



**Australian Government**

**Australian Fisheries Management Authority**

# **Corporate Plan**

## **2020-2021**

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# Introduction

The AFMA Commission is pleased to present the Corporate Plan 2020-21 to Senator the Hon Jonathon Duniam, the Assistant Minister for Forestry and Fisheries.

This plan is AFMA's principal planning document and sets out our approach and priorities for the next four years (2020–21 to 2023–24), together with some of the challenges and known disruptions to our business services that we will face over the coming years, most notably COVID-19. The COVID-19 pandemic crisis has created significant disruption to all sectors of the Australian economy, including the Commonwealth fishing industry. Its impact, both on the Commonwealth fishing industry and AFMA business operations, will be significant in 2020-21. While difficult to predict, ongoing disruptions are likely in 2021-22 and may impact us in delivering on some aspects of the corporate plan. It recognises our commitment to continue building capability and highlights our desire to engage positively and transparently in continuing to deliver ecologically sustainable and economically efficient Commonwealth fisheries to the Australian community.

The corporate plan should be read in conjunction with AFMA's Portfolio Budget Statements (that describe our outcome, strategic directions and performance measures for 2020-21), and AFMA's Annual Operational Plan 2020-21 (which explains our actions to deliver on our areas of focus for that year). Both can be found on the [AFMA website](#)

This plan outlines the key capability investments we will make over the next four years. In addition, the plan provides detail about our approach to risk management, which is critical to continuing to meet our responsibility to ensure the ecologically sustainable development of Commonwealth fisheries for the benefit of the Australian community.

## Statement of Preparation

I, Wez Norris, as the accountable authority of the Australian Fisheries Management Authority, present the AFMA Corporate Plan 2020-21, which covers the periods of 2020-21 to 2023-24, 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, 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

## Purpose

AFMA's purpose is to pursue the ecologically sustainable development (ESD) of Commonwealth fisheries for the benefit of the Australian community. This purpose will be pursued through understanding and monitoring Australia's marine living resources and regulating and monitoring commercial fishing, including domestic licensing and deterrence of illegal foreign fishing. As part of our application of ESD, AFMA is also increasing consideration of the interests of recreational and Indigenous stakeholders.

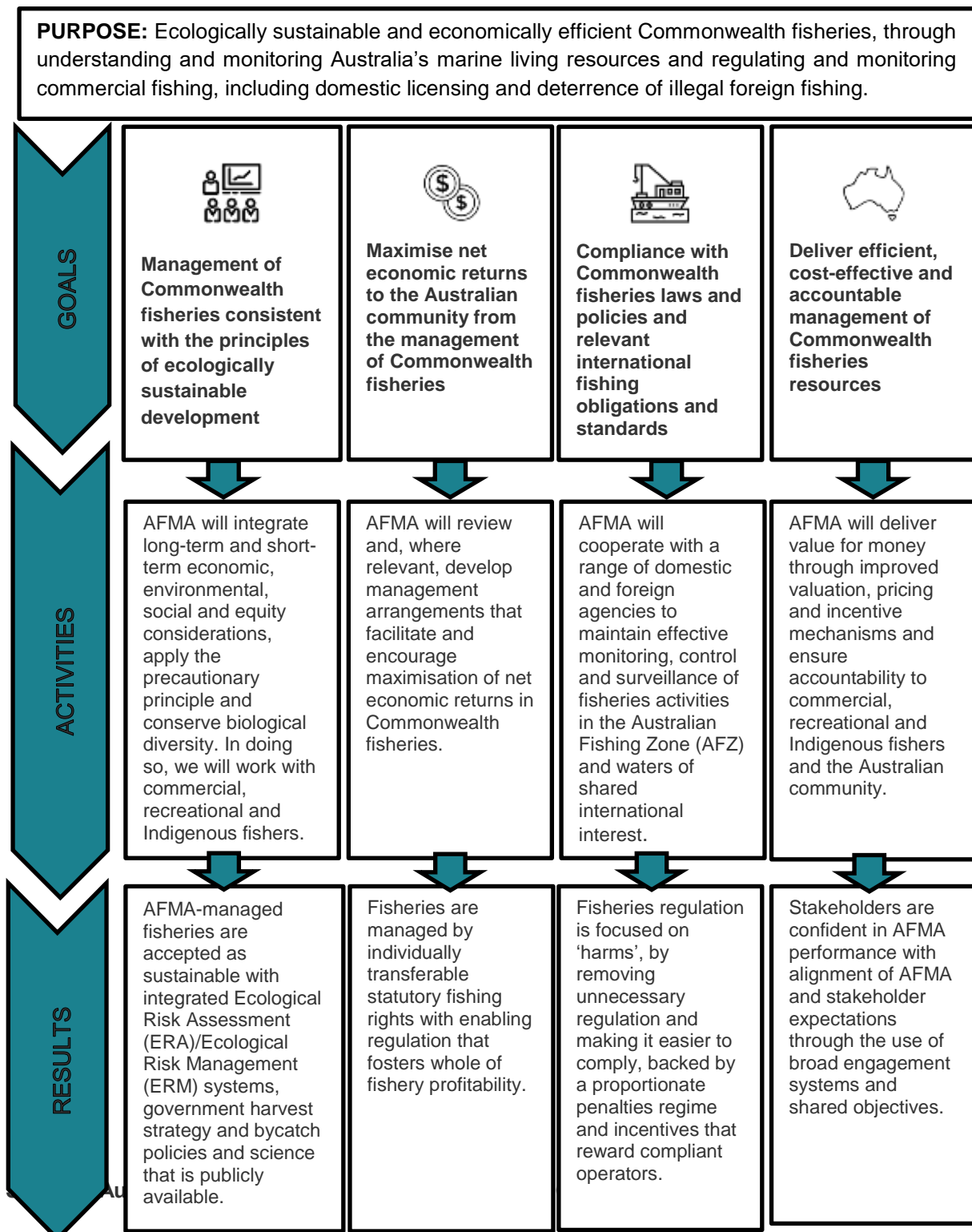
AFMA's legislated functions and objectives require the pursuit of efficient and cost effective fisheries management consistent with the principles of ESD, including the precautionary principle, and maximising the net economic returns to the Australian community from the management of Commonwealth fisheries.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

- simplifying regulations to reduce operational and cost burdens for industry;
- assessing and mitigating ecological and compliance risks;
- deterring illegal, unreported and unregulated fishing; and
- extending communication and improving engagement with stakeholders on the benefits of responsible management of fisheries and better align expectations.

AFMA commissions and places a high importance on scientific and economic research and risk assessments. This reflects the importance of making evidence-based decision. Getting value for money from all of this work remains a key AFMA commitment.

# Key Activities

Commonwealth fisheries are in excellent shape with the Australian Bureau of Agricultural and Resource Economics and Sciences (ABARES) Fishery Status Reports 2019 showing that for the sixth consecutive year, all fish stocks are well managed by AFMA with none subject to overfishing. In addition, ABARES' most recent fishery statistics indicate that the annual gross value of Commonwealth fisheries production (GVP), that is the landed value of product has been maintained at around \$400 million. The multiplier benefits to the broader Australian community in domestic jobs, regional development and exports is significant.



To continue to deliver positive outcomes and achieve our purpose, over the next four years AFMA will pursue key activities as detailed in the diagram above.

More detail on proposed strategies and areas of focus is provided on page 18 under Performance.

# Operating Context

## Consultation with peak industry body

AFMA maintains semi-regular contact with the Chair and Executive Officer of the Commonwealth Fisheries Association (CFA) as the peak body prescribed under the *Fisheries Administration Act 1991*. This generally includes AFMA Chairman and Chief Executive Officer (CEO) attendance at CFA Board round-tables and CFA Executive attendance at AFMA Commission meetings. More formally, drafts of key AFMA planning documents (Corporate Plan, Annual Operating Plan and Cost Recovery Implementation Statement) are forwarded to the CFA for input.

