



Australian Government

Australian Fisheries Management Authority

Corporate Plan

2023–2026

Including Annual Operational Plan 2023

**Covering the reporting period 2023–24 to
2026–27**

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Introduction

The Australian Fisheries Management Authority’s (AFMA) Corporate Plan 2023–26 updates the previous Corporate Plan and outlines how we intend to deliver against our purpose over the next four years (2023–24 to 2026–27).

The Corporate Plan is AFMA’s primary planning document. It outlines our purpose, the environment in which we operate; our priorities and activities; and the performance measures by which we will be held to account by the Australian community.

The key activities (described in section 2) and performance information (described in section 7) apply generally across the life of the Corporate Plan. These activities and measures are not expected to change significantly in the next four years but will be reviewed and updated annually. Greater specificity of actions to be taken in 2023–24 to deliver against the Corporate Plan are included through the incorporation of the AFMA Annual Operational Plan for 2023 (see section 8).

Statement of preparation by the Chief Executive Officer

I, Wez Norris, as the accountable authority of the Australian Fisheries Management Authority, present the AFMA Corporate Plan for the periods of 2023–24 to 2026–27, as required under section 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 section 72(1) of the Act, I consulted with the peak industry body, the Commonwealth Fisheries Association (CFA), prior to and during preparation of this plan.



Helen Kroger

Chairman, AFMA Commission



Wez Norris

Chief Executive Officer

Accountable Authority of AFMA

1 Purposes

The Australian Fisheries Management Authority (AFMA) is established under the *Fisheries Administration Act 1991* (the FAA) to manage Australia's Commonwealth fisheries on behalf of the Australian community in accordance with the *Fisheries Management Act 1991* (FMA).

Our purpose is to pursue the ecologically sustainable development (ESD) of Commonwealth fisheries for the benefit of the Australian community.

1.1 Our outcome

Ecologically sustainable and economically efficient Commonwealth fisheries, through understanding and monitoring Australia's marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal fishing.

1.2 Our values

In all our relationships, we uphold the Australian Public Service values. These are:

- Impartial – we are apolitical and provide advice that is frank, honest, timely, and based on the best available evidence.
- Committed to service – we are professional, objective, innovative and efficient.
- Accountable – we are open and accountable to our stakeholders across the Australian community.
- Respectful – we respect all people, including their rights and their heritage.
- Ethical – we demonstrate leadership, are trustworthy, and act with integrity.

These values support our collaborative efforts with commercial, recreational and Indigenous fishers and other stakeholders across the Australian community.

1.3 Roles and responsibilities

As a regulatory authority and non-corporate Commonwealth entity, AFMA comprises the Chief Executive Officer (CEO), the Commission and AFMA staff.

The Commission is responsible for performing and exercising the domestic fisheries management functions and powers of the Authority. The AFMA Commission oversees AFMA's domestic fisheries management functions including the determination of total allowable catches (TACs) and total allowable (fishing) effort (TAEs), and domestic compliance and monitoring programs. The Commission comprises of six independent Commissioners with expertise in natural resource management, economics, legal and governance matters, research and fishing industry operations and the CEO.

Our Chief Executive Officer (CEO) is responsible for performing and exercising AFMA's foreign compliance functions and powers and assisting the Commission, including giving effect to the decisions of the Commission.

Our staff are responsible for supporting the CEO to meet the CEO's responsibilities as AFMA's accountable authority under the *Public Governance, Performance and Accountability Act 2013* and the agency head for the purposes of the *Public Service Act 1999*.

1.4 Corporate structure

AFMA is organised into four functional areas:

- Corporate Services Branch – includes specialised knowledge groups (such as human resources, communications and media, legal, finance, property, information technology) that enable the delivery of AFMA's purpose and outcome.
- Fisheries Operations Branch – undertakes national and international compliance operations, as well as policy and strategic support for compliance activities.
- Fisheries Management Branch – manages fisheries and provides specialist policy, environment/climate, economic and research input into management decisions.
- Fisheries Information and Services Branch – supports the observer and e-monitoring programs and carries out licensing services, data management and business intelligence.

1.5 Our objectives

We fulfil our purpose by actively pursuing, and having regard to, our objectives.

Act and section	Summary of objective
<i>Fisheries Administration Act 1991 - section 6</i>	Implement efficient and cost-effective fisheries management.
	Ensure the exploitation of fisheries and related activities is consistent with the principles of ecologically sustainable development. ²
	Where Australia has obligations under international agreements, ensure the exploitation of fish stocks and related activities in the Australian Fishing Zone (AFZ) and the high seas are carried out consistently with those obligations.
	To the extent that Australia has obligations under international law or agreements, ensure that fishing activities by Australian flagged vessels on the high seas are conducted consistently with those obligations. ³
	Maximise net economic returns to the Australian community from the management of Australian fisheries.
	Ensure accountability to the fishing industry and the Australian community in the management of fisheries resources.
	Achieve government targets in relation to the recovery of AFMA's costs.
	Ensure that the interests of commercial, recreational and Indigenous fishers are considered.
<i>Fisheries Management Act 1991 - section 3</i>	Ensure, through proper conservation and management measures, that the living resources of the AFZ are not endangered by over-exploitation.
	Achieve optimum utilisation of the living resources of the Australian fishing zone.

Note 1: Objectives that AFMA “must pursue” are shaded blue. AFMA must “have regard to” the unshaded objectives.

