



**Australian Government**

**Australian Fisheries Management Authority**

# Corporate Plan

## 2019-2022

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## Contents

Introduction .....	3
Statement of Preparation.....	3
Our Purpose.....	4
Corporate Goals – directions for 2019-2022 .....	4
Operating Environment .....	6
Performance and Measurement.....	7
Corporate Goal 1: .....	7
<i>Management of Commonwealth fisheries consistent with principles of ecological sustainable development</i>	7
Corporate Goal 2: .....	10
<i>Maximum net economic returns to the Australian community from the management of Commonwealth fisheries</i> .....	10
Corporate Goal 3: .....	13
<i>Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards</i> .....	13
Corporate Goal 4: .....	15
<i>Deliver effective, cost efficient and accountable management of Commonwealth fisheries resources</i> .....	15
Risk management.....	20
<i>Governance</i> .....	20
<i>Risks and management responses</i> .....	21
Capability to deliver on the proposed strategies over the life of the Corporate Plan.....	23
<i>Governance</i> .....	23
<i>Relationship Management</i> .....	23
<i>Workforce Plan</i> .....	24
<i>Infrastructure</i> .....	24
<i>Financial sustainability</i> .....	25
Contact Us .....	25

## Introduction

The AFMA Commission is pleased to present the Corporate Plan 2019-22 to Senator the Hon Jonathon Duniam, the Assistant Minister for Forestry and Fisheries.

This plan is AFMA's principal planning document and highlights our goals and strategies over the next four years aimed at continuing to deliver ecologically sustainable and economically efficient Commonwealth fisheries. Expanding AFMA's engagement with our commercial, recreational and Indigenous stakeholders, as well as the broader community, to increase understanding and better align expectations, is a further aspect of achieving our purpose - *The ecologically sustainable development of Commonwealth fisheries for the benefit of the Australian community fisheries.*

AFMA's legislated functions and objectives require the pursuit of efficient and cost effective fisheries management consistent with the principles of ecologically sustainable development (ESD), including the precautionary principle, and maximising the net economic returns to the Australian community from the management of Commonwealth fisheries. Over the next four years, AFMA will look to implement fisheries management in pursuit of sustainable and profitable fisheries by:

- simplifying regulations to reduce operational and cost burdens for industry;
- managing ecological and compliance risks;
- deterring illegal, unreported and unregulated fishing; and
- improving engagement with stakeholders in the responsible management of fisheries.

AFMA commissions and places a high importance on scientific and economic research and risk assessments. This reflects the importance of making evidence-based decisions. As part of our expanding application of ESD, AFMA is also increasing consideration of the economic interests for recreational and Indigenous stakeholders, as well as commercial fishers, along with extending the impact of AFMA's domestic and international compliance efforts. Getting value for money from all of this work remains a key AFMA commitment.

This plan should be read in conjunction with AFMA's Portfolio Budget Statements (that describe our outcome, strategic directions and performance measures for 2019-22), and AFMA's Annual Operational Plan 2019-20 (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, Wez Norris, as the accountable authority of the Australian Fisheries Management Authority, present the AFMA Corporate Plan 2019-22, which covers the periods of 2019-20 to 2022-23, 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.



Wez Norris  
Chief Executive Officer

# Our Purpose

The ecologically sustainable development of Commonwealth fisheries for the benefit of the Australian community.

## Corporate Goals – directions for 2019-2022

Commonwealth fisheries are in good shape with the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Fishery Status Reports 2018 showing that for the fifth consecutive year, no Commonwealth fishery solely managed by AFMA is subject to overfishing. In addition, ABARES' most recent fishery statistics indicate that the gross value of Commonwealth fisheries production (GVP) has been maintained at around \$400 million.

