



## Department of Fisheries STRATEGIC PLAN 2009 - 2018

### OUR VISION

World class management of fisheries and aquatic ecosystems

### OUR MISSION

To conserve, sustainably develop and share the use of the State's aquatic resources and their ecosystems for the benefit of present and future generations

### OUR VALUES

**Respect** – acting with integrity and courtesy

**Innovation** – finding new and better ways

**Leadership** – showing the way

## *Fish for the Future*

### OBJECTIVES

**Sustainability<sup>1</sup> and Development** – to ensure WA's fish stocks and aquatic ecosystems are sustainable

**Quality Community Outcomes** – to achieve an optimum balance between ecological, economic and social considerations in management decisions that deliver sustainable fish stocks and aquatic ecosystems

**Partnerships** – to promote effective strategic alliances and community stewardship

**Agency Management** – to achieve effective and efficient use of resources to support the delivery of business outcomes

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<sup>1</sup> In the context of this plan, sustainability is considered to encompass a broad definition including environmental, social and economic factors



OBJECTIVE	STRATEGY	KEY DELIVERABLE
<b>1 Sustainability &amp; Development</b>	<p>1.1 Ensure all significant impacts on fish stocks and aquatic ecosystems are understood and managed where necessary</p> <p>1.2 Reform legislation to reflect contemporary requirements</p> <p>1.3 Use comprehensive risk based approaches for all fishery management and planning decisions</p>	<p>1A Urgent amendments to the <i>Fish Resources Management Act 1994 (FRMA)</i> to be drafted for possible enactment in 2009, including provisions suitable for the development of a world scale Aquaculture industry</p> <p>1B Legislation to transform the FRMA and Pearling Act 1990 in accordance with contemporary practice and requirements for possible enactment in 2010</p> <p>1C Subsidiary legislation, sufficient to give effect to new or amended Acts, to be implemented within one year of proclamation</p> <p>1D Review regulatory arrangements every five years to ensure they are as low as reasonably practical</p> <p>1E Complete a review of the ecologically sustainable development policy by the end of 2009 and every 5 years thereafter</p> <p>1F Deliver services on behalf of Government in accordance with the Department's statutory requirements</p> <p>1G Subject to resource constraints, provide services based on risk to ensure fish for the future and the protection of marine ecosystems</p>
<b>2 Quality Community Outcomes</b>	<p>2.1 Formally consider the social and economic implications in addition to ecological outcomes</p> <p>2.2 Reform consultation and funding arrangements</p> <p>2.3 Share the State's fish and aquatic resources in an equitable, open, transparent and sustainable manner</p> <p>2.4 Reform decision making to ensure responsibility for decisions is at the appropriate level according to risk</p>	<p>2A Implement a revised consultative structure by end 2009, including associated processes and funding models that place the Department as the principal source of advice for Government on ecological, economic and social considerations relating to fish stocks and aquatic ecosystems. These arrangements are to be reviewed every 5 years thereafter</p> <p>2B Review the Integrated Fisheries Management policy and work plan by the end of 2009. Subject to Ministerial approval, implement the plan</p> <p><b>2C</b> A review of delegations to be completed by the end of 2009 and reviewed annually</p>



<p><b>3 Partnerships</b></p>	<p>3.1 Increase understanding and support for achieving a shared vision for the sustainable management of marine aquatic ecosystems and to build support for effective marine management initiatives</p> <p>3.2 Better communicate the Department's expertise and capacity in aquatic resource management</p> <p>3.3 Encourage cooperation with other organisations involved in key areas relevant to the Department's objectives</p>	<p>3A Clarify roles and strengthen partnerships with other Government agencies to achieve Government's objectives including whole of government service delivery</p> <p>3B Clarify roles and strengthen partnerships with research bodies to achieve Government's objectives including whole of government service delivery</p> <p>3C Clarify roles and strengthen partnerships with peak bodies and management advisory committees to achieve Government's objectives</p> <p>3D Engage other stakeholders as necessary to achieve Government objectives</p> <p>3E Implement a comprehensive education strategy to build support for sustainable marine management practices by the end of June 2010. Review strategy every three years</p>
<p><b>4 Agency Management</b></p>	<p>4.1 Link organisational structure and staff performance measures to strategic objectives</p> <p>4.2 Invest in staff with the capability to deliver the evolving priorities of the Department</p> <p>4.3 Develop leadership capability</p> <p>4.4 Ensure physical infrastructure and information management provision is sufficient to support strategic objectives</p> <p>4.5 Develop and implement a system for reviewing Policies, Programs and Processes and re-allocating resources to areas of highest priority</p> <p>4.6 Ensure adequate and secure funding and other resources to deliver strategic priorities, including an increase in the proportion of Consolidated Account resources allocated to Regional Services Division</p>	<p>4A Realign organisational structure to reflect functional responsibilities during the first quarter of 2009</p> <p>4B Develop business rules, and reform management processes, to ensure alignment of the services delivered by all Divisions</p> <p>4C Develop a Human Resource Management Plan for the Department by end June 2009 that is aligned with business outcomes and implement. Review annually</p> <p>4D Review physical infrastructure and information management needs during the first half of 2009 and annually thereafter as part of the planning and budget cycle</p> <p>4E Implement annual operational plans, project plans and staff management plans (IPADs) that are aligned with the Department's strategic objectives</p> <p>4F Implement a framework for reviewing the efficiency and effectiveness of functions, policies, programs and governance processes by end September 2009</p> <p>4G Use risk and budget processes to reallocate resources to areas of highest priority and cease performing functions of a lesser priority</p> <p>4H Consolidated Account resources allocated to Regional Services Division will be increased from 30% to 35% by 2012.</p>