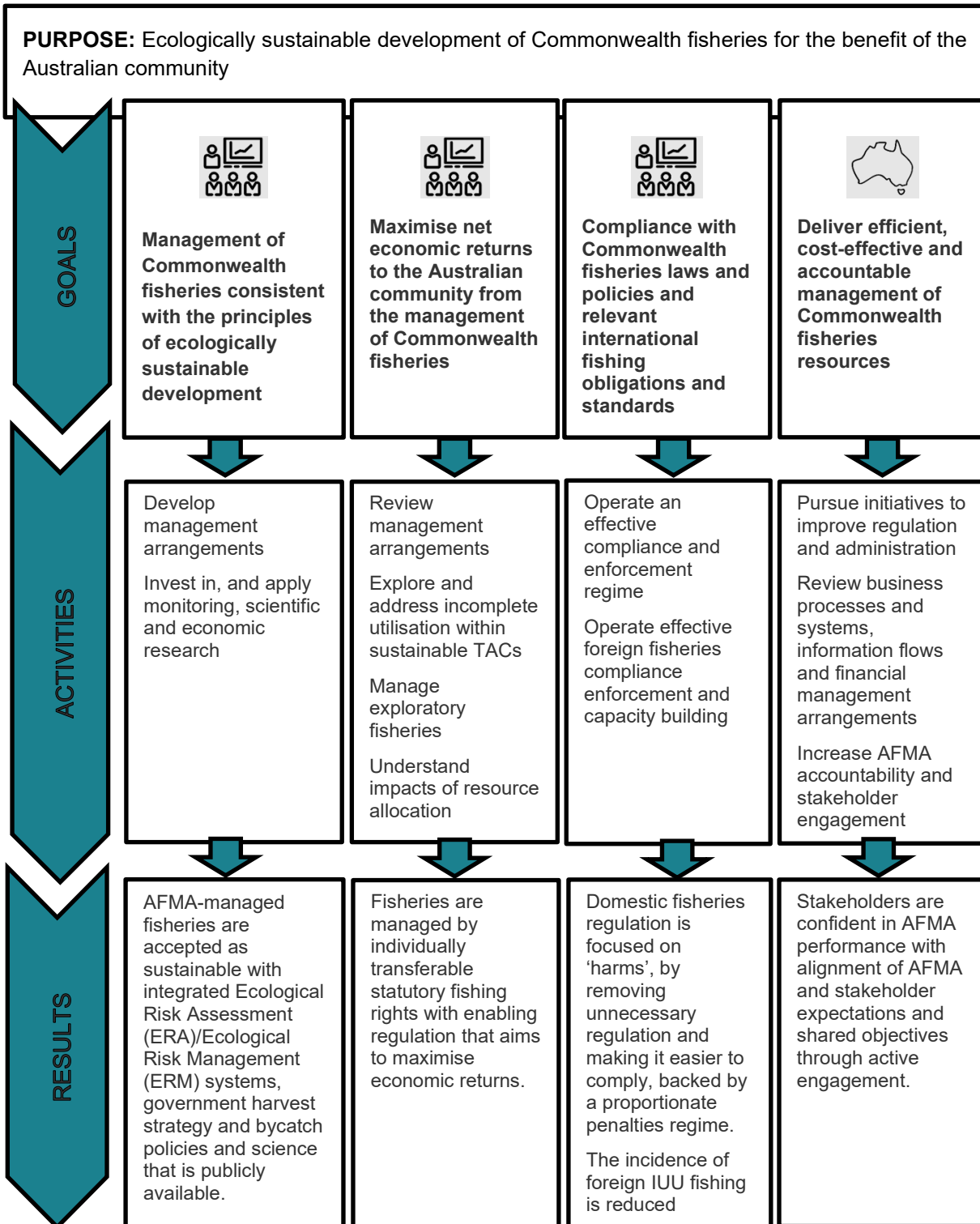
Note 2: The principles of ecologically sustainable development are detailed in section 6A of the FAA.

Note 3: This objective is listed as one that AFMA must pursue in the FAA and as one that AFMA is to have regard to in the FMA.

In pursuing our objectives, we must ensure, as far as practicable, that measures adopted must not be inconsistent with the preservation, conservation, and protection of whales.

2 Key activities

We undertake key activities to achieve our purpose.



3 Operating context

This section sets out the nature of AFMA’s operating context over the four-year period of this corporate plan. It outlines how factors and changes in the environment may affect and influence AFMA’s achievement of its purpose.