The COVID-19 pandemic severely impacted AFMA's ability to prepare this Corporate Plan in time to properly consult with the CFA. While the draft plan was forwarded to the CFA, it was done so with a very limited timeframe for response. AFMA recognises that full consultation yields mutual benefits and will continue to work with the CFA to ensure that industry input can be better secured for future planning processes.

## Environment

Effective management of Commonwealth fisheries resources provides AFMA with many challenges<sup>1</sup>. Our corporate goals provide the focus for allocating our resources and monitoring our performance to support positive outcomes and future improvement. AFMA manages and monitors commercial fishing in Commonwealth waters in accordance with the [Fisheries Management Act 1991](#) to ensure Australian fish stocks and our fisheries are viable now and in the future. By doing so, we are aiming to make sure that the supply of high quality seafood is available for use to maximise benefit to all Australians for current and future generations. Ensuring long term sustainable fish stocks and managing the broader marine environment where they are fished also supports the recreational and Indigenous sectors.

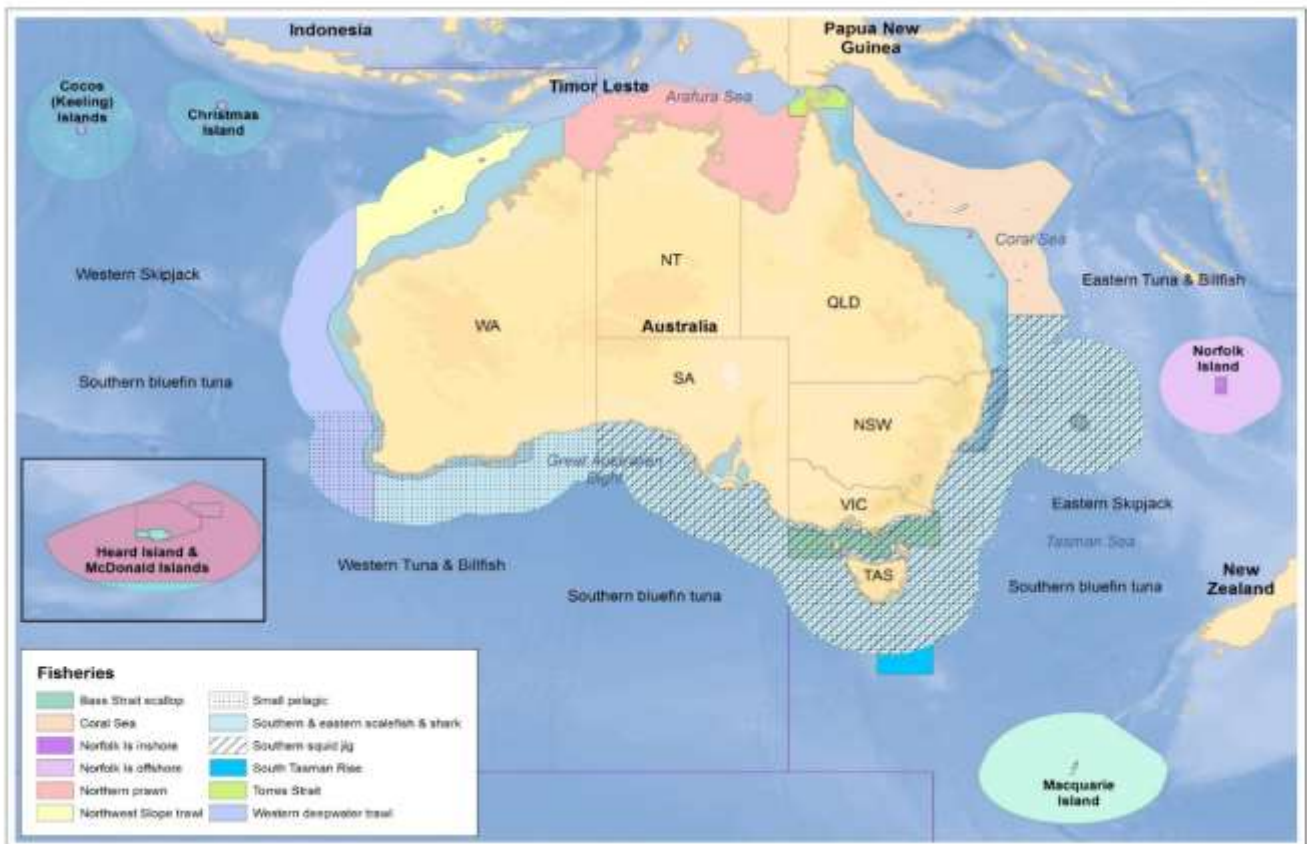
We manage fisheries across an extensive marine area generally extending from three nautical miles out to sea to the extent of the Australian Fishing Zone (AFZ) including Australian licensed fishing vessels operating on the High Seas. There are some exceptions to this general coverage captured as part of Offshore Constitutional Settlement (OCS) arrangements with various state governments and the Northern Territory managing some stocks across State and Commonwealth waters (e.g. rock lobster fisheries). We also provide compliance services to some state governments as well as fisheries management and other 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](#).

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<sup>1</sup> ABARES Fishery Status Reports 2019 evaluated 96 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.



Managing fisheries across this broad area also requires considering and working with border marine stakeholders and Government agencies, including in areas such as border control, maritime shipping, oil and gas exploration and marine conservation.



