

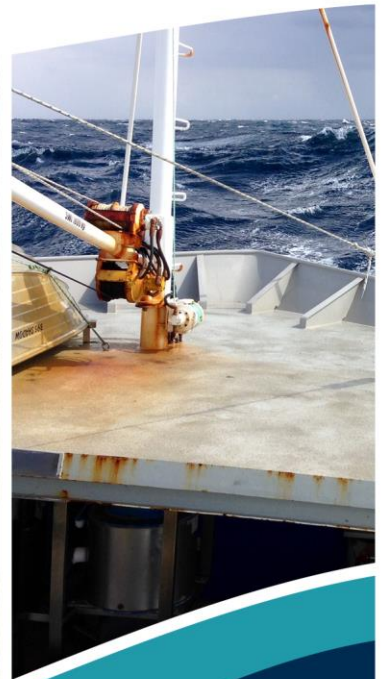


Australian Government

Australian Fisheries Management Authority

AFMA Corporate Plan

2017-20



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Foreword

The AFMA Commission is proud to present the Corporate Plan 2017-20 to Senator the Hon Anne Ruston, the Assistant Minister for Agriculture and Water Resources.

This plan highlights AFMA's goals and strategies aimed at delivering on our legislated objectives and government policy over the next four years. This year we have simplified our objectives into three corporate goals each with respective strategies to pursue these goals. In undertaking these strategies, we continue to pursue ecologically sustainable and economically efficient Commonwealth fisheries.

This plan should be read in conjunction with the Portfolio Budget Statements and the AFMA Annual Operational Plan 2017-18. The AFMA Annual Operational Plan stipulates our areas of focus and the specific actions taken under each strategy to pursue the corporate goals. Both of these documents can be found on the AFMA website.

Statement of Preparation

I, James Findlay, as the accountable authority of the Australian Fisheries Management Authority, present the AFMA Corporate Plan 2017-20, which covers the periods of 2017-18 to 2020-21, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* and Division 7 of the *Fisheries Administration Act 1991* (the Act). In accordance with paragraph 72(1) of the Act, this plan has been prepared in consultation with the peak industry body, the Commonwealth Fisheries Association.



Hon Norman Moore AM
Chairman, AFMA Commission



Dr James Findlay GAICD
Chief Executive Officer and
Accountable Authority of AFMA

Who we are

The Australian Fisheries Management Authority (AFMA) is the Australian Government agency responsible for the efficient and sustainable management of Commonwealth fish resources on behalf of the Australian community. AFMA was established under and is governed by the [Fisheries Administration Act 1991](#). For the purposes of the [Public Governance, Performance and Accountability Act 2013 \(PGPA Act\)](#), AFMA is a non-corporate Commonwealth entity.

We are overseen by the AFMA Commission which is responsible for exercising AFMA's domestic fisheries management functions and powers, including the determination of fishing capacity. The Chief Executive Officer (CEO), while being a Commissioner himself, is responsible for assisting the Commission, including giving effect to its decisions, and for exercising AFMA's foreign compliance functions and powers. The CEO is AFMA's Accountable Authority under the PGPA Act and the Agency Head under the [Public Service Act 1999](#).

AFMA has offices in Darwin, Thursday Island and Canberra as well as having regional observers located around the country. Our functions and operations are divided across three branches (Figure 1), each lead by a branch head who reports directly to the CEO.

CEO		
Fisheries Management	Fisheries Operations	Corporate Services
Demersal and Midwater Fisheries	Compliance Operations (Darwin)	Workplace
Tuna and International Fisheries	National Compliance Strategy	Business
Northern Fisheries	Foreign Compliance	Executive
Policy, Environment, Economics and Research		Communications
Fisheries Services		Service Group

Figure 1. AFMA organisational chart

Our Purpose

Sustainable management of Commonwealth fish resources on behalf of the Australian community.

What we do and our operating environment

AFMA manages and monitors commercial Commonwealth fishing in accordance with the [Fisheries Management Act 1991](#) to ensure Australian fish stocks and our fisheries are viable now and in the future. By doing so, we are aiming to make sure that healthy and fresh local seafood is available and affordable to all Australians for current and future generations. Ensuring healthy fish stocks and the sustainability of the broader marine environment also supports recreational and indigenous fishers.

