



Australian Government
Australian Fisheries Management Authority

Corporate Plan

2018 – 2021

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Contents

<u>INTRODUCTION</u>	3
STATEMENT OF PREPARATION	3
<u>OUR PURPOSE</u>	4
<u>CORPORATE GOALS – DIRECTIONS FOR 2018 – 2021</u>	4
<u>OPERATING ENVIRONMENT</u>	5
<u>PERFORMANCE AND MEASUREMENT</u>	6
CORPORATE GOAL 1	6
MANAGEMENT OF COMMONWEALTH FISHERIES CONSISTENT WITH PRINCIPLES OF ECOLOGICAL SUSTAINABLE DEVELOPMENT	6
CORPORATE GOAL 2:	8
MAXIMUM NET ECONOMIC RETURNS TO THE AUSTRALIAN COMMUNITY FROM THE MANAGEMENT OF COMMONWEALTH FISHERIES	8
CORPORATE GOAL 3	11
COMPLIANCE WITH COMMONWEALTH FISHERIES LAWS AND POLICIES AND RELEVANT INTERNATIONAL FISHING OBLIGATIONS AND STANDARDS.....	11
CORPORATE GOAL 4	13
DELIVER EFFECTIVE, COST EFFICIENT AND ACCOUNTABLE MANAGEMENT OF COMMONWEALTH FISHERIES RESOURCES.....	13
<u>RISK MANAGEMENT</u>	17
GOVERNANCE	17
RISKS AND MANAGEMENT RESPONSES	18
<u>CAPABILITY TO DELIVER ON THE PROPOSED STRATEGIES OVER THE LIFE OF THE CORPORATE PLAN</u>	20
GOVERNANCE	20
RELATIONSHIP MANAGEMENT	20
WORKFORCE PLAN	21
INFRASTRUCTURE	22
FINANCIAL SUSTAINABILITY	23
CONTACT US	24

Introduction

The AFMA Commission is pleased to present the Corporate Plan 2018-21 to Senator the Hon Anne Ruston, the Assistant Minister for Agriculture and Water Resources.

This plan is AFMA's principal planning document and highlights our goals and strategies aimed at continuing to deliver ecologically sustainable and economically efficient Commonwealth fisheries over the next four years. Reflecting recent increased government requirements for expanded AFMA engagement with our commercial, recreational and Indigenous stakeholders, we have revised our purpose to be - *To maximise net economic returns to the Australian community through the ecologically sustainable development of Commonwealth fisheries.*

To better reflect our emphasis on ecologically sustainable development (ESD), AFMA has increased the number of corporate goals under our Corporate Plan from the previous three to four. This provides for closer alignment of AFMA's future work with all elements of ESD as opposed to our past focus on the ecological component reflecting the need to prevent overfishing consistent with the Ministerial Direction of 2005. As a result we will be increasing our consideration of the economic interests for recreational and Indigenous stakeholders, as well as commercial fishers, along with increasing the impact of AFMA's domestic and international compliance work. AFMA's commitment to cost-effectiveness and stakeholder engagement/accountability remains, reflecting the importance of getting value for money and making evidence-based decisions.

This plan should be read in conjunction with AFMA's Portfolio Budget Statements (that describe our outcome, strategic directions and performance measures for 2018-21), and AFMA's Annual Operational Plan 2018-19 (that explains our actions to deliver on our areas of focus for that year). Both 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 2018-21, which covers the periods of 2018-19 to 2021-22, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) 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.



Helen Kroger
Chairman, AFMA Commission



Dr James Findlay GAICD
Chief Executive Officer
Accountable Authority of AFMA

Our Purpose

To maximise net economic returns to the Australian community through the ecologically sustainable development of Commonwealth fisheries.

Corporate Goals – directions for 2018 – 2021

Commonwealth fisheries are currently in good shape with the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Fishery Status Reports 2017 showing that for the fourth consecutive year, no Commonwealth fishery solely managed by AFMA is subject to overfishing. In addition, ABARES' most recent fishery statistics also indicate that the gross value of Commonwealth fisheries production (GVP) increased by 25 per cent in 2015–16 to \$439 million. This was the fourth consecutive annual rise in production value and the highest GVP in real terms since 2003–04.