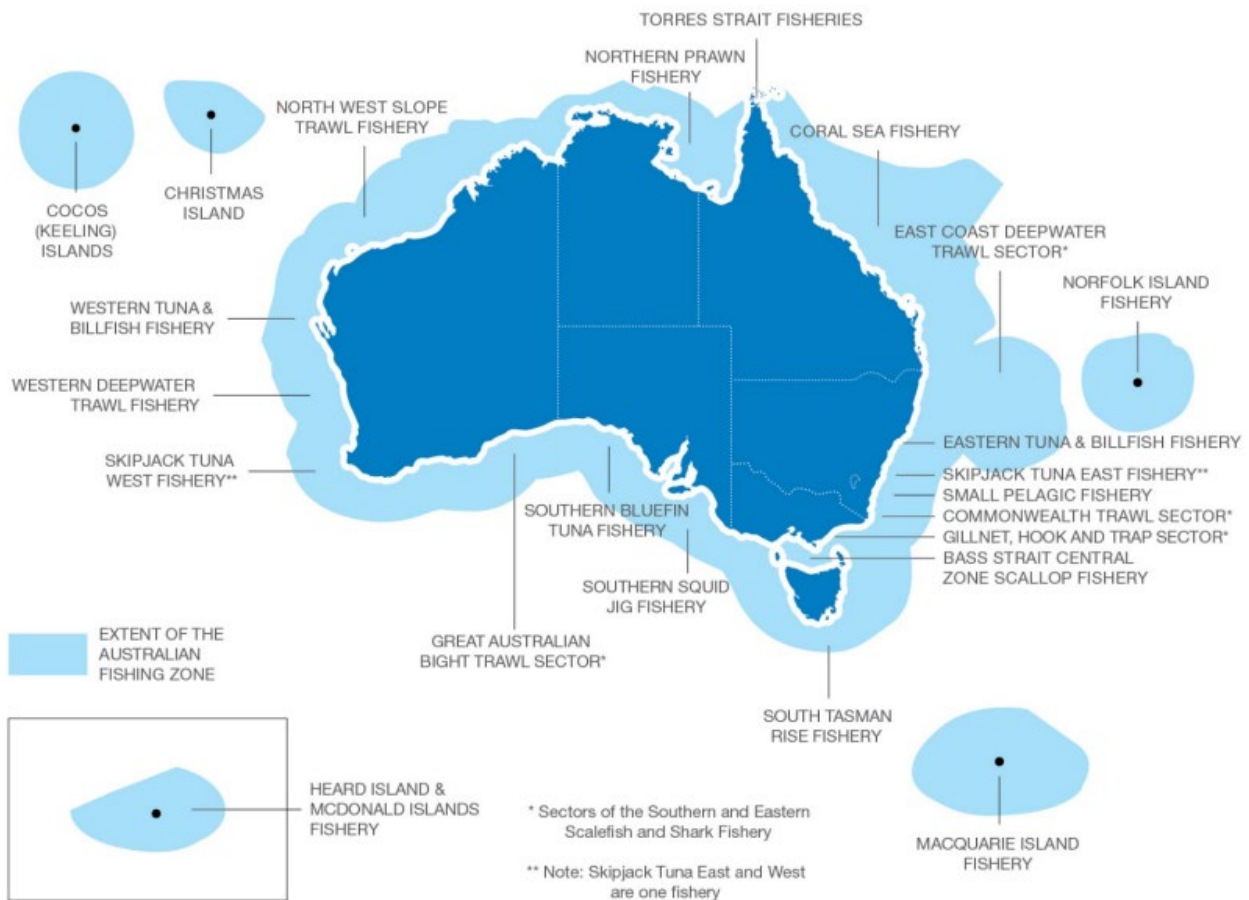
3.1 Operating Environment

We operate in fisheries from the northern-most tip of Australia to Antarctica. We look after commercial fisheries from three nautical miles out to the extent of the Australian Fishing Zone. The states and the Northern Territory look after recreational, traditional indigenous, commercial coastal and inland fishing and aquaculture.

We also provide fisheries management services to Joint Authorities of the Commonwealth and state governments, including the Torres Strait Protected Zone Joint Authority (PZJA).

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.

Map of AFMA managed Commonwealth fisheries



Our regulatory activities are undertaken in an increasingly complex geostrategic environment in the Indo-Pacific. International competition for maritime supremacy increases activities to secure energy supply, sea lines of communication and naval vessel access, which can compete with regulatory and regular fishing activities.

3.2 Regulatory landscape

AFMA must maintain a contemporary understanding of the public sector and regulator performance. We are actively committed to minimising the regulatory burden of compliance, while continuing to ensure that the legislative requirements are met. By implementing practical initiatives and reforms that advance deregulation efforts, including incorporating the principles of the Regulator Performance Guide that took effect from 1 July 2021, we ensure appropriate cost recovery of all regulatory functions.

We are funded by a combination of government appropriations, cost-recovered levies, fee-for-service charges, revenue for the delivery of services to other government agencies and other administered revenue.

The AFMA Cost Recovery Implementation Statement (CRIS) outlines the cost recoverable activities that we undertake and how they are recovered. We review the CRIS annually to reflect any changes to AFMA’s cost recovery model and to provide updated revenue and financial estimates. For 2023–25, approximately 37 per cent of our budgeted revenue is expected to come from cost recovered regulatory and research activities.

We seek to optimise cost recovery charges, consistent with the *Australian Government Cost Recovery Guidelines*, through the efficient implementation of cost recovered activities. Our cost recovery framework is underpinned by the application of the following three principles across all stages of the cost recovery process:

- efficiency and effectiveness
- transparency and accountability, and
- stakeholder engagement.

3.3 Competition for marine space – “spatial squeeze”

There is significant pressure on retaining and securing access to space across Australia’s marine estate. For the Commonwealth fishing industry, the main sources of pressure come from the offshore renewable energy sector (wind farm proposals), petroleum acreage release and seismic surveys, and consideration of new or expanded Marine Protected Parks.

The Commonwealth fishing industry is concerned about both loss of current, productive fishing grounds and loss of its ability to adapt to future changes brought about by climate change. Competing marine activities that result in the exclusion of established commercial fishing have the potential to devalue Statutory Fishing Rights that are the basis for most AFMA fisheries.

AFMA is increasing its efforts to engage with proponents of non-fishing activities to ensure greater understanding of the prospective impacts of proposed activities on the existing fishing industry, and in order to ensure we can continue to pursue our legislated objectives.

