

Your fish. Your future.

Department of Employment, Economic Development and Innovation

Queensland Fisheries Strategy

2009–14

PR09-4059

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Queensland Fisheries Strategy

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Table of contents

From the Minister.....	3
About Fisheries Queensland.....	4
Aims of the strategy.....	7
Strategic objectives, goals and strategies: 2009–14.....	14
Implementing the strategic plan.....	23



From the Minister

Fishing is integral to Queensland's lifestyle and economy, and is part of what makes us a strong and green state. As part of its Q2 vision, therefore, the Queensland Government is committed to sustainable fisheries that support strong commercial and recreational fishing sectors.

Every year in Queensland almost a million people fish for a living, for recreation, or for traditional and customary purposes. Countless others rely on sustainable fisheries as the focus of tourism and other businesses.

But there are major challenges ahead.

Our fisheries resources are under significant stress. Our challenges include the potential for over-exploitation by all fishing sectors, increasing consumer demand for fisheries products, rising population, coastal development, pressures on freshwater fish environments, the effects of climate change, biosecurity risks, import competition and rising production costs. We also need to resolve increasing conflicts between commercial and recreational fishing and other uses of the sea.

We must not underestimate the gravity of these challenges.

Over the past two decades, Queensland fisheries management has been reformed to the point where most fish resources are now managed sustainably. We must maintain that achievement and extend it to those few species still at risk.

However, we also need to moderate the cost of that achievement—the financial cost of management to taxpayers, and the economic cost to businesses and individuals involved in fishing and in supporting fishers. We also need to moderate the complexity of regulation impacting on the enjoyment and livelihood of Queenslanders.

The lessons are quite clear—despite the beauty and richness of our natural environment, we cannot continue to fish as we have in the past, and we cannot manage our fisheries resources using the tools of the past.

The Queensland Fisheries Strategy: 2009–14 sets new directions for the management of our fish habitats, the tools and processes we use to manage fisheries harvest, and the ways in which we can enhance the value of fishing and related industries.

The strategy emphasises the three key investment areas of habitat, harvest and value, and brings a tight focus to Queensland Primary Industries and Fisheries' drive to maximise the economic potential of Queensland's primary industries on a sustainable basis.

The strategy adopts a set of guiding principles to underpin future developments—knowledge, relationships, partnerships, responsibility and investment. These principles and the three key investment areas provide a sophisticated framework for management strategies that will take Queensland fisheries to 2014 and beyond.



A handwritten signature in black ink that reads "Tim Mulherin". The signature is written in a cursive, slightly slanted style.

The Hon. Tim Mulherin MP

Minister for Primary Industries, Fisheries and Rural and Regional Queensland

About Fisheries Queensland

Fisheries Queensland is responsible for fisheries management, policy and habitat protection in Queensland. The primary legislative mandate for fisheries management is Queensland's *Fisheries Act 1994*. Fisheries Queensland is a business group in Queensland Primary Industries and Fisheries (QPIF), part of the Department of Employment, Economic Development and Innovation (DEEDI)—the Queensland Government agency responsible for delivering jobs growth through economic development, innovation and trade.

Queensland's fisheries are managed under the principles of ecologically sustainable development, and the government must ensure everyone uses and conserves fisheries resources in a way that secures long term environmental, economic and social outcomes.

More than 320 staff, working from 30 locations, provide a full range of services to Queensland's fishing sectors, including compliance, policy, research and development, industry development, education, data collection, monitoring and administration.

Through its broad span of responsibilities, QPIF's mission is to maximise the economic potential of Queensland's primary industries on a sustainable basis.

The aim of fisheries management and development in Queensland is to maximise the value of fisheries resources for all Queenslanders by:

- managing fisheries resources in an ecologically sustainable way
- sharing resources equitably
- facilitating the growth of the aquaculture sector
- supporting profitable commercial fisheries
- maximising the recreational fishing experience
- respecting traditional and customary fishing
- protecting fish habitats.