To continue to deliver positive outcomes and pursue our purpose, over the next four years AFMA will also pursue four corporate goals:

1. *Management of Commonwealth fisheries consistent with the principles of ecologically sustainable development*

This will require AFMA to integrate long-term and short-term economic, environmental, social and equity considerations, apply the precautionary principle and conserve biological diversity. In doing so, we will work with commercial, recreational and Indigenous fishers.

2. *Maximum net economic returns to the Australian community from the management of Commonwealth fisheries*

This will require AFMA management arrangements to maximise operating efficiencies for commercial fishers while accounting for recreational and Indigenous fishing interests in Commonwealth fisheries.

3. *Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards*

This will require cooperation with a range of domestic and foreign agencies to maintain effective monitoring, control and surveillance of fisheries activities in the Australian Fishing Zone and waters of shared international interest.

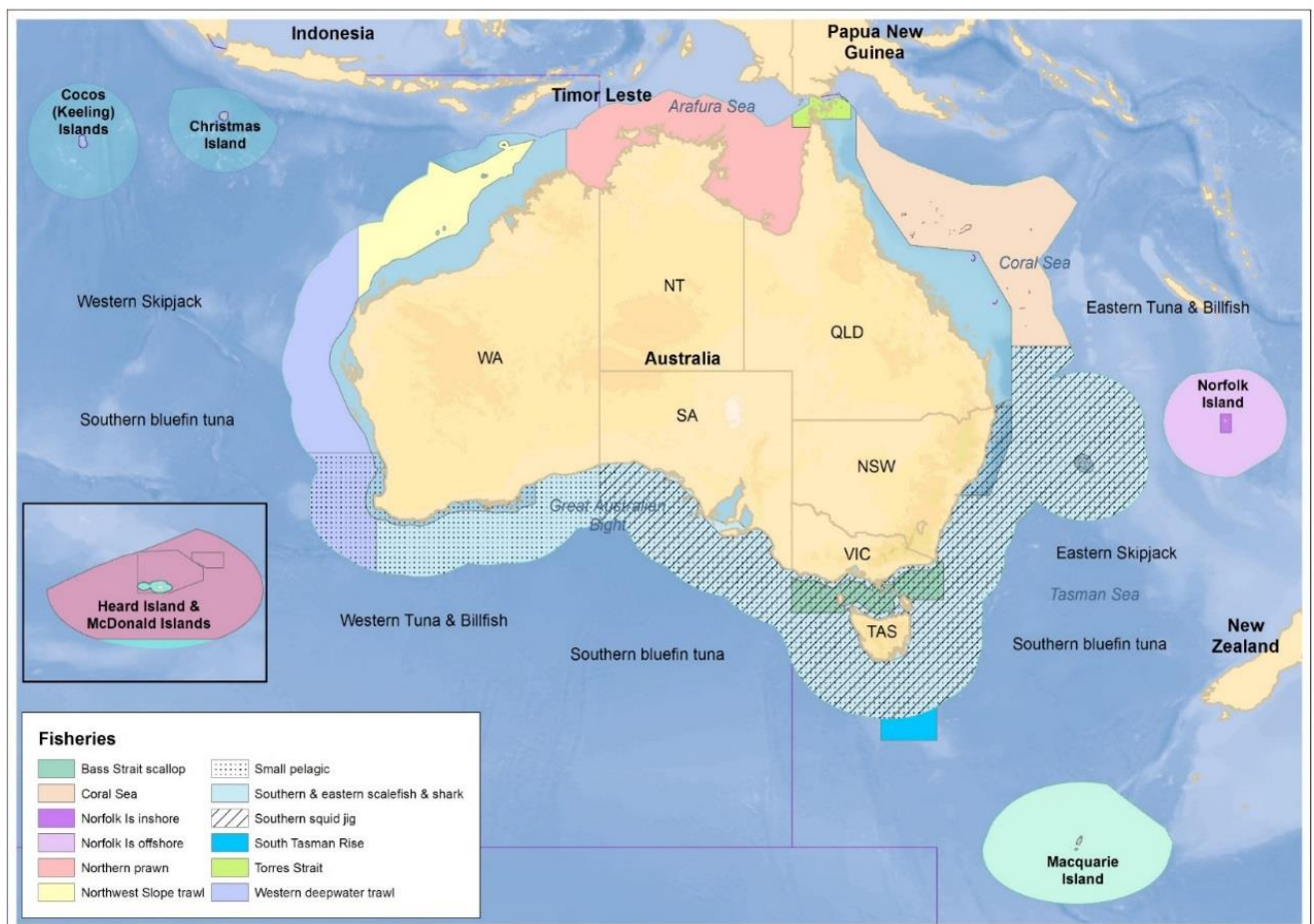
4. *Deliver efficient, cost-effective and accountable management of Commonwealth fisheries resources*

