

WESTERN ROCK LOBSTER COUNCIL STRATEGIC PLAN 2020-2023

OUR PURPOSE	OUR OBJECTIVES AND PRIORITIES	THE KEY ACTIONS TO ACHIEVE OUR OBJECTIVES
<div><div>Why Statement</div><p>We believe in providing the community with the economic and social benefits of a sustainable western rock lobster industry supplying its iconic product to local and overseas markets.</p></div> <div><div>Our Vision</div><p>By 2023, WRL will have the full confidence of government, the community, and members as a well-resourced, self-funded peak body engaged in advocacy and co-management for improved resource security.</p></div> <div><div>Our Mission</div><p>Our mission is to ensure that the WRL Fishery is respected and recognised as an iconic global leader in sustainable fisheries management.</p></div> <div><div>Our Value Proposition</div><p>The WRL industry is a world leader in managing, harvesting, and handling of commercial wild caught lobster.</p><p>Our supply chain provides social and economic value to the community primarily through family-oriented businesses.</p><p>We cultivate a united industry that represents and adds value to the western rock lobster resource.</p><div>Our Values and behaviours determine our culture.</div><div>UnityTrustIntegrityRespectInnovation</div><p>All Directors actively adhere to the WRL Board Code of Conduct and hold each other accountable.</p><div>Our Key Stakeholders</div><div><div>MembersProfessional Fishermen’s AssociationsEmployeesGovernment and RegulatorsMedia</div><div>CommunitiesProcessorsInvestorsWAFIC and other key Peak bodiesResearch Organisations</div></div></div>	<div><div>Key Strategic Objectives:</div><div><div>❖ Secure resource access rights.</div><div>❖ Ensure WRL is self-funded and well-resourced to deliver high quality advocacy and co-management of the resource.</div><div>❖ Collaborate and invest in targeted R&D and technology to drive GVP growth and maintain market competitiveness.</div><div>❖ Ensure the social licence to operate is supported by government, community and industry.</div><div>❖ Market diversification and market development.</div></div></div> <div><div>Our Priorities for the Next 12 Months:</div><div><div>• Achieve greater resource access security through legislative change.</div><div>• Review the strategy for securing independent funding.</div><div>• Identify and implement new digital applications to improve efficiency and better decision-making across the value chain.</div><div>• Conduct a project that demonstrates WRL’s ability to co-manage the resource e.g. unit registry, quota trading platform, shallow water survey, lobster tagging program.</div><div>• Seek additional funding for industry to identify and develop new and existing markets.</div></div></div>	<div><div>❖ Secure resource access rights.</div><div><div>• Negotiate acceptance of the Secure Fishery Resource Access Rights Policy Position Paper September 2020 with DPIRD and Minister for Fisheries.</div><div>• Achieve greater resource access security through legislative change.</div></div></div> <div><div>❖ Ensure WRL is self-funded and well-resourced to deliver high quality advocacy and co-management of the resource.</div><div><div>• Conduct a project that demonstrates WRL’s ability to co-manage the resource e.g. unit registry, quota trading platform, shallow water survey, lobster tagging program.</div><div>• Review the strategy for securing independent funding.</div><div>• Provide Members with information regarding the significance of self-funding.</div><div>• Develop a step by step process to implement self-funding.</div><div>• Collaborate with DPIRD on key issues of policy, RD&E and resource management and sustainability.</div><div>• Proactively manage the WRL harvest strategy and TAC by accessing scientific, economic, DPIRD and industry expertise.</div><div>• Invest in appropriate systems and procedures that represent best practice governance of WRL.</div><div>• Invest in building industry professionalism and leadership (including DECK program, bursaries, Board and office-bearer training).</div><div>• Review and enhance the diversity of the Board.</div><div>• Proactively manage professional advocacy and representation of WRL to industry, government and community stakeholder groups.</div><div>• Revise consultative frameworks to ensure inclusion of all stakeholders.</div></div></div> <div><div>❖ Collaborate and invest in targeted R&D and technology to drive GVP growth and maintain market competitiveness.</div><div><div>• Identify and implement new digital applications to improve efficiency and decision-making across the value chain.</div><div>• Improve analysis and understanding of market, trade and industry data, broader trends and impacts for the WRL industry.</div><div>• Establish research networks to drive increased funding for research that improves productivity, profitability and market opportunities.</div><div>• Promote the outcomes and changed practices identified from WRL investment in RD&E to support adoption and future research.</div></div></div>
<div><div>Our Strengths</div><div><div>• Well managed sustainable resource.</div><div>• Strong governance, compliance, and control.</div><div>• Good relationships with Government departments.</div><div>• Professionally managed Harvest Strategy and TAC.</div><div>• Strong industry engagement with members and stakeholders.</div><div>• Directors have diverse skill sets and good knowledge of the industry.</div><div>• Committed management and staff in the Council.</div></div></div> <div><div>Our Weaknesses</div><div><div>• Reliance on a single market.</div><div>• Insufficient real time knowledge on key market behaviour.</div><div>• Lack of diverse and independent Board members.</div><div>• Lack of engagement by some sections of industry.</div><div>• Outdated industry safety standards.</div><div>• Emergency response plans.</div><div>• Crisis management / management by crisis.</div></div></div>	<div><div>Opportunities</div><div><div>• Research and development projects.</div><div>• Technology advances.</div><div>• Leverage from other sectors e.g., tourism and hospitality.</div><div>• Product diversification.</div><div>• Market diversification.</div><div>• Local fishing community initiatives e.g., youth development, drug and alcohol abuse, suicide prevention.</div></div></div> <div><div>Threats</div><div><div>• Inadequate resource access security.</div><div>• Reliance on a single market.</div><div>• Government intervention.</div><div>• NGO campaigns e.g., environment, animal welfare.</div><div>• Dissociation from local fishing communities.</div><div>• Biosecurity (disease) risks, oil, chemical, plastic, and seismic pollution.</div><div>• Loss of social licence to operate.</div><div>• Uncertainty: resource security, government policy, trading, climate change, ocean pH.</div><div>• Industrial manslaughter laws.</div></div></div>	<div><div>❖ Ensure the social licence to operate is supported by government, community and industry.</div><div><div>• Measure the performance of our industry and professional advocacy representation through surveys of Members, stakeholders and the community.</div><div>• Develop and implement a revised communication strategy for Members, stakeholders and the community.</div><div>• Maintain close contact and good relations with other industries / associations.</div><div>• Increase attendance of Board members at major community events.</div><div>• Develop and implement a strategy to increase awareness of WRL industry’s social licence to operate.</div><div>• Provide regular updates from mainstream and social media to members and the Board.</div><div>• Increase connection with community through industry promotion and Back of Boat sales.</div></div></div> <div><div>❖ Market diversification and market development</div><div><div>• Seek additional funding for industry to identify and develop new and existing markets.</div><div>• Build and maintain strong relationships with State and Federal Governments and other seafood representative bodies.</div><div>• Utilise the TACC Committee to facilitate and guide market diversification and market development strategies.</div><div>• Investigate value adding to create new market opportunities.</div></div></div>