We manage fisheries across an extensive marine area generally extending from three nautical miles out to sea to the extent of the Australian Fishing Zone including Australian fishing vessels operating on the High Seas. There are some exceptions to this which are noted in Offshore Constitutional Settlement agreements with various state governments. We also provide fisheries management services to Joint Authorities of the Commonwealth and state governments, including the Torres Strait Protected Zone Joint Authority (PZJA) under the [Torres Strait Fisheries Act 1984](#). In 2015-16 the total gross value of production (GVP) of Commonwealth fisheries was \$439 million.

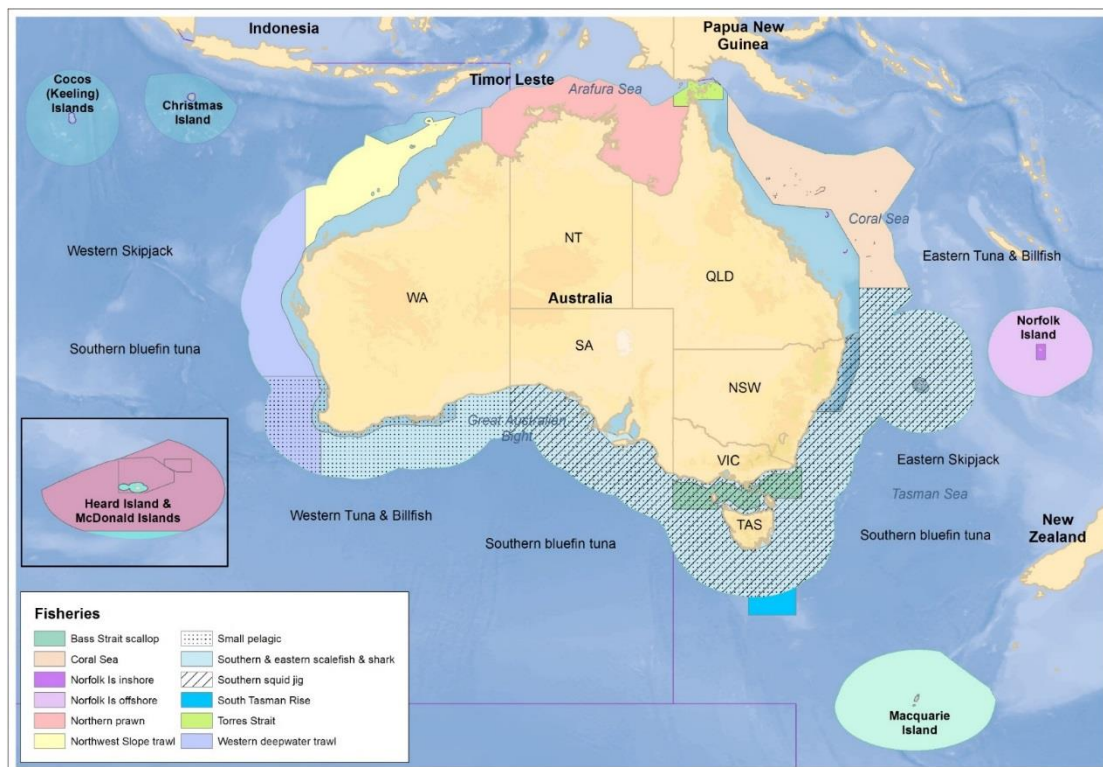


Figure 2. Commonwealth managed fisheries

We develop policies and fishery-specific management arrangements that minimise fishers' impact on the broader marine environment, including protected wildlife. To inform our management strategies, we use the best available scientific research and other data. Annual data on the status of fish stocks published by the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) and our monitoring arrangements help us to determine the allocation of resources to best effect over the next four years.

Our mission is delivered by experienced, qualified and passionate people. We take an efficient and responsive regulatory approach based on evidence that will enable a profitable and competitive Commonwealth fishing industry supported by a healthy marine environment. Our teams work with other agencies to provide domestic and international compliance programs, fisheries border protection and licensing services. Through our foreign compliance functions, we work together with other Australian Government agencies and our international counterparts to deter illegal fishing in the Australian Fishing Zone.

