



**MINISTRY OF FISHERIES**  
**Te Tautiaki i nga tini a Tangaroa**

**Fisheries Services Proposed for 2003/04**

*Sustainable fisheries in a healthy aquatic environment*

## CONTENTS

<b>Introduction</b>	3
<b><u>SECTION 1</u></b>	
<b>Managing for Outcomes</b>	4
<b>Strategic Direction 2003-2008</b>	6
Our Vision for the Fishery	7
Achieving our Vision	9
Working Together	11
Ministry of Fisheries' Contribution	13
Policy Directions	15
Organisational Initiatives	19
<b>Factors Impacting on the Achievement of the Shared Sector Outcomes</b>	21
<b><u>SECTION 2</u></b>	
<b>The Output Plan – Fisheries Services Proposed for 2003/04</b>	25
<b>New initiatives</b>	26
<b>Output classes and outputs</b>	38
<b>Forecast financial information</b>	80
Revenue profile (inclusive of Crown activities)	82
Statement of Forecast Expenditure by Output Class	83
Fiscal trend of services	84
Industry contributions	84

## INTRODUCTION

The Ministry of Fisheries is developing its Statement of Intent (SOI) for the 2003/08 period and will continue to work on this over the next two months. The Statement of Intent is part of a multi-pronged approach by the Ministry to fulfilling the Government's accountability requirements for the public sector. It will provide the platform for monitoring the Ministry's performance in achieving the fishery outcome of:

*Maximising the **value** New Zealanders obtain through the sustainable use of fisheries resources and protection of the aquatic environment*

The SOI for 2003/08 will link the strategic plan and the detailed output plan. It will:

- provide a clear picture of the Government's overall priorities for the Ministry of Fisheries
- set out the Ministry's strategic direction and show how it fits into the Government's priorities
- state the fishery outcome of the Ministry and the three shared sector outcomes
- explain the links between the outputs, the MFish contributing outcomes, the shared sector outcomes, the fishery outcome, through to the Government goals
- provide an overview of the Ministry's strategic policy initiatives and organisational initiatives, with an emphasis on those initiatives to be delivered in 2003/04
- state the outputs the Ministry proposes to deliver for 2003/04

The diagram on the next two pages highlights the approach the Ministry is taking to explain:

- The Government's role in the management of New Zealand's fisheries, and
- The Ministry's role in contributing to the shared sector outcomes.

The final SOI will be the first such Statement of Intent developed by the Ministry. We believe that the strategy, fishery goal and the shared sector outcomes will remain the same for the next five years. There will however be continued development of more robust performance measures and increased accountability mechanisms over that period.

Stakeholders should note that the work describing the links between the Government goals and the output plan is well underway but is not yet completed. It will be presented at the plenary on 5 February 2003.

This consultation document contains two of the components of the statement intent

- an updated strategic plan for the period 2003/08; and
- an output plan – detailing, for the purposes of consultation, the fisheries services proposed for 2003/04.

Stakeholders should note that the Ministry's involvement in the two inquiries on the management of the scampi fishery will mean a reprioritisation of its output work in the 2002/03 financial year and that there could well be on flow impacts into the 2003/04 year. Further commentary on these consequences will be tabled at the consultation meeting to be held on 5 February 2003.

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## **2003/08 STRATEGIC DIRECTION**

*Sustainable fisheries in a healthy aquatic ecosystem*

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This Statement of Intent is about making progress while holding a steady course. It is consistent with our recently released five-year strategic plan and will guide the Ministry's ongoing contribution to managing the fishery.

This section contains the Ministry's strategic direction for the 2003/08 period.

It sets out the Ministry's vision for the fishery and contains a clear statement on our views of the fishery of the future and the strategies to get there. It provides the direction for those with an interest in the fishery to move forward with confidence and against which to chart progress.

It also includes the contribution the Ministry will continue to make towards achieving the vision for the fishery - focusing on two areas: fisheries policies, both new and existing, and organisational initiatives to ensure the Ministry is ready and able to meet the challenges ahead.

It contains some shifts in emphasis necessary to fulfil the full breadth of responsibilities inherent in our mission: To be the guardian of the multitudes of Tangaroa.

