



OCEANWATCH
AUSTRALIA


Strategic Plan

2011–2014

www.oceanwatch.org.au



Credits

- Workshop Facilitation – Craig Aspinall
 - Content and Editing – OceanWatch Australia Board and staff, John Wilson, Clive Huggan
 - Photography – James Lauritz, Sydney Fish Market, OceanWatch Australia
 - Graphic Design – David Appleby
- 

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ABOUT OCEANWATCH AUSTRALIA



OceanWatch Australia Ltd, ACN 071 195 901 (OceanWatch) is a national not-for-profit company limited by guarantee that works to advance environmental, economic and social sustainability in the Australian seafood industry. It was established in 1989 by Peter Doyle AO, as it was recognised that the seafood industry's future was dependent upon the existence of a healthy marine environment especially in estuaries and coastal regions.

Since then OceanWatch has grown and now works on projects around Australia with the seafood industry and coastal communities to find or introduce practical solutions to problems that affect the industry or coastal estuaries and environments.

OceanWatch's key activities involve:

- ▶ enhancing fish habitats and improving water quality in estuaries and coastal environments;
- ▶ working with industry and local communities to minimise adverse environmental impacts; and
- ▶ introducing industry and communities to sustainable technologies and behaviours.

In undertaking these activities OceanWatch works in partnership with the Australian seafood industry; federal, state, territory and local governments; natural resource managers; private enterprise; and local communities. OceanWatch derives its funding from a range of sources, including:

Government	Industry	Community
<ul style="list-style-type: none"> ▶ Federal, state, territory and local governments ▶ Government agencies concerned with natural resources management, fisheries and aquaculture ▶ Research providers and funding organisations 	<ul style="list-style-type: none"> ▶ Sydney Fish Market ▶ Seafood industry organisations ▶ Voluntary industry contributions 	<ul style="list-style-type: none"> ▶ Private trusts ▶ Corporate sponsors ▶ Tax-deductible individual donations

OceanWatch is not a political lobby group, nor does it engage in the core business of a peak industry body.

Although OceanWatch's primary focus is on the Australian seafood industry (as defined below), it also works with the recreational and Indigenous customary sectors where these sectors may affect, interact with or share common interests with commercial operations.

COMPANY SHAREHOLDERS



Currently, OceanWatch has three members¹:

- ▶ Master Fish Merchants Association of Australia
- ▶ Sydney Fish Market
- ▶ New South Wales Fishermen's Co-Operative Association

STAKEHOLDERS

In addition to its shareholders, OceanWatch has a range of stakeholders including, but not limited to, the entities in the following table.

Government	Industry and Interest Groups	Community
<ul style="list-style-type: none"> ▶ Australian, state, territory and local governments ▶ Government NRM and fisheries and aquaculture related agencies and authorities ▶ Research providers and funding organisations 	<ul style="list-style-type: none"> ▶ Australian seafood industry ▶ Seafood industry organisations ▶ Conservation organisations ▶ Land-based primary industries and organisations 	<ul style="list-style-type: none"> ▶ Consumers of Australian seafood ▶ Recreational and indigenous customary fishing sectors ▶ Sponsors ▶ Australian community in general



¹ In a company limited by guarantee, members are equivalent to shareholders in a proprietary limited company.

ABOUT THIS PLAN

This plan was developed following a strategic planning workshop held at Sydney Fish Market on 12 October 2010. This included contributions from OceanWatch staff, Board members and members of the Australian seafood industry. The plan has been officially endorsed by the three OceanWatch shareholders.

The plan provides strategic direction for OceanWatch, and defines the key strategies that need to be pursued during the next four years and performance indicators against which staff can report on progress to the Board and to stakeholders. It is now a standing item for discussion at each Board meeting.

OPERATING ENVIRONMENT

The Australian seafood industry includes any commercial activity conducted in or from Australia concerned with taking, culturing, processing, preserving, storing, transporting, marketing or selling fish or fish products.



The Australian seafood industry is extremely diverse. Enterprises range from low-technology single-owner-operators for whom the lifestyle is important, to large vertically integrated companies that operate solely for profit. The industry provides important economic and social benefits within coastal communities.

More than 800 seafood species are commercially harvested and sold in Australia for local and overseas consumption, under about 300 marketing names. The commercial harvest, though low in volume, has high value. Australia has an excellent international reputation for the quality of its exports of abalone, rocklobster, prawn, scallop, southern bluefin tuna and tropical species.

Australia's maritime zone is one of the largest in the world, covering about 14 million square kilometres: about twice the area of Australia's landmass. The zone contains about 4,500 known species of finfish (and perhaps tens of thousands of invertebrate species), most in relatively small numbers.

In recent years, the Australian community has become increasingly aware of the need to protect natural aquatic resources (ocean, estuary, river, wetland and other habitats) and to maintain biological diversity and processes in ecosystems that support fisheries and aquaculture. The impacts of land-based activities, frequently transferred to marine, estuary and coastal environments by run-off and rivers, are also of concern to the seafood industry and the community.

OPERATIONAL STRUCTURE

OceanWatch is a small, flexible and dynamic organisation with a national influence that has developed its organisational structure to clearly reflect the strategic vision and the themes embodied in this strategic plan.

OceanWatch is the sole national environmental organisation that focuses on seafood production, and this provides major operational advantages for projects requiring direct engagement with the seafood industry.

OceanWatch implements strong project management capabilities and governance measures to achieve its planned outcomes.