Stakeholder engagement

The success and uptake of different management strategies relies heavily on extensive stakeholder engagement.

AFMA stakeholders include licensed commercial fishing vessel owners and operators, fish processors, the prescribed peak industry body (the Commonwealth Fisheries Association) and other relevant fishing industry associations, recreational/charter fishing representatives, researchers, conservation organisations, indigenous communities and the general public, particularly those who have an interest in how Australia's Commonwealth fisheries are managed.

AFMA also works closely with government agencies including the Department of Agriculture and Water Resources and the Department of the Environment and Energy on fishery and environmental policy issues. We also work collaboratively with the Department of Defence, the Commonwealth Scientific and Industrial Research Organisation, the Fisheries Research and Development Corporation and the Australian Border Force to undertake research and operations, gain intelligence and implement management and penalty regimes.

Over the next four years AFMA will engage with our stakeholder groups through management advisory committees, resource assessment groups, working groups, scientific panels, liaison meetings, port visits, online news and direct mail to concession holders in Commonwealth fisheries.

[AFMA's website](#) is designed to enable stakeholders to access up to date information on fisheries management and operations including information on each fishery, species and gear. Our recently launched AFMA Facebook page now for the first time allows us to have a social media presence with a broader range of our stakeholders which is a key item in the AFMA Communications Strategy 2017-18.



SUSTAINABLE FISHERIES

No stocks subject to overfishing in **3** consecutive AFMA solely managed fisheries for **3 YEARS**.



AUSTRALIAN FISHING ZONE

Australia has the

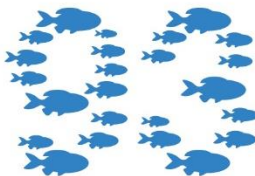
3rd LARGEST in the world, over **FISHING ZONE 8 000 000km²**



BOATS MANAGED

Managing approximately

350 FISHING VESSELS



STOCKS MANAGED

93 individual stocks managed



GROSS VALUE OF PRODUCTION 2015-16

\$439 MILLION is the estimated gross value of production for Commonwealth fisheries.

Fisheries Management Funding

AFMA is funded by a combination of government appropriations, industry levies and fee for service charges, and other revenues. AFMA's cost recovery arrangements have recently been reviewed consistent with the Australian Government Charging Framework and cost recovery guidelines.

The Cost Recovery Implementation Statement (CRIS) provides information on how AFMA implements cost recovery for the management of Commonwealth fisheries. The Minister for Agriculture and Water Resources, the Hon Barnaby Joyce MP, provided approval for the implementation of the new CRIS in the 2017-18 budget year. An activity based costing approach has been adopted in determining costs for activities. We reviewed our activities and placed them into a structured hierarchy to better map effort and costs of delivering activities to the users and benefiter of the activity. The CRIS contains detailed information on the key activity groups, the activities within each group and who will pay the costs associated with each activity. The CRIS will be amended each year to provide updated revenue/financial estimates and financial/non-financial performance indicators and if required, any changes to AFMA's levies/fees cost recovery model.

In 2010 AFMA made a commitment to industry that it would keep cost recovery at or below the rate applied in 2005-06 once corrected for Consumer Price Index (CPI) increases. Since making this undertaking in 2010, AFMA has out-performed the cumulative CPI increases by more than \$32.0 million (as at 2016-17). In line with this commitment, for 2016-17 estimated actual cost recovery charges are \$13.9 million rather than \$18.0 million.

Other revenue is collected for the delivery of services to other government agencies both Federal, State and Territory. These include vessel monitoring, compliance and observer functions.



Image. Trawl boat

How will AFMA pursue its purpose in the 2017 – 20 period?

