



Victorian Fisheries Authority

Annual Business Plan

2018/19

We're hooked on
SAFETY

A series of concentric, wavy lines in shades of blue and teal, starting from the bottom left and curving towards the right, creating a sense of movement and depth.

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Contents

Message from our Board Chair and CEO	2
1. Who we are.....	3
2. Our regulatory operating environment	8
3. Our performance framework	9
4. Our strategic priorities.....	10
How we'll measure success in 2018/19	11
5. Budget	16
Three-year indicative financial projection.....	16
Appendices	17
Appendix 1: Our Board	17
Appendix 2: External reporting measures	19



Message from our Board Chair and CEO

On behalf of the Board, Executive and Staff we are pleased to present the Victorian Fisheries Authority's (VFA) Annual Business Plan for 2018-19 (the Plan).

As we head into the second year of the VFA we have many positive opportunities ahead of us in delivering best practice fisheries management on behalf of the Victorian Government and community.

We are a modern, fit-for-purpose regulatory authority that effectively and efficiently delivers across all fisheries sectors, providing relevant and timely advice to government on a range of initiatives and opportunities while continuing to make a positive impact on fishing in Victoria.

The Plan sets out the VFA's priorities for the next financial year as we continue to implement our current strategy. It highlights the activities we will undertake to ensure efficiency and ongoing improvements to the sustainability and management of Victoria's fisheries resources. It also describes our budget for 2018/19 and budget projections for the next two financial years.

We will prioritise and allocate our resources and work with our diverse stakeholders to enable us to optimise their value to the community now and into the future.

Gail Owen
VFA Board Chair

Travis Dowling
VFA CEO

1. Who we are

Our purpose

The VFA has the responsibility of managing Victoria's fisheries resources in a co-ordinated and strategic way to ensure their ongoing sustainability, while supporting the value they deliver to the commercial, recreational and Aboriginal fishing sectors and aquaculture operators.

The VFA's function is to ensure that the Government, Victorian fishing sector and general community obtain the benefits of careful management to ensure demand can be sustainably supported into the future, matching demand to fish stocking while providing up-to-date information on resource condition that supports regulatory settings.

The VFA is an organisation that:

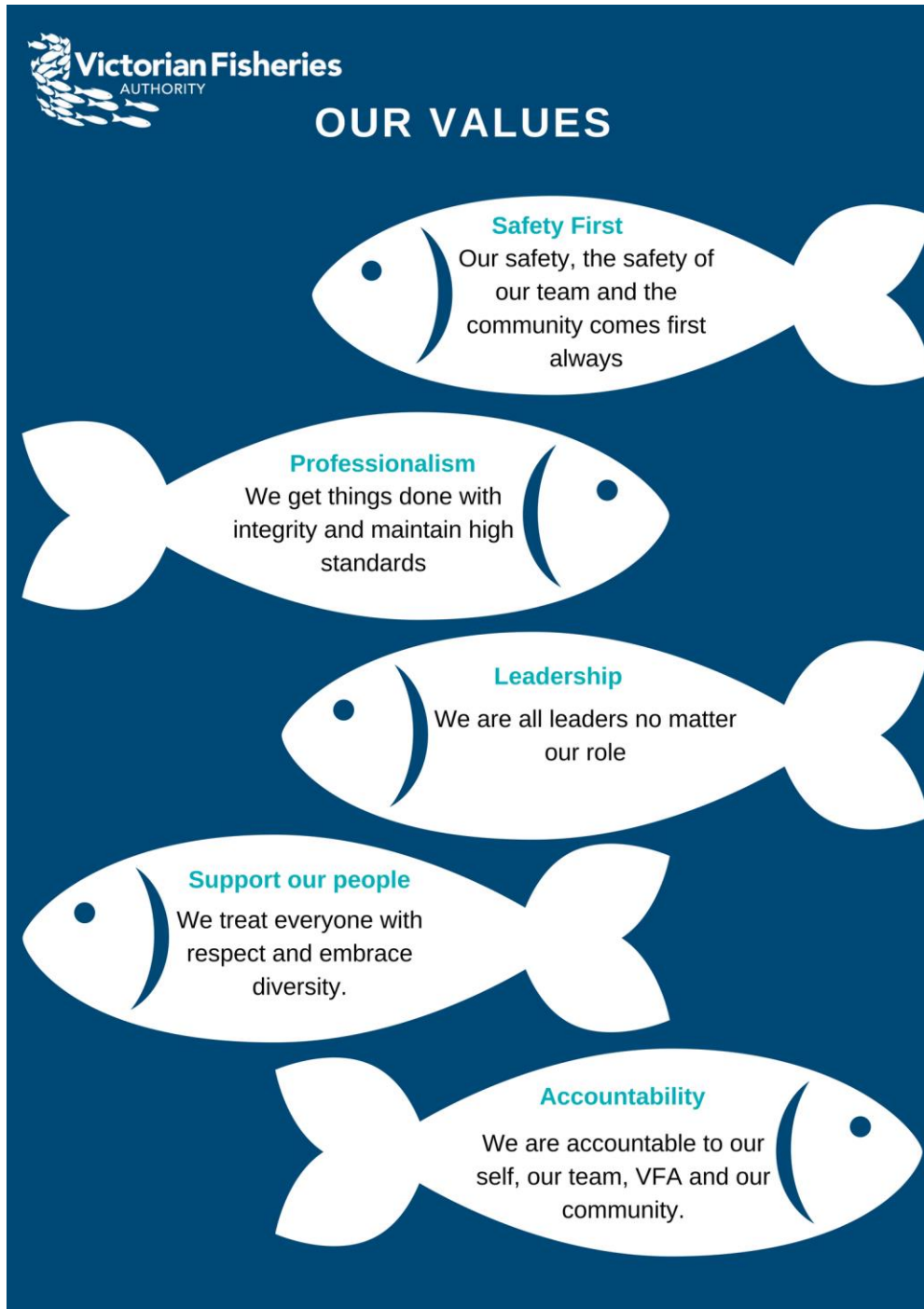
- Uses evidence and risk-based decision making.
- Provides frank, impartial and timely advice.
- Makes open and transparent decisions based on the best available information.
- Adopts a precautionary approach when there is a risk to sustainability.
- Respects rights and interests of legitimate users.
- Builds and maintains constructive relationships with stakeholders.
- Focuses on solutions and delivering outcomes.
- Recovers the reasonable costs of management and services.
- Is committed to continuous improvement.