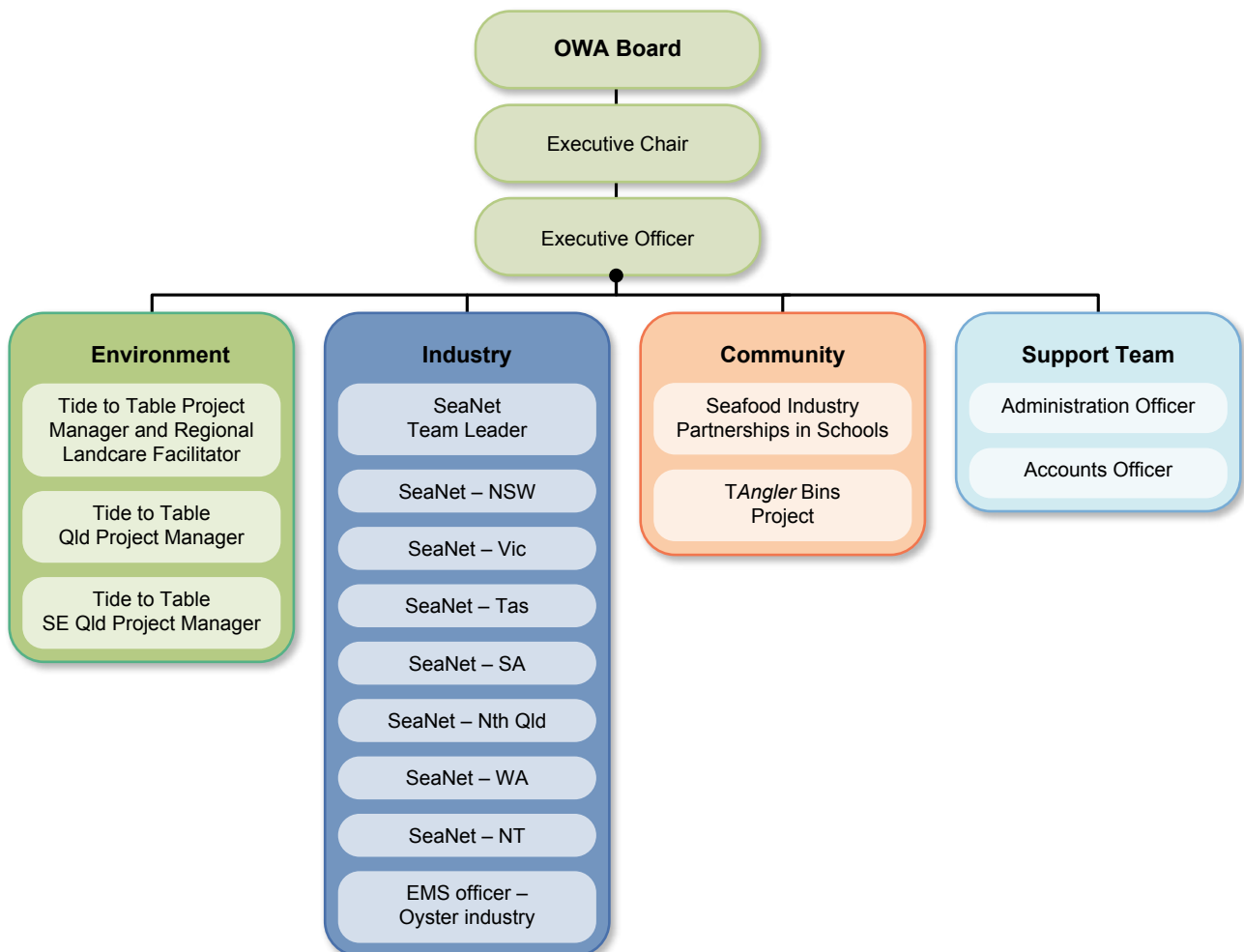
The OceanWatch team of 15 highly skilled and dedicated staff is led by an Executive Chair and an Executive Officer.

The team is highly professional, dedicated and enthusiastic about working closely with the seafood industry and wider stakeholders. Each staff member brings to the team a unique set of skills, experiences and methods from the following areas:

- ▶ seafood industry
- ▶ conservation sector
- ▶ corporate sector
- ▶ science community
- ▶ government

The team's contribution to the organisation is more than the sum of its parts. This is because staff share their knowledge and capabilities and have a common understanding of the importance of balancing economic and social values with their environmental rehabilitation work.

The OceanWatch structure reflects this approach:



THE OCEANWATCH VISION

The ecosystems on which the Australian seafood harvest depends are healthy and are used in a sustainable way



In seeking to achieve this vision, OceanWatch's activities are channelled through four themes: Environment, Industry, Community, and Government.

This strategic plan is constructed to provide direction for OceanWatch in its work towards this vision over the next four years. It defines the key strategies that need to be pursued and the outcomes it seeks to achieve in each of the four themes.

To provide some markers against which it can measure progress, the plan also defines performance measures for each strategy.

THEMES AND DESIRED OUTCOMES

The desired outcomes that OceanWatch will be pursuing over the next four years under each theme have been defined in the table below. The table also provides reference to the strategies and performance measures that will be used to help it maintain direction.



