



Ministry of  
**Fisheries**  
Te Tautiaki i nga tini a Tangaroa

# Fisheries 2030

New Zealanders maximising benefits from  
the use of fisheries within environmental limits



**■ Contents**

Foreword	3
Introduction	4
Fisheries 2030: Strategic direction	5
Strategic actions	7
Values and principles	11
Results, monitoring, and further refinement	13
Defining terms	14

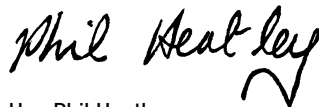
## ■ Foreword

Our fisheries resources are valuable to all New Zealanders. I take the responsibility for managing these resources very seriously and believe that Fisheries 2030 allows us to approach the management of New Zealand's fisheries resources in a coordinated and strategic way.

The Government has an overall goal to grow the New Zealand economy so that we can all enjoy greater prosperity, security and opportunity. I believe the fisheries sector can make a valuable contribution to that goal. This can be achieved through improving the value of our seafood, whether cultured or captured wild, and through innovation and efficiency improvements.

This must be achieved in conjunction with ensuring the enhancement of experiences for amateur and customary fishers and non-extractive users. A healthy marine environment is vital for all users. Healthy fish stocks are fundamental to creating greater wealth from our fisheries, today and in the future, as well as allowing other users to take advantage of our unique natural resources. We need to continue to build our understanding of unique marine environments, and how we can best balance the various uses of our fisheries resource, recognising the level of use that resource can sustainably support.

To realise our aspirations for New Zealand's fisheries we need to have a common understanding of what we are trying to achieve and how we intend to get there. Fisheries 2030 provides that strategic direction, giving greater clarity and certainty to all who enjoy and derive value from New Zealand's fisheries resources.



Hon Phil Heatley  
Minister of Fisheries

## ■ Introduction

The Ministry of Fisheries has developed, with input from tangata whenua and stakeholders, a strategic direction and goal for the New Zealand fisheries sector.

This goal will guide our approach to fisheries management and will provide more certainty to tangata whenua and stakeholders as they make decisions about investments and activities.

Two sets of outcome statements elaborate on the goal by describing more specific results desired for fisheries management. Sound governance arrangements are important to underpin the achievement of the outcomes. The outcomes and a set of governance conditions provide the framework for actions to achieve the goal.

The development of this work has been undertaken in recognition that whilst there is, as yet, no crisis in New Zealand's fisheries, there are sufficient emerging trends to suggest that some significant problems exist. The status quo is, in this important sector, not a tenable option.

New Zealand fisheries management is amongst the world's best, but there is further significant potential and value that could be unlocked by improving the implementation of current tools and developing new institutional arrangements and mechanisms. This potential will help to drive a primary sector-led strengthening of the New Zealand economy and provide benefits for all New Zealanders.



Wayne McNee  
Chief Executive

## ■ Fisheries 2030: Strategic direction

Fisheries 2030 provides a long-term goal for the New Zealand fisheries sector. This will help guide approaches to fisheries management, and provide more certainty to tangata whenua and stakeholders as they make decisions about investments and activities. Our goal is to have:

### New Zealanders maximising benefits from the use of fisheries within environmental limits.

To support this goal and describe the more specific results desired for the use of fisheries and the aquatic environment, we have two outcome statements. Fundamental to achieving our goal is the recognition that our approach must be based on sound governance. Requirements of our governance approach are listed following the two outcome statements below.

The two outcomes are:

**Use** – *Fisheries resources are used in a manner that provides greatest overall economic, social, and cultural benefit, including:*

- > an internationally competitive and profitable seafood industry that makes a significant contribution to our economy
- > high-quality amateur fisheries that contribute to the social, cultural, and economic well-being of all New Zealanders
- > thriving customary fisheries, managed in accordance with kaitiakitanga, supporting the cultural well-being of iwi and hapū
- > healthy fisheries resources in their aquatic environment that reflect and provide for intrinsic and amenity value.

**Environment** – *The capacity and integrity of the aquatic environment, habitats and species are sustained at levels that provide for current and future use, including:*

- > biodiversity and the function of ecological systems, including trophic linkages are conserved
- > habitats of special significance to fisheries are protected
- > adverse effects on protected species are reduced or avoided
- > impacts, including cumulative impacts, of activities on land, air or water on aquatic ecosystems are addressed.