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

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

AFMA will 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*

AFMA will develop management arrangements that seek to maximise economic yield 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*

AFMA will cooperate 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*

AFMA 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. The following outcomes will mark AFMA's success:

- AFMA-managed fisheries are accepted as sustainable
  - *Achieved by:* a fully developed and integrated Ecological Risk Assessment (ERA)/Ecological Risk Management (ERM) system, supported by high quality government policy and science that is publicly available.
- Fisheries governance is efficient and effective
  - *Achieved by:* employing 'e-fishing' and stakeholder self-service, and making the fishing industry accountable as individuals and groups (eg. co-management).

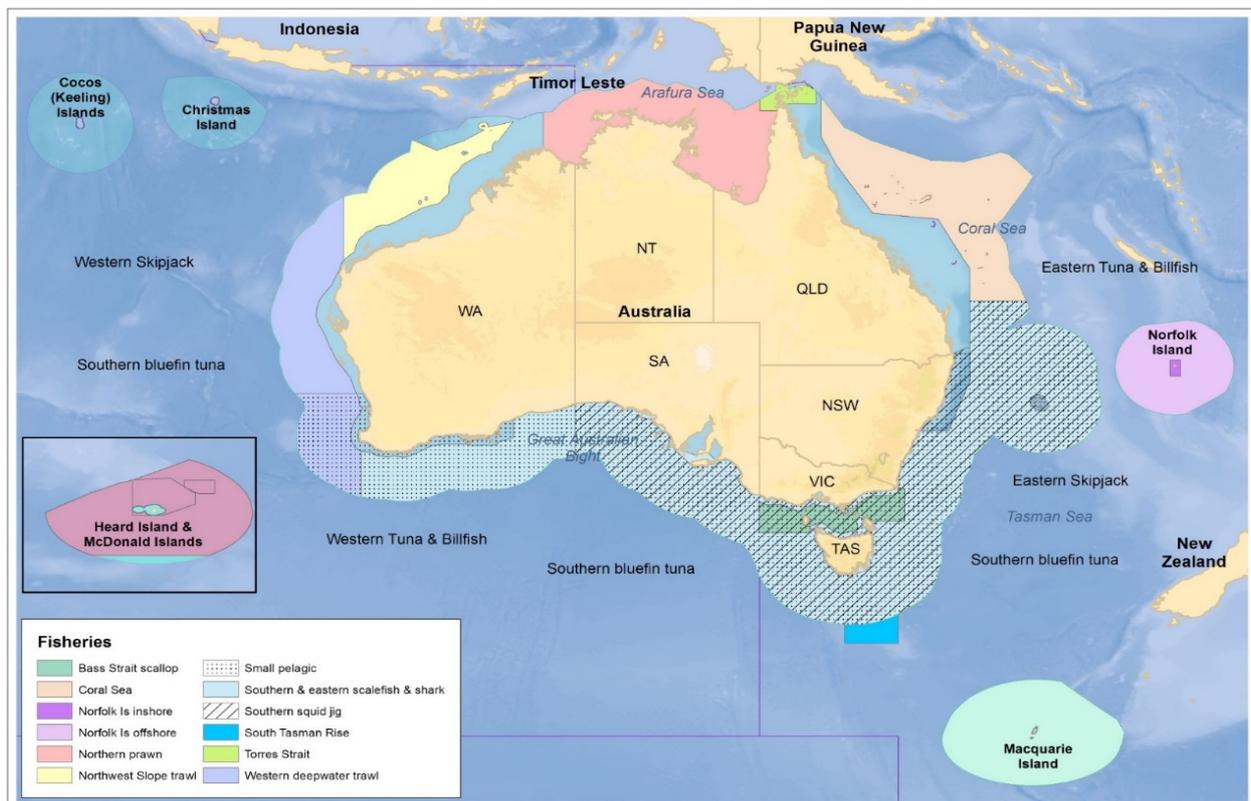
- Fisheries regulation is focused on 'harms'
  - *Achieved by:* removing unnecessary regulation and making it easy to comply, backed by a proportionate penalties regime and incentives that reward compliant operators.
- Stakeholders are confident in AFMA
  - *Achieved by:* alignment of AFMA and stakeholder expectations through the use of broad engagement systems and shared objectives.