THEME	OUTCOMES
1. ENVIRONMENT	<p>Restoration and protection from degradation of the ecosystems on which the Australian seafood harvest depends.</p> <p>Strategies and performance measures to achieve these outcomes are on page 7 – Environment Theme Strategies 1.1 to 1.9.</p>
2. INDUSTRY	<p>Adoption of industry best harvesting practice.</p> <p>Strategies and performance measures to achieve these outcomes are on page 8 – Industry Theme Strategies 2.1 to 2.6.</p>
3. COMMUNITY	<p>Community support for:</p> <ul style="list-style-type: none"> • restoration and protection from degradation of the ecosystems on which the Australian seafood harvest depends • sustainable harvesting of seafood products. <p>Strategies and performance measures to achieve these outcomes are on page 9 – Community Theme Strategies 3.1 to 3.4.</p>
4. GOVERNMENT	<p>Government support for:</p> <ul style="list-style-type: none"> • restoration and protection from degradation of the ecosystems on which the Australian seafood harvest depends • continued access to sustainable seafood harvests for consumers and the community as a whole. <p>Strategies and performance measures to achieve these outcomes are on page 10 – Government Theme Strategies 4.1 to 4.3</p>

STRATEGIES AND PERFORMANCE MEASURES

The following table shows the strategies, and the measures by which performance is reported and assessed, applicable to each theme:

THEME 1 – ENVIRONMENT



Strategy	Performance Measures
1.1 Further Develop the Tide to Table program	<ul style="list-style-type: none"> a) Increase in contracts and funding; b) Successful completion of current and new projects that meet bio-physical targets.
1.2 Assist industry to improve waste management practices	<ul style="list-style-type: none"> a) Increase in industry involvement in marine debris clean-ups as per audits completed; b) Number of TAngler Bins deployed; c) Number of Councils and other organisations that take up TAngler Bins; d) Codes of practice developed and implemented by industry.
1.3 Assist industry to minimize its impact on environment.	<ul style="list-style-type: none"> a) Number of interactions OceanWatch has with industry on environmental issues.
1.4 Assist industry to adopt environmental management systems (EMS), Codes of Practice (COP) and Codes of Conduct (COC)	<ul style="list-style-type: none"> a) the number of enterprises individually, or as a group, assisted to adopt Environmental Management Systems (EMS), Codes of Practice (COP) and Codes of Conduct (COC).
1.5 Assist industry to minimise industry interactions with threatened species.	<ul style="list-style-type: none"> a) Increase the number of interactions OceanWatch has with industry on matters concerning Threatened, Endangered and Protected (TEP) species; b) Number of TEP Codes of Practice take-up.
1.6 Develop educational materials and activities with partners.	<ul style="list-style-type: none"> a) Number of products/activities; b) Number of partnerships; c) Number of events attended or conducted.
1.7 Respond to development and other pressures that contribute to the degradation of ecosystems	<ul style="list-style-type: none"> a) Number of submissions responded to; b) Number of public events attended and/or addressed; c) Number of media releases/responses.
1.8 Represent industry in acid sulfate soils and other related forums.	<ul style="list-style-type: none"> a) Number of meetings attended.
1.9 Extend information to industry on marine pests.	<ul style="list-style-type: none"> a) Meet contractual milestones for existing Australian Government Marine Pest project; b) Continue consultation with National Introduced Marine Pests Coordination Group (NIMPCOG)

THEME 2 – INDUSTRY



Strategy	Performance Measures
<p>2.1 Promote sustainable fishing and aquaculture and contribute to the uptake of sustainable fishing and aquaculture practices in a changing climate.</p>	<p>a) The increase in understanding and adoption by commercial fishers and aquaculturists of new practices and tools that will lead to a reduction in harmful interactions with protected and high-risk species, habitats or communities particularly through:</p>
<p>2.2 Link, support and develop capacity within the seafood industry to participate in sustainable practices and on-farm and on-deck natural resource management.</p>	<ul style="list-style-type: none"> ▶ The number of fishers developing, trialling and implementing low impact gear and bycatch reduction devices; ▶ The number of engagement activities, workshops and on-deck visits;
<p>2.3 Provide an effective interface between researchers, management and industry sectors around Australia.</p>	<ul style="list-style-type: none"> ▶ The number of new and reviewed Codes of Conduct/Practice and EMS developed;
<p>2.4 Facilitate the extension and adoption of relevant information and research to industry.</p>	<ul style="list-style-type: none"> ▶ Number of promotional and information products (e.g. fact sheets) disseminated.
<p>2.5 Develop and maintain formal alliances and cross-membership arrangements with other seafood industry organisations.</p>	<p>a) Number of meetings, forums, workshops and memberships involving OceanWatch.</p>
<p>2.6 Promote opportunities for industry sectors to access public and private funds to address public benefit sustainable practice initiatives and improve on-farm and on-deck natural resource management.</p>	<p>a) Number of opportunities identified</p> <p>b) Number of projects developed</p>

THEME 3 – COMMUNITY



Strategy	Performance Measures
<p>3.1 Develop and implement a communication plan to engage the community in OceanWatch activities.</p>	<p>a) Communication plan is developed and implemented by December 2011.</p>
<p>3.2 Obtain, collate and communicate to the community accurate information on:</p> <ul style="list-style-type: none"> ▶ Developments and policy decisions that have an impact on aquatic ecosystems; ▶ the sustainable harvest of seafood products; and ▶ industry’s sustainability credentials. 	<p>a) Number of published information on industry EMS, codes of conduct and practice;</p> <p>b) Number of website hits, media reports/releases;</p> <p>c) Number of public events attended;</p> <p>d) Number of committee representations;</p> <p>e) Number of formal submissions to government inquiries;</p> <p>f) Number of responses to requests for information or advice.</p>
<p>3.3 Work with and support community groups that directly assist in restoration and rehabilitation of ecosystems upon which the seafood harvest depends.</p>	<p>a) Number of collaborative projects involved;</p> <p>b) Number of groups supported.</p>
<p>3.4 Ensure ongoing community commitment and investment in OceanWatch programs.</p>	<p>a) Number of volunteers involved in OceanWatch projects;</p> <p>b) Level of financial and in-kind support received.</p>