This management is a shared responsibility between state and federal government agencies, the community, the aquaculture industry and the recreational, commercial and Indigenous fishing sectors.

Three key elements

A fresh direction for Queensland's fisheries begins with an understanding of the three key elements at the basis of any sustainable fisheries management process. We need to:

1. Protect habitat

Protecting fish populations into the future depends on carefully conserving and managing fish habitats from key threats. It also involves sustaining and enhancing freshwater and marine resources.

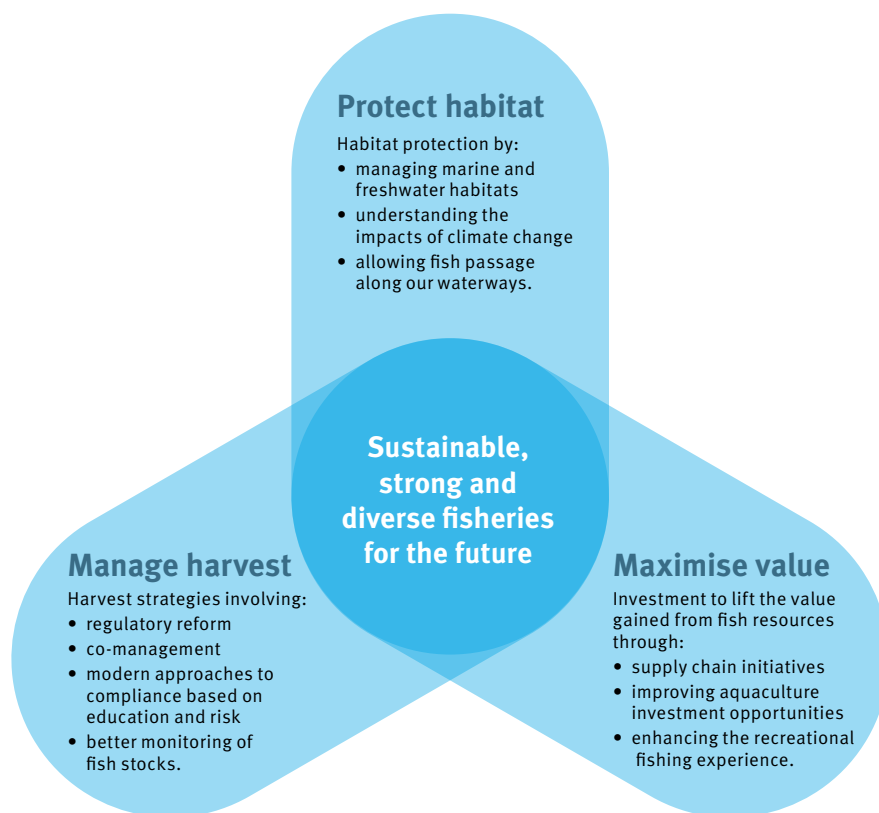
2. Manage harvest

Harvest strategies ensure that individuals, businesses and communities fish in an ecologically sustainable way. These strategies are informed by good data and understanding of fish, stocks, fisheries habitats and ecosystems. They are implemented on a partnership basis in a way that minimises the burden borne by taxpayers and fishers.

3. Maximise value

Enhancing the value to the community from its fisheries resources will be achieved by fostering investment in fishing and related industries, enhancing the recreational fishing experience and helping commercial fishing and aquaculture meet growing consumer demands for their high-quality, nutritious product.

Investment in habitat, harvest and value will help realise the government's ambitions for a strong, diverse economy, encouraging investor confidence while at the same time protecting our environment and fostering our unique lifestyle.





“Fishing is integral to Queensland’s lifestyle and economy, and is part of what makes us a strong and green state.”