Map of AFMA managed Commonwealth fisheries



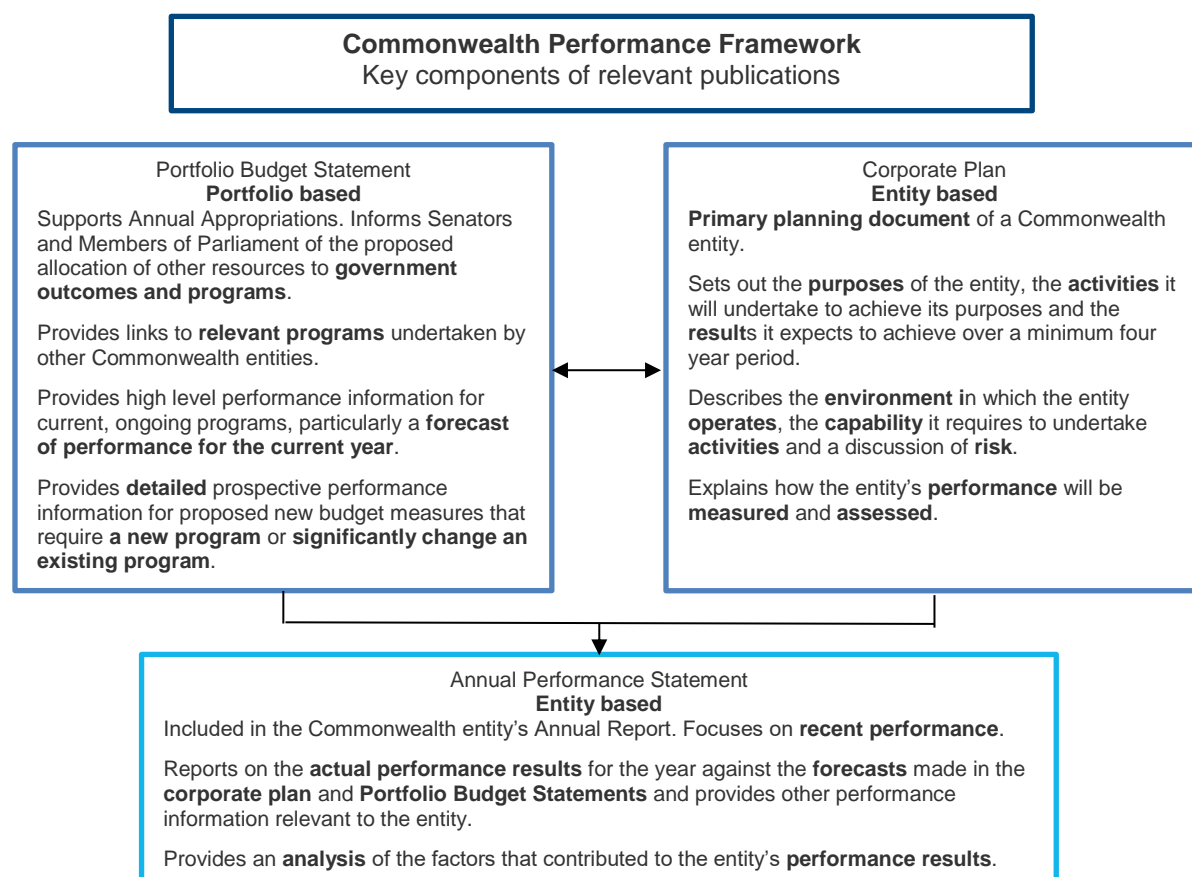
# Enabling Capability

## 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 with expertise in natural resource management, legal and governance matters, research and fishing industry operations oversee AFMA's domestic fisheries management functions including the determination of total allowable catches (TACs). 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 Commonwealth Performance Framework as detailed below. 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, the Commission and the AFMA Audit and Risk Committee continues to be effective by clearly identifying the extent to which we are delivering on our goals and confirming actions.



## 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 and better align expectations.

AFMA stakeholders are those who have an interest in how Australia's Commonwealth fisheries are managed including Commonwealth commercial concession holders, licensed commercial fishing vessel owners and operators, fish processors, the CFA and other fishing industry associations, recreational/charter fishing representatives, state governments, scientists, researchers, conservation organisations, Indigenous communities, the media (local and international) and the general public.

Over the next four years AFMA will engage with our stakeholder groups through Management Advisory Committees (MACs), Resource Assessment Groups (RAGs), working groups, scientific panels, liaison meetings, port visits, subscriber news and media releases, social media, advertising 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 will strengthen engagement strategies and processes that will provide the AFMA Commission with better information on the interests of recreational and Indigenous fishers.

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 legislation, regulations, 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.

One of the key focuses for AFMA in managing its relationships with the Commonwealth commercial fishing industry will be through the development and implementation of a Stakeholder Engagement Framework and associated Communication Plan. These together with enhancement of our current communication channels as well as consistent efforts to discover new relevant channels, will ensure that all of AFMA's relationships are managed effectively and with transparency.

## Workforce Plan

AFMA faces several potential impacts to its workforce over the next five years. Limits on financial resources and AFMA's Average Staffing Level (ASL), potential changes to its required workforce skills due to the application of disruptive technology, and an ageing workforce<sup>2</sup> are just some of the challenges. To address these impacts and build capability to meet the future changing operating

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<sup>2</sup> with approximately one quarter of our workforce reaching the retirement age range (55+) in that time

environment, a new workforce strategy and people plan will be developed and implemented in 2020-21 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 continue to build stronger leaders through professional development programs, adopting succession management practices and supporting mentoring initiatives.

These approaches will ensure that AFMA continues to have a capable workforce with the right people - those with the capabilities, experience and skills required available in the right numbers, in the right place and at the right time.

## ICT capability

The rapid change of the technology, information and digital world is dramatically changing the landscape for how the fishing industry and AFMA operates and is a critical enabling service for our staff and stakeholders.

Whether this is supporting our industry stakeholders by providing easy to use transactional services platforms, leveraging data and analytics to better monitor fishing industry compliance or ensuring we are meeting strong stakeholder and public desire for greater information accessibility, AFMA is well positioned to meet these challenges.

The AFMA ICT Strategy has largely been implemented to provide a cost efficient, secure and agile platform that supports our corporate objectives and ensures the agency can readily adapt to changing priorities or new technologies as they occur. The ICT Strategy is aligned to Whole of Government policy which standardises the technology offerings AFMA and its stakeholders consume, and contributes to the delivery of a resilient and agile platform.

With our key operating environment initiatives implemented, the next 12 months will focus on our strategic data objectives and implementing our data driven projects. The delivery of an agency Data Strategy will be a key artefact which will document and aim to leverage the value of AFMA's core data. AFMA collects and manages fisheries data which is a strategic national resource that holds considerable value for growing the economy, improving service delivery and transforming policy outcomes for the nation. The AFMA Data Strategy will contribute to the best practice management of this key data, including supporting AFMA's legislative objectives and corporate goals to implement efficient and cost effective fisheries management.

In parallel with the Data Strategy will be the continued expansion of the agency's Data Capture platform. The Agency Data Capture project has been developed to provide significant benefits to AFMA by providing high quality information (to AFMA, stakeholders, and partner agencies), improving fishery and business decision making and driving process automation. The project has released its first suite of standardised integration products and our third party suppliers have commenced uptake in the systems that they provide to the fishing industry. Once these products have been embedded into AFMA's operational environment and enhanced to our stakeholder's expectations, the following 12 months offers opportunity to significantly expand this platform across

a range of AFMA managed fisheries and services, streamlining our data capture and digitising manual processes to drive cost efficiencies for industry.

The medium to long term benefits in the cost effective management of our data will be significant in improving both industry and AFMA performance.

## Financial capability

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. The CRIS is reviewed each year in order to reflect any changes to AFMA's cost recovery model and to provide updated revenue and financial estimates. For 2020-21, approximately 40% of AFMA's budgeted revenue is expected to come from cost recovered regulatory activities.

AFMA will aim to minimise cost recovery charges, consistent with the *Australian Government Cost Recovery Guidelines*, through the efficient implementation of cost recovered activities. AFMA's 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.

AFMA will continue to closely monitor and evaluate:

- improved business processes and new technologies aimed to improve efficiency and reduce effort and cost for both the fishing industry and AFMA;
- the CRIS to ensure it clearly articulates the activities undertaken by AFMA, what activities are cost recoverable and how they are implemented in managing Commonwealth fisheries;
- stakeholder engagement with respect to the CRIS to ensure that the CRIS, its activities and the formulation of activity costs is clearly understood, and that stakeholder feedback is taken on board;
- opportunities for co-management arrangements where there are cost saving or other advantages that flow from industry stakeholders participating more directly in monitoring and management; and
- funding from other government entities such as Department of Foreign Affairs and Trade to support both the Government's and some of AFMA's objectives in the areas of capacity building in the Asia Pacific region.

AFMA receives appropriation funding for: domestic fisheries compliance and enforcement; input into defining international treaty standards and developing regulation; foreign fisheries compliance enforcement and capacity building; and management of traditional, Indigenous and non-commercial aspects of Commonwealth fisheries. Financial pressures in 2020-21 as a result of COVID-19 could impact on some of AFMA's enabling capabilities. AFMA continues to seek

opportunities to leverage its operational expertise through the delivery of a range of services to other government agencies both Federal, State and Territory, with examples including vessel monitoring, compliance and observer functions.

# Risk

AFMA is committed to maintaining and continually improving our system of risk management and oversight. We continue to apply a strong corporate culture of risk management to identify opportunities that encourage enterprise business improvements and innovation in pursuit of our corporate goals. Our internal control measures, which are in place to identify, assess, monitor and manage material risks related to our business activities, remain a key focus to ensure that our risk posture is both appropriate and fit for purpose.