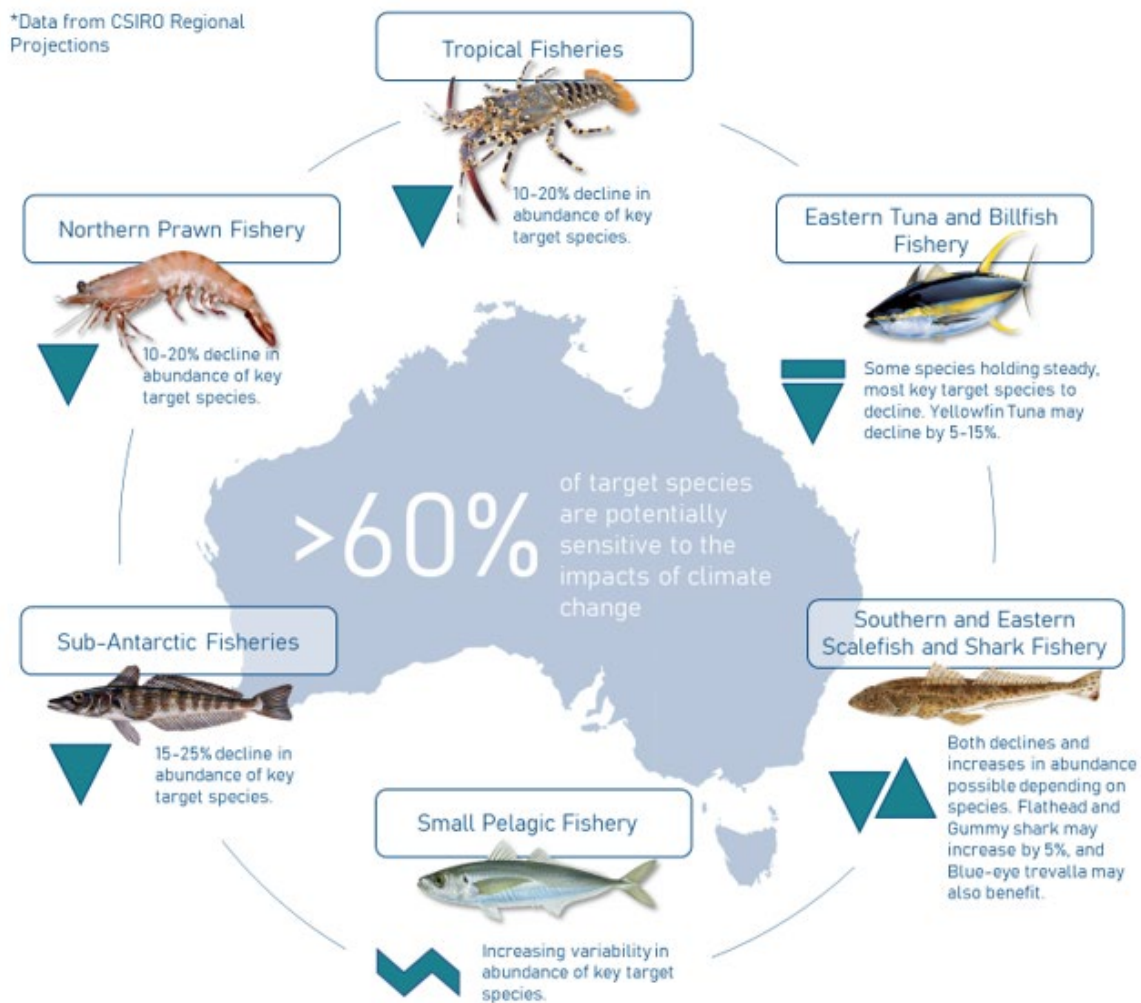
3.4 Climate change

Climate change is affecting Australia’s marine life at all levels, from individual species to entire ecosystems. Valuable species that are sensitive to climate change are found in all AFMA fisheries and there is increasing evidence that climate change has already affected a number of important fish stocks. We recognise the risks that climate change pose to Australia’s Commonwealth fisheries and we will continue ensuring our management activities respond to these risks.

Our Climate Adaptation Program aims to ensure information on climate impacts is being incorporated into fisheries management across AFMA fisheries, and that operational and management adaptation options are being developed and implemented. We are already building climate considerations into our decision-making processes, including our commission meetings and our management advisory committees and resource assessment groups. Other items being progressed through the Climate Adaptation Program include climate and ecosystem status reports and updates, incorporating climate sensitivity and species projections into management discussions, and collecting climate research relevant to our fisheries. Figure 2 presents generalised projections for some fisheries over the period 2020 to 2040. The Climate Adaptation Program will ensure that AFMA is positioned to detect and respond to changes as they arise.

In 2021, AFMA and the Commonwealth Scientific and Industrial Research Organisation teamed up to develop the *Adaptation of fisheries management to climate change handbook*. This handbook is designed to help fisheries managers and operators identify effective responses to climate change by working through an evidence-based process. We are using this handbook to develop and implement operational and management adaptation options for our fisheries, in close consultation with the fishing industry and other fishery stakeholders.

Projected climate change footprint in Commonwealth Fisheries 2020–40



3.5 Global and national economy

Consumer demand for seafood, both locally and internationally, is continually changing. This was evidenced during the first years of the COVID-19 pandemic when there was a reduction in demand for high end quality seafood for the restaurant market, but domestic sales in Australia grew. Other factors, such as downturns in tourism, as occurred in Indonesia, led to economic pressures on their population and a subsequent rise in the incidence of illegal fishing in Australian waters.

Fisheries are being affected by rising costs of fuel, crew payments and availability, freight, and marketing expenses. Some of these costs correlate with total seafood catch as crew may be paid as a proportion of catch, and freight and marketing expenses are related to the volume of catch. Fuel costs are influenced by fishing effort as well as fuel prices.

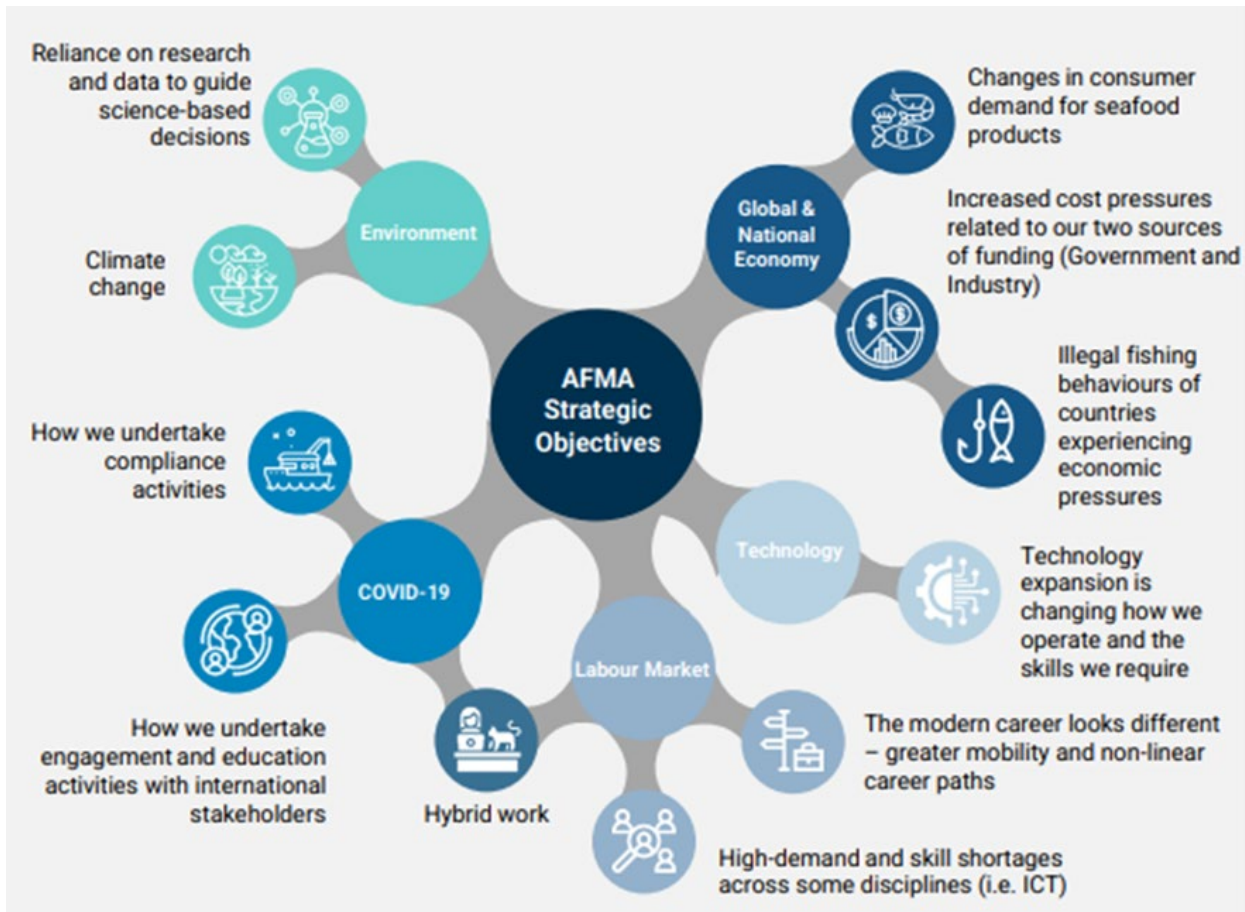
Australia's economic performance impacts AFMA's two funding sources—the Australian Government and the fishing industry through levies. Increased pressure on industry-related costs, results in an expectation of the agency to limit increases in these fees and levies. The Australian Government budget is also subject to continual review against national priorities. It is likely the pressure on the agency's budget will continue.