These include an increased focus on our role in protecting the aquatic environment, and on creating opportunities for tangata whenua and fisheries stakeholders to take greater responsibility.

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## **PART ONE – FISHERIES AND THE AQUATIC ENVIRONMENT**

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### **OUR VISION FOR THE FISHERY**

In order to chart a strong and direct course over the next five years and beyond, we all must have a clear view of where New Zealand's fisheries are headed. As guardians of the multitudes of New Zealand's waters, the Ministry of Fisheries must consider the aspirations of all New Zealanders who have an interest in fisheries and the aquatic environment, both now and in the future. While this is our vision for the future of our fisheries, we hope it is one you share and will work with us to achieve.

#### **Picture this.**

##### **New Zealand, 2010**

*New Zealanders' attitudes towards the fishery are characterised by confidence and respect. They have confidence in, and support, the way their fisheries and the aquatic environment are managed. They respect the rights of others who have a stake in the fishery and in the aquatic environment.*

Benefiting all New Zealanders ...

Our fisheries resources are used sustainably and the aquatic environment is well protected, contributing to the well-being of New Zealanders and their communities, and in particular:

- a healthy aquatic environment that contributes to cultural, economic and social well-being
- customary Maori fisheries that contribute to the cultural health and well-being of iwi and hapu
- high-quality recreational fisheries that contribute to the social, cultural and economic well-being of all New Zealanders
- an internationally competitive and profitable seafood industry that makes a significant contribution to our economy.

#### **...now and in the future**

Fisheries resources and the aquatic environment are managed with care so future generations will continue to enjoy their many benefits.

#### **Protecting the natural balance ...**

Our aquatic environment is healthy and the richness of our biodiversity is vigilantly protected. Biosecurity risks are identified, and avoided or managed.

### **... and the rights and responsibilities of New Zealanders**

People with rights to use fisheries resources have responsibility, and are held accountable, for the management of those rights, within environmental limits and standards set by the government. They also meet the external environmental costs, and infrastructure costs, associated with their activities. Strong voluntary compliance with the rules and effective deterrence underpin the sustainable use of fisheries and protection of the aquatic environment.

### **Working together**

The Crown and Maori work in partnership to ensure the sustainable use of fisheries and protect the aquatic environment. Similarly, the Crown works closely with environmental, recreational, scientific, and commercial stakeholders to achieve this same goal.

Those who use fisheries resources and the aquatic environment recognise and respect each other's rights, responsibilities and interests. They work together constructively to resolve issues.

We work together to make the best decisions we can, using the best information and high-quality research and technologies.

## ACHIEVING OUR VISION

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### A single goal

In order to achieve our vision, we are focused on a single goal or outcome for our fisheries. This goal is consistent with the purpose of the Fisheries Act 1996, “to provide for the utilisation of fisheries resources while ensuring sustainability”.

### Our goal

*Maximise the **value** New Zealanders obtain through the sustainable use of fisheries resources and protection of the aquatic environment. (Fishery outcome)*

### Three Strategies

We have three strategies to achieve our goal and secure our vision.

#### Strategy 1

Protect the health of the aquatic environment by:

- developing and implementing frameworks and processes to:
  - manage the effects of fishing on the aquatic environment
  - maintain marine biodiversity and aquatic habitats
  - avoid or manage marine biosecurity risks
  - allow the government or stakeholders to take action against those who degrade the aquatic environment
- enabling New Zealanders to participate effectively in developing policies, frameworks, and standards to manage effects on, and protect, the aquatic environment.

#### Strategy 2

Enable people to get the best value from the sustainable and efficient use of fisheries by:

- better defining and integrating the rights and obligations of commercial, customary, recreational, and other users and allocating those rights and obligations
- maintaining the integrity of policies, frameworks, and processes to support the rights and obligations associated with fisheries use and conservation
- developing institutional frameworks and capability for fisheries stakeholders and the public to participate effectively in fisheries management
- enabling New Zealanders to participate effectively in developing frameworks and processes for using fisheries resources and making decisions.