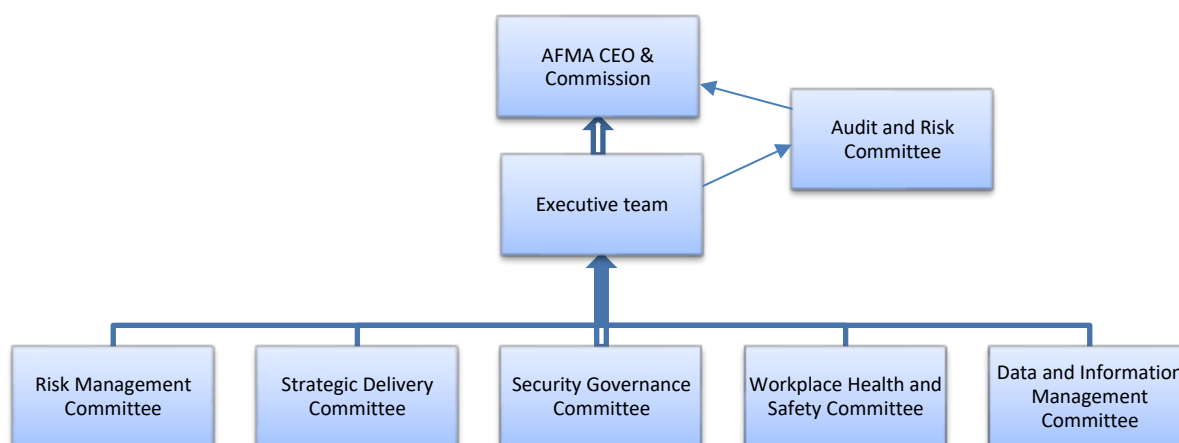
Our Risk Management Framework (RMF), based on ISO 31000, comprises of an internal risk appetite statement, strategic and enterprise risk registers and risk management guidelines. The RMF has been developed to encourage AFMA staff to proactively engage with risk in the pursuit of making well informed strategic and operational decisions. Whilst the RMF needs to be robust and responsive, supporting oversight and ensuring cohesion across the agency in the face of new and emerging risks remains a key cornerstone of the framework. To achieve this, AFMA is focused on further developing risk capability across the organisation, and building on our 2019 risk work to improve visibility of operational and shared risks across the agency.

## Risk Governance

As the accountable authority, AFMA's CEO has established and maintains systems for internal control and risk oversight and management. AFMA seeks to continuously improve these systems and the organisation's risk management capability through training, guidance and knowledge sharing of our staff.

During 2019, we reviewed and updated many of the tools and processes used to capture risks, to support improved visibility of risks internal to the organisation; as well as those shared with organisations outside of AFMA. We developed additional guidance for staff including a Risk Appetite Statement outlining specific categories of risk and the organisation's tolerance for each.

To support transparency and oversight, AFMA convenes a number of standing committees, each focusing on key elements of our organisation and associated enterprise risks. These committees support collaboration and provide the CEO and the Executive with the information required to inform effective strategic planning and decision making. The diagram below provides an overview of the collaboration and communication channels supporting risk management within AFMA.



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

One of the most significant key strategic risks AFMA is facing during 2020-21, and likely beyond, is the disruptive impacts of the COVID-19 pandemic on delivery of AFMA business services, the safety and well-being of our staff and the viability and operations of the fishing industry.

During the COVID-19 pandemic, AFMA is supporting the broader government agenda in managing the risk and impact of the pandemic. Whilst our response has incorporated a number of initiatives which will safe-guard our people's health and well-being, as well as ensuring delivery of our current operations and into the future; the disruptive impacts of the COVID-19 crisis will, at least in the immediate to medium term, have direct impacts for AFMA delivering its corporate goals.

Risk and challenges associated with our staff capability, the longer the crisis persists, include restricted recruiting opportunities and retention of skilled staff as well as an ageing workforce. Similarly, greater agility in the delivery of some business services such as independent data collection and domestic compliance field operations has been, and will likely continue to be, required due to restricted movement across jurisdictions and social distancing requirements. We are confident in our ability to address these unique challenges in a way that allows us to still meet corporate goals whilst the crisis continues.

To inform our response, AFMA has updated its Pandemic Response Plan and will be guided by state and national health policy in maintaining our operation postures during this crisis. However, it is likely, as government restrictions ease, the risk of AFMA staff exposure to the virus will continue as a result of the nature of our services.

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 abundance levels</p>	<p>Ecological Risk Assessment/Ecological Risk Management</p> <p>Harvest Strategies, Fishery Management Plans</p> <p>Threatened, Endangered and Protected Species and Bycatch mitigation Strategies, such as area/temporal closures</p>
<b>Maximise net economic returns to the Australian community from the management of Commonwealth fisheries</b>	<p>Regulatory constraints that prevent optimum utilisation of Commonwealth fisheries</p> <p>Ineffective (or absent) resource sharing agreements</p>	<p>Harvest Strategies</p> <p>Increasing engagement with commercial, recreational and Indigenous stakeholders</p> <p>Targeted economic 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 participation in Regional Fisheries Management Organisations (RFMOs) and global partners</p> <p>International Compliance and Engagement Program</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>• Effective response to COVID-19</li> <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</p> <p>Investment in technology &amp; capability to support robust outcomes</p> <p>Engage specialist expertise as required</p>

Such strategic risks inform AFMA's Enterprise Risk Register, which is used in management planning to identify opportunities to mitigate operational risks.

AFMA's Strategic and Enterprise Risk Registers are reviewed regularly and our Risk Management Guidelines provide a standard procedure for AFMA staff to consider approaches to risk that is based on the International Standard ISO 31000: Risk Management. This process is supported by governance and oversight by various internal and external bodies.

The risks AFMA is managing include:

- **Work Health and Safety** – the physical and mental well-being of staff is a core area of focus for AFMA, with a specific current focus on maintaining safety, connectivity and productivity during the COVID-19 pandemic.  
AFMA has a strong commitment to managing the risks associated with deploying employees at sea, and monitoring changes to the risk profile of activities undertaken or facilitated through this challenging operating environment.
- **ICT Security** –Cybersecurity continues to be a significant focus for AFMA, with a focus on strengthening the organisations cybersecurity maturity and aligning risk management to the Australian Cyber Security Centre - Essential 8 Security Strategies.
- **Fisheries Monitoring** – AFMA continues work to ensure fisheries monitoring is undertaken in an equitable, sustainable and cost-effective manner. AFMA works to ensure alignment with best-practice methodologies and the application of relevant technology.
- **Fisheries Management** – AFMA continues to work to ensure fisheries management is undertaken consistent with principles of ESD. AFMA works to ensure alignment with best-practice methodologies.

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

# Performance

In pursuing our purpose and goals in the 2020-21 to 2023-24 period, AFMA's strategies, areas of focus, performance measures and targets for each activity area are set out below for each of our Goals.

## 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 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 MACs, 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 1

Development of management arrangements that enable fishers to harvest fisheries resources sustainably

#### Areas of Focus

- implementing relevant government policies including the Commonwealth Fisheries Harvest Strategy Policy and the Commonwealth Fisheries Bycatch Policy
- implementing AFMA's revised Environmental Resource Management (ERM) Framework
- developing and implementing fishery-specific harvest strategies that avoid overfishing and rebuild stocks that are overfished.

### Strategy 2

Investing in and applying science to inform decision making on fish stocks and the impact of fishing on the broader marine environment.

#### Areas of Focus

- utilising the strategic research plan to procure the high quality research needed to support decision making
- applying science standards to support the provision of high quality scientific advice on which to base fishery management decisions
- working with scientific organisations and other relevant groups to investigate the effects of climate change on Commonwealth fisheries and implementing responses as required.

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

### Measure 1:

**Decision making by the AFMA Commission and AFMA Management is consistent with legislative objectives and overarching policy settings.**

### Method

All AFMA managed fisheries are subject to a strict regime of legislative requirements and continual assessment, with agreed exploitation levels set at sustainable limits following a range of consultative and scientific assessment processes. These include legislative Management Plans with requirements to pursue the objectives of the *Fisheries Management Act 1991*, ERA and ERM Framework to scientifically assess each fishery's impact on the environment and identify high risks and develop responses to those risks, the Commonwealth Harvest Strategy and Commonwealth Bycatch Policy. This management regime is underpinned by independent, peer-reviewed scientific assessment and advice.

Data on completed elements of the Fisheries Management framework are held by AFMA. The data will be reported in a variety of ways such as number of fisheries that: have management plans in place, have harvest strategies, have catch or effort set by the AFMA Commission in line with scientific advice, following application of harvest strategies.

In addition ABARES' assessment of stock status/economic and environmental performance is an externally and independent assessment of stocks and overall fishery performance.

