



Who We Are and What We Do

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PROFILE OF the Department of Fisheries

VISION

To be recognised as world leaders in the sustainable management of fisheries, aquaculture and the aquatic environment.

MISSION

Partnered by fishers, aquaculturalists and the wider community, we will conserve, develop and share the fish and other living aquatic resources of Western Australia for the benefit of present and future generations.

The Governor in the Executive Council has approved of the administration of the following Acts being placed under the control of the Minister for Fisheries; the Kimberley, Pilbara and Gascoyne:

- *Fish Resources Management Act 1994*
- *Pearling Act 1990*
- *Fisheries Adjustment Schemes Act 1987*
- *Fishing and Related Industries Compensation (Marine Reserves) Act 1997*
- *Fishing Industry Promotion Training and Management Levy Act 1994*

The Department of Fisheries, established and designated under the *Public Sector Management Act 1994*, is the department principally assisting the Minister in the administration of these Acts.

Under the Acts there is a division of power between the Minister and the statutory office of the Executive Director. In broad terms, the Minister establishes the statutory and policy framework for fisheries management, and the office of the Executive Director carries out the day-to-day aspects of administration.

As part of its responsibilities for assisting the Minister with the administration of the Acts, the Department of Fisheries also undertakes research, management, surveillance, enforcement and education in the marine parks and reserves established under the *Conservation and Land Management Act 1984*, and provides at-sea marine safety compliance services on behalf of the Department of Planning and Infrastructure under the *Western Australian Marine Act 1982*.

The Department also carries out fisheries compliance activities on behalf of the Commonwealth in waters adjacent to Western Australia in the Australian Fishing Zone (AFZ), in accordance with the provisions of the Commonwealth's *Fisheries Management Act 1991*. The AFZ extends 200 nautical miles (370 kilometres) from the State's coastal baselines. In addition, under a Service Delivery Arrangement with the Commonwealth, the Department provides fisheries management, on behalf of the Department of Transport and Regional Services, in the territorial waters around both Cocos (Keeling) and Christmas Islands.

The following lists show fisheries in Western Australia that fall under State, joint or Commonwealth jurisdiction and activity under the Offshore Constitutional Settlement Agreement (refer to Fisheries Management Paper No. 77 for further details of the Offshore Constitutional Settlement Agreement).

Fisheries under Western Australian State Jurisdiction

Except for those fisheries listed below for different jurisdictions, the following fisheries are controlled by the Department of Fisheries, Western Australia in accordance with State law:

- all bony fish and shark (except to the extent they are managed under a Joint Authority);
- all aquatic invertebrates;
- all marine algae; and
- all sea grass.

(Note: bycatch is also included in these fisheries.)

Fisheries under Western Australian Joint Authority Jurisdiction

The following fisheries are controlled jointly by the State and Commonwealth under State law:

- the Southern Demersal Gillnet and Demersal Longline Fishery; and
- the Northern Shark Fishery east of Koolan Island.

Fisheries under Commonwealth Jurisdiction

The following fisheries are controlled by the Commonwealth in accordance with Commonwealth fisheries legislation:

- the Northern Prawn Fishery;
- the Southern and Western Tuna and Billfish Fishery;
- the Western Deepwater Trawl;
- the North-West Slope Trawl;
- the Southern Bluefin Tuna Fishery;
- the Skipjack Tuna Fishery;
- the Small Pelagic Fishery; and
- the Southern Scalefish and Shark Fishery.

Under a Memorandum of Understanding between the Offshore Constitutional Parties, representatives of the Commonwealth, Queensland, Northern Territory and Western Australia must meet at least once per year to discuss management of northern fish stocks subject to their respective Offshore Constitutional Settlement agreements and Joint Authority arrangements. One such meeting of the Northern Australian Fisheries Management group was held in September 2004. The Western Australian Fisheries Joint Authority also met in September 2004. The activities of fisheries managed through the Joint Authority are described separately in a report tabled in the Commonwealth and Western Australian parliaments.



