



Australian Government  
Australian Fisheries Management Authority

# Corporate Plan

2016-2019

# Contents

- AFMA values.....3
- Introduction .....4
  - Foreword.....4
- About AFMA.....5
  - AFMA legislation.....5
  - The AFMA Commission and CEO.....5
- Outcome and purpose .....6
  - Outcome .....6
  - Purpose.....6
- Operating environment.....7
  - Fisheries management.....7
  - Stakeholder engagement.....8
  - Fisheries management funding.....8
    - Cost recovery commitment .....8
- Performance .....9
  - Goals and strategies for 2016-2019 .....9
- Capability.....17
  - Workforce strategy .....17
  - ICT strategy .....17
- Risk overview.....18
  - AFMA's approach to risk management .....18
  - Ecological risks .....18
    - Climate change.....19
  - Compliance risks .....19
  - Operational risks.....19
  - Risk oversight .....19
- Contact us .....20

## Figures

Figure 1 AFMA organisational chart .....	5
Figure 2 Map of Commonwealth fisheries .....	7

## AFMA values

---

We individually and collectively uphold the Australian Public Service values.

We are:

- **Impartial** – we are apolitical and provide the government with advice that is frank, honest, timely and based on the best available evidence
- **Committed to service** – we are professional, objective, innovative and efficient, and we work collaboratively to achieve the best results for the Australian community and the government
- **Accountable** – we are open and accountable to the Australian community under the law and within the framework of Ministerial responsibility
- **Respectful** – we respect all people, including their rights and their heritage
- **Ethical** – we demonstrate leadership, are trustworthy, and act with integrity, in all that we do.

## Introduction

---

We present the 2016-19 AFMA corporate plan, which covers the periods of 2016-2017 to 2019-2020, as required under paragraph 35(1) (b) of the *Public Governance, Performance and Accountability Act 2013* and in accordance with Division 7 of the *Fisheries Administration Act 1991*.

## Foreword

This plan highlights AFMA's goals and strategies aimed at delivering on our legislated objectives and government policy commitments over the next four years. The plan also explains the context in which we operate including our operating environment, our capabilities and the risks to our operations. The plan outlines the performance indicators we will use to measure our progress over the next four years.

We will continue to pursue our vision of sustainable and efficient AFMA managed fisheries providing a net economic return to Australia.

We prepared this plan in consultation with the peak industry body, the Commonwealth Fisheries Association.

We look forward to reporting on the outcome of our endeavours in future annual reports.



Hon Norman Moore AM  
Chairman, AFMA Commission



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

# About AFMA

## AFMA legislation

The Australian Fisheries Management Authority (AFMA) is established and governed by the [Fisheries Administration Act 1991](#) and the [Fisheries Management Act 1991](#). AFMA is a Commonwealth non-corporate entity for the purposes of the [Public Governance, Performance and Accountability Act 2013](#).

AFMA is responsible for the efficient and sustainable management of Commonwealth commercial fisheries from generally three nautical miles out to sea to the extent of the Australian Fishing Zone (AFZ). AFMA also is required to deliver certain services under the [Environmental Protection and Biodiversity Conservation Act 1999](#).

Our teams work with other agencies to provide domestic and international compliance programs, fisheries border protection and licensing services on a partial cost-recovery basis. Such arrangements also include providing fisheries management services to Joint Authorities of the Commonwealth and state governments, including the Torres Strait Protected Zone Joint Authority under the [Torres Strait Fisheries Act 1984](#).

## The AFMA Commission and CEO

The [AFMA Commission](#) is responsible for exercising AFMA's domestic fisheries management functions and powers, including allocating fishing concessions, statutory fishing rights and setting quotas. The Chief Executive Officer (CEO) 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 a Commissioner. The CEO is AFMA's Accountable Authority under the PGPA Act and the Agency Head under the [Public Service Act 1999](#).

## Organisational structure

AFMA structures its operations to focus on sustainable fisheries management and compliance. The general manager of each branch reports to the CEO.