### Rationale

Sustainable fisheries management is a result of the application of a host of legislation, policy and other supporting arrangements. Key elements of this framework are highlighted above. The performance indicators below reflect application of these arrangements by AFMA to Commonwealth fisheries with the final reference to the ABARES' Fishery Status Reports as an independent assessment of Commonwealth fisheries sustainability. Ensuring that all elements of fisheries management arrangements have been completed, and that responses are in place for any high risk species/elements identified through that process, is fundamental to meeting our stated purpose of ESD. The key beneficiaries of successful application of the fisheries management framework are the Australian people.

### Target

The targets detailed below are realistic and achievable reflecting key functions of the agency that are directly relevant to our purpose.

	2020-21	2021-22	2022-23	2023-24
All major fisheries have Management Plans in place and managed in accordance with them (per cent of major fisheries)	100%	100%	100%	100%

	2020-21	2021-22	2022-23	2023-24
Current ERA for all fisheries/sub fisheries and responses in place for high risk species (per cent of fisheries/sub fisheries)	100%	100%	100%	100%
Fishery Specific Harvest Strategies in place for all fisheries/ sub fisheries (per cent of fisheries/sub fisheries)	90%	95%	100%	100%
Individual species Total Allowable Catch and effort limits set in accordance with harvest control rules based on scientific advice (per cent of species)	100%	100%	100%	100%
Bycatch mitigation and management arrangements in place for protected species and general bycatch (per cent of fisheries/sub fisheries)	70%	70%	80%	100%
Appropriate assessment – primarily Wildlife Trade Operation renewals – under the <i>Environment Protection and Biodiversity Conservation Act 1999</i> . (per cent of fisheries/sub fisheries due per annum)	100%	100%	100%	100%
Number of solely Commonwealth managed stocks subject to overfishing by ABARES Fisheries Status Reports (per cent of fisheries/sub fisheries)	<10%	<10%	<10%	<10%

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

## 2. Maximise net economic returns to the Australian community from the management of Commonwealth fisheries

AFMA pursues its economic objective by setting harvest level targets for key commercial stocks, which contribute to meeting maximum economic yield (MEY) for the fishery, as set out in the Harvest Strategy Policy. MEY 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 some cases, alternative targets to MEY may be used by AFMA to achieve ecological or stock recovery objectives or meet international arrangements. In these cases, AFMA aims to maximise economic yields within that context.

In seeking to maximise economic returns from established and potential Commonwealth fisheries, AFMA will continually review management arrangements through broad consultative processes to take into consideration all fishing interests.

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

### Strategy 1

Reviewing management arrangements through broad consultative processes to take into consideration commercial, recreational and Indigenous fishing interests to maximise net economic returns from the commercial sector.

### Areas of Focus

- 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
- collecting and utilising economic information to pursue maximising net economic returns
- developing effective resource sharing arrangements where appropriate.

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:

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<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.

## Measure 2:

**Fishery MEY targets are consistent with the objectives of the *Fisheries Management Act 1991* and Commonwealth Fisheries Harvest Strategy and Guidelines.**

## Method

1. The method for estimating these performance measures was recommended by ABARES in its 2015 review of AFMA's economic KPIs. One year forecasts are based on fishery manager expertise and stock assessments.
2. Where higher and lower value species are caught together, different targets for the lower value species may maximise net economic returns over all.
3. Assessment methodologies are being reviewed and improved all the time so projections may vary.

Note: Not all Commonwealth fish stocks can be managed by MEY; for example, those managed under international regional bodies.

## Rationale

The Commonwealth Fisheries Harvest Strategy Policy and Guidelines provide an essential management framework for AFMA's Commonwealth fisheries. Commonwealth fishery harvest strategies for key commercial stocks guide the setting of total catches/effort and other catch limits. The method used to calculate AFMA's economic performance measures is designed to meet the objectives of the Commonwealth Harvest Strategy and is based on the recommendations of the AFMA Economic Working Group, which consists of economic expert representatives drawn from all of AFMA RAGs, independent experts and is chaired by an AFMA Commissioner.

## Target

By pursuing targets of MEY (or proxy), where available, fishing should be more sustainable in the long term (as it requires higher fish stock levels than maximum sustainable yield) and there should be greater net economic returns to the fishery.

The identified targets reflect current expectations around available data and assessments to support decision making. It is directly attributable to meeting AFMA's economic objectives.



	2020-21	2021-22	2022-23	2023-24
For economically significant stocks <sup>5</sup> :				
a) Maximise the number of key commercial stocks with harvest strategy targets based on MEY or the best available proxy <sup>6,7</sup>	At least 15 stocks	At least 15 stocks	At least 15 stocks	At least 15 stocks
b) Improve the number of stocks in (a) assessed as being on economic target <sup>3</sup> (number of stocks)	4	4	4	4
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)	7	7	7	7
Major fisheries have harvest strategies that meet the Harvest Strategy Policy 2018 (HSP2018) within three years (number of fisheries)	8	10	10	10
Other fisheries have harvest strategies that meet the HSP2018 within four years (number of fisheries)	4	5	5	5

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

<sup>5</sup>Please note that not all Commonwealth fish stocks can be managed by MEY; for example, those managed under international regional bodies.

<sup>6</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>7</sup> Assessment methodologies are being reviewed. This may mean projections may vary.

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

AFMA will continue to focus on approaches that encourage voluntary<sup>8</sup> compliance by domestic fishers while maintaining an enforcement capability and taking deterrence action against conscious non-compliance.

To counter pressures from illegal foreign fishing, AFMA will lead responses and coordinate action with other government agencies to address threats to the AFZ. AFMA will also engage 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 1

Operating an effective domestic compliance regime using measures that are proportionate to the risks involved.

##### Areas of Focus

- reviewing the risk assessment for the domestic compliance program and implementing measures to address key threat areas
- reviewing the penalty provisions in legislation that AFMA administers and making fisheries management arrangements more uniform and understandable.

#### Strategy 2

Operating effective foreign fisheries enforcement and regional engagement.

##### Areas of Focus

- implementing strategies to deter and eliminate IUU foreign fishing in Australian waters and on the high seas where Australia has an interest
- participating in and delivering capacity building programs with neighbouring countries and supporting key regional and international fishing bodies.

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<sup>8</sup> Voluntary compliance is the idea that compliance is achieved as a result of the community (or individuals) choosing to willingly or voluntarily comply with rules, regulations or even general philosophies. Voluntary compliance is not compliance due to an understanding and/or fear of the consequences of not complying; that is deterrence. In essence voluntary compliance is the act of complying regardless of (or without) any possible repercussions.

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

### Measure 3:

**Governance arrangements for domestic compliance program in place and remain relevant**

### Method

The Policy Risk assessment and Program reviews are scheduled core functions within the Fisheries Operations Branch (FOB). Policy reviews are undertaken within FOB through the Operational Management Committee (OMC) and approved by the AFMA CEO and Commission. Risk assessments are conducted utilising published methodology. The annual program is developed by the National Compliance Strategy team and approved by the OMC.

### Rationale

National Compliance and Enforcement Policy sets the framework for a risk based compliance program. Regular review ensures the policy remains up to date in the changing fisheries environment. Conducting biennial risk assessments, in line with the Policy, guides the formation of the annual compliance programs. Annual review of the programs enables adaption to emerging (or declining) risks.

### Target

The targets detailed below are realistic and achievable reflecting key functions of the agency that are directly relevant to our purpose.

	2020-21	2021-22	2022-23	2023-24
National Compliance and Enforcement Policy reviewed every two years	✓	-	✓	-
Risk assessment reviewed every two years	✓	-	✓	-
National Compliance and Enforcement Program developed and implemented annually	✓	✓	✓	✓

## Measure 4:

### Effective risk based domestic compliance programs in place

## Method

Compliance data is routinely collected as part of program delivery. The annual compliance program contains identified performance targets across the prioritised risks. The outcomes against these targets are routinely monitored and reported against monthly and annually.