THEME 4 – GOVERNMENT



Strategy	Performance Measures
<p>4.1 Build constructive relationships with governments at all levels and relevant agencies.</p>	<p>a) Extent of meetings and interactions with relevant ministers, shadow ministers, advisers and departmental officers regarding support for OceanWatch (and SeaNet);</p> <p>b) Meeting with new Fisheries ministers as they are appointed;</p> <p>c) Contractual commitment by ministers and government agencies to OceanWatch and its programs.</p>
<p>4.2 Work with governments agencies to develop, fund and implement programs that:</p> <ul style="list-style-type: none"> ▶ Improve industry practices ▶ Protect and restore ecosystem health ▶ Achieve community support for responsible harvesting of seafood. 	<p>a) Number of programs, projects and activities funded;</p> <p>b) OceanWatch is regarded by governments as a preferred provider/ supplier of implementation activities and advice.</p>
<p>4.3 Achieve industry alliances and partnerships to support OceanWatch profile, programs and activities to all levels of government.</p>	<p>a) Number of partnerships achieved with government agencies and industry organisations e.g. NRM regional bodies, FRDC and National Seafood Industry Alliance (NSIA).</p>

SUMMARY OF ACHIEVEMENTS

Since its establishment in 1989, OceanWatch has managed a broad range of projects designed to improve environmental practices, protect threatened marine species, reduce bycatch, reduce marine debris, introduce sustainable technologies, change behaviours and restore important marine habitats.

To deliver results, OceanWatch established several flagship programs, with highly experienced and dedicated people. These are:

- SeaNet
- Tide to Table
- TAngler Bin
- Seafood Industry Partnerships in Schools
- 'Our Valuable Estuaries' Teaching Resources

The success of these programs has earned OceanWatch a good reputation with governments at all levels, industry, local cooperatives, communities and most importantly with individual fishers.

The OceanWatch staff work all over Australia in estuaries, coastal areas and most Australian fisheries. A summary of OceanWatch programs and their successes are covered in each of the flagship programs below.

AWARDS

The success of this small and agile body can be reflected not only in the successful outcomes achieved each year in each flagship program but also through its wider recognition in state, national and international awards, including:

- **RiverCare 2000 Award** – Tertiary Industry Silver Award, for Ocean Watch Commercial Fisheries Project
- **WA Department of Fisheries Community Stewardship Award** – for OceanWatch's Western Australian SeaNet Officer Carl Bevilacqua and the Kalbarri Professional Fisherman's Association for their efforts in July 2005 at the Dirk Hartog Island clean-up where lobster fishermen and Carl spent four days cleaning rubbish off two extremely remote beaches on this historic island
- **SA Seafood Industry Future Environment Awards**
- **Australian Seafood Industry Environment Award** – recognising the significant contribution OceanWatch has made to protecting and enhancing fish habitat and building sustainable fisheries
- **United Nations Association of Australia World Environment Day Award for Excellence in Marine and Coastal Management** – for the OceanWatch SeaNet Program
- **Banksia Award** – for the Carpentaria Ghost Nets Program (The Carpentaria Ghost Net Program was joint winner of the prestigious Banksia Environmental Award for Water. The Carpentaria Ghost Net Program was organised as an alliance of Indigenous ranger groups, government agencies in northern Australian and non-government organisations including OceanWatch to address the problem of ghost nets in the Gulf of Carpentaria)
- Honourable mention in the **WWF SmartGear International Competition** for the Popeye Fish Excluder developed for use in the northern prawn fisheries
- **Tasmanian Seafood Industry Award for Promotion** – for the Seafood Industry Partnerships in Schools project that involved the Tasmanian Seafood Industry Council and Department of Education. (OceanWatch built two program streams: *Adopt a Fishing Boat* and *Adopt a Marine Farm* that created educational relationships between children in Year 1–10 classes and a local fisher or marine farmer)

SEANET



OceanWatch, through the SeaNet program, has made a difference in most of the approximately 135 Australian fisheries, and interacted face-to-face with about 7,000 Australian wild-catch fishers and many others in the industry. SeaNet successes include:

- ▶ major reductions in accidental capture and bycatch of marine turtles, seals and sea lions, sea snakes, sea birds, dugong, whales, dolphins and sharks, while assisting industry to remain internationally competitive;
- ▶ development and adoption of fishery specific Environmental Management Systems, Codes of Practice and Codes of Conduct in many fisheries around Australia;
- ▶ industry participation in hands-on workshops and sea trials of new measures and gear, and cooperative production of best-practice technical guides and handbooks;
- ▶ successful take-up of new technologies and gear by commercial fishers in various fisheries
- ▶ partnership with researchers, government agencies and industry associations with a view to influence positive change to policies, regulations, guidelines, practices and technologies;
- ▶ major clean-ups of beach and coastal areas with the collaboration of industry members; and
- ▶ development of effective working relationships with fishers, industry councils, associations and cooperatives and environmental and community groups around Australia.