### **Strategy 3**

Ensure the Crown delivers on its obligations to Maori with respect to fisheries by:

- implementing its partnership obligations
- establishing and maintaining effective relationships
- developing frameworks and processes to implement the 1992 Fisheries Deed of Settlement
- ensuring contemporary grievances are not created.

## **WORKING TOGETHER**

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The support and active participation of all those with an interest in fisheries resources and the aquatic environment is vital to the successful pursuit of our vision. Everyone has a role to play and our success will depend on strong productive relationships. This includes the Ministry of Fisheries, other central and local government agencies, tangata whenua, stakeholders, and the public.

### **Tangata Whenua and Stakeholders**

The role of tangata whenua, fisheries stakeholders, and the public is to:

- provide input into and participate in government decision-making processes on:
  - policy and legal frameworks
  - the nature and extent of fisheries and marine biosecurity services
- comply with the rules
- take greater collective responsibility for meeting the purposes and principles of the Fisheries Act 1996 through:
  - developing and implementing fisheries plans that meet government standards
  - delivering fisheries services to government standards and specifications.

### **The Ministry of Fisheries**

The core role of the Ministry, in collaboration with other government agencies, is advising on and implementing government policy in the following areas of core responsibility: ensuring ecological protection and sustainability; meeting international and Treaty of Waitangi obligations; enabling efficient resource use; and ensuring the integrity of management systems. For each of these core responsibilities, some of the key functions follow.

### **Ensuring Ecological Sustainability**

- research and monitor the health of fisheries and the aquatic environment, and the effects of fishing
- specify environmental standards related to the use of fisheries and the impact of fishing on the aquatic environment
- maintain the potential of fisheries resources to meet the reasonably foreseeable needs of future generations
- set, implement and enforce sustainability measures
- research and manage biosecurity risks.

### **Meeting Treaty of Waitangi obligations**

- involve Maori in fisheries management decision making
- deliver 20% of new quota to Maori
- provide for and protect customary fishing rights.

### **Enabling efficient resource use**

- define and allocate rights to use fisheries resources
- provide frameworks to allow rights holders to exercise those rights
- recognise and protect New Zealand's fishing and conservation interests during the negotiation of international agreements.

### **Ensuring the integrity of management systems**

- evaluate and monitor fisheries plans
- set standards and specifications for services such as research and administration
- monitor and audit the delivery of fisheries and marine biosecurity services
- manage fisheries and aquatic environment information
- deliver criminal law enforcement and prosecution services
- ensure management and information frameworks are consistent with New Zealand's international fisheries obligations.

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## PART 2 - MINISTRY OF FISHERIES' CONTRIBUTION

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### OUR MISSION

#### *To be the guardian of the multitudes of Tangaroa*

Our mission is expressed by our Maori name – Te Tautiaki i nga tini a Tangaroa – which means ‘the guardian of the multitudes of Tangaroa’.

Consistent with our mission, we aspire to be a leader in the New Zealand public service and fisheries sector, and a high-performing organisation. In this way, we work to earn the respect of Ministers, other government departments, tangata whenua, stakeholders and the public. We also seek to be respected internationally as a world-leading fisheries management and marine biosecurity agency.

We will:

- work collaboratively with other central and local government agencies in the government’s collective interests
- invest in our people and our assets to ensure our readiness for the future development of the New Zealand public sector
- actively involve tangata whenua, stakeholders and the public in our work in cost-effective ways
- create an organisational environment to maximise the:
  - contribution of our people
  - quality of our relationships
  - cost-effectiveness of our services.

## OUR VALUES

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Our mission is an important one and a privilege. Fulfilling that mission, and earning respect nationally and internationally as the guardian of the multitudes of Tangaroa, requires strong and consistent values within the Ministry.

Our values are:

- we are proud to be part of the **New Zealand Public Service** and will maintain the highest standards of professional behaviour.

We will:

- fulfil our lawful obligations to government with professionalism and integrity
  - perform our official duties honestly, faithfully and effectively, respecting the rights and interests of the public and our colleagues
  - not bring the Ministry or the public service into disrepute through our private activities.
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- we recognise the status of Maori as tangata whenua. Our behaviour will, at all times, be consistent with the responsibilities of the Crown as partner to the **Treaty of Waitangi** and our specific legal obligations under the Treaty of Waitangi (Fisheries Claims) Settlement Act 1992 and the Fisheries Act 1996.
  - in our day-to-day work, we will act in ways consistent with our behavioural values.