Tim Mulherin, Minister for Primary Industries, Fisheries and Rural and Regional Queensland

Aims of the strategy

The management of fisheries resources is inherently complex. Hundreds of different species are landed in Queensland, each with their own biology. Fisheries are a public resource, contested by thousands of commercial producers and hundreds of thousands of recreational fishers. Queensland fisheries cross a number of jurisdictions. This complexity has generated a vast legislative framework of regulations, procedures, practices, rules, limits and permit conditions.

This strategy recognises the complexity of fisheries management issues and the diversity of stakeholders' needs and aspirations, and proposes a systematic approach to addressing them over the next five years.

The strategy aims to:

- articulate a vision for the management of Queensland's fisheries resources
- set out high level objectives and goals for fisheries in Queensland
- identify the key initiatives that will be pursued to achieve these goals
- position Queensland favourably within the changing national and international environment.

In 2014:

- Queensland fisheries are managed as one of the many uses of the marine environment, informed by ecosystem considerations, which secures space for recreational and commercial fishing and minimises conflict with other uses of the sea.
- Consumers eat Queensland fish caught, and increasingly farmed, in an environmentally friendly way.
- Fishing businesses respond to rising consumer demand for quality, nutritious seafood.
- Harvesting the resource through commercial, recreational and freshwater fishing and aquaculture continues to make a significant economic and social contribution to our lives by providing jobs, attracting tourists, providing high quality fresh fish and maintaining the character and cultural identity of communities throughout Queensland.

The overall objective for Queensland's fisheries is to get the best possible long term economic benefits for society through effective management and sustainable exploitation, including the use of precautionary principles to make sure that we maintain healthy ecosystems and protect valued species and habitat.

A 'Fresh Approach'

As part of the Fresh Approach initiative for the development of Queensland's primary industries, QPIF will seek to deliver flexible, responsive and efficient services through high-quality partnerships.

Guiding principles

Five principles will guide the transformation of fisheries management and development in Queensland during 2009–14 to ensure it is:

- driven by knowledge
- informed by relationships
- delivering valued services through partnerships
- founded on responsibility
- sustained by investment.

Cultural change

Over the past 20 years, there has been enormous cultural change among fishers. Earlier exploitative attitudes have been replaced by a widespread understanding of ecological limitations and the principles of responsible fishing. The 'free-for-all' of earlier decades has been replaced by a reliance on rules and regulations to achieve sustainability outcomes. Nevertheless, further cultural change is required. It is time for all those involved in fishing to move towards *shared understanding* and *shared responsibility*.

What factors are driving change?

Fishing is a major part of the Queensland lifestyle and a significant contributor to our economy and communities.

In 2007–08, the Queensland commercial fishing sector produced seafood valued at \$203 million. In addition, aquaculture provided a \$76 million boost to the economy. Fishing also contributes to the state's economy through tourism and the industries that support fishing (including boat building and maintenance, and camping and fishing supplies).

While there are positives, the challenges to our fishing industry are great. Facing these challenges and anticipating the impacts of outside influences will help set the course for a stable and sustainable future.

Population growth

More than 85% of Queensland's population live on the coastal fringe. Predicted strong population growth means that the intensity of activity and development in coastal zones is likely to persist. This places fisheries resources under pressure through habitat disturbance, development, localised depletion of fish stocks, pollution and the introduction of exotic pests.

Changes in markets

Global demand for seafood is burgeoning. Because wild-catch fisheries are struggling to meet this demand, aquaculture is gaining an increasing share of global markets. These trends create opportunities for Australian producers in both export and domestic markets, but they also create import competition from the growing low-cost aquaculture producers in Asia. Australian producers are also impacted by ongoing exchange rate fluctuations.

Industry viability

Commercial fishing and aquaculture are generally small business owner–operator ventures. However, there is a trend to consolidate into larger concerns accessing economies of scale and global supply chains.

Rising energy and production costs are placing pressure on the viability of fishing fleets around the world. Energy costs are likely to rise further as global economies come to terms with environmental trading schemes.