Further information is available from our website [afma.gov.au](http://afma.gov.au).

# Operating Environment

Effective natural resource management of Commonwealth fisheries resources provides AFMA with many challenges<sup>1</sup>. 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 contributing to 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 captured as part of Offshore Constitutional Settlement (OCS) agreements with various state governments. We also provide compliance services to some state governments as well as fisheries management and 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

<sup>1</sup> ABARES Fishery Status Reports 2018 evaluated 95 fish stocks across 22 fisheries, including those managed both solely and jointly by the Australian Government. As well, the Commonwealth Fisheries Bycatch Policy 2018 notes that more than 2,000 species are categorised as bycatch across Commonwealth fisheries.

# Performance and Measurement

In pursuing our purpose and goals in the 2019-22 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 of fishing activities 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 through our Management Advisory Committees (MACs), Resource Assessment Groups (RAGs), stakeholder forums, and specialist working groups, workshops and other advisory bodies and forums. 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 facilitating the implementation of relevant government policies including the Commonwealth Fisheries Harvest Strategy Policy and the Commonwealth Fisheries Bycatch Policy
	1.1.2 implementing AFMA's revised ERM Framework
	1.1.3 developing strategies for managing the impacts of fishing on the broader marine environment
	1.1.4 developing and implementing fishery-specific harvest strategies that avoid overfishing and rebuild stocks that are overfished
	1.1.5 ensuring available recreational and Indigenous fishing information is used in decision making
	1.1.6 co-management to promote industry accountability and compliance

Strategy	Area of Focus
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
	1.2.3 conducting research on the economic and social aspects of harvesting Commonwealth fisheries resource
1.3 Social aspects of ecologically sustainable development	1.3.1 providing a public statement on how AFMA takes the social aspects of ecological sustainable development principles into account when managing fisheries and undertaking Commission endorsed future actions to implement that statement

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

Performance Measure	2019-20	2020-21	2021-22	2022-23
1. Complete an 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 identified from all ERAs declines.	80	70	60	50
3. The accuracy of fisheries reporting on general bycatch quantity <sup>1</sup> each year (number of fisheries) improves.	8	11	15	15
4. The total number of fisheries reporting a decreasing volume of	6	10	15	15

Performance Measure	2019-20	2020-21	2021-22	2022-23
general bycatch each year <sup>1</sup> (number of fisheries).				
5. Number of fisheries with decreasing interaction rates with Threatened Endangered and Protected species (TEPs).	5	8	10	15

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. The latest round of ecological risk assessment of AFMA fisheries has identified a total of 80 high risk species that Commonwealth fisheries are interacting with. Responses to these risk are either under development or already in place. It is expected that the number of species identified as high risk will decline in subsequent years, subject to any new/changes to ERA methodologies.
3. Reporting of general bycatch by fishery in logbooks, e-monitoring and the observer program.
  - <sup>1</sup>Bycatch other than TEPs
4. Reporting of general bycatch by fishery in logbooks, e-monitoring and the observer program.
  - <sup>1</sup>Bycatch 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. This will include reviewing management arrangements to take into account all fishing interests when maximising net economic returns from the commercial sector and understanding impacts of resource allocation between commercial, recreational and Indigenous fishers.