We will deliver value for money through improved valuation, pricing and incentive mechanisms and ensure accountability to commercial, recreational and Indigenous fishers and the Australian community.

Operating Environment

Effective natural resource management provides AFMA with many challenges. Our corporate goals provide a focus for allocating our resources and monitoring our performance to support positive outcomes and future improvement. 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 (see Goal 1). 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 (see Goal 2). 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 (see Goal 3). There are some exceptions to this which are noted in Offshore Constitutional Settlement (OCS) 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*.



Map of AFMA managed Commonwealth fisheries

Performance and Measurement

In pursuing our purpose and goals in the 2018-21 period, AFMA's strategies and areas of focus for action will be measured.

Corporate Goal 1

Management of Commonwealth fisheries consistent with principles of ecological sustainable development

AFMA manages Commonwealth fisheries on the basis that minimising the impacts on the marine ecosystem and ensuring sustainable commercial harvesting, lead to better economic and social outcomes from those fisheries for commercial, recreational and Indigenous fishing sectors. We will draw on sound science and close engagement with stakeholders in accordance with AFMA's Strategic Research Plan 2017-2022 as well as advice provided through our Resource Assessment Groups and Management Advisory Committees. AFMA's strategies and areas of focus over the next four years are:

Strategy	Area of Focus
1.1 Development of management arrangements that enable fishers to harvest sustainably	1.1.1 supporting the implementation of relevant government policies including Commonwealth Harvest Strategy and Fisheries Bycatch
	1.1.2 implementing AFMA's revised Ecological Risk Management Framework
	1.1.3 developing strategies for managing the impacts of fishing on the broader marine environment
	1.1.4 avoiding overfishing and rebuilding stocks that are overfished
	1.1.5 ensuring available recreational and Indigenous fishing information is used in decision making
1.2 Investing in and applying science 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 support the provision of high quality scientific advice on which to base fishery management decisions
	1.2.2 working with scientific organisations and other relevant groups to investigate the effects of climate change on Commonwealth fisheries and implementing responses as required

Strategy	Area of Focus
	1.2.3 conducting research on the economic and social aspects of harvesting Commonwealth fisheries

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

Performance Measure	2018-19	2019-20	2020-21	2021-22
1. Complete an Ecological Risk Assessment (ERA) and Fisheries Management Strategy (FMS) for each fishery every five years. (number of fisheries).	5	5	5	5
2. The number of high risk rated species from ERAs declines.	88	80	70	60
3. Fisheries reporting on general bycatch quantity ¹ each year (number of fisheries).	5	8	11	15
4. Fisheries reporting decreasing volume of general bycatch each year ¹ (number of fisheries).	3	6	10	15
5. Number of fisheries with decreasing interaction rates with Threatened Endangered and Protected species (TEPs).	3	5	8	10

Target completion dates for all performance measures are 30 June unless otherwise stated.

Methods for measuring performance:

1. Based on the agreed schedule of ecological risk assessments in the Guide to AFMA's Ecological Risk Management June 2017.
2. Based on Ecological Risk Assessments, noting that revised, more precautionary species reference points have identified more high risk species.
3. Reporting of general bycatch by fishery in logbooks.
 - ¹Bycatch other than TEPs
4. Reporting of general bycatch by fishery in logbooks.
 - ¹Bycatch other than TEPs
5. Quarterly reports to the Department of Energy and Environment

Corporate Goal 2:

Maximum net economic returns to the Australian community from the management of Commonwealth fisheries

In seeking to increase commercial fishing returns from established and potential Commonwealth fisheries, AFMA will take into account commercial, recreational and Indigenous fishing interests in its decision making.