This corporate plan should be read in conjunction with the Portfolio Budget Statement 2017-18 and the AFMA Annual Operational Plan 2017-18. The figure below sets out the performance framework highlighting what the Corporate Plan sets out to do:

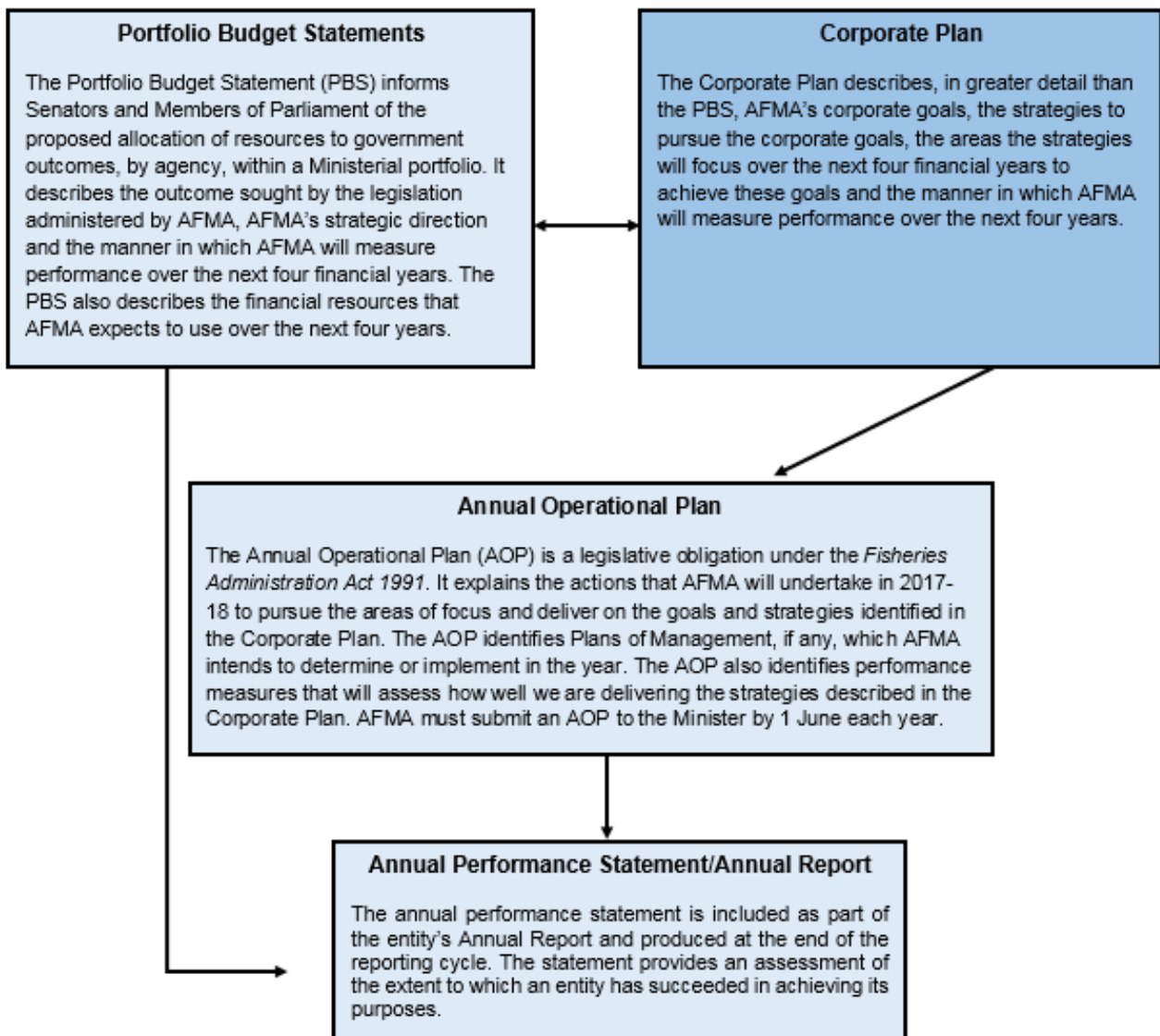


Figure 3. AFMA's performance framework

In achieving our purpose in the 2017-20 period, the goals we will pursue and strategies that we will undertake are:

Corporate Goal 1: Ensure the ecological sustainability of Commonwealth fisheries for the benefit of present and future generations of Australians