## Fisheries 2030

New Zealanders maximising benefits from the use of fisheries within environmental limits

**Governance conditions** – *Sound governance arrangements that are well specified, transparent, and which support cost-effective and accountable decision-making.*

- > The Treaty partnership is realised through the Crown and Māori clearly defining their respective rights and responsibilities in terms of governance and management of fisheries resources.
- > The public have confidence and trust in the effectiveness and integrity of the fisheries and aquaculture management regimes.
- > All stakeholders have rights and responsibilities related to the use and management of fisheries resources that are understood and for which people can be held individually and collectively accountable.
- > We have an enabling framework that allows stakeholders to create optimal economic, social, and cultural value from their rights and interests.
- > We have an accountable, responsive, dynamic, and transparent system of management.

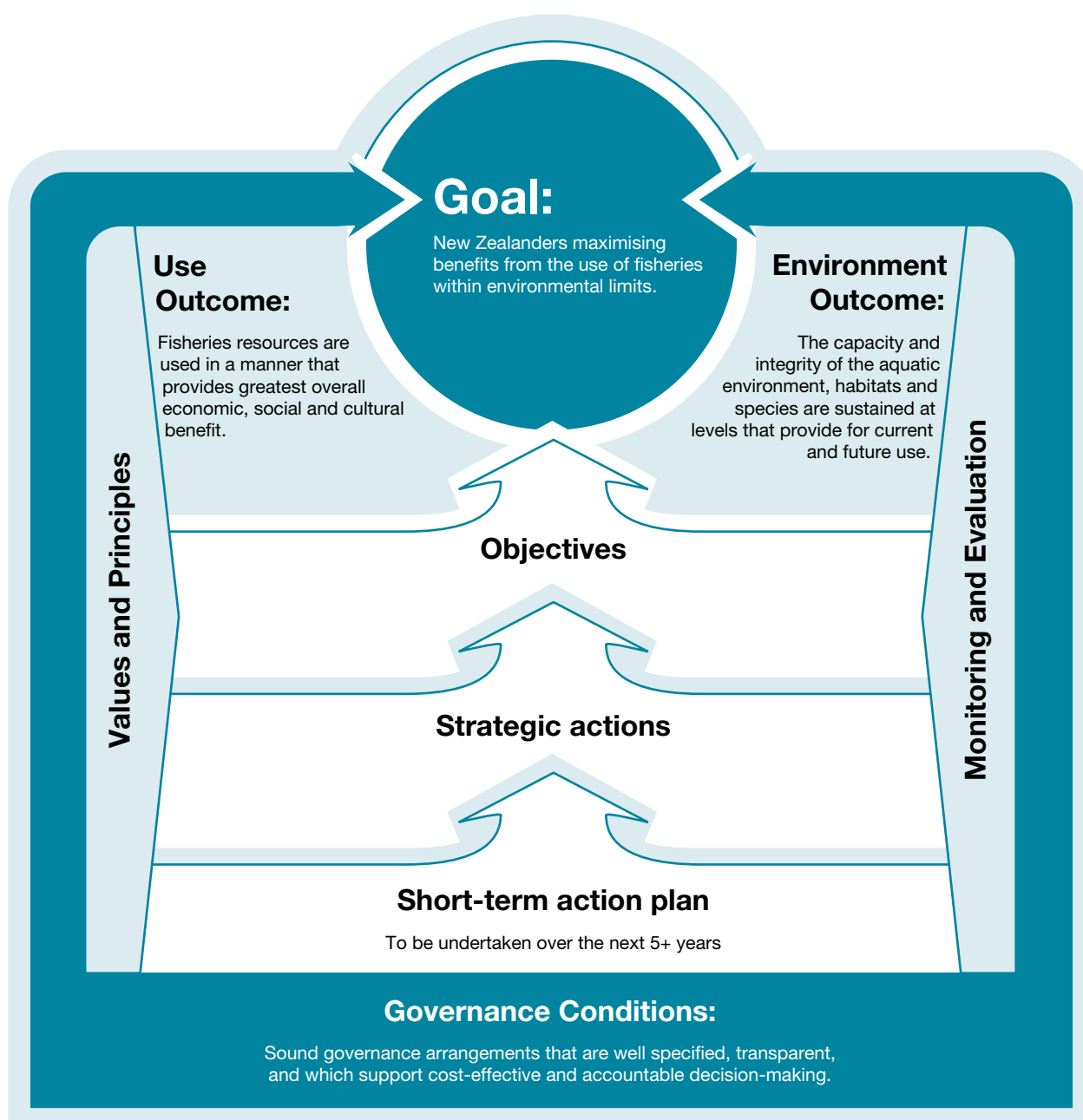
When read together, the goal, its supporting outcomes, and governance conditions, provide a picture of how the New Zealand fisheries sector might look in 2030.



