

Stakeholder Engagement Plan

Independent Study of the Tasmanian Salmon Industry

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1. Introduction and purpose

The Independent Study of the Tasmanian Salmon Industry was officially commenced on 27 February 2026, following the appointment of Dr. Wendy Craik AM and Dr. Russell Reichelt AO as joint Study Leads.

The study is a comprehensive, independent assessment designed to consider the effectiveness of regulation and management in achieving sustainable outcomes for Tasmania's natural and physical resources, consistent with Tasmania's Resource Management and Planning System

The purpose of Phase 1 of this study is to build a trusted, verifiable evidence base across social, environmental, cultural, economic and regulatory dimensions of Tasmania's salmon farming industry.

This Stakeholder Engagement Plan (SEP) outlines the strategy to guide transparent, impartial, inclusive engagement to inform the evidence base.

The objective is to identify and listen to stakeholders across government, industry, communities including indigenous communities, NGOs, academia, and the public and to integrate diverse perspectives into the review process with transparency and trust.

The study will deal with information that is commercially sensitive with the potential to impact negatively on individual entities within the salmon industry. The Study Leads will deal with this situation by:

- Making an independent assessment of what information is commercially sensitive
- Preserving the confidentiality of information that requires this treatment
- Publicly disclosing where information has been treated in this manner
- Endeavouring to find solutions that maximise transparency while preserving legitimate commercial interests.

2. Guiding principles

To maintain public trust and the integrity of the study, all engagement activities will adhere to the following principles:

- **Independence:** Engagement is led by the independent Study Leads. Support provided by the Study Secretariat is facilitative and does not influence the study's direction or findings.
- **Transparency:** All formal meetings and stakeholder interactions will be recorded in a public "Open Diary" on the study website and include a brief summary of topics discussed and include a brief summary of topics discussed.
- **Evidence-based:** Stakeholder input is treated as evidence to be tested against scientific data, international benchmarks, the existing regulatory framework and previous inquiries.
- **Inclusivity and safety:** Engagement will reach a broad cross-section of the Tasmanian community. Provisions for anonymous input ensure that all stakeholders can contribute without fear of reprisal. However, all material relied on for findings or recommendations will be based on verifiable evidence and sources, and important knowledge gaps will be identified.



3. Stakeholder register

The following table identifies the key stakeholder groups to be engaged throughout the study.

Stakeholder group	Rationale for engagement
Regional and coastal communities	To understand local impacts and benefits on amenity, infrastructure, regional economy, employment and community wellbeing, including recreational fishing, other marine environment users and environmental appreciation.
Tasmanian Aboriginal Groups	To incorporate indigenous knowledge and address impacts on sea country and cultural heritage.
Salmon Industry (Commercial)	To gather data on Salmon industry operations, economic contributions, and technical innovations (Salmon Tasmania, major operators – Tassal, Huon Aquaculture, Petuna; supply-chain stakeholders) International salmon farming expertise.
Industry (Workforce)	To capture the perspectives of the workers and families supported by the salmon industry.
Other industries (e.g. equipment suppliers, tourism, commercial fishing and boating)	To capture the perspectives of connected and supply chain industries and businesses, including perspectives of commercial fishers operating near the salmon industry operations and small to medium enterprise supported by industry.
Scientific and research community	To access world-leading research from institutions (IMAS, CSIRO, Cawthron Institute) and independent experts in similar roles outside Australia and New Zealand.
Environmental and conservation organisations	To identify environmental and ecosystem health related concerns, and regulatory gaps.
Government agencies & regulators	To assess current management frameworks, compliance data, and biosecurity protocols (EPA, NRE, Treasury).
Members of Parliament	To ensure the study addresses the policy concerns and constituent feedback represented in the Tasmanian Parliament.
International peers	To benchmark Tasmanian practices against jurisdictions like Chile, Norway, Scotland, and Canada.