Investment growth in aquaculture has been restrained recently after rapid growth in the late 1980s and the 1990s. Dominated by prawn and barramundi farming, aquaculture is the only industry sector with the capacity to significantly increase the state's seafood production. Experience elsewhere indicates that aquaculture is an important development opportunity for many regional centres.

Continuous improvement to regulation

Access to fisheries resources has been constrained by government initiatives to protect the environment and to share marine and freshwater resources between competing users.

All regulations involve a cost—including administrative costs to taxpayers, and compliance costs to businesses and individuals, as well as a broader economic impact as regulations impinge on innovation, business opportunities and investment. Governments need to constantly revise their regulatory arrangements to ensure that regulations continue to achieve their objectives without imposing unnecessary costs. Nowhere does this apply more strongly than in fisheries.

Market opportunities are strongest where producers can demonstrate not only the quality of their product, but also the sustainable management of their fish stocks. Australia has in place a unique system for independent assessment of fisheries sustainability, which has contributed to international recognition of Australian fisheries as among the most sustainable in the world, and local aquaculture as world's best-practice for environmental standards.

Climate change

Fisheries production will be directly affected by climate change through changed patterns of rainfall and flow events, water temperature changes, fish habitat transitions, changes in stock distribution and the increased frequency of extreme weather events. Fish habitats are particularly vulnerable to climate change when combined with the pressures of population growth and increasing coastal development.

Current management environment

Approach to regulation

Nationally, fisheries management is dominated by regulatory instruments that govern a wide range of activities in the commercial and, to a lesser extent, recreational fishing sectors.

Over many years Queensland's fisheries management has developed a vast legislative framework of regulations, procedures, practices, rules, limits and permit conditions. While this system has developed with the best intentions of government and industry, it has resulted in a relatively inflexible system that can be slow to respond and may now be less effective in terms of achieving the goals for which it was originally developed.

A system that is more flexible, adaptive, responsive, and able to deliver timely outcomes is required to meet the demands of dynamic fisheries ecosystems, the stakeholders that use its resources, and our legislative commitment to ecologically sustainable development.

Ultimately, fisheries management is about risk—such as minimising the risks of a fishery collapsing and of unacceptable ecosystem impacts. Fisheries regulation is increasingly based on risk management and the use of precautionary principles. Governments also increasingly understand the importance of sharing risk and responsibility for fisheries management with industry and the community.

Multiple jurisdictions

Management of Queensland's aquatic ecosystems is shared among a number of environmental state government agencies, the Great Barrier Reef Marine Park Authority and local government. Tools used to manage the aquatic ecosystem include marine parks, zoning plans, Declared Fish Habitat Areas, coastal planning schemes, and various fisheries closures.

Some fish stocks are shared and managed by two or more other jurisdictions (Australian Government, Papua New Guinea, New South Wales and the Northern Territory), creating additional complexity.

Queensland fisheries accredited under the *Environment Protection and Biodiversity Conservation Act 1999* have been assessed as having management arrangements that are ecologically sustainable.

Investor confidence

Potential investors, fishers, tourist operators and fish farmers (aquaculturists) need clarity and certainty about the management environment to enable them to invest with confidence. This can only be achieved through government processes that are timely, transparent, consistent and equitable.

Investment decisions need to be made with a strong understanding of risk. The commercial sector is increasingly managing risk through a range of business tools, including codes of conduct or practice for various sectors of the fishing and aquaculture industries.

The necessary focus on sustainability over the last two decades has meant that less attention has been paid to industry development for wild-catch fisheries than for other primary industries.

Whole-of-government commitment to swimmer safety

The Shark Control Program will continue in its present form, netting areas adjacent to major Queensland swimming and surfing beaches to mitigate the risk of shark attack. The program will also continue to help remove non-target species from shark nets and monitor the efficacy and cost-effectiveness of alternative technologies that may offer swimmer safety.



Facing these challenges and anticipating the impacts of outside influences will help set the course for a stable and sustainable future.