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, with a particular focus on avoiding management that imposes unnecessary burden or inefficiency on the commercial sector
	2.1.2 collecting and utilising economic information including quota prices to pursue maximising net economic returns
	2.1.3 reviewing relevant OCS arrangements, developing shared harvest strategies and negotiating agreed commercial catch shares
2.2 Managing exploratory fisheries (potentially underutilised fisheries)	2.2.1 revising current policy to better facilitate access to underutilised Commonwealth fisheries resources
2.3 Understanding impacts of resource allocation between commercial, recreational and Indigenous fishers	2.3.1 working with Department of Agriculture and Water Resources to develop Commonwealth resource sharing policy

AFMA pursues its economic objective by setting targets for key commercial stocks which contribute to meeting maximum economic yield (MEY) for the fishery<sup>2</sup>. Maximum economic yield is pursued by setting catch or effort levels that are sustainable and best enable net economic returns to be maximised at the fishery level. In some cases, alternative targets to MEY may be used by AFMA to meet international arrangements or achieve ecological or stock recovery objectives. In these cases, AFMA aims to maximise economic yields within this context.

Assessing the impact of our strategies in pursuing improved economic performance of AFMA's key commercial stocks<sup>3</sup> in its major fisheries<sup>4</sup> (those with Fisheries Management Plans) involves the following performance measures:

Performance measure	2019-20	2020-21	2021-22	2022-23
1. Key commercial stocks in major fisheries:				
a) 90% of key commercial stocks have harvest strategy targets <sup>5</sup> that are set at levels that pursue maximum economic yield from the fishery, international agreements, ecological or stock recovery objectives.	At least 15 (stocks)			
b) Maintain the number of fish key commercial stocks in a) assessed as being on or close to target. <sup>6</sup>	4	4	4	4
c) For those key commercial stocks in a) that are assessed as not on target, improve the number of stocks	7	7	7	7

<sup>2</sup> Fishery MEY targets are consistent with the objectives of the Commonwealth Fisheries Harvest Strategy Policy and guidelines.

<sup>3</sup> Key commercial stocks of a fishery as defined by the Commonwealth Fisheries Harvest Strategy Policy and Guidelines.

<sup>4</sup> Under AFMA's risk-cost-catch framework, consideration is given to the level of management required and whether it is proportional to the risk and catch in the fishery. Setting and pursuing MEY targets or proxies generally incurs greater management costs.

<sup>5</sup> Harvest strategy targets are defined as the desired fishing mortality or biomass of the stock (or proxy).

Performance measure	2019-20	2020-21	2021-22	2022-23
that are heading towards their target. <sup>6</sup>				
2. Major fisheries have harvest strategies that meet the Harvest Strategy Policy 2018 (HSP2018) within three years (number of fisheries).	6	8	10	10
3. Other fisheries have harvest strategies that meet the HSP2018 within four years (number of fisheries).	2	4	4	5

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

*Methods for measuring performance:*

1. 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.
  - <sup>2</sup>Note that not all Commonwealth fish stocks can be managed by MEY, for example, those managed under international regional bodies.
  - <sup>3</sup>Where higher and lower value species are caught together, different targets for the lower value species may maximise net economic returns over all.
  - <sup>4</sup>Assessment methodologies are being reviewed. This may mean that projections may vary.
2. Major fishery harvest strategies reviewed for consistency with the HSP2018.
3. Non-major fishery harvest strategies reviewed for consistency with the HSP2018.

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<sup>6</sup> Note: It may take an extended period of years for ongoing and concerted management actions to deliver positive stock status improvements. In the interim period, target stock numbers will remain at the same level.

## Corporate Goal 3:

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

For domestic operators, AFMA will continue to focus on approaches that encourage voluntary compliance while maintaining an enforcement capability and taking deterrence action against conscious non-compliance.

To counter pressures from illegal foreign fishing, AFMA will coordinate action with other government agencies to address threats to the Australian Fishing Zone. AFMA will also coordinate action with counterpart international agencies and actively participate in international forums to combat foreign illegal, unreported and unregulated (IUU) fishing in areas on the high seas where Australia has an interest. We will also continue to work with partners in building regional capacity and capabilities to combat IUU fishing.