Our vision

Secure, share and grow Victoria's fisheries for the enjoyment and benefit of current and future generations.



Our values



Our focus

We have some important tasks and many positive opportunities ahead of us in delivering best practice fisheries management on behalf of the government and community. Victoria's fisheries resources are generally on a sound footing; however, they will need careful management to ensure their ongoing sustainability.

Population growth and demographic changes are driving domestic and global demand for seafood, with demand for Australian product from countries such as China expected to continue to rise in coming years. We will need to ensure demand can be sustainably supported into the future. There is a great opportunity to grow value and build niche domestic and export markets for our premium seafood products. The aquaculture industry is expected to be a significant contributor to this growth in coming years.

The increased interest in recreational fishing in Victoria presents opportunities and challenges for fisheries management. Fish stocking and infrastructure need to be matched to demand, while regulatory settings need to be supported by up to date and comprehensive information on resource condition. Victorians receive significant social and economic benefit from this highly valued recreational pursuit.

We can better use our knowledge and skills to improve our evidence base, and with that make more informed decisions to manage our diverse fisheries. Technology is changing the way people fish. It is transforming the way people collect, create, receive and share information and their expectations about how services are delivered.

Climate change and the various impacts of human activity present both an opportunity and a threat for our fisheries. We are well positioned to work with other natural resource management agencies to continue to deliver great outcomes for Victorian fishers, whether they are commercial, recreational or Aboriginal. The protection of habitats important to fisheries is an important focus here, as are adaptation opportunities.

We will continue to closely engage with our diverse stakeholders to ensure we understand their needs and aspirations as we work to deliver fisheries programs on behalf of the government, taking into account its policies and priorities.

We must constantly evolve and adapt to this dynamic operating environment to ensure Victoria continues to enjoy, and realise the full potential of, the social, economic and cultural value that comes from this important community resource.

Our key stakeholders

Active and strategic engagement of stakeholders in fisheries management is critical to achieving long-term sustainability outcomes and innovative and cost-effective management. This requires long-term investment in relationships based on mutual trust and respect.

We work with many stakeholders spanning government, public sector agencies, community groups, Aboriginal groups, fishing sectors and conservation groups. Our key stakeholders include licenced fishers in the commercial and recreational sectors; the prescribed peak industry associations (Seafood Industry Victoria and VRFish) and other relevant fishing industry associations; the Department of Economic Development, Jobs, Transport and Resources; the Department of Environment, Land, Water and Planning; Catchment Management Authorities; Victorian Traditional Owner Groups, the Fisheries Research and Development Cooperation; the Victorian National Parks Association; Environment Victoria; and the Marine and Coastal Community Network.

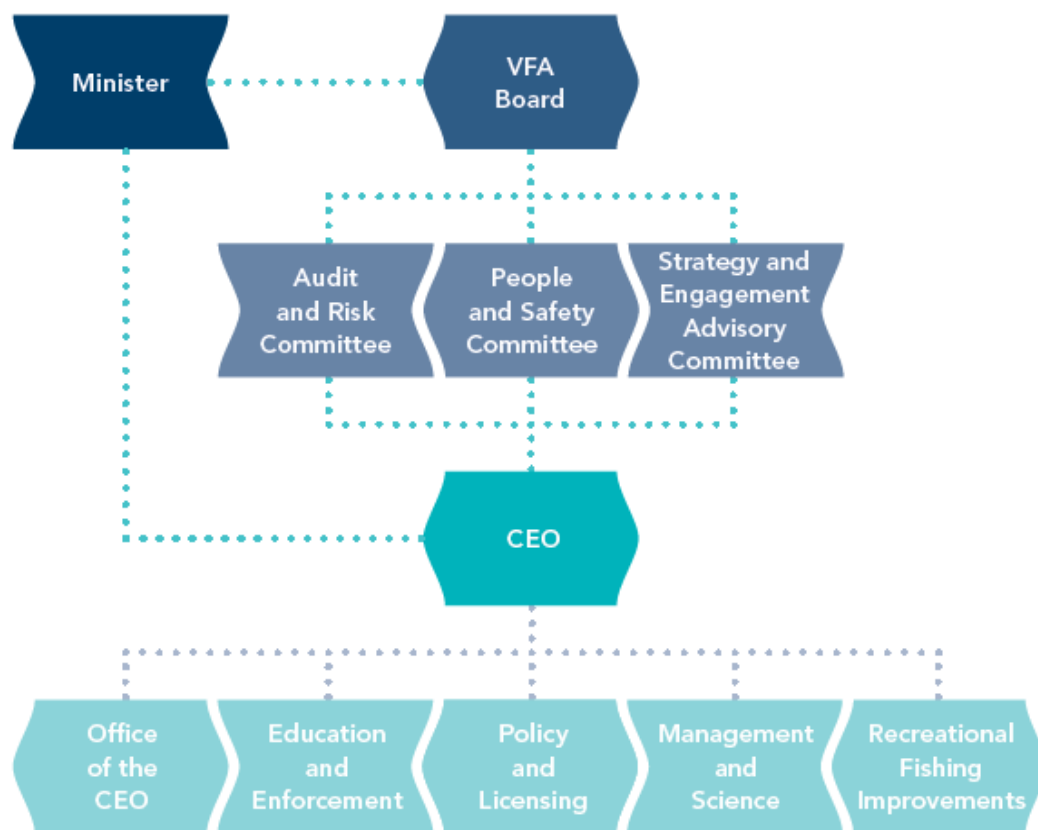
The VFA will continue to engage with our stakeholder groups through advisory committees, working groups, port visits, fishing club and community events and through written consultation.