“working with our SeaNet Officer has helped us to improve our environmental performance, as well as highlight to our local community we are operating sustainably while we catch fish for their dinner table”

...David Mitchell – South West Rocks fisher

SEA  **NET**

SMARTER FISHING FOR INDUSTRY

EMS ENVIRONMENTAL
MANAGEMENT SYSTEMS

NSW – OYSTER INDUSTRY

TIDE TO TABLE



The Tide to Table program was established in 2004 to reinforce the message that actions on land affect our waterways and our estuaries, and these actions in turn affect the quality and availability of seafood that is presented on our dinner table.

The Tide to Table program's success is due to OceanWatch's ability to involve local farmers and seafood producers, businesses, communities and government agencies in a common cause – the rehabilitation of a river system or estuary to improve its water quality and fish habitat and to rebuild the health of the immediate environment.

Each Tide to Table project involves finding practical 'on-ground' solutions to a local environmental problem that results in improvement of water quality and fish habitat in the project area. The hands-on involvement of local people provides the added benefit of improving their environmental behaviour and practices.

To date, OceanWatch has administered 11 successful Tide to Table programs in New South Wales and four programs in Queensland, which have resulted in on-ground works to the value of more than \$5 million.

OceanWatch has imparted knowledge and new understandings of the importance of good water quality and fish habitat through:

- educational displays targeted at seafood consumers and non-English-speaking visitors to the Sydney Fish Market;
- connectivity tours for groups learning about the catchment, water quality and other factors that affect seafood habitat and production;
- skills workshops for local government staff and other groups;
- creative displays and signage which highlight how catchment land use affects downstream users, particularly the local seafood industry; and
- an education video based on successful *Tide to Table* programs.

“Tide to Table has provided invaluable support to the Georges River Keeper Program. With the aid of Tide to Table funding we have been able to undertake vital wetland and saltmarsh restoration works along the Georges River. These works aim to protect and enhance riparian vegetation which ultimately improves water quality and has a flow on effect to the productivity of our local oyster, professional offshore and huge recreational fishing industry.”

...Simon Annabel – Georges Riverkeeper, Sydney.

TIDETO**TABLE**
RESTORING AQUATIC HABITAT

TANGLER BIN



The TAngler Bin project is the first major initiative in Australia to address problems connected with lost and littered recreational fishing lines. It was designed to encourage a greater understanding among recreational fishers of the effect that fishing gear can have on habitat, including:

- death and injury to fish, birds and other wildlife;
- fish habitat degradation;
- pollution of the marine and coastal environment; and
- loss of quality recreational fishing experience.

The introduction of TAngler Bins at recreational fishing locations provide a practical environmental solution for the recovery and recycling of lost recreational fishing lines . The project includes an education and information campaign targeted at encouraging recreational fishers to keep their fishing spots tidy and dispose of lost and littered fishing lines into the bins to preserve their fishing spots and the local wildlife.

Through this program, OceanWatch is partnering with the NSW recreational fishing sector, DPI Fishcare Volunteers, local fishing clubs, bait and tackle shops, and many local councils.

Since 2006, the project has been introduced successfully at key recreational fishing hotspots in 20 NSW coastal local council areas, with over 200 bins installed. The project has collected more than 10 tonnes of discarded fishing line, and a large amount of debris has been recycled.

The TAngler Bin project is currently being rolled out to key inland locations.

“The TAngler Bins are a simple and cost effective device which not only minimise the potential for harm and injury to birdlife and keep the coastal environment clean but send out a clear educational message to fishers and the general public that we need to care and look out for our wildlife and the habitat.”

**...John Burgess – Executive Officer/Director,
Australian National Sportsfishing Association Ltd**

TAnglerBin
RECYCLE FISHING LINE TO SAVE WILDLIFE

SEAFOOD INDUSTRY PARTNERSHIPS IN SCHOOLS



The Seafood Industry Partnerships in Schools (SIPS) project is the result of OceanWatch partnering with the Tasmanian Seafood Industry Council and Department of Education. The project consists of two program streams:

- ▶ *Adopt a Fishing Boat*
- ▶ *Adopt a Marine Farm.*

Under each program, educational partnerships are created between Year 1–10 classes and a local fisher or marine farmer.

The project is a collaborative effort between the fishing industry and educators that enables:

- ▶ students to learn that the fishing industry is an important part of their community, and gain an understanding of the steps the industry is taking to improve sustainability and meet a variety of environmental challenges
- ▶ older students to understand and experience the range of careers available in the seafood industry.