AFMA's strategies and areas of focus over the next four 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	2019-20	2020-21	2021-22	2022-23
1. % of treatment targets for all priority domestic risks met	90% <sup>7</sup>	90% <sup>7</sup>	90% <sup>7</sup>	90% <sup>7</sup>
2. % of apprehended IUU vessels and suspected illegal entry vessels (SIEVs) delivered to AFMA that were disposed of	100%	100%	100%	100%
3. % of briefs of evidence relating to foreign offenders submitted to the Commonwealth Director of Public Prosecutions within 7–10 days from their arrival in Australia	90% <sup>7</sup>	90% <sup>7</sup>	90% <sup>7</sup>	90% <sup>7</sup>
Regulator Performance Framework (RPF)	2019 - 2023			
RPF KPI: Compliance and monitoring approaches are streamlined and coordinated.	<ul style="list-style-type: none"> <li>Compliance risk assessment conducted every two years to ensure well targeted activities</li> <li>Compliance activities target high risk areas and make use of other regulator agencies' capabilities to complement those of AFMA</li> <li>Online systems are available to regulated entities and uptake and use of electronic business solutions is increased</li> </ul>			

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 all measures in Corporate Goal 3.

<sup>7</sup> 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, illegal foreign fishers 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. 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 \$41.2 million (as at 2018-19). Further, since 2013 AFMA has been explicitly reducing red tape and is progressing and/or has implemented around 65 such initiatives.

AFMA will pursue initiatives to improve regulation and administration including exploring opportunities to streamline fisheries assessment and management processes and implementing new fisheries policies for harvest strategies and bycatch to improve fishery management performance. Incentive mechanisms including greater individual accountability for boat-level performance and using pricing to encourage the uptake of electronic reporting and monitoring will further contributed to delivering accountable management arrangements.

AFMA will also look to increase accountability and broaden stakeholder engagement and consultation particularly with recreational and Indigenous fishers. Expanding membership of MACs and RAGs will increase the capability development for recreational and Indigenous stakeholders (but will also increase operation costs). Enhancing communications tools and increasing the level of public reporting will also support this.

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

Strategy	Area of Focus
4.1 Improving regulation and administration	4.1.1 simplifying fishery access rights in the Gillnet, Hook and Trap sector to give fishers flexibility to catch their quota in the most efficient way consistent with AFMA's one fishery approach
	4.1.2 implementing new Fisheries Management Strategies which address the new Harvest Strategy and Bycatch policies 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 performance arrangements that encourage greater

Strategy	Area of Focus
	industry responsibility for fishing impacts on the marine environment
	4.2.2 implementing further business system and process improvements that improve business efficiency and quality outcomes
	4.2.3 exploring opportunities to extend contract monitoring and compliance services to external agencies
	4.2.4 continue implementing AFMA's Information and Communication Technology (ICT) Strategy with a focus on the data programs
	4.2.5 implement the Agency Data Capture project to improve AFMA's ability to integrate with industry providers and capture data into source systems
	4.2.6 continuing to improve access to AFMA fisheries information through data.gov.au, the AFMA website and other media
	4.2.7 utilising solutions to deliver cost effective and efficient systems for agency data capture and administration
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	2019-20	2020-21	2021-22	2022-23
Industry cost recovery charges do not exceed the levels derived by increasing the 2005-06 recoveries by the Consumer Price Index each year	<\$19.0m	<\$19.3m	<\$19.7m	<\$20.2m
Communications subscribers via afma.gov.au				
<ul style="list-style-type: none"> <li>Media releases</li> </ul>	850	950	1050	1100
<ul style="list-style-type: none"> <li>News articles</li> </ul>	1200	1300	1400	1500
Communications Facebook				
<ul style="list-style-type: none"> <li>Likes<sup>8</sup></li> </ul>	3800	4300	4800	5300
<ul style="list-style-type: none"> <li>Followers<sup>9</sup></li> </ul>	4100	4200	4400	4600
<ul style="list-style-type: none"> <li>Average reach per post<sup>10</sup></li> </ul>	4,000	4,500	5,000	5,500
<ul style="list-style-type: none"> <li>Post engagement rate<sup>11</sup></li> </ul>	0.3%	0.3%	0.3%	0.3%
Communications Twitter				
<ul style="list-style-type: none"> <li>New account to be setup (figures are projections)</li> </ul>	500	750	1000	1250

<sup>8</sup> Likes or fans are the people who choose to follow AFMA's Facebook page, and content published by AFMA *may* appear in their Facebook news feed.