Statutory Responsibilities

The State fulfils its statutory responsibilities through the identification, provision and integration of research, management, compliance and administrative services to meet the output requirements of four natural resources management programs:

- Commercial Fisheries;
- Recreational Fisheries;
- Pearling and Aquaculture; and
- Fish and Fish Habitat Protection.

the Department of Fisheries

Major Stakeholder Groups

All stakeholders have a role to play in ensuring that fish stocks and their habitats are protected, both now and in the future. Stakeholders are encouraged to participate in fisheries management, and consultation is considered essential to balance the often-competing agendas of commercial and recreational fishers, the conservation sector and other interest groups.

The Department identifies the following groups as its major stakeholders:

- the community of Western Australia;
- Management Advisory Committees;
- commercial fishers;
- pearlery;
- aquaculturalists;
- the conservation sector;
- fish processors and others involved in the commercial utilisation of WA's aquatic resources;
- recreational fishers in Western Australia;
- Indigenous communities;
- fisheries volunteers;
- environmental groups, passive users and ecotour operators;
- Department of Fisheries staff; and
- other state, national and international government agencies and tertiary institutions.

Department Outcomes and Outputs

The Department of Fisheries has a single outcome: *Conservation and sustainable development of the State's fisheries.*

This outcome is achieved through four key outputs:

- Output 1:** Management of the State's commercial fisheries.
- Output 2:** Management of the State's recreational fisheries.
- Output 3:** Development and promotion of the State's aquaculture industry.
- Output 4:** Management and conservation of fish and fish habitats.

The Department's performance in delivering services under these outputs is reported on page 102.

OUR PHILOSOPHY and our Context

The Department of Fisheries is responsible for the conservation of most marine and freshwater species in Western Australia, the protection of their environment including associated food chains, and ensuring that the exploitation of these resources is undertaken in a sustainable manner.

The Department is also committed to the principles of Ecologically Sustainable Development (ESD) through the objects of its primary enabling legislation – the *Fish Resources Management Act 1994* (FRMA).

It operates using an ESD policy that incorporates an ecosystem-based fisheries management (EBFM) approach. This approach includes managing human impacts on target species, by-catch species and habitats, plus any potential indirect impacts of these removals on the broader ecosystem.

These processes and responsibilities provide overall marine environment protection for the entire WA coast, including the Commonwealth waters, out to 200 nautical miles.

The Department works in the context of limited fish and environmental resources; a growing human footprint on the marine and freshwater environment; a growing population; developing coastal infrastructure; and rapidly advancing technology.

We also work in a social and political context which has endorsed and supported the development of science-driven, sophisticated and highly regulated fishery management systems over more than 40 years. Today more than 80 per cent of WA marine waters are protected by closures or controls on fishing methods that can impact directly on marine habitat (for example trawling) and are totally closed to highly destructive fishing methods (e.g. dredging, explosives).

These management structures also establish strong controls on the total level of fishing effort (or catch) that can be used within the areas and times that a commercial fishery is permitted to operate.

In this report the Department presents its summary of operations and outcomes during the 2004/05 financial year to Parliament and to the community based around the Government's strategic planning framework and three key performance indicators that reflect the components of ESD and its "triple bottom-line" of economic, environmental and social accountability.

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OPERATING ENVIRONMENT – Significant Issues and Trends

Conservation and Sustainability the key to the future

Conservation and sustainable development of the State's fish resources and protection of fish habitats is a statutory obligation of the Department of Fisheries. The Department is addressing a number of significant issues and trends over the short to medium term (one to five years) to meet this obligation. These issues and trends are:

Public expectations for protection of biodiversity and the ecologically sustainable use of Western Australia's marine environment are growing. In response, the Department is:

- continuing to undertake and expand research and monitoring of all significant fisheries in the State and the publication of these findings annually in the 'State of the Fisheries' report;
- continuing to work with the Environmental Protection Authority, Department of Environment, Department of Conservation and Land Management and other relevant government agencies and environmental interest groups on fish habitat and marine conservation issues;
- implementing satellite vessel monitoring and tracking technology (VMS) and by-catch action plans in the State's trawl fisheries;
- implementing a policy for the Ecologically Sustainable Development (ESD) for all fisheries and aquaculture sectors within the State;
- continuing to work with other relevant government agencies to monitor the effects of climate change on the marine environment; and
- contributing to the preparation of Regional Natural Resource Management strategies.