## ■ Strategic actions

Fisheries 2030 sets out the actions that are required to improve fisheries management and create the basis for further value creation in the longer term.

The linkage and logical flow between the goal, supporting outcomes, objectives, and strategic actions is shown in the framework diagram below. Also shown are the values and principles that underpin the strategy, as well as the governance, monitoring, and evaluation processes which need to occur across the management regime to ensure all parts are performing as expected.



## Fisheries 2030

New Zealanders maximising benefits from the use of fisheries within environmental limits

Actions to support

### Use Outcome

## Goal:

New Zealanders maximising benefits from the use of fisheries within environmental limits.

### Use Outcome:

Fisheries resources are used in a manner that provides greatest overall economic, social and cultural benefit.

#### Objective 1

Improve inter-sector allocation



#### Strategic actions

- 1.1 Action = Develop and implement an allocation policy for shared fisheries
- 1.2 Action = Develop alternative stock management targets that ensure the sustainability of fish stocks
- 1.3 Action = Determine best option for providing non-commercial fishing areas
- 1.4 Action = Support the development of mechanisms that enable best-value use of marine water space

#### Objective 2

Cost-effective management and services



- 2.1 Action = Implement more efficient models for planning, procurement and delivery of research and observer services
- 2.2 Action = Undertake value for money reviews of regulatory administration and compliance services
- 2.3 Action = Review fisheries laws and regulations with a view to reducing compliance costs and improving effectiveness

#### Objective 3

Increase trade and access



- 3.1 Action = Gain access to increased Research and Development funding
- 3.2 Action = Achieve environmental certification of NZ fisheries and product traceability
- 3.3 Action = Implement an international fisheries management trade and access strategy

#### Objective 4

Support aquaculture development



- 4.1 Action = Implement a shared government/industry aquaculture development strategy
- 4.2 Action = Implement Aquaculture Amendment Bill 2
- 4.3 Action = Aquaculture reform and input to wider RMA reform
- 4.4 Action = Enable access to appropriate species for aquaculture



Actions to support

## Environment Outcome

### Goal:

New Zealanders maximising benefits from the use of fisheries within environmental limits.

#### Strategic actions

- 5.1 Action = Set and implement fisheries harvest strategy standards
- 5.2 Action = Enhance the framework for fisheries management planning including the use of decision rules to adjust harvest levels over time
- 6.1 Action = Implement a revised marine protected area policy and legal framework
- 6.2 Action = Set and monitor environmental standards, including for threatened and protected species and seabed impacts
- 6.3 Action = Develop additional market mechanisms to manage the environmental impacts of fishing and aquaculture
- 7.1 Action = Enhance aquatic biosecurity programme to manage risk
- 8.1 Action = Improve fisheries sector input to processes that manage RMA-controlled effects on the marine and freshwater environment
- 8.2 Action = Promote the development and use of RMA national policy statements, environmental standards, and regional coastal and freshwater plans

#### Environment Outcome:

The capacity and integrity of the aquatic environment, habitats and species are sustained at levels that provide for current and future use.