Case study: Seafood supply chain



A recent study of the seafood supply chain, investigating the profitability of Queensland's commercial fisheries from ocean to plate, highlighted the need for significant change within the sector.

Jointly funded by the former Department of Primary Industries and Fisheries, the Queensland Seafood Industry Association and the Queensland Seafood Marketing Association, the diagnostic study examined the domestic supply chain for Queensland-caught prawn, coral reef fin fish, and inshore fin fish species.

The study was prompted by a decrease in profitability in the commercial fishing sector—in particular the trawl industry—and found that many factors were currently impacting on the industry's ability to remain viable.

The study found that changes to management arrangements during the past eight years have ensured Queensland's fisheries will remain ecologically sustainable into the future; however, in order to be profitable, the industry needs more than just access to a sustainable resource.

The study highlights significant changes that need to occur within the fishing sector, with a strong focus on both marketing seafood and industry development.

Government is now negotiating with industry to deliver recommendations in the report and ensure Queensland's fisheries are viable and sustainable for the future.



“The strategy emphasises the three key investment areas of habitat, harvest and value.”

Tim Mulherin, Minister for Primary Industries, Fisheries and Rural and Regional Queensland

Strategic objectives, goals and strategies: 2009–14

The following goals and initiatives represent a blueprint for Fisheries Queensland to work with the state's fishing industry and community stakeholders to further develop a sustainable, responsible and valued industry.

Strategic objective	Goals	Strategies
<p>A. Sustainable resources—investing in habitat</p>	<ul style="list-style-type: none"> • Maintain the sustainability of Queensland’s fisheries resources and habitats, including a move towards ecosystem-based fisheries management. • Maximise the area and quality of habitat supporting fisheries resources. • Minimise conflict over issues relating to the preservation of fish habitat in its broadest sense. 	<p>A1: Develop an achievable approach to ecosystem-based fisheries management in conjunction with key stakeholders, Commonwealth and state agencies and the community.</p> <p>A2: Collect, analyse and report to the community on fishery-related activities within the identified ecosystem-based framework.</p> <p>A3: Monitor the condition of fish habitats and assess risks.</p> <p>A4: Build and maintain strategic partnerships in support of fish habitats.</p> <p>A5: Coordinate rehabilitation of freshwater and marine habitats to ensure that fisheries habitat management is undertaken in conjunction with economic development (e.g. coastal development).</p> <p>A6: Continue and expand targeted education programs to underpin and enhance all fisheries activities and fish habitat management.</p> <p>A7: Develop a strategy for the future of the Declared Fish Habitat Area network.</p> <p>A8: Integrate pest fish activity with the Queensland <i>Biosecurity Strategy</i>.</p> <p>A9: Facilitate policy advice, research and development, and input into planning instruments, with regard to fish habitat.</p> <p>A10: Facilitate policy advice, research and development, and input into planning instruments, with regard to climate change issues.</p> <p>A11: Provide best-practice design, advice, and operational procedures in relation to fish passage (fishways).</p> <p>A12: Review the role of Fisheries Queensland in assessing development applications in relation to fish habitats, aquaculture and waterway barrier works including coordinating habitat offset programs.</p>

Case study: New Declared Fish Habitat Areas



We continue to respond to the need to protect Queensland fish and their habitats.

Fish habitats have received a further boost in the past 12 months with two new Declared Fish Habitat Areas put in place.

The iconic Cleveland Bay (Townsville) and the Fitzroy River (Rockhampton) were given protection as Declared Fish Habitat Areas in recognition of their environmental and economic importance.

Declared Fish Habitat Areas offer protection to natural fish habitats from alteration and degradation associated with coastal development in the area.

However, Declared Fish Habitat Areas are still open to all forms of legal fishing and allow boating and community access.

Queensland now boasts 70 Declared Fish Habitat Areas, providing protection for more than 880 000 hectares of high-quality fish habitat.