4. Study plan and topics

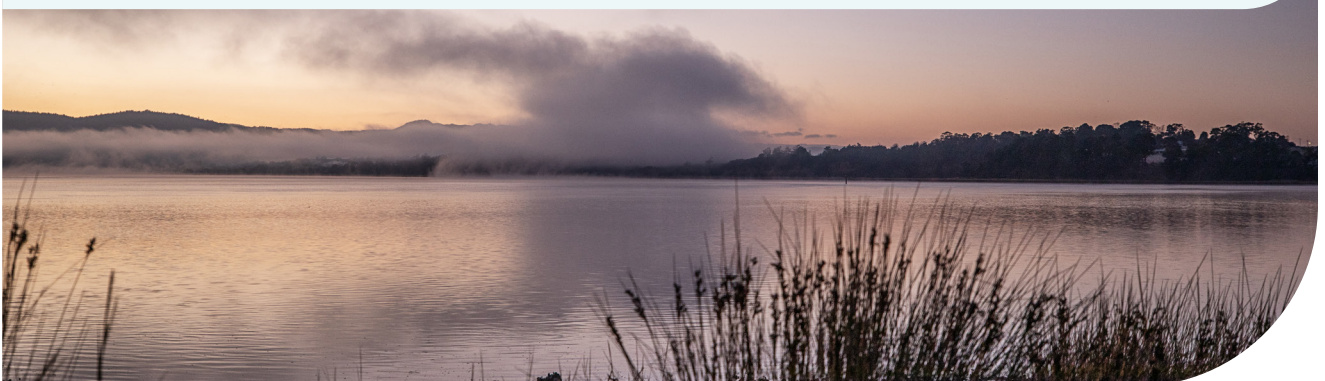
Phase 1: Current knowledge, concerns, evidence, risks, threats and responses

Phase 1A: Current status overview, especially industry, environment and public health

- Topic #1** Overview of the global salmon industry – the big picture for Australia, Norway, Chile, Scotland, Canada, New Zealand. Contributions to global and local demand for protein. Role in food security.
- Topic #2** Assessment of environmental values and impacts and benefits of Salmon Farming in Tasmania and lessons from beyond Australia.
- Topic #3** Health impacts of salmon farming, including: public health, ecosystem health, wildlife impacts and salmon health.
- Topic #4** Detailed examination of Tasmania Salmon Industry Regulation and compare with international regulations for compliance and effectiveness – best practice.

Phase 1B: Economic and sociocultural values and impacts

- Topic #5** The direct and indirect contribution of the salmon industry to the Tasmanian economy, including: regional economies, employment opportunities and career pathways, and the industry's role in developing skills and knowledge.
- Topic #6** The social and cultural benefits and costs to Tasmanian community, including the effect of industry activities on infrastructure and amenity, and indigenous peoples' knowledge and perspectives for land and sea country.



Phase 2: Climate change, adaptive management for community, government and industry

- Topic #7** Climate change threats, impacts and opportunities for adaptation and carbon management.
- Topic #8** Contribution of the industry to advancing scientific expertise, innovation and research capacity in Tasmania, including aquaculture science, technology, environmental monitoring, biosecurity and emerging technologies including offshore farming systems, land-based aquaculture RAS, hybrid systems, circular economy innovations including value added production.
- Topic #9** Benchmarking Tasmanian salmon industry regulation against global best practice.



5. How to be involved

Public information will be published on the Salmon Industry Study website, <https://www.tas.gov.au/salmon-industry-study>.

Stakeholders may register on the website to receive email updates as the Study progresses, new information is published, and opportunities for input and feedback are invited.

The Study Plan identifies the experts and relevant stakeholder groups to be consulted for each research topic, together with the proposed mode of engagement. It is likely that the process of consultation will lead to others being consulted. Modes of engagement will be determined by the Joint Study Leads and may include direct stakeholder meetings, invitation to make submissions, field visits, or community webinars and Q&A.

The Study Plan will be a dynamic document updated with new information and informed by stakeholder interactions as the Study progresses. This ensures the community and stakeholders can provide feedback on the research questions and identified experts and that new areas of exploration can be added, within the Study Terms of Reference, as knowledge grows.

Interested stakeholders are invited to provide comment on the initial Draft Study Plan. Written comments will be accepted by email to salmonstudy@tas.gov.au, on the terms set out below. Feedback will also be invited in targeted stakeholder meetings.

The period for comment on the Draft Study Plan **closes at 11:59pm on Sunday, 5 July 2026**.

Feedback on the Draft Study Plan **will not** be published, but all feedback will be considered in finalising the initial Study Plan, noting that it will be updated as the Study progresses.

Participating in meetings, workshops, and roundtables

The Study Leads will identify stakeholders to invite for in-person and online consultations as set out in the Study Plan.

Any requests to engage with the Study can be forwarded to salmonstudy@tas.gov.au.

How to make a submission

Throughout the Study, stakeholders will be notified when written submissions are sought, as indicated in the engagement sections of the Study Plan.

Written submissions can be made by email to **salmonstudy@tas.gov.au**.

Important information to note

Your name (or the name of the organisation you are representing) will be published unless you request otherwise.

