



WAFIC

WESTERN AUSTRALIAN FISHING
INDUSTRY CORPORATION INC



2025-30 Strategic Plan

Protecting, promoting and supporting
the development of Western Australia's
fishing community.

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Who we are

Our Purpose

To Promote, Protect, Develop and Represent the Western Australian Commercial Aquatic Harvest and production industry.

Our Aspiration

To be a thriving industry, recognized and supported as a major contributor to the sustainability of our aquatic resource and to WA's economy.

Our Values

Integrity – Doing the right thing
Respect – treating others well
Collaboration – Working together for Mutual benefit



WESTERN AUSTRALIAN MSC CERTIFIED FISHERIES

- 1 Western Rock Lobster
 - 2 Mackerel Icefish
 - 3 Heard Island & McDonald Island Toothfish
 - 4 Exmouth Gulf Prawn
 - 5 Shark Bay Prawn
 - 6 Peel-Harvey Blue Swimmer Crab
 - 7 Mandurah Sea Mullet
 - 8 Deep Sea Crab
 - 9 South Sea Pearls
 - 10 Abalone
 - 11 Abalone – Wild Enhanced Fishery
 - 12 Sea Cucumber
 - 13 Octopus
 - 14 Abrolhos & Mid-West Scallop
- Abalone
- Abalone – Wild Enhanced Fishery
- Abrolhos Scallop
- Crab
- Finfish
- Octopus
- Patagonian Toothfish/ Mackerel Icefish
- Prawns
- Scallops
- Sea Cucumber
- Shark
- South Sea Pearls
- Southern Rock Lobster
- Swordfish/Tuna
- Western Rock Lobster
- North Coast
- Gascoyne Bioregion
- West Coast
- South Coast

Message from the Chair

When I was appointed as the Chair of WAFIC in 2023, I came with the absolute intent of building the most robust industry association possible to meet the evolving needs of the commercial aquatic harvest and production industry. This Strategic Plan represents a milestone in bringing much of that vision to reality.

I have met fishers up and down the coast and have come to appreciate the many sectoral challenges being faced by industry. While there is never a silver bullet, I along with my board colleagues and the hard-working team at WAFIC have focused our attention on the core challenges and opportunities. By prioritizing our goals around addressing these challenges and capitalizing on these opportunities, WAFIC can deliver quantifiable outcomes for the industry.

We will Promote, Protect, Develop and Represent the Western Australian commercial aquatic harvest and production industry to the best of our ability. While some of the goals are ambitious, they are also achievable. Internally, WAFIC is reviewing and continuously improving our governance arrangements, to maintain our reputation as the trusted peak industry body. Further we understand how precious industry funds are and we want to ensure we attain maximum value for industry, from every dollar spent.

Seafood is a high value protein, and a low carbon food source that plays a critical role in -food security for our State. Our fisheries are sustainable, and our business activities drive economic prosperity, particularly in the regions.

That's why WAFIC is doing everything possible to ensure a thriving commercial aquatic harvest and production industry into the future.

I look forward to working with stakeholders, government and my board colleagues over the coming years to make good on the WAFIC Strategic Plan 2025-2030.



Adele Farina
WAFIC Chair

Setting our **Direction**

The operating environment for fisheries is constantly changing and WAFIC needs to be responsive to the changing needs of the industry. Our strategic review told us that fishers are feeling the squeeze on many fronts, from encroaching marine developments to the consequences of delayed management systems, we heard about the rising costs of operations and the burden of layers of compliance. We heard how many fishers feel undervalued through poorly run compensation processes. and we heard that fishers would like the opportunity to engage more often at a grass roots level with WAFIC, and be given the opportunity for greater direct engagement in processes that shape the future of the commercial fishing industry.

WAFIC has listened. Our strategic pillars and priorities, reflect these core issues raised by industry.



Strategic pillars

There are 4 strategic pillars that provide the foundation of the strategic plan. These 4 pillars encompass everything WAFIC stands for in representing the commercial aquatic harvest and production industry.



PROMOTE

We will demonstrate the sustainability, contributions, threats and opportunities relevant to the industry



PROTECT

We will fight for access rights and certainty to support investment and the delivery of local seafood



DEVELOP

We will advocate for opportunities to develop aquatic harvest and associated activities to grow our contribution to the economy and food security



REPRESENT

We will speak with a strong voice on key issues, informed by strong industry engagement and evidence-based science.