Figure 1 AFMA organisational chart

Fisheries Management Branch	Fisheries Operations Branch	Corporate Services Branch
Demersal and midwater fisheries	Compliance operations (Darwin)	Legal
Tuna and international fisheries	National compliance strategy	Workplace
Northern fisheries	Foreign compliance policy	Business
Policy, environment, economics, co-management and research		Executive
Service one		Communications
		Service group

# Outcome and purpose

---

## Outcome

The outcome which AFMA is funded by Federal Parliament to pursue is:

*'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 foreign fishing.'*

## Purpose

The objectives AFMA must pursue in performing our functions are set out in the *Fisheries Administration Act 1991* and the *Fisheries Management Act 1991* and are detailed on AFMA's website under [AFMA's functions](#).

AFMA is responsible for:

- implementing efficient and cost effective fisheries management
- preventing unacceptable impacts of Commonwealth fisheries on marine ecosystems and organisms
- improving the net economic returns of Commonwealth fisheries
- promoting compliance with Australian fishing laws and relevant international fishing obligations and standards using measures that are proportionate to the risks involved.

## Operating environment

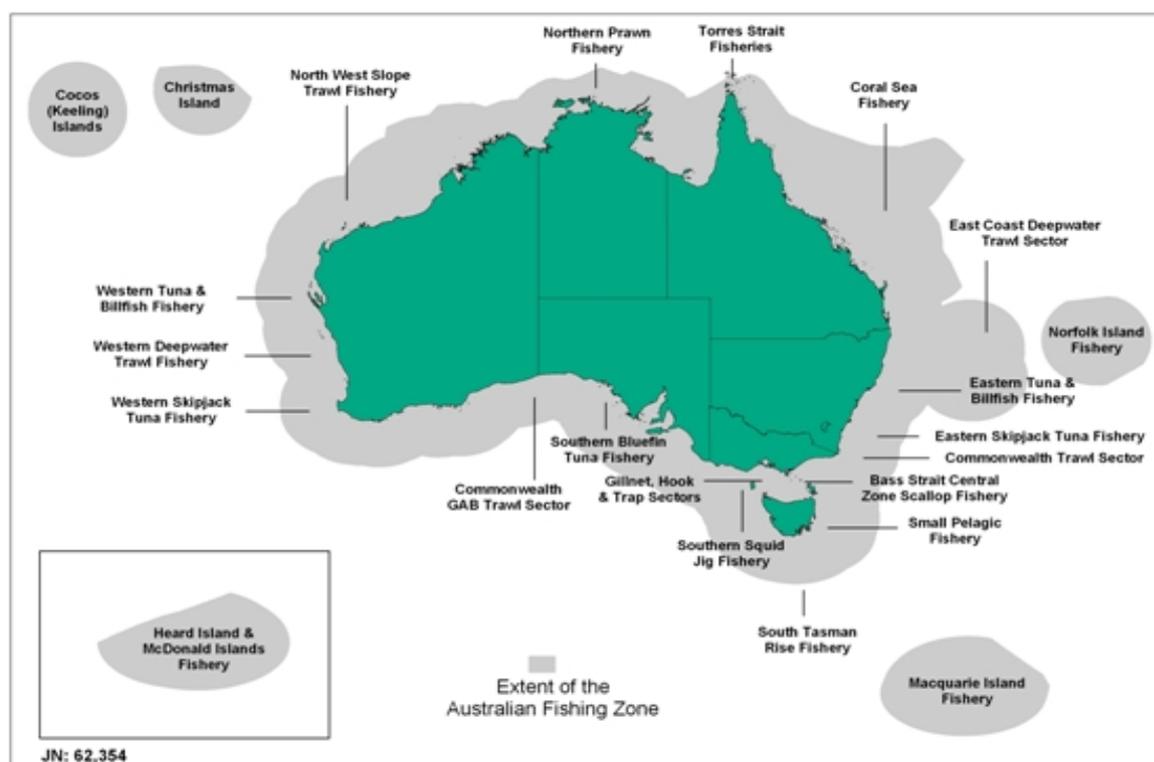
AFMA is accountable to the Minister for Agriculture and Water Resources and Federal Parliament, as well as Commonwealth commercial fishing operators and the Australian public, for our performance and the manner in which we achieve our results.

### Fisheries management

AFMA manages commercial fisheries from generally three nautical miles out to sea to the extent of the Australian Fishing Zone noting agreements with States under the Offshore Constitutional Settlement. The states and territories look after recreational, commercial coastal and inland fishing and aquaculture.