In pursuing Corporate Goal 1, AFMA will continue to undertake the following strategies and will focus our efforts in the following areas over the next four years. Specific actions in addressing the area of focus for the 2017-18 reporting period are listed in the AFMA Annual Operational Plan 2017-18:

Strategy	Area of Focus
1.1 Development of management arrangements that allow fishers to operate in the most sustainable way	1.1.1 supporting the implementation of relevant government policies
	1.1.2 implementing the revised Ecological Risk Management Framework
	1.1.3 developing strategies for managing the impacts of fishing on marine habitats and communities consistent with government policy
1.2 Investing in and applying scientific research to decision making on fish stocks, sub stocks, species (target and non-target species) and the impact of fishing on the broader marine environment.	1.2.1 implementing science standards to help ensure high quality scientific advice is available to support fishery management decisions
	1.2.2 working with scientific organisations and relevant others investigating the potential impacts of climate change on Commonwealth fisheries.

AFMA will assess the impact of our strategies using the following performance measures:

Performance measure	2017-18	2018-19	2019-20	2020-21
For Commonwealth fisheries' stocks managed solely by AFMA:				
1. The number of stocks where the level of catches by fishery operators is likely to result in stock becoming overfished ¹	0	0	0	0
Performance measure measurement method: based on data sourced from the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) publication 'Fishery status reports' for the relevant year				
¹ In AFMA managed fisheries, not including jointly and internationally managed fisheries.				
2. The number of species assessed as remaining at potentially high risk of having a level of catch by fishery operators which is likely to result in stock becoming overfished (subject to overfishing) even after mitigation ²	50	40	40	40
Performance measure measurement method: based on ecological risk assessments				
² Ecological Risk Assessments for Commonwealth managed fisheries and sub-fisheries have been completed. Species considered to be potentially at high risk are the subject of mitigation measures and further assessment. This may mean that projections of numbers of high risk species may vary from year to year. In addition, AFMA is in the process of reviewing its environmental risk assessment methodology which may lead to changes in reported values in future.				

Performance measure	2017-18	2018-19	2019-20	2020-21
3. The number of stocks that are assessed as overfished and, if effectively managed, may lead to the stock being sustainable	6	6	6	6
Performance measure measurement method: based on data sourced from the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) publication 'Fishery status reports' for the relevant year				
Target completion dates for all performance measures are 30 June unless otherwise stated.				



Image. 2016 illegal foreign fishing vessel destruction

Corporate Goal 2: Maximise the net economic returns from Commonwealth fisheries to the Australian community

In pursuing Corporate Goal 2, AFMA will continue to undertake the following strategies and will focus our efforts in the following areas over the next four years. Specific actions in addressing the areas of focus for the 2017-18 reporting period are listed in the AFMA Annual Operational Plan 2017-18:

Strategy	Area of Focus
2.1 Development of management arrangements that allow fishers to operate in the most efficient way	2.1.1 reviewing quota management arrangements to ensure optimal efficiency is pursued
	2.1.2 collecting and utilising economic information including quota prices to pursue AFMA's objectives
2.2 Providing incentives to fishers to comply with AFMA requirements	2.2.1 investigating incentives to minimise discarding of commercial species
2.3 Managing the setting up of exploratory fisheries (potentially underutilised fisheries)	2.3.1 facilitating access to underutilised Commonwealth fisheries resources

AFMA will assess the impact of our strategies using the following performance measures:

Performance measure	2017-18	2018-19	2019-20	2020-21
<p>AFMA pursues its economic objective by setting maximum economic yield (MEY) (or proxy) targets for key commercial stocks as required by the Commonwealth Harvest Strategy Policy. Maximum economic yield is the sustainable catch or effort level for a fishery that allows net economic returns to be maximised. AFMA aims to ensure healthy fish stock levels by using this MEY target, where it is available for a stock, to guide our interventions with Commonwealth fisheries. The MEY level is higher than that required to ensure stocks remain at a sustainable level.</p> <p>For AFMA's top 30 stocks by value calculated using 2014-15 Gross Value of Production data, there are currently 14 stocks explicitly managed to maximum economic yield targets. The remaining 16 stocks cannot be managed to maximum economic yield, largely reflecting that most of these stocks are subject to international harvest strategies or treaties, which may have adopted other targets to manage those fisheries.</p> <p>1. For economically significant stocks³:</p>				
a. maximise the number of key commercial stocks with harvest strategy targets based on maximum economic yield or the best available proxy ^{4,5} : Number of stocks	At least 14	At least 14	At least 14	At least 14
b. improve the number of stocks in (a) assessed as being on economic target ⁵ : Number of stocks	5	5	5	5
c. for those stocks in (a) that are assessed as not on economic target, improve the number that are heading towards their target reference point ⁵ : Number of stocks	4	4	4	4