3.6 Labour market trends

The rise of the contingent workforce and increasing demand pressures across sectors and industries has created a patchwork labour market that is increasingly difficult for employers to navigate. The demand for digital, data, and cyber skills is cutting across the economy with consequent impacts on labour affordability and scarcity. This demand is in part driven by whole of government digital and data agenda with multiple agencies competing to draw on the same pool of talent. This challenge is amplified for small agencies such as AFMA who are competing with larger and heavily funded agencies.

The modern career is also evolving, with much higher levels of job mobility and non-linear careers in the market, including people switching not only jobs but occupations. Australian workplaces are also seeing profound shifts in the way a ‘working life’ is understood and positioned.

External drivers impacting AFMA’s workforce



3.7 Technological change and disruption

Progress towards digital economies creates an environment of increased cyber challenges. Australia’s Cyber Security Strategy 2020 sets out the action needed across the Australian economy to create a more secure online world for Australians, their businesses and the essential services upon which they all depend.

To deal with rising numbers of cyber-attacks in Australia, and support our cyber resilience, we will monitor our digital, cyber and data needs and ensure we have adequate numbers of appropriately skilled staff.

Emerging digital technologies such as artificial intelligence, the internet of things, augmented and virtual realities and 5G and 6G networks have potential to impact fisheries management. These emerging technologies have not yet realised their full commercial potential but are expected to transform particularly transport and communication in the agriculture portfolio. To ensure digital literacy and inclusion for fishers, we will ensure we test our technological changes with users of our technology.

4 Capability

The ongoing development of our capability ensures that we can continue to achieve our purpose and proactively contribute to whole of government priorities. Investments in capability support us in upholding public sector principles and values, while building a workforce that is equipped to meet future priorities and demands.

4.1 Workforce

AFMA has developed a *Strategic Workforce Plan 2022–25* which:

- Describes the strategic context the agency operates within and how this impacts the workforce now and in the future.
- Describes the desired future state of our workforce.
- Identifies the key characteristics, strengths, and risk areas related to the current workforce and the gap between these and the desired future state of the agency.
- Proposes the priority areas and actions that can be put in place to secure our workforce demands and strategic goals going forward.

Over the next four years, the priority areas for focus to support the capability of our workforce and people, we will:

- Understand the requirements, opportunities, risks, and barriers related to evolving the current hybrid workplace and the introduction of new and innovative ways of working
- Identify where processes and procedures can be documented to support business continuity and knowledge transfer.
- Introduce a program of strategic workforce analysis and reporting that captures and reports on workforce data that is relevant to business delivery.
- Mature our recruitment plan which outlines our strategic approach to attraction and hiring activities
- Imbed our employee value proposition which clearly articulates why someone would want to work with AFMA.
- Refresh employee onboarding approach including development of learning content and activities for new starters.

- Deliver our targeted learning and development initiatives focusing on engagement and partnership, data analysis, project management, and leadership
- Develop a succession planning model which identifies and develops employees for critical and leadership roles within AFMA.

Our *Strategic Workforce Plan 2022–25* identifies the skills and capabilities needed to deliver on strategic outcomes for the agency. We have an ongoing requirement to maintain and leverage the traditional skills relied on for compliance and regulation, corporate operations and policy work. There is also an emerging need to grow skills in digital and analytics, engagement and partnership, ICT, project management, and strategic human resources.

This will be achieved by implementing workforce approaches which:

- ensures AFMA is bringing in and building the skills the agency requires through strategic recruitment and employee development activities
- re-thinks the traditional role profiles of the agency, and
- ensures AFMA's workforce composition reflects the right balance of skills required across the agency

Skills we need to maintain and build	
<p>AFMA will have an ongoing requirement to maintain and leverage existing skills related to:</p> <p>Compliance and regulation</p> <p>Investigation, inspection, and enforcement.</p> <p>Policy</p> <p>Policy design and development, policy analysis, governance, provision of policy advice.</p> <p>Science</p> <p>Natural resource management, marine biology, and environmental science.</p> <p>Corporate operations</p> <p>Accounting and finance, administration, human resources, legal and corporate governance.</p> <p>Leadership and management</p> <p>Managing teams, strategic leadership, influencing, representation, and fostering productive working relationships.</p>	<p>Along with the existing skills there is a need to grow:</p> <p>Data analytics</p> <p>Structured Query Language (SQL), statistical programming, machine learning, data visualisation, data management, and data mining.</p> <p>Business intelligence</p> <p>Research, analytics, evaluation of information and data, and problem solving. As well as the use of Business Intelligence technology i.e., ESRI, and PowerBI.</p> <p>Engagement and partnership</p> <p>Interpersonal skills, communication, negotiation and influential communication, conflict resolution and emotional intelligence.</p> <p>International capacity</p> <p>Cross-cultural sensitivity and communication, understanding and application of legislation, geopolitical understanding, risk analysis, collaboration, networking, adaptive thinking, resilience.</p>

Skills we need to maintain and build	
<p>Stakeholder engagement</p> <p>Stakeholder management and engagement, collaboration, facilitation, and education.</p> <p>Administration</p> <p>Reporting, contract management, information management, editing and proof-reading, minute taking, and scheduling.</p>	<p>Information and communications technology (ICT)</p> <p>Strategy and architecture, change and transformation, development and implementation, and delivery and operation.</p> <p>Project management</p> <p>Planning, resource management, reporting, and risk management.</p> <p>Strategic human resources</p> <p>Human Resource data analytics, strategic recruitment, employee development, future ways of working, and workforce planning.</p> <p>Social sciences and economics</p> <p>Logical reasoning and critical evaluation, analytical and research skills, economic modelling, understanding the relationships between variables (such as policy, social impact and economic factors).</p>

4.2 Infrastructure

We have offices in Canberra, Darwin, Thursday Island and Lakes Entrance. Over the next four years, we will continue to maintain owned residential and commercial property on Thursday Island to support regional staff in achieving their objectives. Significant upgrades to these properties will be undertaken using capital expenditure to extend the life of these assets and maintain a suitable living standard for staff.