The figure below shows the extent of Australia's Exclusive Economic Zone and Commonwealth commercial fisheries managed by AFMA.

Figure 2 Map of Commonwealth fisheries



AFMA manages and regulates fisheries across an extensive marine area. AFMA uses scientific research and other data to inform our strategies to manage these environments. 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 allocations of our resources to best effect over the next four years.

The total gross value of production (GVP) of Commonwealth fisheries in 2013-14 was \$338.2 million. This is 13 per cent of Australia's total fisheries and aquaculture GVP of \$2.6 billion ([ABARES Fisheries Status Report 2015](#)). Our challenge is to deliver an efficient and responsive regulatory approach that will enable a profitable and competitive Commonwealth fishing industry while pursuing the sustainability of Australia's marine environment.

We work with the fishing industry, scientists and, recreational and environmental fishery stakeholders to set catch and/or effort limits that ensure healthy fish stocks are maintained. We develop policies and fishery-specific management arrangements that minimise fishers' impact on the broader marine environment, including protected wildlife.

High Seas Permits may be issued to Australian flagged vessels to fish waters beyond the Australian Fishing Zone. AFMA's role is to ensure that the exploitation in the high seas of fish stocks in relation to which Australia has obligations under international agreements are carried out consistent with those obligations.

## Stakeholder engagement

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

Over the next four years AFMA will engage with 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 also works closely with government agencies including the Department of Agriculture and Water Resources and the Department of the Environment on fishery and environmental policy issues. We also work with the Department of Defence, the Commonwealth Scientific and Industrial Research Organisation, the Fisheries Research and Development Corporation and the Australian Border Force.

[AFMA's website](#) is designed and updated to enable stakeholders to access up to date information on fisheries management and operations including information on each fishery, species and gear.

## Fisheries management funding

AFMA is funded by a combination of government appropriations, industry levies and fee for service charges. The majority of domestic fisheries management costs are recovered from the fishing industry in accordance with AFMA's Cost Recovery Impact Statement (2010 CRIS). AFMA's domestic compliance and international policy work is funded by government appropriation.

AFMA is transitioning to the Australian Government's revised cost recovery approach with its requirements for a Cost Recovery Implementation Statement. As the new cost recovery arrangements have not yet been agreed by Government, AFMA will continue to apply the 2010 Cost Recovery Impact Statement for the 2016-17 budget year.

## Cost recovery commitment

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 by more than \$27.8 million (as at 2015-16) and will continue to meet this commitment while ensuring our objectives under the Act are met.

Under this commitment, for 2015-16 estimated actual cost recovery charges are \$12.5m rather than \$17.8m. This provides a saving on levies for industry of \$5.3m.

## Performance

---

### Goals and strategies for 2016-2019

AFMA's goals and the strategies that we will pursue in the period are outlined below. Actions and projects expected to deliver on these strategies during 2016-2017 are published in AFMA's Annual Operational Plan.

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

### Strategies

AFMA improves the sustainability of Commonwealth fisheries by:

1. Establishing, implementing, monitoring and reviewing:
  - fishery specific harvest strategies for target species and some byproduct species
  - Ecological Risk Assessment and Ecological Risk Management Frameworks for bycatch species, threatened, endangered and protected species, habitats and communities
  - stock rebuilding strategies.
2. Investing in and applying scientific and economic research to decision making on fish stocks, substocks, species (target and non-target species) and the impact of fishing on the marine environment.

#### *What are harvest strategies?*

Each fishery has its own harvest strategy in line with the overarching [Commonwealth Fisheries Harvest Strategy Policy and Guidelines](#) and the [Commonwealth Policy on Fisheries Bycatch](#). Harvest strategies provide a strategic, evidence-based approach to setting catch limits in Commonwealth fisheries. They also provide practical advice on how to interpret and apply the policy to fisheries and record the science behind the fisheries management decisions. This provides sustainable fisheries and gives the fishing industry a more predictable operating environment.

#### *Use of research and economics*

AFMA decisions are based on world class scientific and economic research. Scientific and economic data and information are reviewed by resource assessment groups and scientific panels which then provide advice to management advisory committees.