The fish habitats of Queensland are a vital component in the state's multimillion dollar fishing and tourism industries. It is important that measures are put in place to protect these vital fish breeding areas for generations to come.

The declarations were a culmination of studies and consultation over more than five years by departmental officers.

In 2009, we celebrate the 40th anniversary of the establishment of the first Declared Fish Habitat Area in Queensland.

Strategic objective	Goals	Strategies
<p>Responsible fishing— investing in harvest</p>	<ul style="list-style-type: none"> • Introduce flexible and responsive harvest management through policy and legislative reform. • Allocate fishery resources fairly between competing users in line with the objective of maximising net community benefits. • Foster self-reliance and resilience through active engagement and partnering with industry. • Enhance understanding of the fisheries rules and an acceptable level of compliance with Queensland boating and fisheries legislation across all fishing sectors (commercial, recreational, charter and traditional). • Maintain access to existing markets and gain access to new markets for Queensland seafood. 	<p>B1: Review the existing legislative framework and develop tools that enable more flexible and responsive management of fisheries resources and fish habitats.</p> <p>B2: Embed harvest management within the ecosystem-based framework, in partnership with stakeholders and ecosystem managers, encompassing resource access as well as species management issues.</p> <p>B3: Progressively review the effectiveness of existing management tools with a view to shifting from costly controls on fishing inputs to more efficient controls on fishing output and the use of technology.</p> <p>B4: Develop harvest strategies for fisheries based on maximising economic yield (MEY) on a sustainable basis, incorporating a risk-based approach.</p> <p>B5: Develop models of co-management and regional management to share the responsibility of resource management with both users and the wider community.</p> <p>B6: Build capacity within sectoral groups to enhance participation in fisheries management and planning processes.</p> <p>B7: Partner with key stakeholders and the community to provide effective fisheries education.</p> <p>B8: Partner with other fisheries jurisdictions to ensure sustainable and profitable use of shared fishery resources.</p> <p>B9: Base assessment, monitoring, research and development activities on analysing and responding to risks to enhance community benefits on a sustainable basis.</p> <p>B10: Develop monitoring tools to ensure the sustainability of fishery resources on behalf of both the community and the fisheries sector, incorporating economic and social assessments.</p> <p>B11: Publish information on the sustainability status of fisheries as one of Fisheries Queensland’s key performance indicators.</p> <p>B12: Provide an effective deterrent and educational service to underpin habitat protection and responsible fishing activities across all sectors (commercial, recreational, charter and traditional), with compliance approaches based on education, risk and intelligence.</p> <p>B13: Provide a small craft safety program.</p>

Case study: East Coast Inshore Fin Fish Fishery review



The review of management arrangements for Queensland's East Coast Inshore Fin Fish Fishery—the largest and most diverse fishery in the state—has been the most comprehensive ever undertaken by Fisheries Queensland.

The fishery stretches from Cape York to the Queensland–New South Wales border. The main species taken include many of Queensland's most popular fish—barramundi, threadfin, several mackerel species, tailor, whiting, bream, flathead, shark and sea mullet.

With more than half a million recreational fishers and approximately 500 commercial operators accessing this fishery, the management arrangements needed to be reviewed so that they were more aligned with stakeholder expectations, while ensuring sustainability.

All stakeholders with an interest in this fishery, including commercial fishers, recreational anglers, tourism operators, local councils and the Indigenous community, were invited to have their say on the future management arrangements.

Throughout the consultation process, fisheries officers worked to build cooperative relationships with, and between, stakeholders to ensure a strong fishery for the future. It is envisaged that the relationships built through this process will provide a first step toward developing co-management arrangements for the future.