Our structure

The VFA is accountable to the Minister of Agriculture for the exercise of its functions and is governed by a Board. The Board is responsible for the overall governance, risk management and strategic direction of the VFA. Three subcommittees have been established to assist the Board in its functions and to provide independent assurance and assistance to the Board to ensure the VFA meets its corporate governance requirements. The subcommittees are: Audit and Risk, People and Safety, and the Strategy and Engagement Advisory Committee.

The VFA is managed by a senior executive team who work closely with the Board to set, monitor and review the strategic direction of the VFA.

Chief Executive Officer (CEO) manages the day-to-day operations of the VFA under the direction of the Board and is responsible for implementing the VFA's vision and strategic objectives. The CEO is accountable to the Board for the day-to-day expenditure, operational activities and administration of the VFA.



Our people

Five business units deliver a suite of programs and initiatives to support the CEO and the functions of the VFA:

Fisheries Management, Aquaculture and Science

- The unit delivers core regulatory fisheries science, management and aquaculture services, including undertaking fish stock assessment and monitoring and setting total allowable commercial catch for the rock lobster, abalone, giant crab, Port Phillip Bay and ocean scallop and urchin fisheries.

Policy and Licensing

- The unit delivers operational policy, access and governance arrangements, planning, and program management. The unit also administers recreational and commercial licensing, quota trading, permitting and commercial catch and effort reporting.

Education and Enforcement

- The unit develops and implements state-wide education and enforcement strategies and plans, policies and standards, tasking and coordination, governance, performance management and reporting processes. The unit also undertakes state-wide investigations and compliance operations to address serious organised fisheries criminal activity and delivers regional compliance operations that address strategic priorities as set out in the annual *Compliance Strategic Assessment* and associated *Control Strategy*.

Recreational Fishing Improvements

- The unit delivers recreational fishing improvement activities, supports the disbursement of Recreational Fishing Licence funds to improve recreational fishing in Victoria and manages formal consultation on statutory decisions such as proposals to amend bag and size limits.

Office of the CEO

- The unit supports the CEO in managing the day to day operations of the VFA, particularly for financial and other corporate service functions. The office plays a leading role in supporting the effective operation of the VFA board and committees by providing secretariat and other services.



2. Our regulatory operating environment

The VFA was established on 1 July 2017 under *the Victorian Fisheries Act 2016* (the Act). The Act outlines the objectives of the VFA and describes the operating environment as including regulatory enforcement; supporting the development of sustainable and responsible recreational and commercial fishing and aquaculture industries; development of fisheries management plans; provision of advice to the Minister; and administration of the licensing scheme.

The objectives of the Act are to:

- a) Promote sustainability and responsibility in fishing and fishing-related activities in Victoria;
- b) Optimise the social, cultural and economic benefits of the fisheries sectors;
- c) Support the development of recreational fishing;
- d) Support the development of commercial fishing and aquaculture;
- e) Work cooperatively with fisheries management bodies in other States, Territories and the Commonwealth; and
- f) To perform its functions and exercise its powers in any manner it considers best to achieve its objectives.