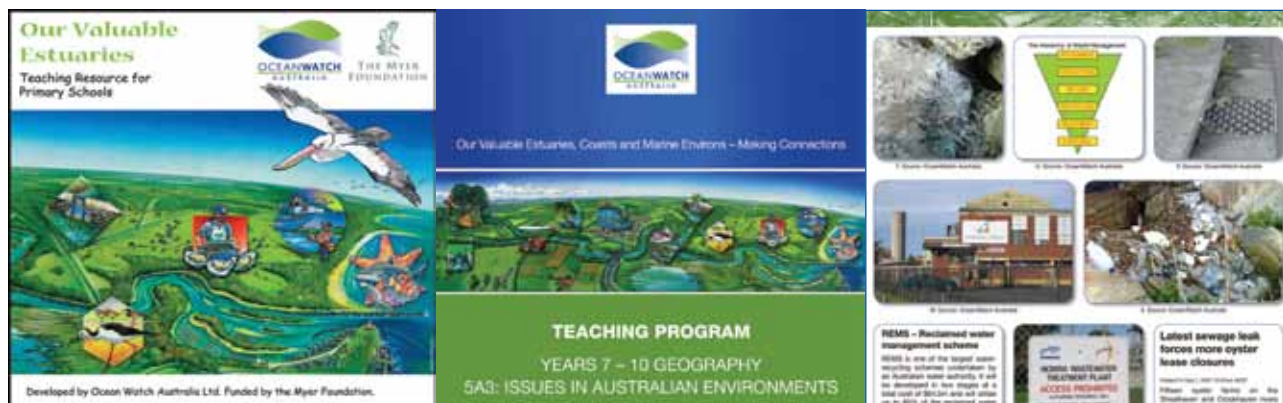
The SIPS project has been a great success. Students, Fishermen and teachers have all praised the program.

“Not only was it good fun for me, but also it was great for my son. Suddenly he’s got a real understanding of what I do for a living and the kids in his class are like ‘oh wow, your Dad does THAT’! Fishing’s not like other jobs.”

...Bryan Denny – Fisherman



'OUR VALUABLE ESTUARIES' TEACHER RESOURCES



Primary Schools

OceanWatch, supported by the Myer Foundation and the NSW Department of Primary Industries, produced for schools an interactive CD ROM education resource to help primary school teachers and students:

- learn about the importance of healthy catchments for healthy and productive estuaries and fisheries, and
- how to keep these environments healthy (focusing the NSW *Human Society and Its Environment* stage 2 syllabus).

Our Valuable Estuaries was distributed to all public primary schools in coastal catchments of NSW. It has been well received by teachers, students and environmental education specialists.

OceanWatch is currently seeking sponsorship to adapt and distribute the resource nationally.

Secondary Schools

OceanWatch, in partnership with the NSW Department of Education and Training (DET), the NSW Fishermen's Co-Operative Association and the Geography Teachers Association of NSW (GTANSW) developed an environmental education resource for Year 10 Geography teachers and students. The resource is based upon the premise that:

...all activities within a catchment cumulatively impact on coastal aquatic freshwater, estuarine and ultimately marine habitats and the fisheries they support (catchment-coast marine continuum).

The resource fits tightly with the NSW Geography Syllabus and uses two case studies to explore a range of issues in the Lower Clarence River Catchment and the Lower Shoalhaven River Catchment.

This resource, which has met its objectives, has been well received.

GOVERNANCE

As a not-for-profit company limited by guarantee and also listed on the Register of Environmental Organisations, OceanWatch operates under a framework of good governance and sound management practices so as to meet the Corporations Act requirements. It has developed over time relevant policies, procedures and plans with key result areas and key performance indicators and these are reviewed regularly at Board meetings.

OCEANWATCH BOARD

The Board of Directors of OceanWatch is appointed annually by the three company members of OceanWatch, at the annual general meeting. The Board appointment policy ensures directors of OceanWatch have a wide range of skills, networks and experience, both within the Australian seafood industry and externally.

Each of the directors brings to the Board their unique set of skills, knowledge and experience in and around the Australian seafood industry. Their skills vary from hands-on commercial fishing to experience in and knowledge of seafood industry organisations, fisheries research, natural resource economics, communications and government and community relations, including the Indigenous Community.



As at September 2011, OceanWatch Board members were as follows:

Brad Warren (Executive Chair) (back, 2nd from left)

- ▶ Commercial Fisher
- ▶ Director since October 2003

Bruce Standen (Deputy Chair) (back, first from left)

- ▶ Sydney Fish Market Representative; Natural Resource Economist
- ▶ Director since December 1997

Bryan Skepper (Company Secretary) (first left front row)

- ▶ Administration Manager and Company Secretary, Sydney Fish Market Pty Ltd
- ▶ OceanWatch Company Secretary since 1989

David Pollard (back, first from the right)

- ▶ Fisheries Ecology; Fisheries Researcher
- ▶ Director since October 2003

Geoff Blackburn (front, second from the right)

- ▶ Commercial Fisher and NSW Commercial Fishing Cooperatives Association representative
- ▶ Director since October 2005

Craig Aspinall (front, third from the left)

- ▶ NRM Catchment Officer (Aboriginal Communities)
- ▶ Director since October 2005

Marisa Gerussi (inset)

- ▶ Marketing and Communications
- ▶ Director since March 2007

Peter Dundas-Smith (front, second from the left)

- ▶ Chairman of Australian Seafood CRC
- ▶ Director since June 2007

Tim Mirabella (front, fourth from the left)

- ▶ Commercial Fisher
- ▶ Director since 2008

Martin Palmer (front, first from the right)

- ▶ Master Fish Merchants Association of Australia representative
- ▶ Director since 2009

Felicity Horn (front, third from the right)

- ▶ Executive Officer, Western Australian Fishing Industry Council
- ▶ Director since December 2010

COMPANY POLICIES

OceanWatch operates under a number of company policies and related procedures that address matters such as Occupational Health and Safety, employee conditions, staff performance and development, project management procedures, conflict of interest, as well as those listed below.

Company Membership Policy

Members are equivalent to shareholders in a proprietary limited company. Membership of OceanWatch is open to organisations whose primary activities relate to the Australian seafood industry, and contribute financially to OceanWatch and its programs. Members are committed to enhancing the capacity of OceanWatch to achieve its vision, and to promote OceanWatch's vision and objectives to the Australian seafood industry and the wider community.