#### Objective 5

Ensure sustainability of fish stocks

#### Objective 6

Manage impacts of fishing and aquaculture

#### Objective 7

Strengthen Biosecurity

#### Objective 8

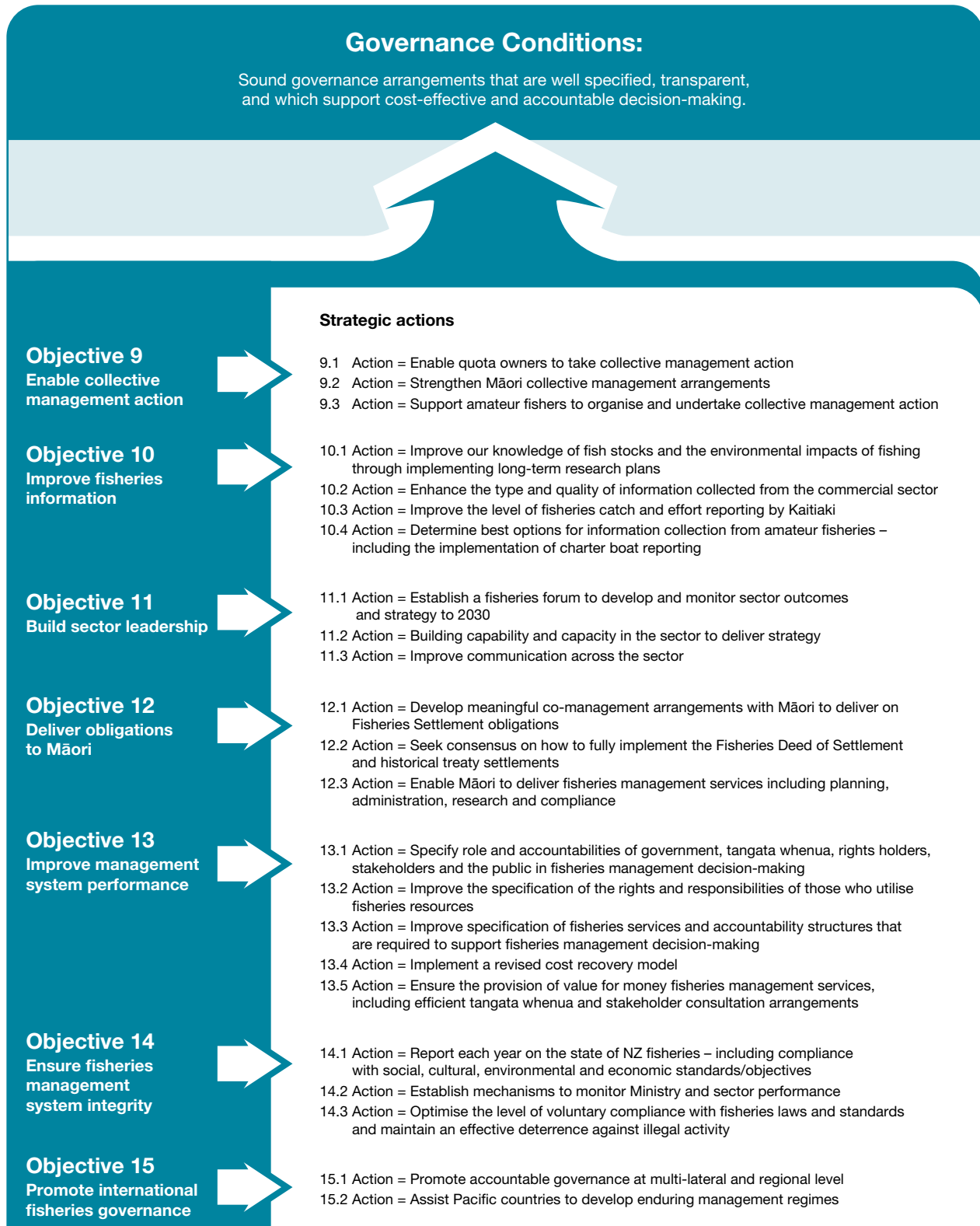
Improve RMA/Fisheries interface

## Fisheries 2030

New Zealanders maximising benefits from the use of fisheries within environmental limits

Actions to support

### Governance Conditions



## ■ Values and principles

Fisheries 2030 draws on a number of values and principles. These seek to outline the behaviour and approach that should be used to undertake the actions, make decisions, and achieve the goal for New Zealand fisheries. The values and principles are set out below. The expression of the Māori values may be further refined by Māori.