## Rationale

By developing compliance programs to address prioritised risks AFMA can focus its resources more efficiently. Through the treatment of these risks AFMA can help to ensure the long term sustainability of Commonwealth fisheries and the broader marine environment to the benefit of all Australians.

## Target

By monitoring performance against pre-determined targets AFMA ensures the programs are effective. Targets are realistically achievable, and at the same time ensure AFMA is striving for better outcomes.

	2020-21	2021-22	2022-23	2023-24
Non-compliance incident levels in targeted risk areas maintained at current levels or reduced	✓	✓	✓	✓
Treatment targets for all priority compliance risks met	90%	90%	90%	90%

## Measure 5

**To deter illegal, unreported and unregulated (IUU) fishing by foreign fishing vessels in Australian waters.**

### Method

AFMA's multifaceted program to combat IUU fishing includes effective enforcement and monitoring, regional cooperation, diplomatic representations and engagement measures such as capacity building, education and outreach programs. Working in concert, a multifaceted strategy ensures Australia is able to readily respond to threats in an efficient and cost effective manner. AFMA leads investigations into IUU fishing by foreign fishing vessels in Australian waters and in waters where Australia has an interest, and works closely with partner agencies, contributing to Australia's maritime security strategy.

AFMA is continuing to deliver a risk based International Compliance and Engagement Program (ICEP). The five components of the ICEP are communications, enforcement operations, strategic engagement, capability development and targeted threat response. In addition, AFMA looks for ways to improve our systems and processes to deliver more efficient and effective fisheries Monitoring, Control and Surveillance. This includes periodic reviews and consulting with stakeholders to identify emerging threats and solutions.

The ICEP works in concert with the objectives and framework of AFMA's National Compliance and Enforcement Policy and complements the National Compliance and Enforcement Program, which sets out activities undertaken by AFMA in relation to Australia's Commonwealth fisheries.

The effectiveness of the ICEP will be assessed through the use of outcome targets wherever possible, as well as input and output targets where a suitable 'outcome target' cannot be identified.

### Rationale

Non-compliance with fisheries regulations inside the Australian Exclusive Economic Zone and across the broader region impacts and potentially undermines the value and viability of the Australian fishing industry.

The ICEP draws on the principles of regulatory compliance, and seeks to prioritise limited resources against key risk areas. The program is designed to effectively prevent and deter IUU fishing in the AFZ and waters where Australia has an interest and includes engaging States to disrupt or cut off resupply and market opportunities to IUU vessels. This program contributes to the environmental sustainability and economic viability of Australian and international fisheries, supporting efforts to ensure food security throughout the region.

### Target

The ICEP includes performance targets to ensure deliverables remain focused and on track. Targets are focused on outputs that contribute to AFMA's purpose.

	2020-21	2021-22	2022-23	2023-24
AFMA's <i>International Compliance and Engagement Program</i> endorsed by the CEO, reviewed every two years and available on the AFMA website	-	✓	-	✓
Media releases for major activities and significant outcomes	100%	100%	100%	100%
Number of illegal foreign fishing vessels detected in Australian waters remains low	✓ Incident rates maintained at historical low levels	✓ Incident rates maintained at historical low levels	✓ Incident rates maintained at historical low levels	✓ Incident rates maintained at historical low levels
Disposal of apprehended foreign IUU vessels received by AFMA	100%	100%	100%	100%
Foreign fishers charged are successfully prosecuted	100%	100%	100%	100%
High risk foreign fishing vessels visiting Australian ports inspected	100%	100%	100%	100%
High Seas Boarding and Inspection reports by Australian officers submitted, as required, to flag States and International Fisheries Management Organisations (IFMO)	100%	100%	100%	100%
AFMA priorities for meetings and bilateral engagement are incorporated in government briefings and negotiating frameworks	100%	100%	100%	100%
Nominations of non-compliant vessels for IUU listing in accordance with IFMO are successful	100%	100%	100%	100%
In-country programs to provide technical, policy and operational advice to build capacity are delivered	2	Dependent on funding	Dependent on funding	Dependent on funding
Participation in Forum Fisheries Agency-led cooperative training activities and multilateral maritime surveillance activities, as appropriate	4	Dependent on funding	Dependent on funding	Dependent on funding
Australian officers target IUU threats and engage flag States to implement remedial actions	100% of identified suspected non-compliant actions acted on	100% of identified suspected non-compliant actions acted on	100% of identified suspected non-compliant actions acted on	100% of identified suspected non-compliant actions acted on

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

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

Minimising cost recovery charges to Commonwealth concession holders through the efficient implementation of cost recovered activities 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 adjusted for Consumer Price Index (CPI) increases. Since making this undertaking, AFMA has out-performed the cumulative CPI increases by more than \$46.0 million (as at 2019-20). Further, since 2013 AFMA has been explicitly reducing red tape and has implemented or is progressing around 65 such initiatives.

AFMA will pursue initiatives to reduce regulation and administrative burden including exploring opportunities to streamline fisheries assessment and management processes. Incentive mechanisms including greater individual accountability for boat-level performance and using pricing mechanisms to encourage the uptake of electronic reporting and monitoring will enhance effective and accountable management arrangements. AFMA is also committed to continued use of co-management approaches with key stakeholders, and will seek to develop an overarching policy framework to guide the circumstances where that approach is appropriate and desirable.

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 potentially increase operation costs). Enhancing communication tools and increasing the level of public reporting will also support this. Related to this is the issue of resource sharing between fishery sectors. AFMA will continue to work with the Department of Agriculture, Water and Environment on a Framework to guide this issue and then will work with all stakeholders to build that Framework into formal decision making as appropriate.

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

### Strategy 1

Review business processes and systems, information flows and financial management arrangements to improve business efficiency.

#### Areas of Focus

- implementing further business system and process improvements
- utilising key reporting metrics, as outlined in the Corporate Plan, to ensure AFMA's cost recovery framework is underpinned by the principles of: efficiency and effectiveness; transparency and accountability; and stakeholder engagement
- continuing implementation of AFMA's ICT Strategy with a focus on cost effective data programs to support business and stakeholder outcomes.

### Strategy 2

Increase AFMA technical performance, accountability and stakeholder engagement.



## Areas of Focus

- improving surveys results/feedback mechanisms
- increasing the understanding of recreational and Indigenous fisheries interests and ability to take these into consideration in decision making processes
- enhancing co-management arrangements, including through a guiding policy framework to assist industry engagement and leverage potential efficiencies
- developing a workforce strategy to maintain and enhance AFMA staff capacity.

## Strategy 3

Implement strategies and systems that improve the availability and transparency of data and information to AFMA, the scientific/research community, industry and the broader Australian community.

## Areas of Focus

- continuing implementation of AFMA's ICT Strategy with a focus on the data programs
- delivering ICT technical architecture solutions that support the core business needs of the agency in delivering its corporate goals
- continuing to improve access to AFMA fisheries information through data.gov.au, the AFMA website and other media
- utilising solutions to deliver effective and cost efficient systems for agency data capture and administration.

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

### Measure 6

**To ensure AFMA's cost recovery framework is efficient and effective, transparent and accountable taking into consideration stakeholder feedback**

## Method

The *Australian Government Cost Recovery Guidelines* promotes consistent, transparent and accountable charging for government activities and supports the proper use of public resources. The Australian Government's overarching cost recovery policy is, where appropriate, non-government recipients of specific government activities should be charged some or all of the costs of those activities. The cost recovery framework is underpinned by three principles that must be applied across all stages of the cost recovery process:

- *Efficiency and effectiveness*
- *Transparency and accountability; and*
- *Stakeholder engagement*

**Efficiency and effectiveness** can be affected through the use of improved business processes and technologies which increase productivity for both the fishing industry and AFMA. Key performance activity metrics to deliver include:

- a. the percentage of overhead costs in total cost recovery expenditure as detailed in the AFMA CRIS;
- b. a comparison of actual and budget cost recovery expenditure by AFMA CRIS activity group and by fishery to measure the variability in planned cost recovered activity;
- c. the percentage of total cost recovery expenditure to the Gross Value of Production (GVP) of Commonwealth fisheries; and
- d. AFMA's commitment to industry that it would keep cost recovery at or below the rate applied in 2005-06 *once adjusted for Consumer Price Index (CPI) increases*.