4.3 ICT capability

Our ICT infrastructure must remain modern, functional, and secure to enable our staff to effectively engage, communicate and inter-operate with a broad and diverse range of internal and external individuals, groups, organisations, and government departments.

To support the modernisation and address several key ICT support, performance, and operational issues we will replace and upgrade the majority of our core ICT infrastructure and networking equipment across AFMA, its datacentres, and its regional offices.

We have interrelated ICT projects that will replace aging and legacy technology, equipment and hardware with modern contemporary and supportable ICT systems and services. This is a two-year technology uplift program of work. This will deliver a modern enterprise architecture design that provides robust business continuity, improved cybersecurity, and disaster recovery capability.

The broader digital transformation within AFMA (which includes technology uplift, and our Data Transformation and Electronic Monitoring projects) will deliver significant improvements, enhancements and tangible benefits to functionality and performance to support the way we operate and deliver our legislative, regulatory, and research services and obligations to industry, academia, and government.

In addition, the expected deliverables and success of the Data Transformation and Electronic Monitoring program will significantly improve the quality, usability, and accessibility of AFMA's substantial data holdings. New data architecture and reporting tools will improve the analysis and decision-making capabilities for our staff and its partner agencies.

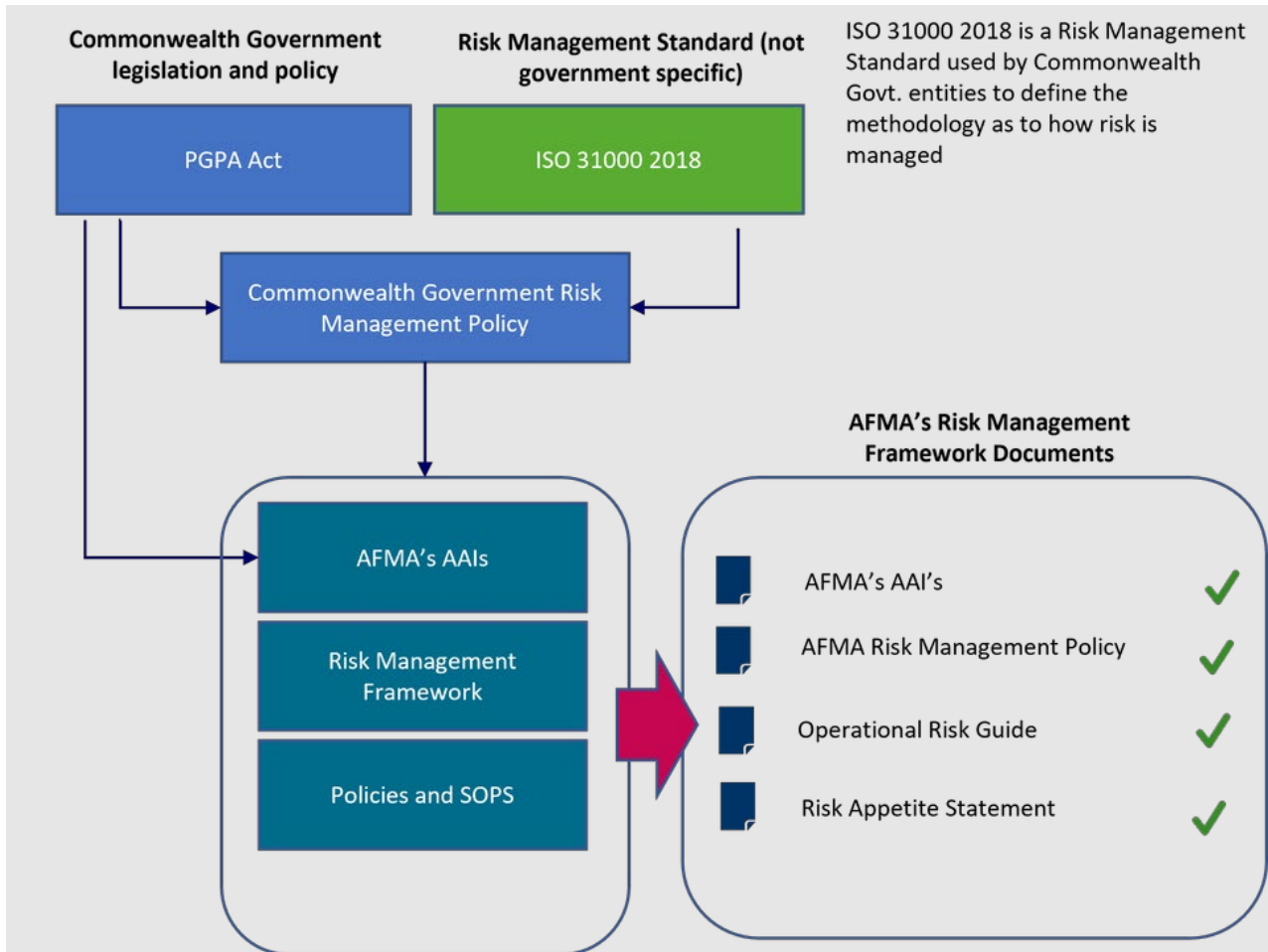
5 Risk oversight and management

To ensure we can achieve our objectives and support our purpose over the life of this plan, we are committed to effective risk management and oversight. Our internal control measures identify, assess, monitor and manage material risks related to our business activities, and help ensure that our risk posture is both appropriate and fit for purpose.

Our operational risk management occurs in line with our Risk Management Framework (RMF). The RMF is consistent with the international standards set out in ISO 31000. AFMA's internal risk appetite considers the advice of AFMA's Risk Management Committee and AFMA Audit and Risk Committee.

Our staff capture operational, enterprise and strategic risks in our Risk Management System. AFMA's Risk Management Committee provides internal review and assurance on risk activity, mitigations and reporting. The key areas of focus for operational risk are Work, Health and Safety, technology, service delivery and workforce retention. Focus is also being placed on the emerging risk of the impact of climate change on fisheries management. While these risks are managed within respective AFMA branches, the Risk Management Committee offer oversight and support to the business areas. AFMA's Audit and Risk Committee provides independent advice and assurance to our CEO on our risk management arrangements and systems of internal control.