### **Leadership**

We will develop effective and innovative ways to help people contribute to and support the Ministry delivering on its mission.

### **Relationships and people**

We will develop, internally and externally, constructive and collaborative relationships built on trust.

### **Working in teams**

We will share information and knowledge through exceptional teamwork and networking.

### **Achieving results**

We will create an organisation that encourages and recognises people's contribution to our achievements and dedication to our mission.

## **POLICY DIRECTIONS**

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Consistent with our intention to build on the strengths of our existing policy framework, tangata whenua and fisheries stakeholders and other interested parties will be familiar with much of the policy direction included here. Existing and new policies support at least one of our three strategies for achieving our goal.

These strategies are:

- the aquatic environment strategy – protecting the health of the aquatic environment.
- the best value strategy – enabling people to get the best value from the sustainable and efficient use of fisheries resources.
- the Treaty strategy – ensuring the Crown delivers on its obligations to Maori with respect to fisheries.

### **The aquatic environment strategy**

#### Existing policies to be continued

We will:

- maintain the integrity of the management frameworks, including statutory processes, decisions, and services that protect the health of the aquatic environment
- continue to develop an ecosystem approach to fisheries to avoid or manage adverse effects of fishing on the aquatic environment
- provide or contract services to achieve optimal levels of compliance that protect the health of the aquatic environment (including biosecurity and marine protected area rules) by maximising voluntary compliance with fishery laws and maintaining an effective deterrence against illegal activity
- provide information and management advice to the Minister on the adverse effects of fishing on the aquatic environment
- implement the Ministry of Fisheries' environmental management strategy
- implement relevant parts of population management plans developed by the Department of Conservation for marine mammals, seabirds and other protected species
- help implement the New Zealand Biodiversity Strategy in the marine environment, including the ongoing implementation of:
  - the purpose and principles of the Fisheries Act 1996
  - the Marine Protected Area Strategy
- help develop and implement New Zealand's Biosecurity Strategy.

### Existing policies to be monitored

We will monitor policies against stated operational standards and policy outcomes. Specifically, we will evaluate:

- the use of environmental indicators and other measures to monitor the health of the ecosystem
- the effectiveness of maximum sustainable yield as a stock management target
- frameworks and measures for managing the effects of fishing on the aquatic environment
- the implementation and effectiveness of the Biodiversity Strategy in the marine environment
- the implementation and effectiveness of the Biosecurity Strategy in the marine environment.

### New policies to be developed

We will:

- help develop an integrated management framework to address adverse effects on the aquatic environment resulting from non-fishing use - including land-based activities - and determine an appropriate role for the Ministry
- establish and implement environmental standards to underpin fisheries management decisions and service delivery
- enhance the specification of fisheries use rights, including developing a framework that requires fishers to pay for any damage to the environment they cause, and for the full cost of services from which they benefit
- explore frameworks and policies for:
  - taking civil and other action against those who damage the aquatic environment
  - placing the burden of proof on fishers to demonstrate that any adverse effects on the aquatic environment from exercising their rights can be avoided or are within acceptable limits.

### **The best value strategy**

#### Existing policies to be continued

We will:

- maintain the integrity of the management frameworks, including statutory processes, decisions, and services that underpin the sustainable use of fisheries resources
- provide or contract services to achieve optimal levels of compliance by maximising voluntary compliance with fisheries laws and maintaining an effective deterrence against illegal activity
- provide advice to the Minister on the status, sustainable management and allocation of fish stocks

- promote the use of and evaluate fisheries plans developed by fisheries stakeholders
- develop and implement stock harvesting strategies for all stocks not covered by an approved fisheries plan
- contribute to the development of international agreements relating to the sustainable use of fisheries, protection of the aquatic environment, and improved seafood trade opportunities
- implement government policy decisions relating to:
  - aquaculture
  - commercial fishing
  - customary fishing
  - recreational fishing
  - distant water fishing
  - marine biosecurity
  - non-extractive use of and values related to fisheries resources
  - international obligations relating to fisheries
- implement frameworks for allocating fisheries access and management rights
- determine future management arrangements for fish species and, where appropriate, transfer species into the Quota Management System.

