



Australian Government

Australian Maritime Safety Authority



# 2023–24 Corporate Plan

Covering the period 2023–24 to 2026–27



## **Acknowledgment of Country**

In the spirit of reconciliation, the Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We acknowledge and pay our respects to the Traditional Custodians of the lands on which our organisation operates, across Australia.

Aboriginal and Torres Strait Islander peoples have occupied Australia for tens of thousands of years, and their cultures, laws, ceremonies and connection to the land are strong and enduring. We pay our respect to their Elders past and present and the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

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# Introduction

## Statement of preparation

As acting Chair of the Australian Maritime Safety Authority Board (the accountable authority), I present our four-year corporate plan as required under paragraph 35(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Part 4, Section 25 of the *Australian Maritime Safety Authority Act 1990* (AMSA Act). The plan is prepared in accordance with the Public Governance Performance and Accountability Rule 2014.



Jennifer Clark, Acting Chair  
20 June 2023

## Period of coverage

This corporate plan is prepared for the reporting period 2023–24 and covers the reporting periods 2023–24 to 2026–27. It considers future trends and potential changes to our operating environment.



## Chair's foreword

As the turbulence created by the COVID pandemic continues to settle, our focus for 2023–24 and the following three years – the period of this Plan – will be on consolidating the lessons learned from this disruption, responding to emerging challenges in our operating environment, and transforming that experience into new ways of working, consistent with the intent set out in AMSA's Strategy 2030.

While organisations, including AMSA, continue to pivot their business models in response to the pandemic and the consequent expectations of staff around flexible work, our operating environment continues to evolve – and we must respond. We must also ensure that, regardless of the changes required, we continue to deliver on our vision of *safe and clean seas and saving lives*.

## Operating environment challenges

Working cooperatively in the Asia-Pacific region to enforce standards and improve ship safety, has never been more critical to ensure we are protecting the maritime trade on which Australia so heavily relies, and in doing so, contributing to Australia's overall engagement in the area. Collaborating with our international partners at the International Maritime Organization (IMO) to advocate for achievable and sustainable environmental goals for the maritime industry is also important for the sustainability of our environment, and our industry.

The increasing intensity and frequency of weather events continues to place additional demands on our resources and challenge our thinking. As an example, AMSA provides critical aids to navigation infrastructure for foreign and domestic vessels operating in Australian waters, and weather events like cyclones can damage, and if severe enough, destroy these critical assets – placing additional demand on our infrastructure repair and maintenance program, and over the longer term, driving the redesign of many of our infrastructure assets so they are more resilient in the future.

Many Australian entities have been victims of cyber-attacks. We will ensure we are protecting personal and sensitive data and minimising the risk of data breaches. Last year we invested in establishing a centralised data capability. In 2023–24 this capability will work across the organisation to mitigate data risks at a technological and operational level.

## Building our foundation for transformation – people, systems, and processes

We have refined and consolidated our strategic priorities to five – (1) risk-based regulation, (2) incident management, (3) environment protection, (4) engagement and (5) business transformation. Grouped by strategic priority, the initiatives detailed in this Corporate Plan will establish the regulatory and technological foundation to transform AMSA into a more innovative regulatory and response agency.

2023–24 will be a year of action, focusing on the delivery of business transformation projects. We will embed new ways of working in a post pandemic environment by implementing a new regulatory model and platform. The delivery of our business transformation projects will use the breadth of AMSA's capability to ensure the solutions delivered are fit-for-purpose for both our regulated community and AMSA.

Critical to the success of our transformation initiatives will be the Government's response to the Independent Review of Domestic Commercial Vessel Safety Legislation and Cost and Charging Arrangements. We will partner with our portfolio Department<sup>1</sup> to implement the recommendations endorsed by the Government. We are keen to resolve funding arrangements for delivery of the National System for Domestic Commercial Vessel Safety (the National System), and to provide certainty for our regulated community.