Strategic objective	Goals	Strategies
<p>Profitable industries—investing in value</p>	<ul style="list-style-type: none"> • Enhance the net value the community receives from access to its fisheries resources. • Improve the profitability, sustainability and investment confidence of commercial fishing in Queensland. • Facilitate growth of the state’s aquaculture sector. • Develop new, sustainable fishing industries. • Enhance the recreational fishing experience in Queensland. • Enhance the economic development opportunities available to inland communities from freshwater fishing activity. 	<p>C1: Develop and update business models to support a profitable seafood sector, including facilitating a better understanding of seafood supply chains and using this knowledge to optimise economic benefits to Queensland.</p> <p>C2: Collect, analyse and interpret information on the socioeconomics of recreational and commercial fishing.</p> <p>C3: Draft and implement a development plan for recreational fishing, building on the diversity of interests and opportunities available in the sector (e.g. tourism, community development).</p> <p>C4: Draft and implement a plan to support Aboriginal and Torres Strait Islander fishing.</p> <p>C5: Develop regional aquaculture plans for marine and land-based aquaculture to encourage new investment.</p> <p>C6: Facilitate marketing initiatives to assist the Queensland seafood sector.</p>

Case study: Aquaculture investment in Great Sandy Strait



Fisheries Queensland is working to secure future investment in the state's aquaculture industry through regional planning.

A marine aquaculture plan for the Great Sandy region will see Hervey Bay play a vital role in raising Queensland's aquaculture potential.

The Great Sandy Regional Marine Aquaculture Plan, due for release in 2009, will ensure any future aquaculture activities in the region are planned.

The plan will recommend the best sites for certain aquaculture methods, including rack, line and ranching methods. This will ensure any future activities comply with stringent controls in the area.

Recommendations take into account the Great Sandy Marine Park principles and

rules and come from extensive research that considers the environment, our commercial and recreational fisheries, and the tourism industry.

The potential benefits from farming these high-value products is something the community can look forward to. A prospering aquaculture industry has the potential to offer the Hervey Bay region great economic benefits.

In addition to the plan, a new policy to guide the allocation of Queensland's future aquaculture applications has also been developed for approval in 2009.

Both the plan and policy take into account all parties who are interested in our coastline, while also encouraging investment in the aquaculture sector.

What we mean by ...

Co-management

Co-management is an arrangement in which responsibilities and obligations for sustainable fisheries management are negotiated, shared and delegated between government, fishers and other interest groups and stakeholders.

Ecologically sustainable development

Ecologically sustainable development is using, conserving and enhancing the community's fisheries resources and fish habitats so that:

- (a) the ecological processes on which life depends are maintained
- (b) the total quality of life, both now and in the future, can be improved.

The nine principles of ecologically sustainable development, including the precautionary principle, are stated in section 3 of the *Fisheries Act 1994*.

Ecosystem-based fisheries management

Ecosystem-based fisheries management (EBFM) considers the impact fisheries have on all components of the broader aquatic environment. This includes managing the impact of fishing on target species as well as by-product species, bycatch species, threatened, endangered and protected species, habitats and communities.

Precautionary principle

The *Fisheries Act 1994* defines the precautionary principle as follows:

... if there is a threat of serious or irreversible environmental damage, lack of scientific certainty should not be used as a reason to postpone measures to prevent environment degradation, or possible environmental degradation, because of the threat.

Maximum Economic Yield (MEY)

MEY is the maximum economic return gained by fishers under a harvest strategy for a target species (refer to Figure 1). The point of maximum community benefit is lower than MSY.

Maximum sustainable yield (MSY)

MSY is the maximum sustainable extraction of a target fish species under a harvest strategy (refer to Figure 1).

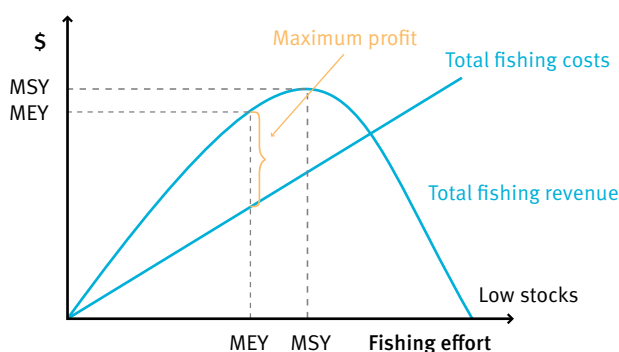


Figure 1. Representation of MEY and MSY

Regional management

Local communities are involved in making agreements or undertaking functions (facilitated by government) in relation to fisheries matters in the local area.