#### Existing policies to be monitored

We will monitor policies against stated operational standards and policy outcomes. Specifically, we will:

- evaluate the effectiveness of Individual Transferable Quotas, and
- evaluate the effectiveness of contestable, outsourced or devolved fisheries services.

#### New policies to be developed

We will:

- evaluate the potential and need for a framework for environmental certification of New Zealand fisheries, including determining an appropriate role for the Ministry
- continue to develop and implement risk-based fisheries decision-making frameworks
- develop frameworks to allow the permit moratorium to be lifted while ensuring the sustainable and efficient use of fisheries resources, and protection of the aquatic environment
- develop frameworks and policies to manage New Zealand's distant water fishing interests
- investigate options for managing non-extractive uses of fisheries resources
- develop appropriate institutional frameworks to improve opportunities for fisheries rights holders to exercise their responsibilities collectively and manage those who do not abide by collective decisions
- enhance the fisheries cost recovery regime

- contribute to building fisheries sector capability
- contribute to the development of frameworks and policies for marine bio-prospecting
- develop frameworks and processes to improve the definition of recreational fishers' access and management rights and obligations
- contribute to the development of New Zealand's oceans policy
- investigate mechanisms to improve public involvement in fisheries management
- develop the interface between aquaculture and wild fisheries harvesting.

## **The Treaty strategy**

### Existing policies to be continued

We will:

- maintain the integrity of the management frameworks, statutory processes, decisions and services that underpin the Fisheries Deed of Settlement with Maori
- consult with tangata whenua on the management of marine biosecurity risks
- allocate 20 per cent of new Individual Transferable Quota to Maori
- facilitate the input and participation of tangata whenua in fisheries management processes
- work with tangata whenua and their representatives to enable all customary fishing to be conducted under customary fishing regulations
- implement the Ministry of Fisheries' strategy for meeting obligations to tangata whenua
- recognise customary use, conservation, and management practices.

### Existing policies to be monitored

We will monitor policies against stated operational standards and policy outcomes. Specifically, we will:

- ensure customary fishing regulations meet the requirements of the Fisheries Deed of Settlement
- monitor implementation of the Ministry of Fisheries' strategy for meeting obligations to tangata whenua.

### New policies to be developed

We will:

- help identify mātaihai and taiapure areas
- review and improve the framework and processes related to implementing the Fisheries Deed of Settlement with Maori
- apply Treaty principles to the development of all new policy advice.

## **ORGANISATIONAL INITIATIVES**

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Achieving our vision relies on the commitment and ability of our people, the quality of our services and the strength of our relationships with others who have an interest and involvement in the fishery. Organisational initiatives to promote these three areas will ensure the Ministry's ongoing capability and readiness.

### **High performing people**

We will develop, retain and attract high performing people.

#### Continual improvement

We will:

- enhance a constructive values-based culture where diversity is valued
- maintain and develop high performing staff, technical experts, managers and leaders for current and future needs
- maintain an enduring Ministry of Fisheries Strategic Plan and supporting strategies staff understand and support
- enhance strategies to ensure staff receive, through effective communications, all information to perform and grow and be part of the Ministry.

#### New ways

We will:

- anticipate change by working inclusively with staff and others (drivers include oceans policy decisions, e-government strategy and the Review of the Centre)
- determine and develop social, economic and ecological analytical skills
- develop and implement a risk management approach to the way we work.

#### Monitoring

We will:

- monitor leadership, management and staff and their whole workplace environment
- evaluate the effectiveness of internal communications.

### **Effective relationships**

We will develop and maintain effective, long-term, values-based relationships with Ministers, other central and local government agencies, tangata whenua, stakeholders, and the public.

#### Continual improvement

We will:

- improve and achieve constructive, collaborative, and effective relationships with iwi and stakeholders

- improve cross-government collaboration taking into account government decisions on public sector management
- improve the effectiveness of external communications.

