



CENTRE FOR  
INVASIVE SPECIES SOLUTIONS

# STRATEGY 2017–2022 SUMMARY





## OUR VISION

Through scientific leadership and alliances we will act as a catalyst to deliver ethical invasive species solutions in Australia and beyond.

## OUR MISSION

We are in the business of creating and brokering powerful and efficient large-scale invasive species RD&E collaborations.

## OUR VALUES

As a service and member-oriented company, the Centre for Invasive Species Solutions (CISS) strives to be:

- a **trusted authority** for delivering effective, independent and science based solutions
- a **catalyst** for inspiring solutions through collaboration and thought leadership
- a promoter of **ethical solutions** that respect the welfare of all species
- **audacious in pursuing new ideas** to disrupt established thinking and identify solutions.



**THE CENTRE PURSUES TRANSFORMATIONAL INNOVATION AND KNOWLEDGE THROUGH LARGE-SCALE RD&E COLLABORATIONS THAT IMPROVE INVASIVE SPECIES MANAGEMENT.**

## **THE CHALLENGE**

- Invasive species have a huge impact on agriculture, the environment and communities
- Vertebrate pests and weeds cause over **\$5 billion a year lost in agricultural productivity** and control costs, which is undermining global food and fibre security
- Invasive species are a **major driver of species extinction**, with hundreds of native species at risk and ecological communities threatened
- Pest and weed impacts on livestock, pets and/or native wildlife cause **social impacts and trauma**
- **A large wave of new and emerging invasive risks** threaten the economy, environment and community

## **NEED and OPPORTUNITY**

The scale and complexity of the challenge needs a cooperative approach by government, industry, business and universities. These high value and large-scale collaborations are critically important in a time of declining RD&E funds. Focusing this dispersed RD&E capability through an efficient, managed network approach has the potential to achieve the critical mass to deliver national scale and transformational outcomes.

## **UNIQUE and POWERFUL CAPABILITIES**

The Centre for Invasive Species Solutions (CISS) is one of the world's largest pest animal and weed RD&E collaborations. It will take the best of the Invasive Animals CRC forward through:

- **End-user and demand driven.** Knowledge and innovation to meet the needs and priorities of industry, government and the community in reducing invasive species impacts.
- **Strong partner engagement.** An inclusive and engaged culture to drive innovation through collaboration.
- **Shared mission for efficient results.** Government-industry-business partnerships to invest in shared and large-scale outcomes. Delivery of collaborative solutions to maximise investor returns.
- **National reach.** Focus on new technologies and management practices that have national and international application delivered through a partnership model.
- **Invasion curve balance.** RD&E investment spans the whole invasion curve from incursion prevention and response (eg. eDNA technology) to asset protection (digital surveillance and biocontrol).
- **Research to extension scope.** Connecting world class research capability to agencies and staff that can drive innovation into on-ground practice. The Centre brokers collaborations that cover all key facets from product concept to delivery to ensure a strong path to adoption.

# STRATEGIES and KEY PERFORMANCE INDICATORS

## 1. Strengthen and build collaborations

- Active and robust working relationships with members and partners
- Proactive engagement with stakeholders
- Thought leadership and increased community awareness of the invasives challenge and solutions

## 2. Develop and implement collaborative RD&E

- Vertebrate pest RD&E portfolio projects delivered to a high standard
- 10 year weeds RD&E investment plan developed and progressed

## 3. Build capability and best practice management adoption

- Balanced Researcher Program
- Coordinated approach to community engagement

## 4. Create new collaboration and innovation opportunities

- Environment and community biosecurity RD&E coordination progressed if approved
- Respond to future needs and opportunities arising from the new Intergovernmental Agreement on Biosecurity (IGAB)
- New national and international collaborations and opportunities explored

## 5. Operate the Centre effectively and efficiently

- Demonstrated strong governance and cost effectiveness
- Compliance obligations met
- Fiscal stewardship and financial sustainability
- High Member and Partner satisfaction in CISS performance
- Staff with key skills attracted and retained



**THE CENTRE FOR INVASIVE SPECIES SOLUTIONS STRATEGY 2017-2022 OUTLINES THE STRATEGIC DIRECTION TO ACHIEVE THE CISS VISION AND MISSION. IT IS BUILT ON FIVE STRATEGIC PILLARS. EACH PILLAR IS ASSOCIATED WITH STRATEGIC PRIORITIES AND AN OUTCOME STATEMENT OF WHAT SUCCESS LOOKS LIKE.**

**PILLARS**

**PRIORITIES**

**OUTCOMES**

**1. Collaboration**

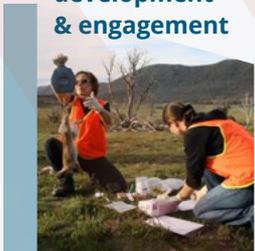


CISS plays a leadership and enabling role in relevant National Biosecurity System collaborative RD&E initiatives



CISS is recognised as a trusted broker and manager of large-scale collaborative invasive species RD&E initiatives that have the ability to deliver national scale outcomes

**2. Research, development & engagement**



At least 2 collaborative RD&E portfolios developed and being implemented  
CISS collaborative portfolio approach leads to both direct and system-level outcomes