### Values

- > **Tikanga:** the Māori way of doing things; correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, reason, plan, practice, convention. It is derived from the word tika meaning 'right' or 'correct'.
- > **Kaitiakitanga:** The root word in kaitiakitanga is tiaki, which includes aspects of guardianship, care, and wise management. Kaitiakitanga is the broad notion applied in different situations.
- > **Kotahitanga:** Collective action and unity.
- > **Manaakitanga:** Manaakitanga implies a duty to care for others, in the knowledge that at some time others will care for you. This can also be translated in modern Treaty terms as "create no further grievances in the settlement of current claims".
- > **Integrity:** Be honest and straightforward in our dealings with one another. If we agree to do something we will carry it out.
- > **Respect:** Treat each other with courtesy. We will respect each other's right to have different values and hold different opinions.
- > **Constructive relationship:** Strive to build and maintain constructive ways of working with each other, which can endure.
- > **Achieving results:** Focus on producing a solution rather than just discussing the problem.

## Principles

- > **Ecosystem-based approach:** We apply an ecosystem-based approach to fisheries management decision-making.
- > **Conserve biodiversity:** Use should not compromise the existence of the full range of genetic diversity within and between species.
- > **Environmental bottom lines:** Biological standards define the limits of extraction and impact on the aquatic environment.
- > **Precautionary approach:** Particular care will be taken to ensure environmental sustainability where information is uncertain, unreliable, or inadequate.
- > **Address externalities:** Those accessing resources and space should address the impacts their activities have on the environment and other users.
- > **Meet Settlement obligations:** Act in ways that are consistent with the Treaty of Waitangi principles and deliver settlement obligations.
- > **Responsible international citizen:** Manage in the context of international rights, obligations, and our strategic interests.
- > **Inter-generational equity:** Current use is achieved in a manner that does not unduly compromise the opportunities for future generations.
- > **Best available information:** Decisions need to be based on the best available and credible biological, economic, social, and cultural information from a range of sources.
- > **Respect rights and interests:** Policies should be formulated and implemented to respect established rights and interests.
- > **Effective management and services:** Use least-cost policy tools to achieve objectives where intervention is necessary and ensure services are delivered efficiently.
- > **Recover management costs** for the reasonable expenses of efficiently provided management and services, from those who benefit from use, and those who cause the risk or adverse effect.
- > **Dynamic efficiency:** Frameworks should be established to allow resources to be allocated to those who value them most.

## ■ Results, monitoring, and further refinement

Fisheries 2030 represents a start. The need to think about the future and the challenges facing the fisheries sector is an ongoing process. By necessity this requires the consideration of new ideas, monitoring of performance, and new learning.

Over time, adjustment will be needed as objectives are met, and results from monitoring performance are taken into account. As part of this review process, tangata whenua and stakeholders will have the opportunity to provide input to the Ministry's strategic planning processes.

The sector needs to be able to measure, and report on, activities and results from each of the objectives, to gain a common understanding of progress towards the agreed outcomes, and to adjust the objectives or actions in light of experience.

An effective monitoring regime needs to be able to assess fisheries performance over long periods of time in a consistent, clear, and cost-effective way. Managers, including the Government, tangata whenua and stakeholders, must be confident about its integrity and practicality.

The performance indicators used, the means by which the relevant information is obtained, and the reporting process itself, are an important part of improving fisheries management performance. We need to be confident that the indicators used are appropriate, and that the "progress reports" are a helpful and accurate reflection of the impact that the actions are having.

## ■ Defining terms

- > The **goal** is a succinct statement of the intended long-term results from fisheries management.
- > **Outcomes** elaborate on the goal by outlining more specific results desired for fisheries management at a national level.
- > **Governance conditions** are the key conditions needed to achieve the outcomes and the goal. They include a requirement for monitoring and evaluation.
- > **Objectives** express how we intend to achieve outcomes at the operational level and guide the development of operational strategies.
- > **Actions** are those tasks that are required to deliver on each objective.
- > The **short-term action plan** is the collection of actions that will be pursued in the immediate future.
- > **Stakeholders** are those with rights and interests in fisheries resources.
- > **Values** are the personal beliefs or standards that guide our behaviour, and reflect what we regard as important.
- > **Principles** are the guidelines, or general approach, that we will use when making decisions on which fisheries management actions need to be taken.

Ministry of Fisheries  
Te Tautiaki i nga tini a Tangaroa

101–103 The Terrace  
PO Box 1020, Wellington  
New Zealand

**fish.govt.nz**

ISBN 978-0478-11920-8  
September 2009