Performance measure	2017-18	2018-19	2019-20	2020-21
<p>The method for estimating these KPIs was recommended by ABARES in their 2015 review of AFMA's economic KPIs. One year forecasts are based on fishery manager expertise and stock assessments.</p> <p>³ Please note that not all Commonwealth fish stocks can be managed by MEY, for example, those managed under international regional bodies.</p> <p>⁴ Where higher and lower value species are caught together, different targets for the lower value species may maximise net economic returns over all.</p> <p>⁵ Assessment methodologies are being reviewed. This may mean that projections may vary.</p>				
Regulator Performance Framework (RPF) KPI: Regulators do not unnecessarily impede the efficient operation of regulated entities	<ol style="list-style-type: none"> 1. Regular consultation occurs with industry 2. Cost reduction initiatives are implemented 3. Client Service Charter standards are met 			
<p>Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.</p>				
RPF KPI: Actions undertaken by regulators are proportionate to the regulator risk being managed.	<ol style="list-style-type: none"> 1. Risk frameworks are accessible and reviewed regularly 2. Internal audits are conducted on AFMA operations and findings are addressed in a timely manner 3. The compliance and enforcement policy and program is reviewed regularly 			
<p>Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.</p>				
<p>Target completion dates for all performance measures are 30 June unless otherwise stated.</p>				



Image. Southern Bluefin Tuna

Corporate Goal 3: Deliver effective, cost efficient and transparent management and regulatory arrangements

In pursuing Corporate Goal 3, AFMA will undertake the following strategies and will focus our efforts in the following areas over the next four years. Specific actions in addressing the areas of focus for the 2017-18 reporting period are listed in the AFMA Annual Operational Plan 2017-18:

Strategy	Area of Focus
3.1 Pursuing ministerial directives and government initiatives to improve regulation and administration generally in the Federal government sector	3.1.1 continuing to explore opportunities to streamline fisheries assessment processes under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>
3.2 Operating an effective compliance regime	3.2.1 reviewing the risk assessment for the domestic compliance program and implementing measures to address key threat areas
	3.2.2 reviewing the penalty provisions in legislation that AFMA administers and making fisheries management arrangements more uniform and understandable
	3.2.3 implementing strategies to deter and eliminate illegal, unregulated and unreported foreign fishing in Australian waters and on the high seas where Australia has an interest.
3.3 Reviewing business processes and systems, information flows and financial management arrangements	3.3.1 establishing new co-management arrangements that encourage greater industry responsibility for fisheries impacts
	3.3.2 assessing the value of using shared service arrangements for corporate services that reduce costs
	3.3.3 exploring opportunities to extend contract monitoring and compliance services to external agencies
	3.3.4 implementing AFMA's Information and Communication Technology Strategy
	3.3.5 continuing to improve access to AFMA fisheries information through data.gov.au, the AFMA website and other media
	3.3.6 developing an e-business plan that considers cost effective and efficient use of electronic systems for logbooks, monitoring and licensing

AFMA will assess the impact of our strategies using the following performance measures:

Performance measure	2017-18	2018-19	2019-20	2020-21
Number of completed endorsed red tape reduction initiatives	10	0	0	0
Performance measure measurement method: The red tape reduction register records estimated completion dates to reflect the above performance measures. However, current and future initiatives endorsed by the Minister may have relevant timeframes for delivery. This will be reflected when reporting on performance measures.				
% of apprehended foreign illegal unregulated and unreported vessels and suspected illegal entry vessels disposed of	100%	100%	100%	100%
Performance measure measurement method: Data is based on actions documented in compliance and enforcement activities.				
% of treatment targets for all priority domestic compliance risks met	90%	90%	90%	90%
Performance measure measurement method: Data is based on actions documented in compliance and enforcement activities.				
Industry cost recovery charges do not exceed the levels derived by increasing the 2005-06 recoveries by the Consumer Price Index each year	<\$18.6m	<\$19.0m	<\$19.5m	<\$20.0m
Performance measure measurement method: Calculated using 2005-06 total cost recoveries and adding CPI adjustments based on 2.5%				
RPF KPI: Communication with regulated entities is clear, targeted and effective	<ol style="list-style-type: none"> 1. AFMA's website provides up to date and useful information 2. Major decisions by AFMA are provided on AFMA's website 3. Stakeholders are satisfied with AFMA's consultation processes 			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
RPF KPI: Compliance and monitoring approaches are streamlined and coordinated	<ol style="list-style-type: none"> 1. AFMA takes action to minimise the costs of monitoring and engagement 2. Compliance activities target high risk areas and make use of other regulator agencies' capabilities to complement those of AFMA 3. AFMA adopts electronic business solutions to improve access by, and responses to, regulated entities 			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
RPF KPI: Regulators are open and transparent in their dealings with regulated entities	<ol style="list-style-type: none"> 1. AFMA publishes reasons for major decisions and policies on our website and performance against the Client Service Charter in the Annual Report 2. Feedback mechanisms are available for regulated entities to use 3. AFMA publishes performance information 			

Performance measure	2017-18	2018-19	2019-20	2020-21
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
RPF KPI: Regulators actively contribute to the continuous improvement of regulatory frameworks	<ol style="list-style-type: none"> 1. Stakeholder consultation procedures are in place and reviewed regularly 2. Significant changes to AFMA regulatory frameworks involve stakeholder consultation 3. AFMA participates in meetings with the Department of Agriculture and Water Resources on the development/amendment of regulator frameworks 			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
Target completion dates for all performance measures are 30 June unless otherwise stated.				



Image. Manual longline hook setup



Image. Snapper cleaning

Capability to deliver on the proposed strategies over the life of the Corporate Plan

Workforce Plan

AFMA's workforce plan will shape our workforce to deliver the strategies in this corporate plan and to be flexible enough to respond to change. This will ensure that the right people - those with the capabilities and skills necessary for the work - are available in the right numbers, in the right place and at the right time.

AFMA faces the potential impacts of an ageing workforce (around one-fifth of AFMA's workforce will be in the retirement age range within five years), the potential loss of critical skills, workplace health and safety challenges including at-sea monitoring and enforcement, and work/life family issues. In addition, implementation of key organisational and government strategies will impact on the future needs of the agency. AFMA continues to apply strategies to mitigate against the loss of specialist knowledge, including transitioning retirements, staff training and development and graduate programs.

AFMA is building stronger leaders through professional development programs, adopting succession management practices and supporting mentoring initiatives.

AFMA also engages contractors or consultants to deliver non-core technical expertise where it is required.

ICT Capability

Information and communications technologies are critical enabling services for AFMA as they empower and support our staff in pursuing the ecologically sustainable and economically efficient management of Commonwealth fisheries.

AFMA has developed and is implementing a new ICT Strategy that will cover the next three years, addressing a range of business and information drivers that will shape the direction of its ICT investment in order to support effective delivery of both the Corporate and Operational plans. These drivers demonstrate a high level of business priority on the collection, maintenance and management of fisheries related data for the purpose of developing and enforcing sound fisheries management.

While the agency has established a popular on-line portal for fisheries associated industry transactions, there is a strong stakeholder and public desire for greater information accessibility. The ICT Strategy creates the framework for delivery of a new integrated suite of ICT capability that provides the necessary platform for greater accuracy and accessibility of fisheries data and better access to other information.

It describes six separate ICT strategic initiatives, four of which directly address renewal of AFMA's current fisheries data management environment including:

- Creation of a new Holistic Fisheries Data Management Architecture
- Subsequent implementation of the Next Generation Monitoring and Reporting
- Tackling Industry Portal Transformation
- Delivery of an associated new Field Operations Platform.