A growing and more affluent population is placing ever-increasing pressure on the marine environment. This issue highlights the need for more cost-effective integrated management solutions for commercial and recreational fishing, recreational boating activities and marine park management. In response, the Department is:

- recovering the costs of management for the State's major commercial fisheries from the commercial fishing sector;
- collecting a Development and Better Interest Fee from licensees in managed fisheries. Revenue collected from this fee is for the use of the Minister for Fisheries to fund projects that will advance the interests of fisheries and/or fish habitat protection;
- delivering the Government's at-sea marine safety function;
- participating in planning for proposed marine parks including the Dampier Archipelago, Monte Bello Islands, Cape Leeuwin to Cape Naturaliste area and Walpole Inlet to ensure commercial fishing, recreational fishing, pearling and aquaculture activities are properly considered; and
- developing and refining community education and volunteer programs to support sustainable community behaviour.

Additional pressure is being placed on inshore fish stocks as a result of continuing population growth, coastal development, improved access and fishing technology and a growing recreational fishing sector. In response, the Department is:

- implementing an Integrated Fisheries Management (IFM) strategy for WA's coastal fisheries;
- facilitating fisheries adjustment schemes and voluntary resource sharing in partnership with the commercial and recreational fishing sectors;
- continuing to review and refine strategies for the management of recreational and commercial fisheries; and
- consulting widely with stakeholders in reviewing the 'wetline' component of commercial fishing with a view to implementing more formal management arrangements.

There is growing community interest in the concept of high-quality recreational fisheries (based on ESD principles) and low-impact eco-tourism experiences in some regions. In response, the Department is:

- developing regional recreational fishing plans in consultation with the WA community; and
- refining management and licensing arrangements for the fishing tour and aquatic eco-tour sectors.

Through the Commonwealth Government's Oceans Policy Initiative, there is direct involvement by the Commonwealth in the day-to-day planning and management of WA's marine environment. This policy is being given effect through export control measures and through instruments contained in the Commonwealth's Environmental Protection and Biodiversity legislation. In response, the Department has:

- completed and lodged 27 assessments of the State's export fisheries in accordance with the requirements of the *Environment Protection and Biodiversity Conservation Act*. As of 30 June 2005, 24 had been accredited by the Department of Environment and Heritage;
- together with other State agencies, continued to work with the National Oceans Office with respect to integrated oceans management and integrated coastal zone management with a particular focus on the southern coast of Western Australia; and
- together with other agencies, academia and the Commonwealth, contributed to the 'Marine Cluster' model for marine research and management, which has led to the formation of the Strategic Research Fund for the Marine Environment and the Western Australian Marine Science Institute.

With the harvest of wild capture fisheries worldwide generally at or beyond maximum sustainable levels, there continues to be strong emphasis on developing aquaculture industries. In response, the Department has:

- prepared a development plan to provide strategic direction to the aquaculture industry, together with a review of aquaculture legislation;
- assisted with the restructuring of the Aquaculture Council; and
- continued to provide licensing and policy services for development of the aquaculture industry.

The dynamic trading and market environment confronting the fishing industry continues to pose new threats and opportunities to be managed by industry and individual enterprises. In response, the Department has:

- continued to support in-bound trade and fisheries delegations;
- provided support to the seafood industry through the publication of newsletters, provision of advice on trade and market enquiries and development of a website designed to help international commercial seafood buyers to source prime Western Australian seafood;
- with industry, responded to specific trade and market issues such as declines in traditional markets and changes in international market trends; and
- managed, on behalf of the National Food Industry Strategy Ltd, the Australian Seafood Strategy for Export Growth project.