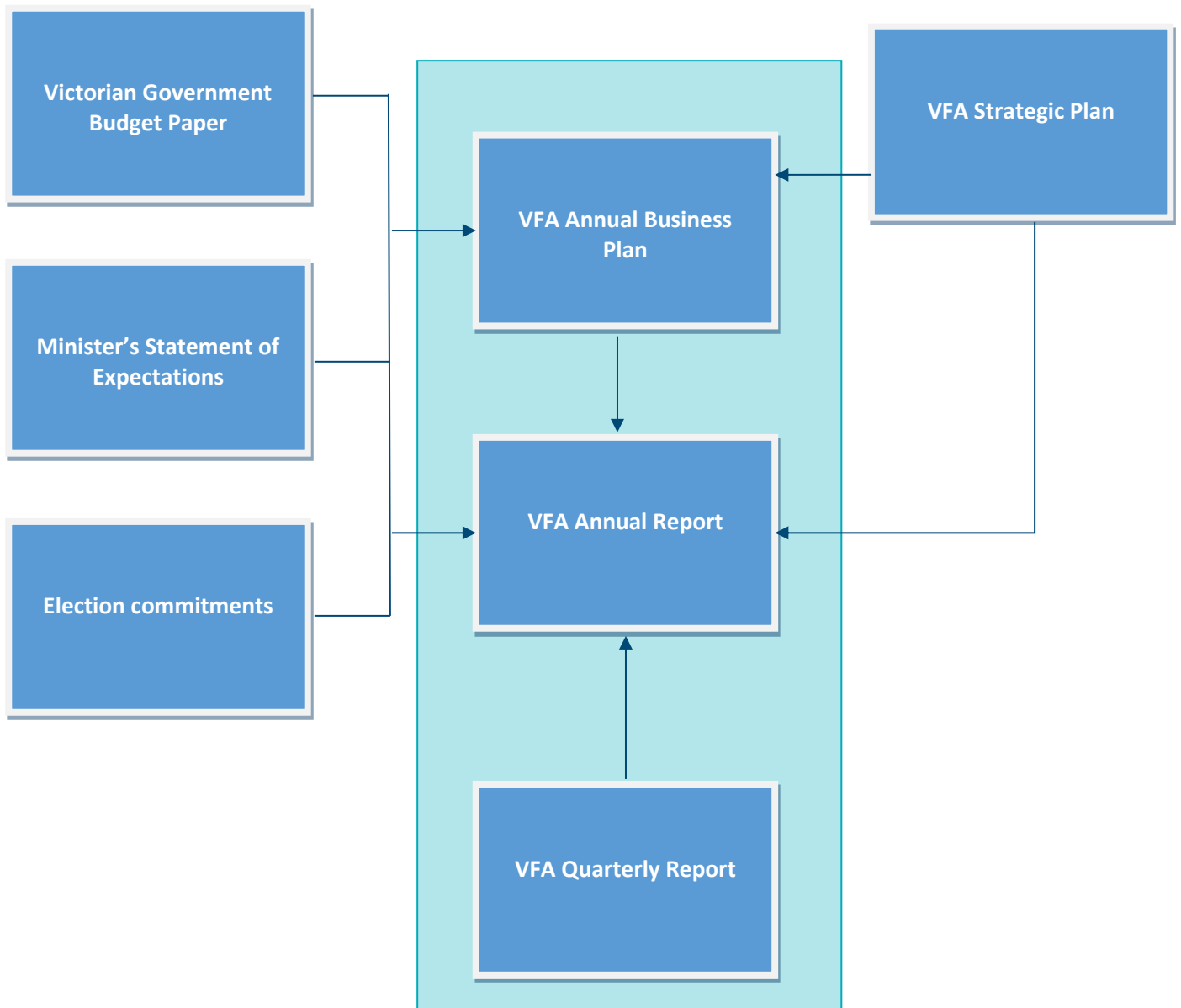
The Act sets out guiding principles for the VFA to ensure that it:

- Uses integrated decision- making;
- Applies the triple bottom-line of economic, social and environmental cost and benefits assessments;
- Ensures equality;
- Uses an evidence-based approach when making decisions;
- Consults effectively and engages appropriately with stakeholders; and
- Makes open and transparent decisions based on the best available information.

In addition to the Act, the VFA exercises its functions through the *Fisheries Act 1995*, which provides a legislative framework for the regulation, management and conservation of Victorian fisheries and establishes the *Fisheries Regulations 2009* and the *Fisheries (Fees, Royalties and Levies) Regulations 2017*.

3. Our performance framework

The VFA has numerous planning and reporting requirements that shape the funding arrangements, priority focus areas and performance measures each year. The Victorian Government Budget Paper, election commitments and the Minister's Statement of Expectations outline the services to be provided by the VFA and the spending and performance targets the VFA needs to meet. These documents, in association with the VFA Strategic Plan, determine the priorities to be set out in the VFA's Annual Business Plan and the measures upon which the VFA reports through its annual and quarterly reports.



4. Our strategic priorities

In fulfilling its responsibilities, the VFA is guided by four strategic priorities that highlight our role in delivering best practice fisheries management. The priorities support and build on our vision to secure, share and grow Victoria's fisheries for the enjoyment and benefit of current and future generations.

Strategic Priority 1: Sustainable fishing and aquaculture

Strategic Priority 2: Clear resource access and sharing arrangements

Strategic Priority 3: Increased economic, social and cultural value

Strategic Priority 4: Effective and enabling Authority

The strategic priorities direct the way we allocate resources within the VFA. For each strategic priority we have objectives that focus our actions in order to deliver outcomes against the strategic priority. These objectives together with our business focus for 2018/19 are outlined in the next section. Our measures of success incorporate requirements outlined in the Department of Treasury and Finance's *Budget Paper 3* (BP3) (Appendix 2) and the *Minister's Statement of Expectations* (SOE) (Appendix 3).

How we'll measure success in 2018/19

Strategic Priority 1: Sustainable fishing and aquaculture

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
1.1 Monitor and manage harvest to ensure sustainability	Use an integrated, scientific approach to fisheries management, informed by management plans and harvest strategies with clear decision rules, to set fishing controls and limits that ensure fishery resources remain sustainable	Stock assessments for our key quota managed fisheries (abalone, giant crab, rock lobster) completed	BP3
		Total allowable commercial catch setting processes for our three key quota managed fisheries (abalone, giant crab, rock lobster) completed	BP3
		A minimum of five key fisheries managed in accordance with management plans	BP3
		Wrasse fishery managed in accordance with its harvest strategy	SOE
		Stock status of key Victorian stocks reported annually on the VFA website	SOE
		A minimum of 90% of research project milestones and reports completed on time	BP3
	Use a risk-based approach in the development of any future management plans to ensure that plans are developed on a priority basis for key or high-risk fisheries	The <i>Victorian Piri Fishery Management Plan</i> declared by the Minister	VFA initiative
		In accordance with the <i>Victorian Aquaculture Strategy</i> , management plans for Point Lillias and Avalon aquaculture reserves prepared	VFA initiative
1.2 Promote stewardship	Promote sustainable and responsible fishing through education and community engagement	A minimum of 10 community and stakeholder engagement information forums delivered	BP3
		Report on the composition and reach of education programs (including those of the Marine and Freshwater Discovery Centre), including identifying improvement opportunities	SOE
	Enhance levels of community participation in achieving fisheries compliance through calls to the 13FISH reporting line	A community participation level of a minimum of 1500 calls to the 13FISH reporting line achieved	BP3
1.3 Create an effective deterrence	Maintain high levels of compliance with fisheries and related laws	An <i>Education and Enforcement Strategic Plan</i> completed	SOE
	Minimise serious and organised fisheries related crime	A minimum of 20 operations to detect, disrupt and dismantle serious or organised fisheries criminal entities (individuals or groups) undertaken	BP3
	Maintain operational coverage for priority fishing activity periods	A minimum operational coverage of 17 uniformed fisheries officers for priority fishing activity periods achieved	BP3