AFMA's strategies and areas of focus over the next four years are:

Strategy	Areas of Focus
2.1 Reviewing management arrangements to take into account commercial, recreational and Indigenous fishing interests when maximising net economic returns from the commercial sector	2.1.1 reviewing relevant AFMA policies and fishery harvest strategies
	2.1.2 collecting and utilising economic information including quota prices to pursue maximising net economic returns
	2.1.3 reviewing relevant OCS arrangements and develop shared harvest strategies and negotiate agreed commercial catch shares
2.2 Increasing catch levels within sustainable Total Allowable Catches (TACs)	2.2.1 conducting and considering implementation of research focussed on under caught TACs
2.3 Managing exploratory fisheries (potentially underutilised fisheries)	2.3.1 revising current policy to better facilitate access to underutilised Commonwealth fisheries resources
2.4 Understanding impacts of resource allocation between commercial, recreational and Indigenous fishers	2.4.1 working with Department of Agriculture and Water Resources to develop Commonwealth resource sharing policy

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

AFMA pursues its economic objective by setting maximum economic yield (MEY) (or proxy) targets for key commercial stocks and/or a fishery as required by the Commonwealth Harvest Strategy Policy. Maximum economic yield is the

sustainable catch or effort level for a stock/fishery that best enables 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 stock/fishery biomass level that generates maximum Net Economic Returns is usually higher than that generating maximum catch.

For AFMA's top 30 stocks by value calculated using 2014-15, 2015-16 and 2016-17 average GVP data, there are currently 15 stocks explicitly managed to maximum economic yield targets. The remaining 15 stocks either do not have a MEY or proxy targets or 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 that Australia has accepted. In some fisheries AFMA may apply multispecies MEY across many fish stocks.

Performance measure	2018-19	2019-20	2020-21	2021-22
1. For economically significant stocks ² :				
a. maximise the number of key commercial stocks with harvest strategy targets based on maximum economic yield or the best available proxy ^{3,4} (number of stocks)	At least 15	At least 15	At least 15	At least 15
b. improve the number of stocks in (a) assessed as being on economic target ⁴ (number of stocks)	4	4	4	4
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 ⁴ (number of stocks)	6	6	6	6
2. Major fisheries have harvest strategies that meet the Harvest Strategy Policy 2018 (HSP2018) within 3 years (number of fisheries).	0	6	8	10

Performance measure	2018-19	2019-20	2020-21	2021-22
3. Other fisheries have harvest strategies that meet the HSP2018 within 4 years (number of fisheries).	0	2	4	6

Target completion dates for all performance measures are 30 June unless otherwise stated.

Methods for measuring performance:

- 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.
 - ² Please note that not all Commonwealth fish stocks can be managed by MEY, for example, those managed under international regional bodies.
 - ³ Where higher and lower value species are caught together, different targets for the lower value species may maximise net economic returns over all.
 - ⁴ Assessment methodologies are being reviewed. This may mean that projections may vary.
- Major fishery harvest strategies reviewed for consistency with the HSP2018.
- Non-major fishery harvest strategies reviewed for consistency with the HSP2018.



Photo provided by AFMA - PIRSA SBT Inspection 2017

Corporate Goal 3

Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards

For domestic operators, AFMA will be continuing to focus on encouraging voluntary compliance while maintaining a capability and taking enforcement action against conscious non-compliance.

To counter pressures from illegal foreign fishing, AFMA will coordinate action with Australian and counterpart international agencies to address threats to the Australian Fishing Zone and actively participate in international forums to combat foreign illegal, unreported and unregulated (IUU) fishing in areas on the high seas which Australia has an interest. We will also continue to deliver international capacity building programs to enhance the capabilities of like-minded nations to combat IUU fishing.