Significant Issues and Trends

Consumer demand for quality seafood continues to grow, with new safe food standards placing additional responsibility on industry to apply appropriate quality controls. In response, the Department has:

- implemented the WA Seafood Quality Management Initiative to promote the adoption of quality management systems for local and export seafood markets and disseminate information to industry about safe food requirements; and
- continued to administer, with the Department of Health, a WA Shellfish Quality Assurance Program to ensure that shellfish products farmed in WA are safe for human consumption.

Indigenous fishing issues and the development of the law in respect to Native Title have highlighted the need for an Aboriginal fishing strategy and targeted aquaculture development. In response, the Department has:

- worked to develop an Aboriginal Fishing Strategy for Government consideration focused on improving the integration of, and opportunities for, Aboriginal involvement in management of the State's fisheries;
- further advanced consultative processes with the indigenous community through statewide meetings with Aboriginal groups and the wider community and through existing formal channels; and
- participated in the development of a national framework for customary fishing.

The Department pursues an ongoing objective of continuous performance improvement through effective business management and practices. In response, the Department has:

- taken up the challenge of acting as a pilot agency in implementing the Shared Services model for the provision of business management services across the whole of Government;
- implemented and refined a risk management process and established an electronic risk register;
- introduced internal policies in relation to Innovation and Intellectual Property and Fraud and Corruption;
- undertaken reviews of core and non-core business activities and to determine compliance in respect to competitive neutrality, the *Trade Practices Act 1974* and the *State Trading Concerns Act 1916*;
- implemented an integrated project and activity-based costing system to provide more accurate data relating to the cost of services it provides.;
- developed a process for implementing risk assessment-based compliance programs;
- continued to operate and refine a Departmental Performance Indicator measurement system;
- introduced a customer feedback system;
- reviewed its strategic plan; and
- enhanced corporate governance processes and internal reporting.

Operating Structure

Functional Organisational Structure

The Department of Fisheries' operating structure consists of an Executive Directorate and two divisions; Fisheries Management Services and Fisheries Research.

The Strategic Planning and Policy Branch, the Finance and Administration Branch and the Office of the Registrar and General Counsel provide direct support to the Executive Directorate.

Process Structure

The Department must address many complex issues impacting on the sustainable management of the State's fish resources. To deal with these issues effectively, the Department maintains operating processes designed to facilitate planning and promote coordinated and efficient service delivery across all divisions to the Department's four program output areas.

Through these processes, which involve participation in a number of multi-disciplinary committees, staff are better able to contribute to the Department's decision-making. The committees also serve to improve communication between operating areas of the Department. They promote department-wide collaboration toward achieving the Department of Fisheries' strategic objectives and the Government's desired outcome for the Department – 'the conservation and sustainable development of the State's fisheries'.

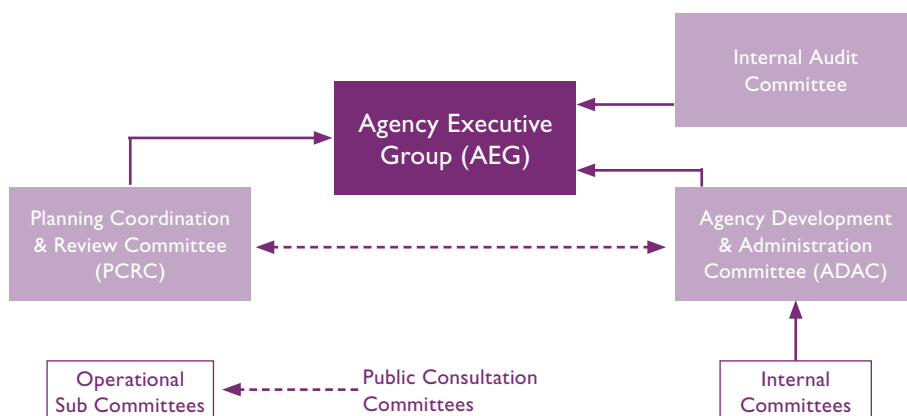
The committees are: the Agency Executive Group; the Planning Coordination and Review Committee; the Agency Development and Administration Committee; the Operational Sub-Committees and the Internal Audit Committee.