During the next four years AFMA will focus:

- supporting and providing input to the government reviews of the Commonwealth Bycatch and Harvest Strategy Policies, and implement any new arrangements for commercial and bycatch species
- working with scientific organisations and others on a methodology for understanding and managing the impact of fishing on marine wildlife with focus on sea birds and mammals
- developing strategies for managing the impacts of fishing on biological habitats and communities that are consistent with government policy
- implementing science standards to help ensure high quality scientific advice is available on which to base fishery management decisions.

AFMA will assess the impact of our strategies using the following performance measures which are focused on the health of fish stocks in those fisheries managed by AFMA.

Performance measure	2016-17	2017-18	2018-19	2019-20
<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 a higher than that required to ensure stocks remain at a sustainable level.</p> <p>There are currently 18 stocks managed to maximum economic yield targets. The remaining 12 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>* AFMA's top 30 stocks by value calculated using 2013-14 Gross Value of Production data</p>				
1. For economically significant stocks <sup>1</sup> :				
a. maximise the number of key commercial stocks with harvest strategy targets based on maximum economic yield or the best available proxy <sup>2,3</sup> : Number of stocks	At least 18	At least 18	At least 18	At least 18
b. improve the number of stocks in (a) assessed as being on target <sup>3</sup> : Number of stocks	6	6	6	6
c. for those stocks in (a) that are assessed as not on target, improve the number that are heading towards their target reference point <sup>3</sup> : Number of stocks	5	5	5	5
<p>The method for calculating the KPIs for 2015-16 is based on the method recommended by ABARES in their 2015 review of AFMA's economic KPIs. Out year forecasts are based on fishery manager expertise and stock assessments.</p> <p><sup>1</sup> Please note that not all Commonwealth fish stocks can be managed by MEY, for example, those managed under international regional bodies.</p> <p><sup>2</sup> 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><sup>3</sup> Assessment methodologies are being reviewed. This may mean that projections may vary.</p>				
For Commonwealth fisheries' stocks managed solely by AFMA:				
2. The number of stocks where the level of catches by fishery operators is likely to result in stock becoming overfished <sup>4</sup>	0	0	0	0
<p>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</p> <p><sup>4</sup> In AFMA managed fisheries, not including jointly and internationally managed fisheries.</p>				
3. The number of species assessed as remaining at 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 <sup>5</sup>	64	50	40	40
Performance measure measurement method: based on ecological risk assessments				

Performance measure	2016-17	2017-18	2018-19	2019-20
<p><sup>5</sup> 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..</p>				
<p><b>4. The number of stocks that are assessed as overfished and, if effectively managed, may lead to the stock to being sustainable</b></p>	7	6	6	6
<p>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</p>				
<p>Target completion dates for all performance measures are 30 June unless otherwise stated.</p>				

## Corporate Goal 2: Improve the net economic returns of Commonwealth fisheries to the Australian community.

### Strategies

AFMA improves the net economic returns of Commonwealth fisheries by:

1. Putting in place management arrangements that allow the fishery operators to operate in the most efficient way
2. Providing incentives to fishing operators to comply with AFMA requirements

#### *Efficient management arrangements*

AFMA prefers, where appropriate, output controls such as catch limits rather than input controls such as restrictions on fishing equipment. This enables operators to maximise the efficiency of their own operations to increase returns.

3. Operating an effective compliance regime encompassing:

- risked-based, intelligence driven, and targeted domestic operations
- cooperating with other government agencies to detect and respond to illegal fishing
- engaging with regional fisheries management organisations and arrangements

#### *Fishing compliance*

Our aim is to effectively deter illegal fishing in the Australian Fishing Zone. Strong fisheries legislation, including strict rules and regulations with clear penalties, are designed to protect our fish for the future and the property rights of Commonwealth operators.

AFMA uses a range of approaches to protect our fisheries, including education, vessel monitoring systems, tracking of catch, operator acceptance of rules and cooperating with other countries to protect shared fish stocks. Effective monitoring, control and surveillance are critical to combating illegal fishing.