*BP3 refers to the Budget Paper 3 (Appendix 2); SOE refers to the Minister's Statement of Expectations (Appendix 3); TOM refers to the Government's Target One Million Program.

Strategic Priority 2: Clear resource access and sharing arrangements

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
2.1 Improve information on recreational harvest to inform management decisions	Develop and implement evidence informed improvements	Implementation plan for <i>Freshwater Fisheries Management Plan</i> developed and a stakeholder working group established	SOE
		Second year of the rock lobster tagging program on track to be completed by season end (15 Nov 2019)	VFA initiative
		Consultation with stakeholders on future upgrade possibilities for the Go Vic Fish app completed	TOM
2.2 Improve security of access and incentives for stewardship	Review (jointly with DEDJTR) the sunseting Fisheries Regulations 2009	Required contributions to the development of the Regulatory Impact Statement up to 30 June 2019 completed	SOE
		Consultation with VFA stakeholders completed prior to the release of the Regulatory Impact Statement	SOE
	Review Fisheries Cost Recovery System	Independent review of the Fisheries Cost Recovery System completed	SOE
		Fisheries cost recovery levies reviewed and set prior to the commencement of the licensing year (1 April)	BP3
		Options for an incentive-based regulatory approach identified through the Aquatic Strategic Action Group	VFA initiative

Strategic Priority 3: Increased economic, social and cultural value

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
3.1 Manage fish stocks to optimise current and future value	Increase the economic efficiency of the management of our fisheries resources	Report identifying options to improve catch, effort and value data from the recreational and commercial sectors completed	SOE
		Software build phase for the electronic mobile reporting application for the rock lobster, abalone and giant crab fisheries completed	SOE
		Feasibility study on the introduction of a vessel monitoring system for the commercial fishing sector completed	SOE
		Bi-annual meetings with the Red Tape Commissioner undertaken to discuss progress of the Statement of Expectations and identify improvement opportunities	SOE
		Funding agreements, which include accountability mechanisms, performance measures, effective and transparent governance, established for fisheries representative bodies	SOE

Strategic Priority 3: Increased economic, social and cultural value (cont.)

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
3.2 Support development of fisheries and aquaculture	Grow commercial, recreational and customary fishing and aquaculture opportunities	<i>Victorian Aquaculture Strategy</i> priorities (build community awareness and support for aquaculture; simplify aquaculture licensing and standardise inland license conditions; secure land-based shellfish hatchery capacity beyond 2021/22) implemented	VFA initiative
		At least one new commercial wild-catch fishery selling fresh Victorian seafood to the public as a reduction of red tape	VFA initiative
		Victorian seafood showcased at least one major Victorian event, such as the Australian Open to connect fishers with high profile chefs	VFA initiative
		A strategic plan and actions for the positioning of Victorian Trout in the foodservice and retail markets developed and a minimum of six Victorian Trout promotions undertaken	VFA initiative
		A minimum of one new event delivered in conjunction with stakeholders including local government, Regional Development Victoria, Seafood Industry Victoria, and VRFish	SOE
3.3 Increase voluntary compliance with the fisheries management regime	Promote ethical and responsible fishing practices	A minimum of 10 community and stakeholder engagement information forums delivered	BP3
		Report on the composition and reach of education programs (including those of the Marine and Freshwater Discovery Centre), including identifying improvement opportunities	SOE
		<i>An Education and Enforcement Strategic Plan</i> completed	BP3
3.4 Improve the recreational fishing experience	Enhance recreational fishing opportunities by expanding fish stocking, building infrastructure and enhancing fisheries habitats	A minimum of 10 new Better Fishing Facilities projects underway	BP3
		A minimum co-investment in Better Fishing Facilities projects of 30% achieved	BP3
		New habitat and access investment priorities identified and developed in consultation with recreational fishers and land managers for delivery from 2019-2023	SOE
		A minimum of five million native and salmonid (combined) fish stocked	BP3
	Explore the use of e-technologies to reduce the time, cost and administrative burden associated with the sale of recreational fishing licences	A minimum of 75% of recreational fishing licences sold online as a proportion of total sales achieved	BP3
		The day-to-day oversight of the online recreational fishing licence portal transitioned to Service Victoria	VFA initiative

Strategic Priority 3: Increased economic, social and cultural value (cont.)