#### New ways

We will:

- develop and implement a relationship strategy that is values-driven with a long-term horizon
- develop productive partnerships, relationships and alliances
- improve New Zealanders' understanding of and involvement in fisheries management frameworks.

#### Monitoring

We will:

- monitor the nature and effective use of relationships
- evaluate the involvement of stakeholders and other interested parties in fisheries management
- evaluate the effectiveness of communications.

#### **Quality services**

We will provide efficient services that adapt to the changing needs of Ministers, the public sector, tangata whenua and stakeholders.

#### Continual improvement

We will:

- ensure integrity of processes and services
- ensure processes and services are transparent and integrated
- ensure cost effective and flexible processes and services
- comply with government frameworks and standards for managing information (including e-government)
- secure quality information on fisheries, biodiversity and biosecurity management
- improve operations and business planning and performance monitoring
- maintain asset base and utilise technologies.

#### New ways

We will:

- ensure value-adding consultation is carried out, including input and participation of tangata whenua, into fisheries management, biodiversity, and biosecurity decisions
- achieve superior business and financial management systems.

#### Monitoring

We will

- monitor the effectiveness, efficiency and compliance of processes, systems and information.

## FACTORS IMPACTING ON THE ACHIEVEMENT OF THE SHARED SECTOR OUTCOMES

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The operating environment for the Minister of Fisheries and MFish can be very difficult. Our fisheries and their management are under ongoing public scrutiny. Four particular factors impact on the operating environment:

*(1) lack of consensus on the long-term direction of fisheries management that is exacerbated by a lack of public awareness and understanding of fisheries management and the management framework, resulting in ill-informed debate and the absence of public support*

Strategic discussions on the overall directions are an important input into achieving reasonable consensus on the way New Zealand Fisheries should be and are managed. Consultation on business plans, strategic plans, and this statement of intent are a valuable opportunity to engage in strategic discussions into fisheries management. A myriad of lower level fishery specific opportunities also exist for continuation of such discussions closer to real areas of concern and consensus.

In an environment where there are strong divergent views on values and uses, this will be an area requiring constant monitoring to ensure Ministry and Ministers decisions are balanced and reflect the diversity of views.

Periodic monitoring of policy settings and framework performance including benchmarking to internationally recognised best fisheries management are planned for in future years.

The Ministry has developed and operates three web sites to commence the improvement in provision of information to the public - Fish, St\*rfish and the biosecurity web sites. A more extensive strategic external communications plan is under development to support a significant improvement in general understanding and support of the New Zealand Fisheries Management systems. This plan will seek to encourage informed discussion and debate into fisheries matters over the long term.

*(2) conflict between recreational, customary and commercial fishers over access to fisheries*

This particular risk can only be overcome through better definition of rights and responsibilities. The Ministry has significant work plans underway to address this issue but acknowledges it will take many years before a satisfactory solution is available.

### ***Recreational fishing framework***

MFish has been working over several years to improve the framework for recreational fisheries management. At present both commercial and recreational fishers face incentives to seek Ministerial agreement to increase their respective share of the total allowable catch rather than working co-operatively to improve fishing. Issues that need to be addressed include inadequate information on recreational catch in some fisheries,

inadequate specification of rights and inadequate ability to manage recreational catch at sustainable levels in some circumstances.

Cabinet has directed MFish to prepare a public discussion document by February 2003 with a recommended option to improve the management of recreational fisheries. The following objectives and constraints were set out to guide the development of the reform option:

#### Objectives

- access to a reasonable share of the inshore fishery resources equitably distributed between recreational fishers
- improve, where practical, the quality of recreational fishing
- increase public awareness and knowledge of the marine environment and the need for conservation of the fishery resources
- improve management of recreational fisheries
- reduce conflict within and among fishery user groups
- maintain current tourist fisheries and encourage the development of new operations where appropriate
- prevent depletion of resources in areas where local communities are dependent on the sea as a source of food
- provide more opportunities for recreational fishers to participate in the management of fisheries