In the absence of a clear indication that a submission is intended to be treated as confidential (or parts of the submission), the submission will be treated as public information and will be published on our website at www.tas.gov.au/salmon-industry-study.

If you would like your submission treated as confidential, whether in whole or in part, please indicate this in writing at the time of making your submission, clearly identifying the parts of your submission you want to remain confidential and the reasons why. In this case, your submission will not be published to the extent of that request.

Commercial in confidence information will be treated appropriately.

Copyright in submissions remains with the author(s), not with the joint Study Leads or the Tasmanian Government.

Submissions containing defamatory or offensive material will not be published, in whole or in part. If your submission includes information that could enable the identification of other people, then parts or all the submission will not be published.

The Right to Information Act 2009 and confidentiality

Information provided to the Government may be provided to an applicant under the provisions of the Right to Information Act 2009 (RTI). If you have indicated that you wish all or part of your submission to be treated as confidential, your statement detailing the reasons will be considered when determining whether to release the information in the event of an RTI application for assessed disclosure. You may also be contacted to provide any further comment.

6. Indicative timeline

Phase 1 commenced in late February 2026. Please note this list of milestones will be regularly updated according to availability of experts. Changes will be highlighted in future versions. The work streams are phased at intervals to allow for sequential focus while maintaining momentum.

Evidence, data and information collected through the course of researching the topics and engaging stakeholders will be published progressively with fact sheets and “what we have heard” updates on the website.

Milestone / activity	Starts	Ends
Phase 1A research: Topics 1 & 2.	1 June 2026	30 September 2026
Phase 1A research: Topics 3 & 4.	1 July 2026	31 October 2026
Phase 1B research: Topics 5 & 6.	August 2026	30 September 2026
Industry study tours.	31 July 2026	30 November 2026
Phase 2 research: Topics 7, 8 & 9.	1 October 2026	31 December 2026
Collation of Phase 1 Information Papers and Evidence Repository and drafting of Phase 1 Findings.	1 November 2026	28 February 2027
Intensive evidence collection: Direct meetings, site visits, and scientific review across all streams.	1 November 2026 – 31 March 2027	1 April 2027 (Interim Report)
Public release of draft Phase 1 Findings for stakeholder review and consultation – closing date of 30 April 2027.	1 April 2027	Summary of consultation feedback to be included with the Phase 2 Final Report.
Drafting of Phase 2 Final Report.	1 March 2027	
Final Report delivery to Government.		31 July 2027

Salmon Study Timeline



7. Reporting and transparency

- **Calendar content:** Retrospective records of engagements (e.g., meetings, field visits).
- **Public updates:** Regular updates on the website regarding data collection milestones.
- **Information papers:** The output of Phase 1 will be a series of information papers summarising the established evidence base.
- **Webinars:** The Study Leads will determine when to offer live webinar updates for interested stakeholders during the course of the Study.

8. Governance and roles

Entity	Responsibilities and accountability
Joint Study Leads	Dr Craik and Dr Reichelt will act as co-chairs of the Study Expert Advisory Group and have ultimate responsibility for the conduct of the study, ensuring independence and alignment with its objectives.
Study Expert Advisory Group	The Joint Study Leads will identify and engage a small and diverse group of independent experts to form an expert advisory group for the study. Additional expert advice will be sought as needed.
Research Partners	The names of experts and institutions with relevant expertise and their declarations of interest will be published
Secretariat	The Department of Premier and Cabinet will provide secretariat support to the Joint Study Leads, responsible for coordination, facilitation of stakeholder engagement and communications, and administrative support. Declarations of interest will be recorded.
Government agencies	Government agencies will assist to facilitate industry and science community engagement where necessary, and their declarations of interest will be published as with Research Partners.

9. Key deliverables

Note that this Engagement Plan presents best available information as at publication. As with the Study Plan, it may change as the Study progresses and changes will be published in the interest of transparency for all.

- 1. Salmon Study Stakeholder Engagement Plan:** This document.
- 2. Study Plan:** A public document covering each subject area, detailing research questions, evidence collection methods, and stakeholder involvement.
- 3. Regular Updates:** Progress reports and findings shared through the website.
- 4. Final Report:** Phase 2 Final Report will be submitted to Government and made publicly available.

10. Monitoring and evaluation

The success of the engagement plan will be assessed based on:

- Stakeholder participation levels across categories
- Feedback on the transparency and accessibility of engagement processes
- Timeliness of updates and responsiveness to stakeholder input.