AFMA’s Risk Management Framework



6 Cooperation

To ensure a sustainable, productive and profitable fishing industry, we engage with the Department of Agriculture, Fisheries and Forestry (DAFF). This cooperation ensures our regulation is consistent with government policy and that our Minister is informed about our activities and performance in the portfolio. We rely on the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) division within DAFF to provide an independent assessment of the biological status of fish stocks and the economic status of fisheries managed, or jointly managed, by the Australian Government.

We work closely with Maritime Border Command, a multi-agency taskforce within the Australian Border Force, to coordinate the surveillance of, and responses to, maritime threats including illegal fishing. We work directly with neighbouring governments to improve their ability to monitor and control fishing activities in their own waters. We also collaborate with international partners to strengthen regional fishing frameworks and exchange information to address illegal fishing on a larger scale.

We engage with the Department of Climate Change, Energy, the Environment and Water to ensure Commonwealth fisheries data and impacts inform the department’s policy and regulatory decision

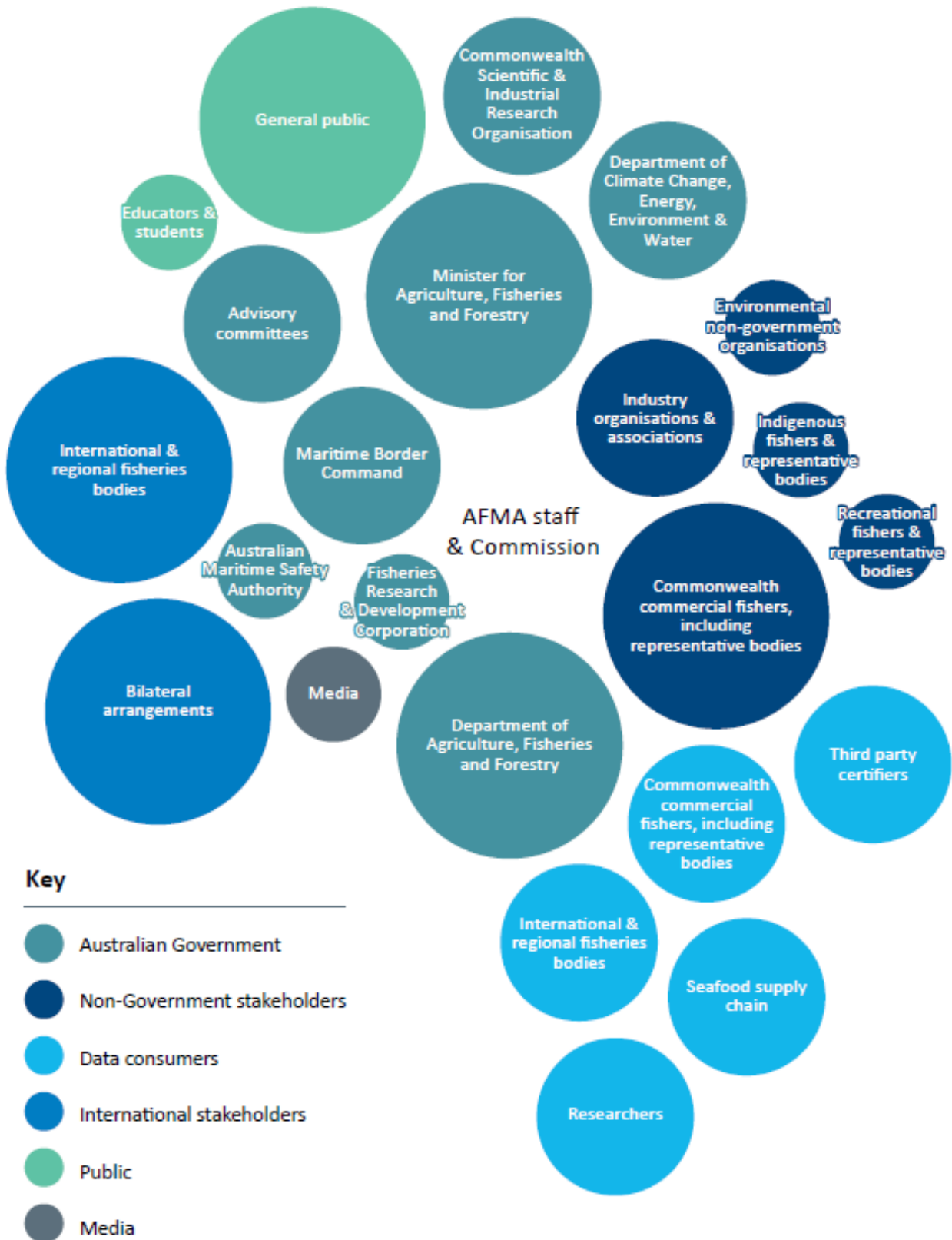
making as well as on matters relating to environmental accreditation, such as Wildlife Trade Operation requirements.

We provide fisheries management, licensing and domestic compliance services for the Protected Zone Joint Authority (PZJA) under the *Torres Strait Fisheries Act 1984*. Decisions under this legislation are made by the PZJA, which includes the Commonwealth Fisheries Minister (Chair), the Queensland Fisheries Minister and the Chair of the Torres Strait Regional Authority.

We maintain regular contact with the Chair and Board of the Commonwealth Fisheries Association (CFA) as the peak body prescribed under the *Fisheries Administration Act 1991*. We also regularly interact with the fishery-specific members of the CFA both on an informal basis and through formal consultative structures such as Management Advisory Committees (MACs).





We engage with stakeholder groups through management advisory committees, resource assessment groups, scientific panels, working groups, Indigenous communities, recreational and charter fishing representatives, researchers, environment/conservation organisations using contemporary digital, web and social media communication channels.

Our stakeholders




The larger the circle the more interest or influence the stakeholder has.