AFMA's strategies and areas of focus over the next few years are:

Strategy	Area of Focus
3.1 Operating an effective domestic compliance regime using measures that are proportionate to the risks involved	3.1.1 reviewing the risk assessment for the domestic compliance program and implementing measures to address key threat areas
	3.1.2 reviewing the penalty provisions in legislation that AFMA administers and making fisheries management arrangements more uniform and understandable
3.2 Operating effective foreign fisheries compliance enforcement and capacity building	3.2.1 implementing strategies to deter and eliminate IUU foreign fishing in Australian waters and on the high seas where Australia has an interest
	3.2.2 participating in capacity building programs with neighbouring countries and supporting key regional and international fishing bodies

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

Performance measure	2018-19	2019-20	2020-21	2021-22
1. % of treatment targets for all priority domestic risks met	90% ⁵	90% ⁵	90% ⁵	90% ⁵
2. % of apprehended IUU vessels and suspected illegal entry vessels (SIEVs) delivered to AFMA that were disposed of	100%	100%	100%	100%

Regulator Performance Framework (RPF)	2018 - 2022
RPF KPI: Compliance and monitoring approaches are streamlined and coordinated.	<ul style="list-style-type: none"> Compliance risk assessment conducted every two years to ensure well targeted activities Compliance activities target high risk areas and make use of other regulator agencies' capabilities to complement those of AFMA Online systems are available to regulated entities and uptake and use of electronic business solutions is increased

Target completion dates for all performance measures are 30 June unless otherwise stated.

Methods for measuring performance:

Data is based on actions documented in compliance and enforcement activities for both measures in Corporate Goal 3.

- ⁵ Some targets do not set a 100% level of achievement. This reflects the operational environment for AFMA in managing a wide range of commercial, recreational and Indigenous stakeholders and their impacts on Commonwealth marine resources.

Corporate Goal 4

Deliver effective, cost efficient and accountable management of Commonwealth fisheries resources

Minimising management cost imposts on commercial operators remains a key AFMA commitment to deliver value-for-money. 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, AFMA has out-performed the cumulative CPI increases by more than \$36.2 million (as at 2017-18). Further, since 2013 AFMA has been explicitly reducing red tape and has now identified and/or implemented around 50 such initiatives.

Incentive mechanisms include greater individual accountability for boat-level performance and using pricing to encourage the uptake of electronic reporting and monitoring.

Reflecting recent legislative changes, AFMA will also be looking to broaden stakeholder engagement and consultation particularly with recreational and Indigenous fishers. Expanding communications tools and greater public reporting of AFMA decision making will also support this.

In pursuing Corporate Goal 4, AFMA will undertake the following strategies and will focus our efforts in the following areas over the next four years:

Strategy	Area of Focus
4.1 Pursuing ministerial directives and government initiatives to improve regulation and administration generally in the Federal government sector	4.1.1 continuing to explore opportunities to streamline fisheries assessment processes under the <i>Environment Protection and Biodiversity Conservation Act 1999</i>
	4.1.2 implementing new fisheries policies for harvest strategies and bycatch with a focus on improving fishery management performance
4.2 Reviewing business processes and systems, information flows and financial management arrangements	4.2.1 expanding boat-level arrangements that encourage greater industry responsibility for fishing impacts
	4.2.2 assessing the value of using shared service arrangements for corporate services that reduce costs

Strategy	Area of Focus
	4.2.3 exploring opportunities to extend contract monitoring and compliance services to external agencies
	4.2.4 implementing AFMA's Information and Communication Technology (ICT) Strategy
	4.2.5 continuing to improve access to AFMA fisheries information through data.gov.au, the AFMA website and other media
	4.2.6 developing an e-business plan that considers cost effective and efficient use of electronic systems for logbooks, monitoring and licensing
4.3 Increase AFMA accountability and stakeholder engagement	4.3.1 expanding membership and capability development for recreational and Indigenous members on relevant MACs and RAGs
	4.3.2 improving surveys/feedback mechanisms