WHAT Priority 1

Deliver a comprehensive socio-economic study of the WA fishing industry

WHY Goal

To achieve credible, evidence-based data to demonstrate the contribution and full value of the WA fishing industry to the State.

HOW Activity

- Identify project partners
- Seek key stakeholders support to scope and develop a socio-economic study
- Seek and secure resources to deliver a socio-economic study.



WHAT Priority 2

Develop a WAFIC Communications Strategy

WHY Goal

To align the communication strategy with the core strategic pillars

HOW Activity

- Develop a matrix of key messages according to the Strategic Pillar. Include consideration of the audience, timing and method of delivery.
- Complete the mental health campaign
- Develop metrics for measuring success
- Seek and secure resources to develop communications strategy



WHAT Priority 1

Represent Industry on resource access issues

WHY Goal

To achieve recognition of the impacts of competing marine interests on the viability of commercial fishing in WA and defend their access rights.

HOW Activity

- Advocate effectively for a state government commitment to an Ocean Planning Policy
- Maintain capacity internally to monitor threats and alert and inform impacted fishers
- Provide professional, and timely representation to proponents and government on behalf of commercial fishers



WHAT Priority 2

Support industry to attain contemporary fisheries legislation

WHY Goal

To create a secure regulatory environment for the commercial fishing industry to thrive, and to protect resource access

HOW Activity

- Effectively represent the interests of the commercial fishing industry and participate fully in the review process of the Fish Resources Management Act (1994) and the Pearling Act (1990)



WHAT Priority 3

Support industry to attain reformed compensation legislation

WHY Goal

To achieve a fair, transparent and equitable process for compensation where fishers access rights are impinged.

HOW Activity

- Effectively advocate for compensation legislation reform
- Participate fully in the compensation processes for the South Coast and Kimberly marine parks and future planning processes.
- Take a leadership role and fight for timely, transparent compensation processes for all forced exits.



WHAT Priority 1

Maximise the viability of commercial fisheries in WA

WHY Goal

To promote the growth or expansion of existing fisheries and new resources where appropriate

HOW Activity

- Contribute to best practice fisheries management by maintaining internal senior subject experts.
- Promote seafood consumption
- Advocate for the adoption of electronic real time data monitoring
- Exploit latent quotas and species acceptability
- Promote the development of new fisheries where appropriate and identify opportunities to increase utilisation of by catch and waste products
- Research
- Support the WA seafood industry adapt to climate change risks and opportunities.



WHAT Priority 2

Adopt a leadership role in industry restructure

WHY Goal

To support businesses comply with labor and safety related legislation and regulations

HOW Activity

- Proactively evaluate the viability of fisheries with licence holders, and the state government
- Where restructure is necessary take a leadership role in preparing for transition.
- Actively seek out all opportunities to increase the viability of the enduring industry.



WHAT Priority 3

Promote a skilled and safe workforce

WHY Goal

To support businesses comply with labor and safety related legislation and regulations.

HOW Activity

- Continue to engage a safety and training consultant
- Provide industry engagement opportunities with regard to topical safety and training initiatives
- Facilitate connections to appropriate mental health resources
- Maintain capacity internally to participate in the WARAC.
- Collaborate with the FRDC to provide industry engagement opportunities on RD&E project outcomes and future project priorities



WHAT Priority 1

Effective industry engagement structure as decided at the last board meeting

WHY Goal

To enable sustained and effective direct industry engagement

HOW Activity

- Design an organisational structure which delivers sustained direct industry engagement, along with an operational budget for WAFIC Board consideration
- Ensure 100% of licence holders have the opportunity to participate in structured engagement with WAFIC
- Ensure 100% of Members have the opportunity to participate in policy and planning processes



WHAT Priority 2

Define and delineate WAFIC services to Licence Holders generally and to Members specifically

WHY Goal

To ensure the value of WAFIC membership is clearly communicated, understood and appreciated by the industry

HOW Activity

- Map out current service offerings
- Map out potential Membership service uplift



WHAT Priority 3

Review WAFIC Constitution

WHY Goal

To implement a contemporary constitution that is clear to navigate, and fit-for-purpose

HOW Activity

- Establish a constitution review committee
- Present a revised constitution to the AGM for adoption

Funding strategy

**Renegotiate
Funding
Agreement
(SLA)**

**Increase direct
WAFIC
membership**

**Diversify
income
streams**

**Balancing the
budget**