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
3.5 Enhance public safety	Minimise the risk of shark hazards to water users	Review of State Shark Hazard Plan completed	SOE
	Promote the safe use of fisheries resources	Support Marine Safety Victoria's program objectives through conducting recreational vessel inspections of fishers	SOE
	Respond to aquatic-related emergencies under Victoria's <i>All Hazards, All Emergencies</i> approach to emergency management	Act as a support agency in accordance with the <i>Victorian Cetacean Emergency Plan</i>	SOE
3.6 Recognise and engage with traditional owner groups and other stakeholders with diverse backgrounds and abilities	Work with Traditional Owner groups to encourage participation in fisheries management	Partnerships with educational institutions established to provide training for Traditional Owners to improve their capacity and capability to contribute to fisheries management on country	SOE
	Improve engagement with minority groups	In consultation with community representatives, new fisheries advisory products for high-risk communities produced	SOE
		Feasibility study examining the potential of the WeChat social networking platform to increase the VFA's engagement with Chinese language speakers completed	SOE
		Targeted engagement of female fishers using the Women in Fishing Network on the Facebook platform undertaken	SOE
3.7 Facilitate new and increased trade and export opportunities	Support industry initiatives to improve trade and export performance and maximise value	Relevant export standards and agreements, including the Australian Shellfish Quality Assurance Program, relating to aquaculture management implemented	SOE
	Work with partner agencies to facilitate or maintain market access	'Local fresh fish for Victorians' project plan written	VFA initiative
3.8 Support the Victorian visitor economy	Promote Victoria as a fishing destination	Pilot fishing destinations identified and key stakeholders engaged	VFA initiative
3.9 Promote social inclusion and improved mental and physical health through delivery of recreational fishing programs	Promote increased participation in recreational fishing through the Target One Million initiative	All identified Target One Million commitments delivered	TOM
	Promote the health benefits of recreational fishing to the wider community.	New events planned and delivered in conjunction with stakeholders including local government, Regional Development Victoria, Seafood Industry Victoria, and VRFish	SOE

Strategic Priority 4: An effective and enabling Authority

Objectives	Actions for 2018/19	How we'll measure success in 2018/19	Source*
4.1 Build the capacity and capabilities of the Authority to enable delivery of our priorities	Develop strategies that will direct the development and use of physical, financial and human resources	Development of a <i>VFA IT Strategy</i> completed	VFA initiative
		Development of a <i>VFA Accommodation Strategy</i> completed	VFA initiative
		Specification of functional requirements for VFA financial management system defined	VFA initiative
		Development of a <i>VFA Audit Strategy</i> completed	VFA initiative
		Key statutory obligations relevant to the VFA complied with (tabling annual report, business plan, audits)	BP3
		Commitment to the <i>Victorian Gender Equality Strategy</i> undertaken in recruitment of staff, the appointment of VFA staff to senior positions, and in appointing 50% women to all committees and working groups	SOE
		Relevant actions in the VFA's Transition Plan implemented	VFA initiative
		Annual child safety review completed	VFA initiative
		Commitment to the <i>Privacy and Data Protection Act 2014</i> and relevant State and Commonwealth legislation, undertaken	SOE
	Ensure planned and effective engagement with stakeholders	Staff member appointed to the role of Manager Projects and Stakeholder Engagement	VFA initiative
		Development of a <i>VFA Stakeholder Engagement Strategy</i> completed	VFA initiative
		Engagement Plans for key stakeholders defined to increase engagement with commercial and recreational fishers, aquaculture licence holders, Traditional Owner groups, community groups and environment groups who have a direct interest in fisheries management decisions	SOE
		A minimum of 10 community and stakeholder engagement information forums delivered	BP3
		An Aquatic Strategic Action Group established	VFA initiative
		Standard processes for fishery management decisions, including direction on stakeholder input into the process, made publicly available (by Dec 2019)	SOE
4.2 Ensure the health and safety of our staff underpins decisions and actions	Put safety resources, systems and resources in place	A dedicated OHS Coordinator to implement the VFA OHS Strategy appointed	VFA initiative
		The VFA safety vision defined	VFA initiative
		Transition plan to a VFA OHS management system agreed	VFA initiative
4.3 Contribute to a more effective and efficient compliance management system across government	Provide law enforcement intelligence and surge support to partner agencies	Provide intelligence and law enforcement support to the Game Management Authority and DEDJTR in accordance with relevant existing service agreements	VFA initiative

5. Budget

Three-year indicative financial projection

	2018-19 (\$'000)	Three-year projection	
		2019-20 (\$'000)	2020-21 (\$'000)
REVENUE BUDGET – FUNDING ALLOCATION			
Recurrent			
<i>Recurrent</i>	10,945	11,091	11,091
<i>Fisheries Catch & Effort</i>	737	737	737
<i>Fisheries Reform</i>	515	515	515
<i>Marine Parks Compensation</i>	5,768	5,768	5,768
<i>Improving Recreational Fishing Operations</i>	824	824	824
<i>Minor Capital Outlays</i>	121	121	121
<i>Target One Million</i>	2,500	-	-
<i>Treasurer's Incentive Fund</i>	450	-	-
<i>Recreational Fishing Licence (remaining Port Philip Bay buy-out)</i>	-	-	1,640
Industry and Research (\$29)	2,373	3,989	4,069
Trusts			
<i>Agriculture project trust account</i>	314	400	400
<i>Fisheries plant and equipment</i>	100	60	60
<i>Recreational Fishing Licence</i>	9,897	10,249	10,640
TOTAL REVENUE	34,543	33,754	35,864
Additional funding	2,747*	3,685 [#]	3,431 [#]
TOTAL REVENUE (INC ADDITIONAL FUNDING SOUGHT)	37,290	37,439	39,295
EXPENDITURE BUDGET – BY COST TYPE			
Employee related expenses	17,187	17,932	17,965
Grants	3,587	2,882	2,902
Supplies & Consumables	16,396	15,614	17,708
Capital	121	1,011	721
TOTAL EXPENSES (INC ADDITIONAL FUNDING SOUGHT)	37,290	37,439	39,295

* At the time of publication, \$2,747,000 of additional funding had been provided for 2018-19.