<sup>9</sup> Followers may or may not be fans, and content published by AFMA *may* appear in their Facebook news feed.

<sup>10</sup> The average reach per post, is the average of the unique number of people who viewed an AFMA post annually.

<sup>11</sup> Post engagement rate is the engagement rate of people who like or follow AFMA's Facebook page and interact with our content (comment, share or react). An engagement rate above 0.2% is considered good.

Regulator Performance Framework (RPF) 2019 - 2023	
RPF KPI: Communication with regulated entities is clear, targeted and effective.	<ul style="list-style-type: none"> <li>• AFMA's websites provide up to date and relevant information and quality guidance for all stakeholders</li> <li>• Major decisions by AFMA are provided on AFMA's websites</li> <li>• Stakeholders are satisfied with AFMA's consultation processes</li> <li>• AFMA provides interactive feedback to stakeholders through social media</li> </ul>
RPF KPI: Regulators do not unnecessarily impede the efficient operation of regulated entities.	<ul style="list-style-type: none"> <li>• Regular consultation occurs with industry</li> <li>• Cost reduction initiatives are implemented</li> <li>• Client Service Charter standards are met</li> <li>• Ensure a wide range of stakeholders' participation in management advisory committee and resource assessment group meetings</li> </ul>
RPF KPI: Actions undertaken by regulators are proportionate to the regulator risk being managed.	<ul style="list-style-type: none"> <li>• Risk frameworks are accessible and reviewed regularly</li> <li>• Ensure risk management activities are developed in consultation with industry</li> <li>• Internal audits are conducted on AFMA operations and findings are addressed in a timely manner</li> <li>• The compliance and enforcement policy and program are reviewed regularly</li> </ul>
RPF KPI: Regulators are open and transparent in their dealings with regulated entities.	<ul style="list-style-type: none"> <li>• AFMA publishes reasons for major decisions and policies on our website and performance against the Client Service Charter in the Annual Report</li> </ul>

Regulator Performance Framework (RPF) 2019 - 2023	
	<ul style="list-style-type: none"> <li>• Feedback mechanisms are available for regulated entities to use</li> <li>• AFMA publishes performance information</li> </ul>
RPF KPI: Regulators actively contribute to the continuous improvement of regulatory frameworks.	<ul style="list-style-type: none"> <li>• Stakeholder consultation procedures are in place and reviewed regularly</li> <li>• Significant changes to AFMA regulatory frameworks involve stakeholder consultation</li> <li>• Co-management arrangements provide better avenues for stakeholder engagement and encourage more management responsibility by industry</li> <li>• AFMA participates in meetings with the Department of Agriculture and Water Resources on the development/amendment of regulator frameworks</li> </ul>

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 calculated using reporting functions including, Google Analytics, SurveyMonkey, MailChimp and Facebook

# 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. AFMA has a well-developed Risk Management Framework in place, supporting enterprise wide risk management. This framework focuses on balancing the level of risk control against AFMA’s need to encourage enterprise and innovation.

Our Risk Management Framework is based on the International Standard ISO 31000: Risk Management 2009, and includes a Risk Management Policy, clearly defined tolerances and systematic assessments focused on strategic and enterprise risk management. AFMA is currently reviewing the framework to align with the updated standard, published in 2018.

Over the next financial year, AFMA will focus on integrating the outputs of risk specialist functions focused on operational risk, to provide a holistic and informative view of the risks associated with business activities.