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

Performance measure	2018-19	2019-20	2020-21	2021-22
Industry cost recovery charges do not exceed the levels derived by increasing the 2005-06 recoveries by the Consumer Price Index each year	<\$18.8m	<\$19.3m	<\$19.7m	<\$20.2m
Communications subscribers via afma.gov.au				
• Media releases	750	850	950	1050
• News articles	1100	1200	1300	1400
Communications Facebook				

Performance measure	2018-19	2019-20	2020-21	2021-22
• Likes	3000	3500	4000	4500
• Followers	3500	3500	4000	4500
Communications Twitter				
• New account to be setup (figures are projections)	200	500	750	1000

Regulator Performance Framework (RPF)	2018 - 2022
RPF KPI: Communication with regulated entities is clear, targeted and effective.	<ul style="list-style-type: none"> • AFMA's websites provide up to date and useful information for all stakeholders • Major decisions by AFMA are provided on AFMA's websites • Stakeholders are satisfied with AFMA's consultation processes • Communication collaboration opportunities are created to support industry and foster accurate and positive public stories
RPF KPI: Regulators do not unnecessarily impede the efficient operation of regulated entities.	<ul style="list-style-type: none"> • Regular consultation occurs with industry • Cost reduction initiatives are implemented • Client Service Charter standards are met
RPF KPI: Actions undertaken by regulators are proportionate to the regulator risk being managed.	<ul style="list-style-type: none"> • Risk frameworks are accessible and reviewed regularly • Internal audits are conducted on AFMA operations and findings are addressed in a timely manner • The compliance and enforcement policy and program are reviewed regularly
RPF KPI: Regulators are open and transparent in their dealings with regulated entities.	<ul style="list-style-type: none"> • AFMA publishes reasons for major decisions and policies on our website and performance against the Client Service Charter in the Annual Report

Regulator Performance Framework (RPF)	2018 - 2022
	<ul style="list-style-type: none"> • Feedback mechanisms are available for regulated entities to use • AFMA publishes performance information
<p>RPF KPI: Regulators actively contribute to the continuous improvement of regulatory frameworks.</p>	<ul style="list-style-type: none"> • Stakeholder consultation procedures are in place and reviewed regularly • Significant changes to AFMA regulatory frameworks involve stakeholder consultation • AFMA participates in meetings with the Department of Agriculture and Water Resources on the development/amendment of regulator frameworks

Target completion dates for all performance measures are 30 June unless otherwise stated.

Methods for measuring performance:

1. Industry cost recovery measure is calculated using 2005-06 total cost recoveries and adding CPI adjustments based on 2.5%
2. Communications measures are calculating using reporting functions within programs (Survey monkey, Facebook and Twitter)

Risk management

AFMA will continue to apply a strong corporate culture of risk management and oversight to identify opportunities and risks in pursuing our corporate goals. Our Risk Management Policy, and Strategic and Enterprise Risk Registers are reviewed regularly and our Risk Management Guidelines provide a standard procedure for AFMA staff to consider approaches to risk that is based on the International Standard ISO 31000: Risk Management.

Governance

As the accountable authority, AFMA's Chief Executive Officer (CEO) has established and maintains systems for:

- risk oversight and management; and
- internal control

As part of this, a number of committees, each focusing on key elements of our enterprise risks, provide the CEO and the Executive with analysis and information needed to support effective and efficient management. The establishment of the Strategic Delivery Committee in May 2017 for example, provides oversight of all major projects undertaken by AFMA including our ICT strategy.



AFMA's Audit and Risk Committee has been established under section 45 of the PGPA Act and Section 17 of the PGPA Rule. The Committee provides independent advice and assurance to the CEO on AFMA's risk management arrangements and systems of internal control.