The remaining two initiatives undertake important other measures to streamline and simplify delivery of the agency's day-to-day business support systems and underlying physical technology layers.



Image. Fisheries Officer conducting surveillance operations in Lakes Entrance

Risk oversight and management

AFMA faces a range of challenges reflecting our responsibilities as a manager of natural resources and a regulator of Commonwealth fisheries. These include potential threats to the organisation and to the effective pursuit of our legislated objectives.

AFMA has a Risk Management Policy and Framework that sets out AFMA's approach to risk in accordance with the Commonwealth Risk Management Policy. Oversight of risk management in AFMA is further enhanced through the:

- **Audit and Risk Committee:** comprising one Commissioner and three independent members, the committee provides independent assurance and advice to the CEO and Commission on risk management and related matters. The committee reports to the CEO and Commission.
- **Risk Management Committee:** comprising representatives from the Fisheries Management, Fisheries Operations and Corporate Services Branches, the committee reviews the risk framework, the risk register and risk management practices in AFMA. The committee reports to the CEO and Audit and Risk Committee.
- **Workplace Health and Safety Committee:** comprising staff and management representatives, the committee monitors workplace risks, addresses incidents and oversights work practices and their effectiveness in minimising incidents and claims. The committee reports to the CEO.

AFMA's approach to risk management

AFMA's approach to risk management is organised into three main areas that are each handled differently – Ecological risks, Compliance risks and Operational risks. AFMA are also investigating the suitability of a quality management system to ensure that its Ecological Risk Management Guide is fully implemented.

Ecological risks

AFMA's Ecological Risk Management (ERM) framework aims to manage the impacts of Commonwealth fisheries on all aspects of the marine environment, including:

- target (i.e. key commercial) species
- byproduct species
- bycatch species (including protected species)
- habitats and
- ecological communities.

This framework uses CSIRO's Ecological Risk Assessment for the Effects of Fishing (ERAEF) as the primary means of assessing the risks that fisheries may pose to the marine environment.

The ERAEF involves a hierarchy of risk assessment methodologies progressing from a qualitative analysis at the first stage, to a more detailed and quantitative analysis at the final stage. This approach allows easy identification of high, medium and low risk species, including those that are data poor.

Ecological risk assessments are used to identify which species, habitats and communities are potentially at risk from the effects of fishing. The ERAEF allows a broad range of species to be assessed under a single framework and allows fisheries managers to make more informed decisions without needing exhaustive data collection and assessments on all species of interest. The ERAEF provides a basis for developing a Fishery Management Strategy that includes:

- fishery specific harvest strategies (focused mainly on key and secondary commercial species),
- fishery specific ERM (focused on byproduct and bycatch including protected species),
- fishery specific Bycatch and Discard Action Plans,
- five-year Research Strategies.

The ERM framework has recently been reviewed and revised as part of a continual improvement process.

Compliance risks

AFMA developed our compliance model based on the model adopted at the time by the Australian Taxation Office (ATO). This model provides a structured process that appreciates an individual's motives to comply or not comply. The model advocates a deeper understanding of motivation, circumstances and characteristics so that assistance and enforcement actions can be tailored to promote better compliance. Importantly the model provides insights into factors that influence different compliance behaviours and assists AFMA in deciding the interventions that are necessary.

The ultimate aim is to influence as many operators as possible to move to a position of being willing to comply.

The methodology utilised for risk analysis is detailed in AFMA's National Compliance Risk Assessment Methodology documents (<http://www.afma.gov.au/monitoring-enforcement/combating-illegal-fishing-2/>).

Operational risks

AFMA identifies a range of risks that may be found in any organisation including risks associated with its workforce, supplier services risks, financial risks and information and technology risks. AFMA uses risk management plans and procedures to mitigate the likelihood and impacts of these risks.

Contact us

For further information about our activities, functions and services, please:

Visit AFMA's webpage at: www.afma.gov.au

Email: info@afma.gov.au

Phone AFMA direct on 1300 723 621