1-2 years)

Peak body process underway (or completed)

Objective 2: Information and knowledge

3. Develop a single connected network of information databases on areas relevant to native seed from the regional to the national level (integrate this with information developed in Strategic Objective 2).

Key Tasks

- Prioritise development of regional vegetation guides (10+) based on urgency and absence
- Develop business case for connected online databases
- Seek public and private co-investment to establish both

KPIs (1-2 years)

Develop 10 regional vegetation guides

4. Make use of existing structures and funding co-design R&D priorities with a focus on public good to improve R&D support/outcomes.

Key Tasks

- Cross sectoral partnership agrees scope to develop R&D priorities

KPIs (1-2 years)

Partnership formed and leverage opportunities to secure funding from existing models identified

5. Work with providers and potential providers of native seed education and training to strengthen the range and quality of education and training provided.

Key Tasks

- Engage with sector to identify existing education and training programs that can be expanded and any gaps where new programs should be developed
- Promote education and training programs as part of Activity 5

KPIs (1-2 years)

Engage with sector to identify existing education and training programs that can be expanded and any gaps where new programs should be developed.

6. Work with Traditional Owners to co-design the adoption and extension of existing protocols for engaging in services with Traditional Owners.



SUMMARY OF STRATEGY ACTIVITIES

Actions are suggested for each objective alongside the relevant KPIS from the Strategy.

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> Engage sector and traditional owners develop protocols ready for promotion and adoption in year 2 	Culturally appropriate protocol to guide engagement between Traditional Owners and those seeking to work with Traditional Owners developed
Objective 3: Smarter regulation	
7. Improve permits/licensing through review of state/territory legislation across all jurisdictions.	
Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> Develop Terms of Reference for licences/permits good practice review Conduct a good practice review of permits/licences under EPBC Act Agree to conduct good practices reviews in other jurisdictions 	<ul style="list-style-type: none"> EPBC Act licence/permit good practice review completed Areas of reform identified
Objective 4: Quality	
8. Adapt and adopt an existing framework(s) for standards that is nationally agreed but voluntary.	
Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> Custodian of existing standards meet to agree on the minimum standard and if there is a net benefit in consolidating into one standard Linked to Activity 2 	A 'living' minimum standard based on best practice is identified and adopted
9. Find an owner for the standards so these can be maintained, adapted and developed over time using existing systems and processes.	
Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> Custodian of existing standards establish a schedule to update and add to the standards within 5-10 years Seek resources to enable updates and additions within 5-10 years Linked to activity 1 	An owner is found
10. Promote the benefits of using standards to larger seed suppliers, purchasers and users.	
Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> Promotional campaign scoped and funding secured Initial promotional campaign through activity 4 	National promotion of the standards begins with the sector, government and large seed purchasers
Objective 5: Market coordination	
11. Develop a schedule of regionally based events (through the NRMs/Landscape Regions, Landcare or industry groupings) to facilitate information sharing and networking accompanied by a widely circulated regular summary of trends and opportunities.	
Key Tasks	KPIs (1-2 years)



SUMMARY OF STRATEGY ACTIVITIES

Actions are suggested for each objective alongside the relevant KPIS from the Strategy.

- Design series of regionally based events (7-10) that
- Promote use and benefits of the standard(s) (Activity 3)
- Promote the policy and planning summary (Activity 5)
- Engaging potential users to build a broader demand base (Activity 6)
- Promote educational resources and training (Activity 7)
- Contributing to co-design of protocols for engaging in services with Traditional Owners (Activity 11)
- Co-promote new industry funding and support opportunities (Activities 12 and 13)
- Engage the sector with the transitional leadership (Activity 15) and development of a peak body (Activity 16)
- Facilitates informal networking and information sharing
- Regional coordination networks are fostered and supported (events held)
- Inaugural annual forum planned

12. Develop a 'policy and planning' summary integrated with spatial mapping and other existing databases and tools to inform the sector on the possible requirements for seed (quantity, location and timing).

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> • Collate information on existing Commonwealth and State/Territory policies and programs that provide advice, support or project opportunities for the native seed sector • Publish and promote through Activity 4 	Policy and planning summary published

13. Design a regionally networked exchange portal with a brokerage function to support sharing of demand and supply-side information.

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> • Develop business case for exchange portal/brokerage • Seek public and private co-investment to establish 	Work has begun on a universal database and exchange portal for information sharing

14. Identify and engage potential users of native seed to build a broader demand base.

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> • Engage and identify through Activities 5 and 6 • Initial promotional campaign through Activity 4 	Work has begun to identify current niche buyers and new potential buyers of native seed for expansion

Objective 6: New industries

15. Ensure those who want to develop new industries are aware of available funding and supports to do so.

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> • Ensure relevant programs are promoted through Activity 4 and 5 	Information promoted and connections with regions built

16. Coordinate and collaborate better through events (Strategic Objective 6) and information (Strategic Objective 2).

Key Tasks	KPIs (1-2 years)
<ul style="list-style-type: none"> • Ensure relevant programs are promoted through Activity 4 and 5 	Information promoted and connections with regions built



Appendix 3 Project Phoenix Resources to Support Implementation

Actions categorised by Strategy Objectives

PROJECT PHOENIX REPORTS	QUALITY	MARKET COORDINATION	INFORMATION & KNOWLEDGE	NEW INDUSTRIES	SMARTER REGULATION	SECTOR LEADERSHIP
Bushfire impacts — ArcGIS resources		✓	✓		✓	
Bushfire impacts — How much seed will I need?	✓	✓	✓			
Bushfire impacts — How much seed will I need?	✓	✓	✓		✓	
Bushfire impacts — Where will the seed come from?	✓	✓	✓		✓	
Snap! A picture of the Australian Seed Sector in 2021	✓	✓	✓	✓	✓	✓
Join the National Seed Network!	✓	✓	✓			
Revealed! The National Native Nursery Network	✓	✓	✓	✓		
Australian native seed production in 2021	✓	✓	✓	✓	✓	
Psst... Everything you wanted to know about native seed licensing		✓	✓		✓	
Everything you wanted to know about access to land for native seed collection		✓	✓		✓	
Do we need a National Seed Code of Practice?	✓					✓
Making Tracks — Where does seed come from and where does it go?		✓	✓			
Applied research — Communities of practice, people and science			✓			



PROJECT PHOENIX REPORTS	QUALITY	MARKET COORDINATION	INFORMATION & KNOWLEDGE	NEW INDUSTRIES	SMARTER REGULATION	SECTOR LEADERSHIP
Native Seed Transfer Zones in Australia — How far can seed go?	✓	✓	✓		✓	
How does the native seed market work?	✓	✓	✓	✓	✓	
How much does native seed cost?	✓	✓	✓			
International options to incentivise the Native Seed Sector			✓		✓	✓
Successful international restoration systems	✓	✓	✓		✓	
The big reveal — Introducing the new Florabank website	✓	✓	✓		✓	
In the field and lab with Threatened Species Managers	✓	✓	✓			✓
What are conservation seed banks and what do they do?	✓	✓	✓			
Native Seed Training in 2021	✓	✓	✓			✓
New Florabank training for the Native Seed Sector	✓	✓	✓			
Indigenous communities — Opportunities for native seed training			✓			✓

All [Project Phoenix Resources](#) listed above are available from this link.