#### Constraints

- avoid undermining the Fisheries Deed of Settlement
- recognise the legitimate rights of other fisheries stakeholders including the commercial and customary sectors
- operate within fiscal constraints imposed by the Crown and the rules surrounding the expenditure of public funds
- recognise the explicit consideration given to sustainability of fish stocks and the environmental principles of the Fisheries Act 1996
- be consistent with any outcomes of the oceans policy process and the biodiversity strategy

#### *Treaty Strategy*

MFish is developing a Treaty strategy to describe how we deliver on our obligations arising from the 1992 Treaty of Waitangi (Fisheries Claims) Settlement Act and the Treaty. The strategy focuses on establishing strong working relationships at a regional level between MFish and iwi/hapu fisheries representatives, including undertaking training and capability building on both sides of the partnership relationship.

The Treaty strategy seeks to encourage iwi and hapu to think about their commercial and non-commercial fishing interests in an holistic way. It is expected to be finalised and ready for implementation by early 2003. MFish has also been working with TOKM to ensure that the Treaty takes account of the future allocation of commercial fisheries assets.

### ***Facilitating fisheries plans***

Fisheries plans allow stakeholders acting collectively to assume greater responsibility for managing fisheries by developing specific proposals and funding and delivering non-core government services. These initiatives, which take place within a range of constraints and specifications set by government, provide a mechanism for greater participation by stakeholders than can be achieved through involvement in the centralised statutory regime and the potential for efficiencies and innovation in the management of fisheries.

*(3) Those in the sector having firm views on fisheries management and not being reluctant to make those views known, including through the courts and the political system*

The Ministry currently defends, and will continue to defend, litigation to protect the integrity of the fisheries management framework. We will also continue to maximise mechanisms to introduce and manage commercially valuable species by way of the QMS.

*(4) Ministry and stakeholder capability and information to make the best use out of existing legal frameworks*

There is a need to improve the environmental performance of the fisheries sector, improve collective accountability for fisheries management and improve capability within the sector, including within the Ministry of Fisheries. Progress in these three areas will take time and be dependent on new information, altered fishing practices and values, development of mutual trust and consensus building skills and investments.

### **Building capability**

#### The wider sector

Investing in the capability of all sectors, but particularly the non-commercial areas, will enable those stakeholders to increase their participation and to take on an enhanced role in fisheries management. This will include:

- non-commercial participation in the development of fisheries plans and their associated standards, stock management strategies, and aquaculture management areas
- iwi/tangata whenua participation in fisheries management in a way consistent with the Ministry's Treaty Strategy – including participation in a training initiative and being funding for participation in regional forums
- the development of representative recreational fishing groups

Specific initiatives are being developed to enable starts to be made in these areas.

## The Ministry

The Ministry needs to enhance its own capability, both to undertake existing responsibilities and to take on “latent” responsibilities. Specific areas in need of enhancement are:

- additional science capability to deal with increased obligations in stock assessment, to improve estimates of recreational fisheries harvest, and to provide further input into environmental management (including marine protected areas);
- enhanced policy capability to undertake work on improved management of freshwater fisheries, management of species outside the QMS, non-extractive use of fisheries resources, development of mechanisms to promote collective accountability and decision making by stakeholders, enhancement to the cost recovery framework and monitoring frameworks for the implementation of Treaty settlements and Fisheries Act Treaty obligations;
- increased analytical capability to deal with operational issues related to concurrence requests for marine reserve applications, responses to fishing interactions with marine mammals, seabirds and habitats, sustainability measures, proactive monitoring of fisheries management outcomes and evaluation of fisheries management policies and frameworks, and the classification of ecosystems and habitats in support of the marine protected areas strategy;
- improved compliance business capability to support effective fisheries management in those fisheries where poaching and black market activities threaten to undermine the integrity of the fisheries management regime;
- increasing resources to be put into New Zealand working collaboratively with other nations in conserving and managing highly migratory species;
- development of a high quality public awareness strategy to build public confidence in an understanding of the way that Government manages fisheries;
- emerging health and safety issues in fisheries law enforcement, especially the increasing ongoing threats to the personal safety to both fishery officers and honorary fishery officers.