**Transparency and accountability** will be achieved by ensuring the AFMA CRIS clearly articulates the activities undertaken by AFMA, what activities are cost recoverable and how they are implemented in managing Commonwealth fisheries. Key performance activity metrics to deliver include:

- e. an annual internal review of the CRIS prior to providing the Commonwealth fishing industry with a draft CRIS for their review and feedback; and
- f. providing financial reports to the Commonwealth fishing industry of actual and budget cost recovery expenditure by AFMA CRIS activity groups and by individual fishery.

**Stakeholder engagement** to ensure that the CRIS, its activities and the formulation of activity costs is clearly understood, and that stakeholder feedback is taken on board. Key performance activity metrics to deliver include:

- g. offering to provide information sessions with the fishing industry to step them through the CRIS document and the formulation of activity costs; and
- h. making details of industry feedback on the draft budget and CRIS available to industry in the form of a change request register.

## Rationale

The measures clearly link back to the Australian Government Cost Recovery Guidelines (CRG's).

### **Efficiency and effectiveness**

The measures reference data sources available within the AFMA CRIS, data available from ABARES (e.g. GVP) and indices that are publicly available from the Australian Bureau of Statistics. The financial ratios being utilised in the targets below are commonly employed across the private and public sector to measure cost efficiency and effectiveness.

### **Transparency and accountability**

Transparency means documenting key information about cost recovered activities, in an accessible way for those who pay charges and for other stakeholders. It also involves reporting on performance for the activity on an ongoing basis. Access to cost recovery information can help stakeholders determine whether cost recovered activities are being implemented efficiently, effectively and consistent with Australian Government decisions and policies. Transparency is closely linked to accountability, with the latter being about clear roles and responsibilities for key stakeholders throughout all stages of the cost recovery process, help foster effective co-management and having in place appropriate governance structures.

### Stakeholder engagement

Successful stakeholder engagement is most likely to occur when it is well planned and when government entities enter into a meaningful dialogue with stakeholders, consider their views and, where appropriate, take action.

### Target

The targets detailed below are realistic and achievable reflecting key functions of the agency that are directly relevant to our purpose.

	2020-21	2021-22	2022-23	2023-24
The percentage of overhead costs in total cost recovery expenditure remains below 20.0%	✓	✓	✓	✓
The variance between total actual and budgeted cost recovered expenditure should not exceed 5.0%	✓	✓	✓	✓
The percentage of total cost recovery expenditure to the Gross Value of Production (GVP) of Commonwealth fisheries should be no greater than 5.0%	✓	✓	✓	✓
The cost recovered budget will remain at or below the budget in 2005-06 once adjusted for Consumer Price Index (CPI) increases	✓	✓	✓	✓
An internal review of the AFMA CRIS will be undertaken each year prior to being provided to the Commonwealth fishing industry's peak body, the CFA, for their review	✓	✓	✓	✓
Financial reports will be provided to the CFA detailing actual versus budget cost recovery expenditure by AFMA CRIS activity group and by fishery. A report will be provided for financial year to 31 December (by no later than 31 March) and for the full year (by no later than 30 September)	✓	✓	✓	✓
Information sessions for the Commonwealth fishing industry on the CRIS document and on activity cost formulation will be offered in March and October each year	✓	✓	✓	✓
The change request register detailing industry feedback on the draft budget and CRIS will be published along with the final CRIS on the AFMA website each year before the commencement of the new financial year	✓	✓	✓	✓

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

## Measure 7

### Increase stakeholder participation and improve feedback mechanisms

#### Method

AFMA's objective is to deliver effective, cost efficient and accountable management of Commonwealth fisheries resources. Ensuring a common understanding (and compliance with) regulations and management arrangements associated with Commonwealth fisheries is fundamental to delivering on this objective.

Implementing a Stakeholder Engagement Framework (the Framework) that underpins all engagement activities undertaken by AFMA, in addition to a comprehensive Communication Plan will ensure that AFMA's stakeholders are kept informed of any decisions, opportunities for consultation and continue to be educated on AFMA's role.

Within the Framework and communication plan, additional feedback mechanisms such as "pop up" feedback surveys with concession holders who regularly interact with AFMA, together with an annual survey of the fishing industry will assist in understanding and measuring the results. Through the use of these more immediate "pop up" type feedback surveys, AFMA can influence its effectiveness, under this measure, by providing more immediate and cost effective response to stakeholder feedback.

In addition to the two yearly broader stakeholder perceptions surveys, and increased move to electronic engagement with stakeholders coupled with current and emerging communication channels will also provide valuable data collection points that can be used to inform AFMA's performance against this measure.

#### Rationale

Consistent, concise and transparent stakeholder engagement can influence AFMA's stakeholders, educate Australians about the seafood they consume and provide clarity around the regulatory role that AFMA plays in managing Commonwealth fisheries.

All stakeholders stand to benefit from smarter, more efficient ways to communicate, engage and collaborate, and in the process, increase stakeholder understanding and awareness of AFMA regulations and management arrangements.

Measuring the Commonwealth fishing industry's understanding and awareness of AFMA regulations and management arrangements will benefit all stakeholders. Knowing the Commonwealth fishing industries' level of awareness and compliance with regulations and management arrangements in Commonwealth fisheries will instil broader stakeholder confidence in AFMA's effective management of Commonwealth fisheries. It will also provide feedback on the effectiveness of AFMA communication campaigns.

#### Target

The targets detailed below are realistic and achievable reflecting key functions of the agency that are directly relevant to our purpose.

	2020-21	2021-22	2022-23	2023-24
Implementation of Stakeholder Engagement Framework and Communication plan	✓	-	-	-
The percentage of stakeholders responding to AFMA surveys (including biennial perception and 'pop-up' style surveys) increases by 10% per annum	✓	✓	✓	✓
The level of overall satisfaction of stakeholders increases over time	✓	✓	✓	✓
The level of satisfaction responses of stakeholders to 'pop up' surveys increases over time	✓	✓	✓	✓
The level of engagement and feedback from engagement with stakeholders increases over time	✓	✓	✓	✓

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

## Measure 8

### Agency Data Strategy

## Method

The Data Strategy will focus on our stakeholders to ensure AFMA delivers cost effective services in managing Commonwealth fisheries, as well as underpin AFMA's decision making process to ensure resources and expenditure is targeted to AFMA's high priority operational activities.

This will be achieved by focusing on how value and cost efficiencies will be delivered to stakeholders. To achieve this, understanding and mapping where AFMA's business services are triggered in response to an external event will be fundamental. As a result each of the steps in between an AFMA business service being triggered to an external event occurring, will be documented. These steps may have a series of pain-points or delight-points that AFMA will gain insights from. Ensuring AFMA understands this information flow will be critical in developing a strategy that utilises our data assets fully enhancing our business capabilities, to deliver cost effective business services to enable our stakeholders.

## Rationale

The AFMA Data Strategy will ensure that the information and data needs of the agency match the organisations business needs and capability requirements. Within the context of our key data assets, the strategy will assess the effectiveness of our current business capabilities and identify which are critical to effective implementation from a people, process, information or technology perspective. This will highlight areas of cost efficiencies and directly benefit our Commonwealth concession holders and more broadly other stakeholders.

AFMA collects and manages fisheries data which is a strategic national resource that holds considerable value for growing the economy, improving service delivery and transforming policy outcomes for the nation. The AFMA Data Strategy will contribute to the best practice management of this key data, including AFMA's legislative objectives and corporate goals to implement efficient and cost effective Commonwealth fisheries management.