4. Managing the setting up of exploratory fisheries (potentially underutilised fisheries).

During the next four years AFMA will focus on the following areas:

- revising the Exploration of Fish Resources Policy to facilitate access to underutilised Commonwealth fisheries resources
- collecting and utilising economic information including quota prices to pursue AFMA's objectives
- trialling individual accountability for discarded commercial species as an incentive to reduce discarding
- reviewing undercatch and overcatch policy to ensure the efficiency of quota management arrangements
- developing a policy covering catch of quota species in overlapping and adjacent fisheries to improve the efficiency of quota management
- reviewing the risk assessment for the domestic compliance program and implementing measures to address key threat areas
- 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
- delivering the third year component of the Pacific Island capacity building program to enhance catch traceability and fisheries compliance regimes and improve fish stock sustainability and regional economic security

Performance measure	2016-17	2017-18	2018-19	2019-20
% 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.				
<b>Regulator Performance Framework (RPF) KPI: Regulators do not unnecessarily impede the efficient operation of regulated entities</b>	<ol style="list-style-type: none"> <li>1. Regular consultation occurs with industry</li> <li>2. Cost reduction initiatives are implemented</li> <li>3. Client Service Charter standards are met</li> </ol>			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
<b>RPF KPI: Actions undertaken by regulators are proportionate to the regulator risk being managed.</b>	<ol style="list-style-type: none"> <li>1. Risk frameworks are accessible and reviewed regularly</li> <li>2. Internal audits are conducted on AFMA operations and findings are addressed in a timely manner</li> <li>3. The compliance and enforcement policy and program is reviewed regularly</li> </ol>			
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.				

## Corporate Goal 3: Deliver effective, cost efficient and transparent management and regulator arrangements.

### Strategies

AFMA is driving business improvement through:

1. Pursuing ministerial directives and government initiatives to improve regulation and administration generally in the Federal government sector including:
  - reducing the costs of compliance and fisheries management through reduction of red tape and unnecessary regulatory requirements
  - implementing the [Regulator Performance Framework](#)
  - developing criteria to assess the applicability of international standards and risk assessments.
2. Reviewing business processes and systems, information flows and financial management arrangements through:
  - assessing and mitigating high financial and operating risks
  - engaging with the fishing industry and our other stakeholders when developing or revising policies and arrangements.

During the next four years AFMA will focus on the following areas:

- reviewing the penalty provisions in legislation that AFMA administers and make fisheries management arrangements more uniform and understandable
- continuing to explore opportunities to streamline fisheries assessment processes under the *Environment Protection and Biodiversity Conservation Act 1999*
- establishing new co-management arrangements that encourage greater industry responsibility for fisheries impacts
- assessing the value of using shared service arrangements for corporate services that reduce costs
- exploring opportunities to extend contract monitoring and compliance services to external agencies
- developing an e-business plan that considers cost effective and efficient use of electronic systems for logbooks, monitoring and licensing
- continuing to improve access to AFMA fisheries information through data.gov.au, the AFMA website and other media.

Performance measure	2016-17	2017-18	2018-19	2019-20
<b>Number of completed endorsed red tape reduction initiatives</b>	13	1	0	0
Performance measure measurement method: The red tape reduction register as at 15 March 2016 records estimated completion dates. Note: all 39 currently endorsed initiatives will be complete by 30 June 2018. The Minister may endorse further initiatives in future.				
<b>Cost recovery charges do not exceed the levels derived by increasing the 2005-06 recoveries by the Consumer Price Index each year</b>	<\$18.1m	<\$18.6m	<\$19.0m	<\$19.5m
Performance measure measurement method: Calculated using 2005-06 total cost recoveries and adding CPI adjustments based on CPI data. Forecasted CPI estimates are based on Reserve Bank of Australia data: 2.1% (average estimates for 2016-17), 2.5% (Outyear estimates)				
<b>RPF KPI: Communication with regulated entities is clear, targeted and effective</b>	<ol style="list-style-type: none"> <li>1. AFMA's website provides up to date and useful information</li> <li>2. Major decisions by AFMA are provided on AFMA's website</li> <li>3. Stakeholders are satisfied with AFMA's consultation processes</li> </ol>			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
<b>RPF KPI: Compliance and monitoring approaches are streamlined and coordinated</b>	<ol style="list-style-type: none"> <li>1. AFMA takes action to minimise the costs of monitoring and engagement</li> <li>2. Compliance activities target high risk areas and make use of other regulator agencies' capabilities to complement those of AFMA</li> <li>3. AFMA adopts electronic business solutions to improve access by, and responses to, regulated entities</li> </ol>			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
<b>RPF KPI: Regulators are open and transparent in their dealings with regulated entities</b>	<ol style="list-style-type: none"> <li>1. AFMA publishes reasons for major decisions and policies on our website and performance against the Client Service Charter in the Annual Report</li> <li>2. Feedback mechanisms are available for regulated entities to use</li> <li>3. AFMA publishes performance information</li> </ol>			
Performance measure measurement method: Capture and analysis of Regulator Performance Framework measures approved by the Minister.				
<b>RPF KPI: Regulators actively contribute to the continuous improvement of regulatory frameworks</b>	<ol style="list-style-type: none"> <li>1. Stakeholder consultation procedures are in place and reviewed regularly</li> <li>2. Significant changes to AFMA regulatory frameworks involve stakeholder consultation</li> <li>3. AFMA participates in meetings with the Department of Agriculture and Water Resources on the development/amendment of regulator frameworks</li> </ol>			
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.				