Associate membership is open to organisations that are not financial contributors to OceanWatch, but have a strategic capability to assist OceanWatch to achieve its vision. Associate members may contribute financially and in-kind to specific OceanWatch projects. Associate members are not "members" of the company under the *Corporations Act 2001*.

Sponsorship Policy

OceanWatch actively seeks opportunities to work in partnership with external organisations to achieve the outcomes stated on page 8. However, opportunities are only entered into if it is clear that OceanWatch's independence and good reputation will be maintained.

OceanWatch therefore seeks, so far as is practical and within the constraints of Australian law, initiatives that do not compromise its independent status. Activities that OceanWatch undertakes with organisations need to be consistent with OceanWatch's organisational values.

Environmental Management and Recycling Policy

OceanWatch recognises its responsibility to conduct its operations and provide services in a manner that protects Earth's natural environment and protects its employees' health and safety. Accordingly the company and its people act to:

- minimise waste by continually improving the efficiency of its operations;
- actively promote recycling; and
- meet or exceed all the environmental legislation that relates to the company.

IDENTIFICATION OF END-USERS NEEDS

OceanWatch works in areas that provide a benefit to the Australian seafood industry and in turn the Australian community. In its implementation of projects and programs, OceanWatch is guided by the advice of national and state based reference groups or steering committees that meet and comment on priorities and implementation. By working closely on-ground with the seafood industry, government agencies and other community sectors, OceanWatch seeks to achieve environmental, technical and behavioural changes of lasting benefit.

OceanWatch projects and programs broadly fit into the three following categories:

- **Initiated in-house:** OceanWatch members, directors and staff, in collaboration with stakeholders, identify priority areas which would benefit from targeted projects.
- **Service provider:** OceanWatch is seen as a provider of choice by governments and the NRM community due to its reputation built over many years of successfully delivering new technologies and practices in collaboration with seafood industry partners.
- **Bolt-on:** OceanWatch is commissioned by other organisations to deliver their outcomes. Through this mechanism and the added funds, projects achieve enhanced outcomes for both organisations.

ENGAGEMENT WITH STAKEHOLDERS



OceanWatch fosters and maintains communication and constructive relations with all its stakeholders. In particular, it aims to build good working relationships with all levels of government to ensure the environmental concerns of the Australian seafood industry are understood and taken into account by policy makers.

OceanWatch responds to and advises governments and their agencies on a variety of policies, strategies, proposals and plans, and comments on development applications at the national, state and local government levels to ensure that environmental issues that will affect the sustainability of seafood are recognised and addressed.

In addition, OceanWatch represents the seafood industry in forums dealing with environmental matters relevant to the industry at a national, regional and local level.

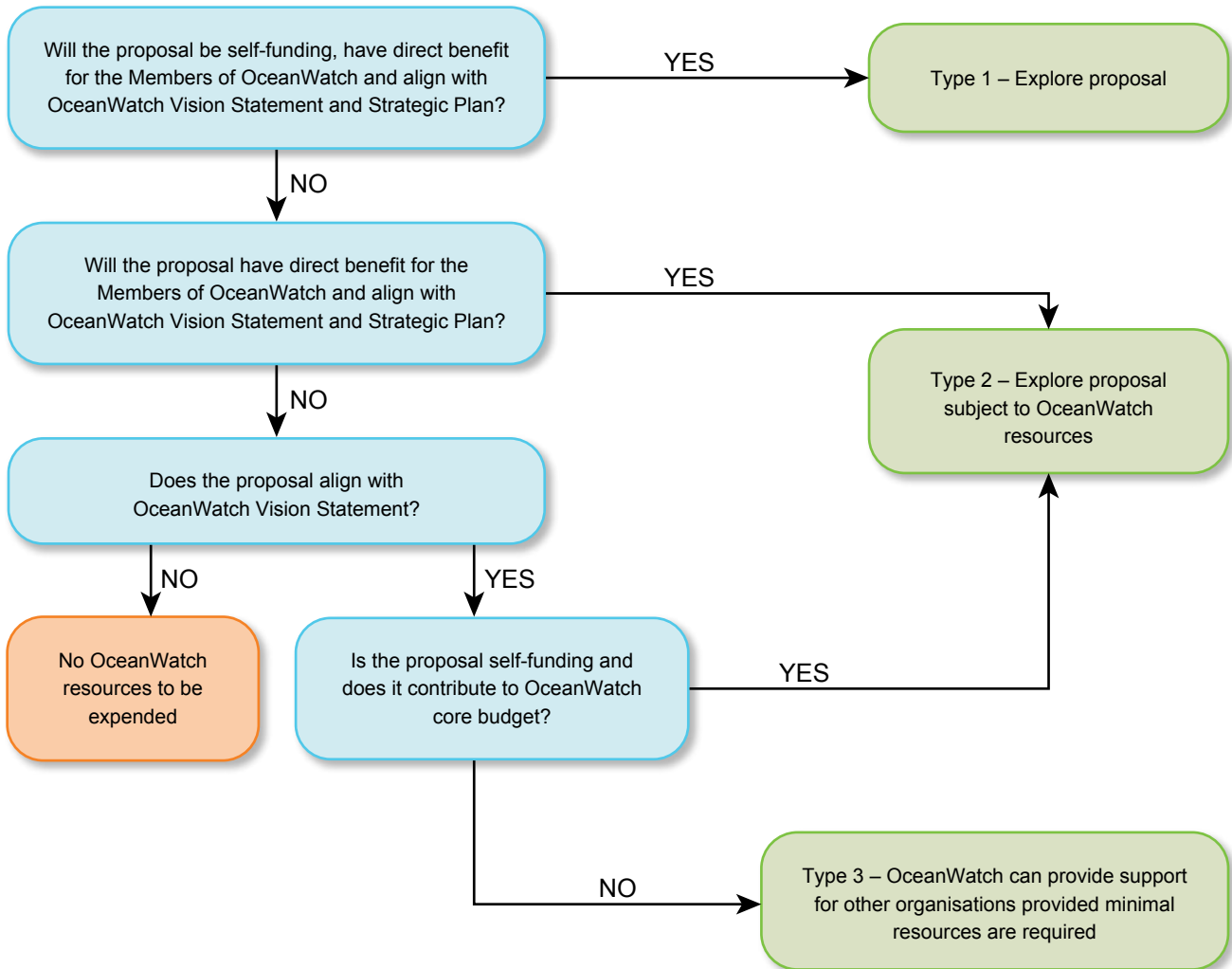
OceanWatch also communicates regularly with stakeholders through project milestone reports, newsletters and updates on its website, www.oceanwatch.org.au. OceanWatch also convenes and participates in meetings and forums at government, industry and community level. Regular, less formal and face-to-face communications are maintained with many seafood industry stakeholders across Australia, to exchange information and better inform them of OceanWatch activities.

