

OUR PURPOSE	OUR OBJECTIVES AND PRIORITIES	THE KEY ACTIONS TO ACHIEVE OUR OBJECTIVES												
<p>Why Statement</p> <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> <p>Our Vision</p> <p>By 2027, 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> <p>Our Mission</p> <p>Our mission is to ensure that the WRL Fishery is respected and recognised as an iconic global leader in sustainable fisheries management.</p> <p>Our Value Proposition</p> <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> <p>Our Values and behaviours determine our culture.</p> <p>Unity Trust Integrity Respect Innovation</p> <p>All Directors actively adhere to the WRL Board Code of Conduct and hold each other accountable.</p> <p>Our Key Stakeholders</p> <table border="0"> <tr> <td>Members</td> <td>Communities</td> </tr> <tr> <td>Professional Fishermen’s Associations</td> <td>Processors</td> </tr> <tr> <td>Employees</td> <td>Investors</td> </tr> <tr> <td>Government and Regulators</td> <td>WAFIC and other key peak bodies</td> </tr> <tr> <td>Peak bodies</td> <td>peak bodies</td> </tr> <tr> <td>Media</td> <td>Research Organisations</td> </tr> </table>	Members	Communities	Professional Fishermen’s Associations	Processors	Employees	Investors	Government and Regulators	WAFIC and other key peak bodies	Peak bodies	peak bodies	Media	Research Organisations	<p>Key Strategic Objectives:</p> <ul style="list-style-type: none"> ❖ Secure resource access and rights. ❖ Ensure WRL is self-funded and well-resourced to deliver high quality advocacy and co-management of the resource. ❖ Collaborate and invest in targeted R&D and technology to drive maximum economic yield (MEY) and maintain market competitiveness. ❖ Ensure the social licence to operate is supported by government, community and industry. ❖ Support industry for market development <p>Our Priorities for the Next 12 Months:</p> <ul style="list-style-type: none"> • Achieve greater resource access security through legislative change. • Review the strategy for securing independent funding. • Identify and implement new digital applications to improve efficiency and better decision-making across the value chain. • 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. • Seek additional funding for industry to identify and develop new and existing markets. 	<ul style="list-style-type: none"> ❖ Secure resource access rights. <ul style="list-style-type: none"> • Negotiate acceptance of the Secure Fishery Resource Access Rights Policy Position Paper September 2020 with DPIRD and Minister for Fisheries. • Achieve greater resource access security through legislative change. • Minimising loss of fishing grounds. ❖ Ensure WRL is self-funded and well-resourced to deliver high quality advocacy and co-management of the resource. <ul style="list-style-type: none"> • 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. • Review the strategy for securing independent funding. • Provide Members with information regarding the significance of self-funding. • Develop a step by step process to implement self-funding. • Collaborate with DPIRD on key issues of policy, RD&E and resource management and sustainability. • Proactively manage the WRL harvest strategy and TAC by accessing scientific, economic, DPIRD and industry expertise. • Invest in appropriate systems and procedures that represent best practice governance of WRL. • Invest in building industry professionalism and leadership (including DECK program, bursaries, Board and office-bearer training). • Review and enhance the diversity of the Board. • Proactively manage professional advocacy and representation of WRL to industry, government and community stakeholder groups. • Revise consultative frameworks to ensure inclusion of all stakeholders. ❖ Collaborate and invest in targeted R&D and technology to drive GVP growth and maintain market competitiveness. <ul style="list-style-type: none"> • Identify and implement new digital applications to improve efficiency and decision-making across the value chain. • Improve analysis and understanding of market, trade and industry data, broader trends and impacts for the WRL industry. • Establish research networks to drive increased funding for research that improves productivity, profitability and market opportunities. • Promote the outcomes and changed practices identified from WRL investment in RD&E to support adoption and future research. • Better understand the biology, behaviour and ecology
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<p>Our Strengths</p> <ul style="list-style-type: none"> • Well managed sustainable resource. • Strong governance, compliance, and control. • Good relationships with Government departments. • Professionally managed Harvest Strategy and TAC. • Strong industry engagement with members and stakeholders. • Directors have diverse skill sets and good knowledge of the industry. • Committed management and staff in the Council. <p>Our Weaknesses</p> <ul style="list-style-type: none"> • Reliance on a single market. • Insufficient real time knowledge on key market behaviour. • Lack of diverse and independent Board members. • Lack of engagement by some sections of industry. • Outdated industry safety standards. • Emergency response plans. • Crisis management / management by crisis. 	<p>Opportunities</p> <ul style="list-style-type: none"> • Research and development projects. • Technology advances. • Leverage from other sectors e.g., tourism and hospitality. • Product diversification. • Market diversification. • Local fishing community initiatives e.g., youth development, drug and alcohol abuse, suicide prevention. <p>Threats</p> <ul style="list-style-type: none"> • Inadequate resource access security. • Reliance on a single market. • Government intervention. • NGO campaigns e.g., environment, animal welfare. • Dissociation from local fishing communities. • Biosecurity (disease) risks, oil, chemical, plastic, and seismic pollution. • Loss of social licence to operate. • Uncertainty: resource security, government policy, trading, climate change, ocean pH. • Industrial manslaughter laws. 	<ul style="list-style-type: none"> ❖ Ensure the social licence to operate is supported by government, community and industry. <ul style="list-style-type: none"> • Measure the performance of our industry and professional advocacy representation through surveys of Members, stakeholders and the community. • Develop and implement a revised communication strategy for Members, stakeholders and the community. • Maintain close contact and good relations with other industries / associations. • Increase attendance of Board members at major community events. • Develop and implement a strategy to increase awareness of WRL industry’s social licence to operate. • Provide regular updates from mainstream and social media to members and the Board. • Increase connection with community through industry promotion and Back of Boat sales. • WRL will work with members and processors to support social licence initiatives. ❖ Market diversification and market development <ul style="list-style-type: none"> • Seek additional funding for industry to identify and develop new and existing markets. • Build and maintain strong relationships with State and Federal Governments and other seafood representative bodies. • Utilise the TACC Committee to facilitate and guide market diversification and market development strategies. • Promote the development of local and international markets. 												