[#] This reflects expected budget shortfall for 2019-20 and 2020-21, which was not approved by ERC as part of the 2019-20 Budget process. The VFA will work with DoT Finance to identify strategies, including alternative funding sources, to address the cost pressures.

Key financial assumptions

- This projection currently excludes the revenue or costs associated with the transfer of the Committee of Management to the VFA as specific costs are still being determined.
 - The owned sites are: Apollo Bay, Cowes, Snobs Creek, Queenscliff and Mallacoota.
 - The leased sites are: Lakes Entrance, Mornington, Portland, Warrnambool (Boat Shed) and Port Welshpool Depot.

Appendices

Appendix 1: Our Board

Gail Owen

Ms Owen is a qualified lawyer, an experienced chairperson, a fellow of the Australian Institute of Company Directors and an Order of Australia medal recipient. An inaugural member of two Boards previously, Ms Owen provides strong, integrity-driven leadership. Her background provides a broad knowledge and exposure to many areas relevant to the VFA.

VFA Chair, Audit and Risk Committee Member



Bernadette Northeast

Dr Northeast's is qualified in aquatic science and aquaculture (including a Ph.D. relating to Australian freshwater fish). Her science expertise is well complimented by other directorships and regional community activities.

VFA Vice Chair, Audit and Risk Committee Member, People and Safety Committee Member



Christine Cussen

Ms Cussen has over 15 years Board experience. She brings extensive CEO, business and commercial skills; knowledge in governance; and strategic planning experience in regulated industries. Her knowledge extends to natural resource management and public administration.

VFA Director, Audit and Risk Committee Member



Graeme Dear

Mr Dear has had a long association with fisheries management and research scientists, providing him with knowledge and expertise in the issues pertaining to recreational and commercial fishing decisions in Victoria. As CEO of the East Gippsland Catch Management Authority, he has significant experience in managing a statutory authority, engaging with and building partnerships with stakeholders.

VFA Director, Strategy and Engagement Advisory Committee Chair



Rebecca Edwards

A qualified lawyer, Ms Edwards' work has brought her into contact with fishing and fisheries. She has a background in rural and regional Victoria and was appointed in 2014 to the Natural Resources Management Committee of the North Central Catchment Management Authority.

VFA Director, Strategy and Engagement Advisory Committee Member



Yorick Piper

Mr Piper is an experienced advisor, having spent time in the Office of Premier and as a Ministerial Chief of Staff. Combined with a deep knowledge of government and stakeholder engagement and industrial relations he brings a passion for fishing, fishing policy development and the importance of education in the Authority.

VFA Director, People and Safety Committee Member



Chris Rose

Mr Rose brings 35 years' experience managing public land and recreational activities with a significant career with Parks Victoria including as Acting CEO. He has a good working knowledge of fisheries and natural resource management with an understanding of government and extensive stakeholder engagement experience.

VFA Director, People and Safety Committee Chair



David Shirer

Mr Shirer brings a broad range of knowledge and skills with many years of experience to the Board across a number of industry sectors. His qualifications and experience encompass Marine Biology, New Zealand's fisheries industry, together with business and finance and he is a fellow of the Australian Investor Relations Association.

VFA Director, Audit and Risk Committee Chair, Strategy and Engagement Advisory Committee Member



Appendix 2: External reporting measures

Budget Paper 3 progress report – yearly targets

Budget Paper 3 provides an overview of the goods and services funded by the Government and delivered by departments, and how these support the Government's strategic objectives. The performance measures listed below originate from the output, *Sustainably Manage Fish, Game and Forest Resources* and create the conditions for the VFA to grow the natural resources economy by ensuring fish resources are sustainably allocated and used for both recreational and commercial purposes.

<i>Performance measures</i>	<i>Unit of measure</i>	<i>2018-19 target</i>
Quantity		
Better Fishing Facilities projects underway	number	10
Community and stakeholder engagement information forums – fisheries	number	10
Complete stock assessment for key quota managed fish species	number	3
Complete total allowable commercial catch setting processes for key quota managed fish species	number	3
Develop, implement and review overarching fisheries compliance strategy	number	1
Enhance levels of community participation in achieving fisheries compliance through calls to the 13FISH reporting line	number	1 500
Key fisheries managed in accordance with best practice management plans	number	5
Minimum number of uniformed fisheries officers maintaining operational coverage for priority fishing activity periods, as defined by the Compliance Strategic Assessment	number	17
Native and salmonid fish stocked	number (000)	5 000
Recreational fishing licences sold online as a proportion of total sales	per cent	65
Undertake activities to detect, disrupt and dismantle serious or organised fisheries criminal entities (individuals or groups)	number	20
Quality		
Co-investment in Better Fishing Facilities projects	per cent	30
Key statutory obligations relevant to the Victorian Fisheries Authority complied with (tabling annual report, audits, business plan and board appointments)	per cent	100
Timeliness		
Proportion of fisheries cost recovery levies reviewed and set prior to the commencement of the licensing year (1 April)	per cent	100
Research project milestones and reports completed on time (Fisheries)	per cent	90