Stakeholders are engaged throughout projects by inclusion on national, state and regional steering committees and reference groups, with stakeholders often being involved in the projects by participating in on-ground works, events, workshops and tours.

PROJECT PROPOSALS AND FUNDING APPLICATIONS

OceanWatch staff initiate proposals for projects that deserve funding support and identify potential funding sources through direct contact with providers (service provider and bolt-on type projects). They also monitor public calls for proposals from governments, trusts and foundations and NRM funding providers.

The following decision support flowchart is used by OceanWatch to determine the suitability of proposals:



PROJECT MANAGEMENT

Projects are managed within the themes of Industry, Environment and Community. Each theme has a dedicated project manager to oversee its projects.

Project management tools are employed to ensure contractual milestones and reports are delivered at appropriate times. Equipment required to fulfil the project outcomes is provided to project officers for use during their employment tenure.

Staff provide accounting and administrative support across each of the projects and each theme. Accounting oversight and financial reports are provided by chartered accountants. All project financial reports undergo annual third-party auditing to satisfy ASIC and the funding providers' requirements.

All projects are monitored and evaluated closely. Quarterly reports are presented to the OceanWatch Board and half-yearly progress reports are presented to the projects' funding providers.

All major OceanWatch projects funded by the Australian Government operate under an approved Monitoring, Evaluation, Reporting and Improvement Plan. The plan outlines how monitoring, evaluation, reporting and improvement will occur throughout the life of a project and establishes a framework to:

- determine what is to be measured and how
- methodically monitor progress towards set objectives
- evaluate success in achieving those objectives
- progressively report on project progress and performance.

Steering committees drive major projects from a strategic perspective and award funds in devolved grants processes.

Regionally based reference groups provide local knowledge and input to ensure the most appropriate on-ground actions are undertaken to achieve the desired outcome.

EMPLOYMENT OF STAFF

Successful project proposals are initiated by OceanWatch staff. Where new staff are required for projects, recruitment is advertised widely to ensure transparency and the best fit for the role. OceanWatch staff are highly skilled and experienced professionals in the seafood industry or science, government or conservation sectors, as well as successful team players.

Project partners are involved in the process by providing relevant job descriptions and terms of employment and through their participation on selection panels.

CONTACTS

New South Wales

OceanWatch Australia Head Office
Locked Bag 247
Pyrmont NSW 2009
Telephone: (02) 9660 2262
Fax: (02) 9660 2786

Queensland

OceanWatch Australia
PO Box 4059, Kirwan
Townsville QLD 4817
Telephone: 0409347495

OceanWatch Australia
PO Box 459
Eumundi QLD 4562
Telephone: 0432683147

OceanWatch Australia
c/- Burnet Mary Regional Group
PO Box 501
Bundaberg QLD 4670
Telephone: (07) 4181 2999 (ext 123)

Tasmania

OceanWatch Australia
c/- TSIC
PO Box 878
Sandy Bay TAS 7006
Telephone: (03) 6224 2890
Fax: (03) 6224 2321

OceanWatch Australia
PO Box 861
Kingston TAS 7051
Telephone: 0428026356

Northern Territory

OceanWatch Australia
c/- NTSC
PO Box 618
Darwin NT 0801
Telephone: (08) 8981 5194
Fax: (08) 8981 5063

South Australia

OceanWatch Australia
c/- Wildcatch Fisheries SA
PO Box 2099 DC
Port Adelaide SA 5015
Telephone: (08) 8303 2717
Fax: (08) 8303 2791

Western Australia

OceanWatch Australia
c/- WA Fishing Industry Council
PO Box 1605
Fremantle WA 6959
Telephone: (08) 9432 7777
Fax: (08) 9432 7700

Victoria

OceanWatch Australia
c/- Seafood Industry Victoria
Ground Floor, 484 William St
West Melbourne, VIC 3003
Telephone: (03) 9329 5660
Fax: (03) 9328 2533





www.oceanwatch.org.au