Advisory committees are also an important component of this process and an effective consultative mechanism for fisheries management. The Department administers a number of advisory committees with representatives from the government and non-government sectors. The committees reflect the Department's commitment to inviting significant public participation in the formulation and implementation of strategies for fisheries management and industry development. A series of Ministerial Advisory Committees (MACs) are responsible specifically to the Minister for Fisheries.

Agency Executive Group (AEG)

The AEG comprises the Executive Director, the Department's two directors and the managers of the Finance and Administration Branch, the Strategic Planning and Policy Branch and the Corporate and Community Relations Branch. The AEG is responsible for the overall strategic and financial direction of the Department arising from internal and external consultative processes, priority setting and resource allocation, and the administration of risk management processes.

The AEG also deals with issues referred to it by the PCRC and the ADAC (see below) and by the Department's directors and managers.



Operating Structure

Planning Coordination and Review Committee (PCRC)

The PCRC is made up of the Executive Director, the Department's two directors, its program managers, branch managers and senior research scientists. It monitors and reviews departmental programs, projects and service delivery, and advises the AEG on program planning and priorities to assist the budget preparation process.

The PCRC also advises on strategic policy issues arising from, and across, programs and provides a forum for discussion on key fisheries policy and related issues.

Agency Development and Administration Committee (ADAC)

The ADAC is responsible for the general management and administration of the Department as a public sector organisation. Consisting of members from all corporate service areas, the ADAC is responsible for the financial, information technology, human resource and administrative issues within the Department and advises the AEG on strategic and budget planning for Departmental infrastructure and internal administration.

The committee also oversees compliance with statutory obligations and internal policies and standards for Departmental administration in areas such as asset management, financial management, records management, intellectual property and information and human resource management.

The ADAC is supported by a number of committees including the Occupational Health and Safety Committee and the Equal Employment Opportunity and Diversity Committee.

Operational Subcommittees (OSCs)

The PCRC is supported by a number of fishery or program-specific Operational Subcommittees (OSCs) which provide information to assist program managers and project leaders in developing annual operating budgets. The OSCs also monitor expenditure and performance against project objectives and report to the PCRC as appropriate and develop new project proposals arising from internal and external consultation and planning processes.

Internal Audit Committee (IAC)

The IAC maintains and manages the Department's internal audit function on behalf of the Executive Director. The committee assists the Executive Director to identify and quantify the risks to the achievement of the Department's goals, and to ensure its operations and functions are effectively reviewed.

Public Consultation/Advisory Committees

The management of fisheries resources is based on the principle that Government is the ultimate custodian of what is a community natural resource. Through 'participatory decision-making', resource users can become directly and formally involved in management decision-making processes.

The Department of Fisheries recognises that sustainable use of fish resources can happen only by ensuring that stakeholders have a strong sense of stewardship and involvement in the management of fisheries.

The Department is committed to continuing to consult with fisheries stakeholders and to ensuring effective participatory decision-making processes are maintained. It supports the initiative of the State Government's *WA Citizenship Strategy 2004–2009* and utilises the guidelines in the *Consulting Citizens: Planning for Success and Engaging with Aboriginal Western Australians* documents to plan specific consultation programs.

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The majority of committees have been established under the *Fish Resources Management Act 1994*, with the Pearling Industry Advisory Committee (PIAC) established under the *Pearling Act 1990*. See www.fish.wa.gov.au for a complete listing of members of statutory and non-statutory advisory committees.