# Capability

---

## Workforce strategy

AFMA's workforce strategy will shape our workforce to deliver the strategies in this 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. 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 strategy

AFMA relies on agile and business driven Information and Communications Technology (ICT) teams and external providers to deliver practical solutions to complex information management issues. The ICT strategy will be refreshed in 2016-17 to address internal priorities in the context of broader government directions in the management of ICT operations.

The current ICT strategy assists AFMA to meet its goals through:

1. Delivering management and regulator efficiencies with the capture and use of information:

- delivering useful integration of information and digital assets
- delivering an advanced search and analytics capability across all major information sources
- delivering configurable, flexible and integrated workflow management solutions to automate critical and repeatable business processes.

2. Providing regulated entities with efficient means of dealing with AFMA:

- providing easy access to interactive online communication tools to support the delivery of online customer services and information.

3. Improving the productivity of AFMA teams:

- improving access to and use of mobile connectivity
- delivering reliable ICT platforms.

AFMA continues to collaborate with the Department of Agriculture and Water Resources and the Department of Environment to share data and ICT services that further the aims of our agencies. Further opportunities for shared services will be considered as part of the design of business solutions over the next four years.

## Risk overview

---

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

### 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 are addressed through
  - Ecological Risk Assessments (ERA) for the effects of fishing
  - the Ecological Risk Management (ERM) framework
- compliance risks are addressed through
  - the National Compliance and Enforcement Policy
- operational risks are addressed through
  - specific risk management plans.

### Ecological risks

AFMA's 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.

A hierarchical risk assessment process, which moves from qualitative risk assessment at the lowest level to quantitative assessment methods at the highest level, is used to identify which species, habitats and communities are at high risk from the impacts of fishing. An ERM Strategy is then developed and used in each fishery to manage fishery impacts upon the above ecosystem components. Falling within the overarching ERM strategy, but documented separately, are fishery specific Harvest Strategies, which describe management rules for target (and sometimes byproduct) species. Together, these strategies ensure AFMA continues to pursue our ecological sustainability objectives flowing from legislation, key policies and fishery management plans.

The ERM framework is currently being reviewed and revised as part of a continual improvement process.

## Climate change

It is likely that Australia will experience changes in the distribution and abundance of some species around its shores, particularly in the south-east and south-west of Australia and around sub-Antarctic territories due to climate changes. AFMA is working closely with the Department of Agriculture and Water Resources and the Australian Fisheries Management Forum on fisheries' responses to climate change. Together with the outcomes of targeted research AFMA will apply individual fisheries actions where necessary.

## Compliance risks

AFMA developed our compliance model based on the model adopted by the Australian Taxation Office (ATO). The ATO model provides a structured process that appreciates an individual's motives to comply or not comply. The ATO 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.

## Risk oversight

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.

## Contact us

---

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

Visit AFMA's internet site at: [afma.gov.au](http://afma.gov.au)

Email: [info@afma.gov.au](mailto:info@afma.gov.au)

Phone AFMA direct on 1300 723 621