Risks and management responses

In pursuing our goals over the next four years, AFMA has identified a range of strategic risks and management responses as set out in the table below:

Corporate Goal	Risks	Main Management Responses
Ecologically sustainable development of Commonwealth fisheries	<p>Damage to the environment from fishing</p> <p>Reductions in fish stock and bycatch levels</p>	<p>Ecological Risk Assessment/Ecological Risk Management</p> <p>Harvest Strategies, Fishery Management Plans</p> <p>Protected Species and Bycatch Reduction Strategies</p>
Maximise the net economic returns from Commonwealth fisheries resources for the benefit of present and future generations of Australians	<p>Commonwealth fisheries underutilised, with impacts on returns to the Australian community</p> <p>Declining profitability of fishing industry</p>	<p>Harvest Strategies</p> <p>Increasing engagement with commercial, recreational and Indigenous stakeholders</p> <p>Targeted economic and social research</p>
Ensure compliance with Commonwealth fisheries laws and policies and relevant international fishing standards	<p>Illegal fishing – foreign</p> <p>Illegal fishing - domestic</p>	<p>Engagement with defence and border operations</p> <p>International cooperation through Plans of Action on IUU Fishing, participation in RFMOs</p> <p>National Compliance and Enforcement Program</p>
Deliver efficient, cost-effective and accountable management of Commonwealth resources	<p>Failures in:</p> <ul style="list-style-type: none"> • WHS • Finance and fraud • ICT systems • Corporate oversight and control 	<p>Policies and internal controls to build AFMA's effectiveness in managing such risks and resilience in the face of uncertainty</p>

Such strategic risks inform AFMA's Enterprise Risk Register, which is used in branch and section planning to explore opportunities to mitigate operational risks. Examples from the previous page include the two highest risks currently identified relating to potential serious injury or death of a Fisheries Officer or AFMA Observer while deployed at sea (failure in WHS), and the compromise of our ICT network by a third party with malicious intent (failure in ICT systems and their security).



Photo provided by – Alamy.com – Reef fish Torres Strait

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

Governance

AFMA is the Australian Government agency responsible for the efficient and sustainable management of Commonwealth fisheries resources on behalf of the Australian community. AFMA's regulatory and management powers are governed by the *Fisheries Administration Act 1991*. For the purposes of the PGPA Act, AFMA is a non-corporate Commonwealth entity.

Six independent Commissioners provide expertise in such areas as natural resource management, legal and governance matters, and fishing industry operations exercising AFMA's domestic fisheries management functions and powers, including the determination of fishing capacity. The CEO, while also being a Commissioner, is responsible for assisting the Commission by giving effect to its decisions, as well as 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 operates within the Australian Government's outcome and performance frameworks. We publish an annual report which includes AFMA's Annual Performance Statement. This provides performance results and an assessment and analysis of performance against our stated purpose. AFMA Management's ongoing monitoring and quarterly reporting to the Executive and the Commission clearly identifies the extent to which we are delivering on our goals and confirms actions continue to be effective.

Relationship Management

The success of different management strategies relies heavily on extensive stakeholder engagement and uptake. This coupled with the introduction of new legislation which came into force in November 2017, requiring AFMA to have regard to ensuring that the interests of commercial, recreational and Indigenous fishers are taken into account, will ensure AFMA continues to consult with a wide variety of stakeholders in making decisions on the management of Commonwealth fisheries.

AFMA stakeholders include licensed commercial fishing vessel owners and operators, fish processors, the Commonwealth Fisheries Association and other fishing industry associations, recreational/charter fishing representatives, scientists, researchers, conservation organisations, Indigenous communities,

environmental NGOs, the media (local and international) and the general public, particularly those who have an interest in how Australia's Commonwealth fisheries are managed.

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, subscriber news and media releases, via social media activities and advertising, and direct mail to concession holders in Commonwealth fisheries. AFMA also aims to strengthen engagement with recreational and Indigenous fishers including providing for an expanded expertise base for the Commission regarding recreational and Indigenous fisheries. We are also extending our footprint into regional areas with the opening of an AFMA office with eight staff in Lakes Entrance, Victoria, from July 2018.

AFMA's two websites (afma.gov.au and pzja.gov.au) are the gateways for stakeholders to access up to date information and news about Commonwealth fisheries management arrangements and operational activity, including information on each fishery, species and gear. The content on both sites will be regularly reviewed to ensure they meet both the government's accessibility requirements and stakeholder needs. The recently launched AFMA Facebook page allows us to reach and engage with a broader range of stakeholders with dynamic and relevant content. AFMA's social media presence will be expanded to include a Twitter account to create greater engagement.