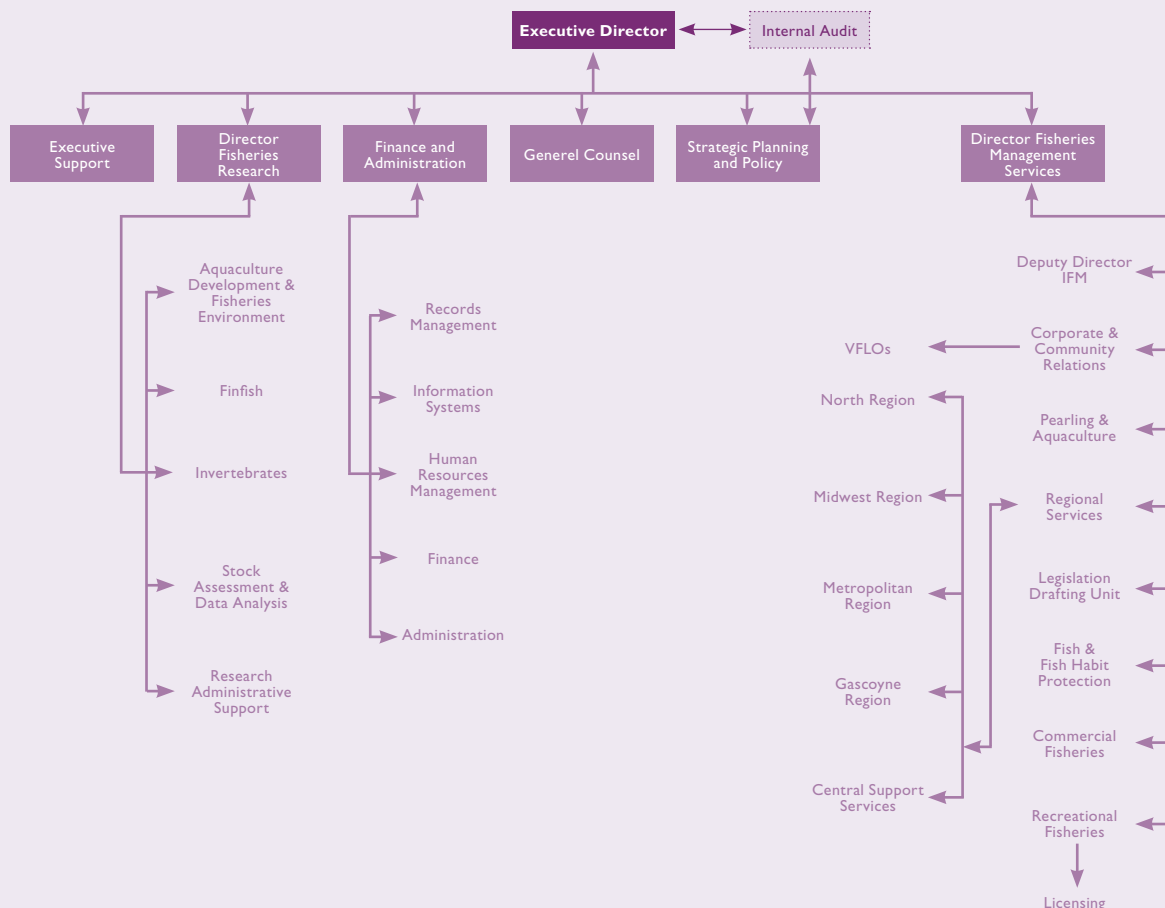
In commercial fisheries, where the formation of an advisory committee is not warranted, the Department aims to ensure that meetings are held with licensees on at least an annual basis. Consultation with interest groups and individuals not directly involved in commercial fishing occurs through the publication of management papers for public comment, seminars and regular stakeholder surveys.

The Department of Fisheries Operations

The Department operates from its head office in Perth and in other metropolitan and regional areas as follows:

- The Fisheries Research Division operates from the Western Australian Fisheries and Marine Research Laboratories at Hillarys and Pemberton.
- The International Operations Branch is located at the site of the former Western Australian Marine Research Laboratories at Waterman Bay.
- The Fleet Maintenance Centre operates from Capo D'Orlando Drive in Fremantle.
- The Regional Services Branch of the Fisheries Management Services Division has regional offices at Broome, Carnarvon, Geraldton, Fremantle and Albany, with a further 13 district offices throughout the State.

DEPARTMENT FUNCTIONAL STRUCTURE CHART AS AT 30 JUNE 2005



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Executive Team

The Executive Management team of the Department of Fisheries consists of the Executive Director, the Director of Fisheries Management Services and the Director of Fisheries Research. They are supported by the Agency Executive Group, which consists of the Manager of Finance and Administration, the Manager of Strategic Planning and Policy, and the Manager of the Corporate and Community Relations Branch as an observer.