Improved knowledge and innovation in invasive species management results in positive agricultural, environmental and social impact

**3. Capability & BPM adoption**



Balanced Researcher and other CISS training programs leveraged to deliver 'biosecurity ready' leadership and training program/s  
Land managers and leaders able to access and apply best practice invasives management



Improved capability and skills to build the research, innovation and management needs of the National Biosecurity System

**4. New opportunities**



Explore opportunities to meet emerging needs and collaboration opportunities



CISS has a broader scope and capability that meets the emerging needs of the National Biosecurity System and the region

**5. Centre health**



Sustainable, efficient business model underpinned by member contributions and other sources over time  
High satisfaction in CISS performance



Members and partners are confident in CISS governance and management capability and its ability to deliver value

# DRIVERS INFLUENCING CISS STRATEGY

## Policy driven approach to invasives research and innovation

The Australian Pest Animal Strategy, Australian Weeds Strategy and industry strategies guide CISS's research and innovation direction.

## Increasing biosecurity risks

Increasing trade and tourism plus the reservoir of high risk invasive species already here but yet to naturalise create a growing risk that needs more strategic and coordinated action.

## Reducing management capacity

Declining land managers numbers and a more challenging commercial environment in rural Australia require cheaper and more effective tools and landscape-scale management strategies.

## Decreasing public funds and capacity

A shared responsibility and mission is leading to strengthened and new government-industry partnerships.

## Efficiency through economies of scale

Increasing efficiency by leveraging the CISS RD&E collaboration platform to develop large-scale alliances in vertebrate pest RD&E, weed RD&E, and other areas of future need.

## Increasing animal welfare concerns

The need to maintain the social licence for invasive species management drives demand for an increased variety of ethically sound, humane control technologies.

## Rising member expectations

With so many pressing needs, the expectation of members to deliver transformational and leveraged research and innovation initiatives is increasing.

## High innovation and regulation costs

Restricted markets, regulatory approval costs and long approval timelines, combined with low return on investment for most commercial products have led to market failure and a barrier to innovation.



# STRATEGIES

## 1. Strengthen and build collaborations

Given Australia's size and dispersed capability, the evolving innovation needs of the National Biosecurity System are best met through strong collaborations that build the critical mass to achieve system-level improvements and impact. CISS and its predecessor have a strong track record in building high impact partnerships and collaborations, and CISS will continue to seek new members and partners that can obtain value from being part of CISS collaborations.

## 2. Develop and implement collaborative invasive species RD&E

CISS has established a powerful 17 member and partner collaborative RD&E platform that has initially brought together government agencies, industry research bodies, CSIRO and universities to focus on the development of improved tools and strategies that will strengthen the National Biosecurity System management of vertebrate pests.

Under the Strategy, CISS will pivot and expand this collaborative RD&E platform to other invasive species challenges. In the first instance, the focus will be to pursue a large-scale collaborative weeds RD&E initiative that can maintain and expand the momentum established through the Australian Government's Agricultural White Paper and Rural RD for Profit Program investments, which will finish in the first half of 2020.

A benefit for investors is that additional portfolio level collaborations will achieve economies of scale in CISS RD&E management resulting in efficiencies and reduced costs.

## 3. Build capability and best practice management adoption

Research and innovation is built on maintaining researcher capability. Our lauded Balanced Researcher Program will be broadened to produce both 'industry' as well as 'biosecurity' ready graduates well prepared to add value to the National Biosecurity System. Additionally, this capability pipeline will ensure that highly skilled graduates and early career scientists are ready to seamlessly maintain capability that would otherwise be lost from an aging workforce.

To promote adoption of CISS and other best practice technologies and practices, the Centre will continue its research and innovation in community engagement and behaviourally effective communications. This will underpin our program to work with and through our government and industry partners to encourage adoption of best practice management. Our knowledge platform for best practice pest animal management – PestSmart - will be expanded to include weeds, while application of best practice will be accelerated through our wild dog and digital resources facilitators and training initiatives.

## 4. Create new collaboration and innovation opportunities

The needs of Australia's biosecurity system and the broader region are continually evolving, and CISS has the potential to play an important role in stronger coordination or fostering new large-scale collaborative RD&E initiatives that meet these changing needs. An area of immediate need is in the area of environmental biosecurity RD&E coordination.

## 5. Operate the Centre effectively and efficiently

To ensure corporate best practice governance, the Centre is managed through Invasive Animals Ltd, a not for profit company limited by guarantee, and governed by a skills-based Board of Directors, the majority of whom are independent of members. Invasive Animal Ltd operations are based on the company's constitution, whose highly skilled staff aim to deliver value for Members and the national interest.

## Members

Commonwealth of Australia  
Australian Capital Territory Government  
New South Wales Government  
Queensland Government  
South Australian Government  
Tasmanian Government  
Victorian Government  
Western Australian Government  
Meat and Livestock Australia  
CSIRO

## Partners

Australian Wool Innovation  
La Trobe University  
Murdoch University  
University of Adelaide  
University of Canberra  
University of New England  
New Zealand Department of Conservation



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