Workforce Plan

AFMA faces several potential impacts to its workforce over the next four years. Constraints imposed by government to AFMA's Average Staffing Level (ASL), potential changes to its existing workforce skills, due to the application of disruptive technology and an ageing workforce, with approximately 25% of our workforce reaching the retirement age range (55+), within the next five years are just some of the challenges AFMA faces. To address these impacts and build capability to meet the future changing operating environment, a new workforce plan will be developed incorporating flexible strategies to be adopted as part of our corporate planning. Where appropriate, contractors or consultants will be used to deliver non-core technical expertise as required.

AFMA will also be seeking to build stronger leaders through professional development programs, adopting succession management practices and supporting mentoring initiatives.

These approaches will ensure that over the next four years AFMA continues to have the right people - those with the capabilities and skills necessary for the work - available in the right numbers, in the right place and at the right time.

Infrastructure

Information and communications technologies are critical enabling services for AFMA in, for example, providing an on-line portal for fisheries associated industry transactions, monitoring fishing industry compliance, and meeting strong stakeholder and public desire for greater information accessibility.

Having recently completed a review of our ICT strategy, over the next four years AFMA will be focusing on delivering a new integrated suite of ICT capability that provides the necessary platform for greater accuracy and accessibility of fisheries data and electronic support for fisheries management arrangements. Four separate strategic initiatives will be pursued:

1. Mobility and Flexibility – Enabling AFMA staff to be able to work with flexibility and capability both within the office and in the field. This includes the provision of new tools and software along with updating the platforms that underpin them.
2. Data and Client Services – That will unlock the value of the data held by AFMA by creating a modern architecture environment. This will enable advanced data analytics, the provision of high quality information (to the public and partner agencies), improve business decision making and drive process automation.
3. Improved Business Engagement – To better understand and support AFMA business areas in the delivery of cost effective services to our stakeholders.
4. Reliable Business Systems – To reduce the internal costs for maintaining and supporting outdated applications and infrastructure to better utilise resources.

Whilst challenging, modernising AFMA's ICT systems requires prioritisation, innovative leveraging of existing Commonwealth entity systems and staging of priority development over multiple years.

Financial sustainability

AFMA is a non-corporate Commonwealth entity, funded by a combination of government appropriations, cost-recovery revenues (i.e. industry levies and fee for service charges), and other administered revenue.

AFMA's Cost Recovery Implementation Statement 2017 (2017 CRIS) outlines which costs are recovered from the Commonwealth fishing industry and which costs the Australian government pay for in accordance with the Australian Government Cost Recovery Guidelines.

In broad terms, AFMA's budget is allocated 39 per cent to cost recovered fisheries management; 35 per cent to domestic fisheries management and compliance; and 26 per cent to international/illegal fishing compliance.

AFMA's financial sustainability will continue to be under pressure over the next four years with expected reduced government appropriation and the fishing industry keen to minimise cost recovery levels.

Effectively managing these pressures to deliver cost effective services will be a challenge that will require AFMA Management to closely monitor and evaluate staffing levels, explore other funding opportunities and introduce improved business processes and technologies to reduce costs and improve efficiency. Maintaining our communication with industry will also remain an essential part of developing and updating industry on the status of AFMA's cost recovered budget activities.

AFMA also collects other revenue for the delivery of services to other government agencies both Federal, State and Territory. These services include vessel monitoring, compliance and observer functions. Other funding opportunities may include:

- funding from other government entities such as Department of Foreign Affairs and Trade to support some of AFMA's objectives in the areas of capacity building in the Asia Pacific region;
- opportunities to leverage off other entity's existing activities/operations such as is the case with the Commonwealth Scientific and Industrial Research Organisation (CSIRO)/ the Fisheries Research and Development Corporation (FRDC) funded activities; and
- leveraging off other entity systems/operations/databases to enhance AFMA's capabilities without significantly investing in AFMA systems – for example, CSIRO databases/systems.

Contact Us

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

Visit the [AFMA website](#)

Email: info@afma.gov.au

Phone AFMA direct on 1300 723 621