EXECUTIVE MANAGEMENT TEAM

Dr. Peter Rogers* BSc (Agric) (Hons) MBA FAICD
Executive Director

As Executive Director of the Department of Fisheries for the past 15 years, Peter Rogers has overseen a dramatic transformation of the Department. He has worked for the Department for all but two of the past 32 years, accumulating broad experience and specialist knowledge in all facets of fisheries resource management.

Peter's role in the Department has been integral to the implementation of Ecological Sustainable Development of fisheries and their reporting and dealing with allocation under a now Government adopted Integrated Fisheries Management framework.

This commitment to the fishing industry and community of Western Australia was publicly recognised when Peter was awarded an honorary doctorate in Science from Murdoch University in April 2005.

** Terms of Appointment: The Executive Director is appointed under Part 3 of the Public Sector Management Act 1994. The current five-year term of the Executive Director expires on 8 September 2005.*

Peter Millington BSc (Hons) M Env St. MSc FAICD

Director, Fisheries Management Services

Peter is responsible for the program, policy and service delivery elements for the Department. He has worked for both the State and Australian Government in fisheries management and policy.

He is particularly interested in the allocation and equity issues in fisheries management. Peter is also committed to ensuring that service elements of the Department are delivered in the most efficient and effective manner possible.

Jim Penn Dip Ag, BSc PhD

Director, Fisheries Research Services

Dr Jim Penn has been Director of Research and chief scientist for 17 years, within a career with the Department of Fisheries spanning 36 years. His extensive research and management expertise has involved work on most of the State's major fisheries and their environments.

Jim is responsible for the Department's strategic research which provides the information to underpin the Department's successful natural resource management programs.

AGENCY EXECUTIVE GROUP

Heather Brayford BSc Grad Dip Bus GAICD,
Manager, Strategic Planning and Policy

Heather has been with the Department of Fisheries since 1986, principally in the fisheries policy area. She is currently the Manager Strategic Planning and Policy and has held that position since the beginning of 2002.

Heather's experience extends across the commercial, recreational fishing and aquaculture sectors and includes management of the Pearling Sub-Program within the Pearling and Aquaculture Program.

Bruno Mezzatesta BBus FCPA GAICD

Manager, Finance and Administration

Bruno is responsible for the operations of the Finance, Human Resources and Information Management branches. He has more than 20 years' experience covering all aspects of government finance, including periods with the Office of the Auditor General and the Department of Treasury and Finance.

Bruno played a critical role in the development and implementation of award winning accounting systems and processes that support the operations of the Department.

Andrew Cribb B.A.

Manager, Corporate and Community Relations

Andrew has enjoyed a number of senior roles with the Department over the past 17 years, most recently Manager of the Department's Corporate and Community Relations Branch and previously Recreational Fisheries Program Manager.

Major projects in recent years have included the restructure of the Department's community relations program, planning the development of a fresh approach to community education incorporating the new Hillarys education centre, strategic planning for the management of the State's recreational fisheries, restoration of the Shark Bay inner gulf snapper fishery, the development of four major regional management strategies for recreational fisheries and the introduction of a licensed charter fishery.

Greg Paust BAg.Sc.

Deputy Director, Integrated Fisheries Management

Greg Paust has a wealth of experience in natural resource management. He joined Fisheries in 1996 as Pearling and Aquaculture Program Manager during which time he was responsible for implementing the Department's aquaculture development initiative. He also represented the Department on a number of national committees.

In 2004 he was appointed to lead the team that is implementing the Integrated Fisheries Management initiative.

Greg holds a Bachelor of Agricultural Science and will complete his MBA at the University of Western Australia later this year.

DECLARATION OF INTERESTS

The Executive Management team of the Department of Fisheries acknowledges the requirement to declare any existing or proposed contract between the Department and a senior officer and reports there are no conflicts of this nature to declare.

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