Sustainable

Fisheries are managed to get the best long-term benefits from the resource, while ensuring that activities are carried out in a way that does not breach environmental limits. We want everybody to make decisions and investments that take account of the long-term future of the fisheries resource.



Implementing the strategic plan

The Queensland Fisheries Strategy: 2009–14 will be implemented as part of the Minister’s vision for accelerated growth in primary industries and guided by an overarching service delivery framework. As part of the Fresh Approach initiative, this framework focuses on the tools and culture needed to improve client relationships. It outlines the principles that will guide QPIF’s development and delivery of products and services in the three main business areas of industry development, fisheries and biosecurity.

Where do we want to be?

QPIF aspires to be the leading state agency of fisheries and aquaculture management in Australia, and maintain our role nationally in the management of fish habitats. We will have reached this objective after fully implementing this strategy and achieving the strategic objectives (sustainable resources, responsible fishing, and profitable industries).

Stakeholders will be confident in the new fisheries systems and services provided, and we will have established our reputation as a trusted facilitator in the management of fisheries and fish habitats in the state. Management decisions will be based on an improved understanding of environmental, economic and social impacts. The government will have advanced toward an ecosystem based management approach to fisheries and will have made significant progress in implementing co-management arrangements to share the responsibility of fisheries resource management with both users and the community.

How are we going to get there?

Implementing this strategy involves some reorganisation within the department, and re-prioritising resources to achieve the goals outlined. We will direct more energy into building vibrant, robust partnerships with all key stakeholder groups and other government agencies, improving relationships and aligning work programs.

Our key targets

To focus our work, we have proposed targets for what will be achieved within one, three and five years.

By the end of 2010 we will:

- finalise the planning-based framework for marine aquaculture
- finalise the future vision for the Declared Fish Habitat Area network and review of Fisheries Queensland's approach to fish habitat conservation and enhancement
- complete an economic analysis of the commercial fishing industry
- create a commercial fisheries development unit within Fisheries Queensland
- finalise the recreational fishing development plan
- finalise an Indigenous fishing strategy
- revamp Fisheries Queensland's key performance indicators.

By the end of 2012 we will:

- finalise a harvest strategy framework and implement harvest strategies, including more efficient and effective management arrangements for a range of fisheries (e.g. rocky reef, east coast trawl)
- undertake value-for-money reviews of regulatory, administration and enforcement services
- significantly improve relationships with stakeholders and introduce sharing (co-management) arrangements where appropriate
- implement the recreational fishing development plan.

By the end of 2014 we will:

- implement a revised policy and legislative framework where regulation is clear and proportionate, does not impose unnecessary costs on businesses and individuals, and is responsive to changes in the natural and business environments
- approach fisheries management as a part of overall marine ecosystem management
- generate information and assessments informing less precautionary harvest strategies
- manage fisheries in a flexible framework with a large degree of co-management and local and regional decision-making
- enhance market rewards to commercial fishers by preferential sourcing and price premiums for products harvested sustainably with minimum waste, in line with customer demands for a quality, nutritious product.

How will we know if we are there?

The success of this strategy will be largely determined by the enthusiasm of stakeholders, the community and our staff to embrace and implement it.

Its success will be measured by a combination of stakeholder feedback, the positive changes it produces to conserve and manage fish habitats, the management of fisheries to harvest benchmarks and ecologically sustainable development standards, and the maximisation of the value of Queensland's fisheries resources.

We will implement annual review processes so that stakeholders can confirm the strategy is delivering on its stated initiatives.