The AFMA Data strategy will also contribute to broader Australian Government policy in meeting expectations of stakeholders and the broader Australian community. This will be achieved by unlocking the value of data through reducing unnecessary regulatory burden or barriers to efficient use of fisheries data and improving the way data is shared and released.

## Target

The targets detailed below are realistic and achievable reflecting key functions of the agency that are directly relevant to our purpose.

	2020-21	2021-22	2022-23	2023-24
The Agency Data Strategy and Roadmap is delivered and endorsed	✓	-	-	-
The Agency Data Capture project is implemented successfully, and extended across the agency to all logbook, catch disposal and observer data	✓	✓	✓	-
AFMA continues to align to the Digital 2020 policy and ensures internal processes and technology are enhanced to meet this requirement	✓	✓	✓	✓
Data Governance and Culture is embedded into AFMA practices	✓	✓	✓	✓
Significant increases to data analytical capability provided for AFMA staff	✓	✓	✓	✓
The technical delivery of an integrated fisheries data architecture is implemented	✓	✓	✓	✓

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

# List of Requirements

The corporate plan has been prepared in accordance with the requirements of:

- subsection 35(1) of the PGPA Act; and
- the PGPA Rule 2014.

The table details the requirements met by AFMA's corporate plan and the page reference for each requirement.

Requirement	Page(s)
Introduction <ul style="list-style-type: none"> <li>– Statement of preparation</li> <li>– the reporting period for which the plan is prepared</li> <li>– the reporting periods covered by the plan</li> </ul>	3
Purposes	4
Key activities	5
Operating context <ul style="list-style-type: none"> <li>– Environment</li> <li>– Enabling Capability</li> <li>– Risk</li> </ul>	7
Performance	18
List of requirements	36
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## Contact Us

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

Visit the AFMA website

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

Phone AFMA direct on 1300 723 621



# Glossary

## Australian Fishing Zone

Under the *Fisheries Management Act 1991*, the Australian fishing zone means:

- a) the waters adjacent to Australia within the outer limits of the exclusive economic zone adjacent to the coast of Australia; and
- b) the waters adjacent to each external territory within the outer limits of the exclusive economic zone adjacent to the coast of the external Territory;

but does not include:

- coastal waters of, or waters within the limits of, a State or internal Territory; or
- waters that are excepted waters.

## Biomass

Total weight of a stock or a component of stock.

## Biomass limit reference point

The point beyond which the risk to the stock is regarded as unacceptably high.

## Bycatch

Species taken incidentally in a fishery where other species are the target, and which are usually discarded.

## Effort

A measure of the resources used to harvest a fishery's stocks. The measure of effort appropriate for a fishery depends on the methods used and the management arrangements. Common measures include the number of vessels, the number of hooks set or the number of fishing days.

## Electronic monitoring

Electronic monitoring uses sensors and cameras to monitor and record information on fishing activity in a targeted way. Sensor data and video footage is analysed retrospectively to provide information and verify logbooks according to the needs identified for that fishery.

## *Fisheries Management Act 1991*

One of the two main pieces of legislation (along with the *Fisheries Administration Act 1991*) that detail AFMA's responsibilities and powers.

## Harvest strategy

Strategy outlining how the catch in a fishery will be adjusted from year to year depending on the size of stock, the economic or social conditions of the fishery, conditions of other interdependent stocks or species, and uncertainty of biological knowledge. Well-managed fisheries have an unambiguous (explicit and quantitative) harvest strategy that is robust to the unpredictable biological fluctuations to which the stock may be subject.

**Key commercial species/stock**

A species that is, or has been, specifically targeted and is, or has been, a significant component of a fishery.

**Logbook**

Official record of catch-and-effort data completed by fishers. In many fisheries, a licence condition makes the return of logbooks mandatory.

**Maximum economic yield**

The sustainable catch or effort level for a commercial fishery that allows net economic returns to be maximised. Note that for most practical discount rates and fishing costs maximum economic yield will imply that the equilibrium stock of fish is larger than that associated with maximum sustainable yield. In this sense maximum economic yield is more environmentally conservative than maximum sustainable yield and should also help protect the fishery from environmental impacts, external to fishery impacts that may diminish the fish population.

**Maximum sustainable yield**

The maximum average annual catch that can be removed from a stock over an indefinite period under prevailing environmental conditions.

**Nautical mile**

A unit of distance derived from the angular measurement of one minute of arc of latitude, but standardised by international agreement as 1852 metres.

**Net economic returns**

A fishery net economic returns over a particular period are equal to fishing revenue less fishing costs.

**Non target species**

Species that are unintentionally taken by a fisher or not routinely assessed for fisheries management. See also Bycatch.

**Offshore Constitutional Settlement**

An agreement between one or more states and the Australian Government giving individual or joint jurisdiction for a particular fishery that is in both coastal waters and the Australian Fishing Zone.

When no Offshore Constitutional Settlement agreement has been reached, the fishery remains under the jurisdiction of the state out to three nautical miles, and of the Australian Government from three nautical miles to 200 nautical miles.

**Overfished**

A fish stock with a biomass below the biomass limit reference point. 'Not overfished' implies that the stock is not below the threshold, and is now used in place of the status classification of 'fully fished' or 'underfished'.

## **Overfishing**

A stock that is experiencing too much fishing. The rate of removals from a stock is likely to result in the stock becoming overfished. For a stock that is overfished, overfishing is a rate of removals that will prevent stock recovery in accordance with its rebuilding strategy.

## **Precautionary principle**

A principle asserting that a degree of scientific uncertainty should not be used as a reason for postponing measures to prevent environmental degradation in situations where there are threats of serious or irreversible environmental damage.

## **Quota**

Amount of catch allocated to a fishery as a whole (total allowable catch) or to an individual fisher or company (individual transferable quota).

## **Statutory Fishing Rights**

Rights granted under Section 21 of the Fisheries Management Act 1991. The nature of Statutory Fishing Rights in a fishery is detailed in the plan of management that creates those rights. A Statutory Fishing Right may be a right to use a boat, a unit of fishing gear or a quantity of catch, or other rights as identified in the management plan.

## **Species**

Members of a species of fish that can breed with one another and produce fertile (capable of reproducing) offspring. In this way, a species maintains its 'separateness' from other species; for example, the yellowfin tuna and bigeye tuna are two distinct tuna species whereas the general term 'tuna' includes all tuna species.

## **Stock**

A functionally discrete population of a species that is largely distinct from other populations of the same species. Such a population may be regarded as a separate entity for management or assessment purposes. Some species form a single stock (e.g. southern bluefin tuna) while others form several stocks (e.g. albacore tuna in the Pacific Ocean are divided up into separate Northern Pacific and Southern Pacific stocks).

## **Targeting**

Fishing selectively for particular species or sizes of fish.

## **Target species**

The species being actively sought by fishers.

## **Torres Strait Protected Zone Joint Authority**

An authority comprising the Parliamentary Secretary to the Minister of Agriculture and Water Resources (Chairperson), the Queensland Minister for Agriculture, Fisheries and Forestry and the Chair of the Torres Strait Regional Authority. The authority is responsible for monitoring the condition of the jointly managed fisheries in the Torres Strait and the formulation of policies and plans for their management.

### **Torres Strait Treaty**

The treaty between Australia and Papua New Guinea concerned with sovereignty, management and maritime boundaries in the area between the two countries and the protection of the way of life and livelihood of traditional inhabitants and the marine environment.

### **Total allowable catch**

The amount of fish of a particular species that can be taken from a fishery in a prescribed period. Total allowable catches are set for fish species managed either through individual transferable quotas or through competitive total allowable catches.

### **Undercatch and overcatch**

Undercatch and overcatch provide for 'carry over' or 'carry under' of an amount of end of season quota between fishing seasons thereby allowing fishers the flexibility to catch a certain amount of fish over or under their quota, and debit or credit this to or from the following season's quota.

### **Vessel monitoring system**

Electronic device that transmits the identity and location of a vessel.