7 Performance

	<i>Measure</i>	<i>Target</i>
 <p>Management of Commonwealth fisheries consistent with principles of ecological sustainable development</p>	1. Percentage of TAC determinations which are based on resource assessment group/management advisory committee scientific assessments	Greater than or equal to 95 per cent
	2. The number of new Environmental Risk Assessments (ERA) completed for regulated species	Greater than or equal to five
	3. Independent evaluation of the biological and economic status of fish stocks managed solely by AFMA	No additional stocks evaluated as 'overfished'
	4. Compliance with conditions imposed on fisheries assessments	100 per cent of fisheries assessments maintained
 <p>Maximise net economic returns to the Australian community from the management of Commonwealth fisheries</p>	5. The number of stocks with target reference points based on Maximum Economic Yield (MEY), an agreed proxy thereof, or a multi-stock harvest strategy	No change or an increase
	6. Net Economic Return as assessed in the ABARES Fishery Status Reports	Positive trend over rolling three-year average
 <p>Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards</p>	7. Treatment of identified domestic compliance risks as outlined in the National Compliance and Enforcement Program	95 per cent of AFMA's National Compliance and Enforcement Program performance targets met or within threshold
	8. Incidence level of illegal foreign fishing vessels operating in the Australian Fishing Zone	Lower than the previous three-year average
	9. Compliance rate with international obligations, implemented by AFMA as assessed by IFMOs (and implemented by AFMA)	Greater than 90 per cent
 <p>Deliver efficient, cost-effective and accountable management of Commonwealth fisheries resources</p>	10. Cost recovery budget	At or below 2005–06 once adjusted for CPI
	11. Engagement with legislated peak body	Commonwealth Fisheries Association is satisfied that meaningful opportunity is given to contribute to planning, delivery and reporting
	12. Number of services offered digitally	Increase in the number of empirical data collection services offered electronically

AFMA has developed and implemented Standard Operating Procedures that set out the rationale and basis for each measure above, as well as the information and method that AFMA will use to report performance in its Annual Report.

8 Annual Operational Plan

 Australian Government Australian Fisheries Management Authority		<h2 style="text-align: center;">Annual Operational Plan 2023</h2>		
Regulator Performance Guide principles	Continuous improvement, building trust	AFMA Activities to meet Regulator Performance Guide principles	Two-way dialogue with stakeholders on AFMA performance	
	Risk based and data driven		Use Risk Management Committee process to manage risks; use data to provide performance insights, minimise manual processes	
	Collaboration and engagement		Increase fisheries profile in broader marine discussions	
Deliver regulatory services according to applicable fisheries legislation	Goals	Key Activities (in October 2022-23 Portfolio Budget Statements)	2022-23 Priorities	Area
	Management of Commonwealth fisheries consistent with the principles of ecologically sustainable development	Developing management arrangements that <ul style="list-style-type: none"> - Support the implementation of Commonwealth fisheries policies including the Harvest Strategy and Bycatch Policies - Implement AFMA's Ecological Risk Management Framework - Recover overfished stocks and prevent overfishing - Ensure commercial, recreational and Indigenous fishing information is used to the extent possible in decision making Investing in, and applying monitoring, scientific and economic research to decision making on fish stocks, sub-stocks, species (target and non-target species) and the impact of fishing on the marine environment.	<ul style="list-style-type: none"> - Invest in different science - Implement 5-year plan - Integrate research efforts and findings 	FMB FMB FMB
	Maximise net economic returns to the Australian community from the management of Commonwealth fisheries	Reviewing management arrangements to take into account commercial, recreational and Indigenous fishing interests when maximising net economic returns from the commercial sector. Increasing catch levels within sustainable TACs by conducting and considering implementation of research focussed on under caught TACs. Managing exploratory fisheries (potentially underutilised fisheries). Understanding impacts of resource allocation between commercial, recreational and Indigenous fishers.	<ul style="list-style-type: none"> - Increase fisheries profile in broader marine discussions 	Exec, FMB
	Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards	Operating an effective compliance and enforcement regime encompassing: <ul style="list-style-type: none"> - Measures to maximise voluntary compliance - Risk-based, intelligence driven, and targeted domestic operations - Building and maintaining strategic links and relationships with relevant law enforcement agencies Operating effective foreign fisheries compliance enforcement and capacity building by: <ul style="list-style-type: none"> - Implementing strategies to deter and eliminate IUU foreign fishing in Australian waters and on the high seas where Australia has an interest - Delivering capacity building programs internationally and providing technical input to support key regional and international fishing bodies 	<ul style="list-style-type: none"> - Increase detection and actions; decrease prevalence of illegal FFVs; mitigate risk - Re-task administrative funding 	FOB FOB, CSB
	Deliver efficient, cost-effective and accountable management of Commonwealth fisheries resources	Pursuing initiatives to improve regulation and administration generally in the Australian Government sector including: <ul style="list-style-type: none"> - Exploring opportunities to streamline fisheries assessment and management processes - Implementing new fisheries policies for harvest strategies bycatch to improve fishery management performance Reviewing business processes and systems, information flows and financial management arrangements through: <ul style="list-style-type: none"> - Assessing and mitigating high financial and operating risks - Implementing a digital first service delivery policy that provides electronic service delivery for all relevant programs (E-logs, Electronic Catch Disposal Records, licencing, data requests, etc) Increasing AFMA accountability and stakeholder engagement through: <ul style="list-style-type: none"> - Expanded membership of management advisory committees (MACs) and resource assessment groups (RAGs) - Capability development for recreational and Indigenous stakeholders. 	<ul style="list-style-type: none"> - Technology refresh and sustainment (including recruitment, outsourcing, investment in hardware/software). - Implement Workforce Plan to ensure staff recruitment and retention - Pursue efficiencies in AFMA business processes and physical footprint - DT Workplan, EM rollout 	CSB CSB CSB, All FISB, CSB
	Linked programs	Ensure a sustainable, productive and profitable fishing industry	Engage with DAFF and DCCEEW to: <ul style="list-style-type: none"> - Provide the fisheries focus within the Australian Government Civil Maritime Surveillance and Response Program (carrying out education programs, cooperative enforcement operations, prosecuting offenders, confiscating boats, undertaking capacity building projects) - Administer legislation on illegal fishing in the Australian Fishing Zone. 	
Consistent with section 77 of the <i>Fisheries Administration Act 1991</i> , this annual operational plan relates to the reporting period commencing on 1 July 2023. It sets out the particulars of the action that we intend to take in order to give effect to, or further, the goals in the corporate plan relating to this period. We do not intend to determine, or otherwise institute, a plan of management during 2023-24.				