Minister's Statement of Expectations

1. Timeliness	
Improvement Strategy	Target
Review (jointly with DEDJTR) the sunseting <i>Fisheries Regulations 2009</i> to identify areas where regulatory burden could be reduced	Develop options paper for consideration by government by 31 August 2018
Plan, build & implement an online method for agents selling recreational fishing licences on behalf of the VFA, replacing the current paper-based system and significantly reducing agent burden and VFA costs.	50% of agent sales to be completed online by 1 July 2018
Transition key commercial fisheries (abalone, rock lobster, giant crab, pipi, wrasse) to a single electronic catch reporting system	Confirm user requirements in conjunction with Seafood Industry Victoria and complete business case by December 2018
2. Risk-based strategies	
Improvement Strategy	Target
Deliver recreational fishing survey (report on outcomes within three months of completion)	Complete survey by 31 March 2018 and report on outcomes by 30 June 2018
Implement <i>Freshwater Fishery Management Plan</i>	Implement key priorities with partner agencies by June 2020
Monitor the performance of the wrasse fishery in accordance with the harvest strategy	Report on status in June annually
Expectation	
Continue to deliver existing management plans for key fisheries, including the abalone, rock lobster, giant crab, and eel fisheries	
Use a risk-based approach in the development of any future fishery management plans to ensure that plans are developed on a priority basis for key or high-risk fisheries	
Investigate ways of collecting better catch, effort and value data from the recreational and commercial fishing sectors	
Continue to implement an intelligence-informed risk-based compliance model, which focuses on areas of highest risk, while retaining a base model of cover across all fisheries to maintain community confidence and create a general deterrence	
Contribute to the safety of Victorians through minimising the risk of shark hazards in Victorian waters, promoting the safe use of fisheries resources and acting as a support agency for aquatic related emergencies under <i>the Emergency Management Act 2013</i>	
3. Compliance-related assistance and advice	
Improvement Strategy	Target
Develop (in consultation with community representatives) new fisheries advisory products targeted at identified high risk communities	Report annually on audience reach and end user acceptance
Review the composition and reach of education programs (including those of the Marine and Freshwater Discovery Centre) and report back on improvement opportunities, including through use of digital channels	Report by 31 August 2018

4. Incentive-based regulation	
Improvement Strategy	Target
Investigate the feasibility of reducing compliance inspections by introducing a vessel monitoring system for the commercial fishing sector	Report by June 2019
Expectation	
In consultation with fishing sectors, consider incentive-based regulatory approaches as a means of reducing compliance costs. Such approaches may include rewarding a track record of compliance or an investment in risk-mitigating processes with less frequent inspection cycles	
5. Cooperation amongst regulators	
Improvement Strategy	Target
Identify, in consultation with recreational fishers and land managers, new habitat and access investment priorities for delivery from 2019-2022	Complete by October 2018
Collaborate with DELWP Wildlife Officers in ensuring compliance with protected species interaction reporting	Report on outcomes annually
Support Marine Safety Victoria's program objectives through conducting recreational vessel inspections	Report on outcomes annually
Expectation	
Continue value-adding commercial fisheries	
In relation to aquaculture management, continue to work with DEDJTR, the Commonwealth and PrimeSafe Victoria to implement relevant export standards and agreements, including the Australian Shellfish Quality Assurance Program	
Fisheries Officers will share their knowledge and expertise with other DEDJTR and partner agency authorised officers to build a more effective and efficient compliance management system across government	
Continue to assist other regulators, such as DELWP, the EPA and Transport Safety Victoria in ensuring fishers comply with relevant environmental and marine safety laws	
6. Stakeholder consultation and engagement	
Improvement Strategy	Target
Establish partnerships with educational institutions to provide training opportunities for Traditional Owners to improve their capacity and capability to contribute to fisheries management on country	Establish partnerships and conduct initial training sessions by December 2018
Increase the use of targeted engagement of priority stakeholder groups such as women fishers on the Facebook platform	Report every six months on progress
Investigate the use of the WeChat social networking platform to increase the VFA's engagement with Chinese language speakers	Report on feasibility and implementation options by December 2018
Plan and deliver new events in conjunction with stakeholders including local government, Regional Development Victoria, Seafood Industry Victoria and VRFish	Deliver a minimum of one new event in both 2018 and 2019
Expectation	
Continue to actively engage and work with commercial and recreational fishers, aquaculture licence holders and Traditional Owner groups who have a direct interest in decisions that affect their fishing entitlements	
Enhance relationships with other stakeholders with an interest in fisheries management, including community groups, environment groups and other relevant stakeholders	

7. Accountability and transparency

Improvement Strategy	Target
Make publicly available standard processes for fishery management decisions, including how stakeholders can provide input to the process	Deliver by December 2019
Report on stock status of key Victorian stocks	Update and publish annually on the VFA website
Review Fisheries cost recovery system	Commence review by June 2018 and complete by June 2019
Implement recommendations from KPMG review	Implement relevant actions documented in the VFA's Two Year Transition Plan by June 2019

Expectation

Ensure that data and personal information is collected, stored, managed and distributed in a manner consistent with the *Privacy and Data Protection Act 2014* and relevant state and Commonwealth legislation

Effective accountability mechanisms in place for fisheries representative bodies, through funding agreements that include effective and transparent governance and performance measures

Ensure a commitment to the delivery of the *Victorian Gender Equality Strategy*, including appointing 50 percent women to all committees and working groups.

Ensure that the *Victorian Gender Equality Strategy* is considered in the recruitment of VFA staff and the appointment of VFA staff to senior positions

The VFA Board will establish and document appropriate processes to deliver its governance requirements under the *Victorian Fisheries Authority Act 2016*

8. Clear and consistent regulatory activities

Improvement Strategy	Target
Deliver education and enforcement strategic plan	Deliver annual action plan by June each year
Meet with Red Tape Commissioner to discuss SOE progress and identify improvement opportunities	VFA CEO to convene bi-annual meetings with the Commissioner

Expectation

Continue to review and refine approaches to deliver efficient and effective risk-based regulatory outcomes, noting the minimum level of regulatory intervention should be applied to achieve the outcomes sought



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