## 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.



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
<b>Management of Commonwealth fisheries consistent with the principles of ecologically sustainable development</b>	<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>
<b>Maximum net economic returns to the Australian community from the management of Commonwealth fisheries</b>	<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>
<b>Compliance with Commonwealth fisheries laws and policies and relevant international fishing obligations and standards</b>	<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>
<b>Deliver efficient, cost-effective and accountable management of Commonwealth fisheries resources</b>	<p>Failures in:</p> <ul style="list-style-type: none"> <li>• WHS</li> <li>• Finance and fraud</li> <li>• ICT systems</li> <li>• Corporate oversight and control</li> </ul>	<p>Development of internal policies and internal controls to build AFMA's effectiveness in managing such risks and resilience in the face of uncertainty. Engage specialist expertise as required,</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.

Some of the key risks AFMA is actively monitoring and mitigating at an operational level include the risk of death or serious injury faced by employees deployed at sea, and the risk of a serious cyber-security threats to AFMA's ICT systems.

Both of these risks are mitigated daily through a number of policy and procedural mechanisms but importantly, supported through development of proactive, risk aware corporate culture.

AFMA is building on the existing framework with additional training and awareness programs for staff, as well as a cohesive system of control, assurance and accountability at all levels of the organisation.

# 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 engagement to ensure that the interests of commercial, recreational and Indigenous fishers and a wide range of other stakeholders are taken into account 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, state governments, 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 MACs, RAGs, working groups, scientific panels, liaison meetings, port visits, subscriber news and media releases, social media, advertising, via the media, and through emails, SMS and direct mail to concession holders in Commonwealth fisheries. AFMA will also continue to explore opportunities to further enhance stakeholder engagement in regional areas. AFMA aims to strengthen engagement with recreational and Indigenous fishers including providing for an expanded expertise base for the Commission regarding recreational and Indigenous fisheries.

AFMA's two websites ([afma.gov.au](http://afma.gov.au) and [pzja.gov.au](http://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, gear and total allowable catches. The content on both sites is regularly reviewed to ensure the information meets both the government's accessibility requirements and stakeholder needs. The AFMA Facebook page allows us to engage with a broad range of stakeholders through the use of dynamic and relevant content.

## Workforce Plan

AFMA faces several potential impacts to its workforce over the next four years. Limits on financial resources and 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 per cent 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.

AFMA is progressing well in delivering outcomes associated with our ICT strategy. In support of delivering a robust, secure and agile platform, AFMA have delivered a new operating environment leveraging cloud technology that supports mobility and a greater level of staff connectivity to the ICT systems, internal and external to the organisation. These implementations are also well aligned to the Government's Digital Transformation Strategy, Cyber Australia's Essential 8 mandates, and the Cloud First Policy.

Through the next 12 months, the ICT capability shifts its focus to leveraging technology to effectively capture core external data and integrating this into our business systems, driving efficiencies and enabling advanced data analytics. The Agency Data Capture project has commenced to deliver on this initiative and is anticipated to provide significant benefits to AFMA with regards to the provisioning of high quality information (to AFMA, stakeholders, and partner agencies), and improving business decision making and driving process automation.

## Financial sustainability

AFMA is a non-corporate Commonwealth entity, funded by a combination of government appropriations, cost-recovered levies and fee-for-service charges, revenue for the delivery of services to other government agencies both Federal, State and Territory, and other administered revenue.

The AFMA Cost Recovery Implementation Statement (CRIS) outlines what cost recoverable activities AFMA provides and how they are implemented in managing Commonwealth fisheries. For 2019-20 42% of AFMA's budgeted revenue is expected to come from cost recovered regulatory activities.

AFMA's financial sustainability will continue to be challenging over the next four years with the fishing industry keen to minimise cost recovery levels and an ongoing push for further productivity improvements impact government appropriations.

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 from other entity systems/operations/databases to enhance AFMA's capabilities – for example, CSIRO databases/systems.

## Contact Us

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

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