AMSA will negotiate a new Enterprise Agreement in compliance with the Australian Public Service (APS) wide collective bargaining framework.<sup>2</sup> AMSA's focus will be to ensure our agreement remains fit-for-purpose, provides operational flexibility, and considers the challenges and capabilities identified in AMSA's Strategic Workforce Plan. Enterprise bargaining can be challenging, however, I am confident that our team will conduct the process with respect and in good faith and will achieve the desired outcomes – an agreement that will attract and retain AMSA's best and brightest talent; deliver a diverse, inclusive, and capable workforce; and continue to make AMSA an attractive and rewarding place to work.

This financial year AMSA will move its Canberra head office to a smaller footprint to realise the benefits of flexible work, technology capability and digital service delivery improvements and provide an integrated work environment for our staff to collaborate with greater effect. We will also continue to explore opportunities to expand our regional office presence to support delivery of services to our regulated community.

## Our core business

Reflecting on our role as a safety regulator, we still have work to do. Whilst the safety of our industry is improving, too many avoidable incidents are occurring.

Our strong reputation for implementation and monitoring compliance with international standards for shipping continues to drive down the number of deficiencies and detentions of foreign vessels visiting our shores. We will continue to address high risk vessels through international advocacy for improved safety standards for general cargo and container ships. These types of vessels receive the highest rate of deficiencies per vessel type visiting Australia.

We will continue to work closely with domestic commercial vessel owners and operators. In 2022 AMSA conducted the largest number of inspections since the introduction of the National System in 2018 – and there was a significant jump in the number of domestic commercial vessel detentions from previous years. This is reflective of the maturing of AMSA's inspection processes; the importance AMSA places on protecting crew, passengers, and the marine environment; and delays to the completion of scheduled maintenance arising from COVID restrictions.

Our collaboration with our industry and broader community stakeholders is also maturing and we will invest in enhancing the effectiveness of those partnerships.

And lastly, our commitment to incident response – including coordinating search and rescue – will not waver. AMSA plays a significant role in saving lives and given Australian's love of the great outdoors and the sea, we anticipate constant demand on our search and rescue capabilities. We remain vigilant and ready to respond.

Jennifer Clark  
Acting Chair

<sup>1</sup> Department of Infrastructure, Transport, Regional Development, Communication, and the Arts

<sup>2</sup> AMSA staff are employed under the *AMSA Act 1990*. However, the new APS bargaining framework applies – capturing Commonwealth public sector employees employed under legislation other than the *Public Service Act 1999* (non-APS employees).

# Purpose

As Australia’s national maritime safety regulator, we are responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution, and search and rescue services, for maritime and aviation, nationally.

## Vision

Safe and clean seas, saving lives.

## Mission

Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress.

## Values

### Collaborative

We value and respect others and work together to achieve our objectives.

### Professional

We act with integrity and are pragmatic in our approach.

### Dedicated

We are committed to AMSA’s mission and responsive to the needs of our customers and stakeholders.

### Accountable

We take responsibility for our decisions and actions.



# Role

AMSA is a statutory authority established under the *AMSA Act*. Reflecting the purpose of the *AMSA Act*, and the functions of AMSA under the Act, our primary role is to:

- ▶ promote maritime safety and protection of the marine environment
- ▶ prevent and combat ship-sourced pollution in the marine environment
- ▶ provide infrastructure to support safe navigation in Australian waters
- ▶ provide a national search and rescue service to the maritime and aviation sectors
- ▶ provide, on request, services to the maritime industry on a commercial basis.

# Functions

AMSA is structured into divisions to deliver our functions. Three of our divisions – Operations, Policy and Regulation, and Response – deliver our core business of: promoting maritime safety and environment protection, combating ship source pollution, providing navigation infrastructure and a search and rescue service. As a small agency employing approximately 470 staff in 20 locations, the support provided by our Corporate Services division is a key enabler to helping us achieve our functions.

## Our **Operations** Division:

- ▶ implements the regulatory framework developed by AMSA's Policy and Regulation division and provides support to AMSA's Response division when an incident occurs
- ▶ ensures domestic and international shipping in Australia is operating in accordance with the regulatory framework administered by AMSA, primarily the *Navigation Act 2012* and the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012*
- ▶ ensures vessels are maintained in good condition, have appropriate working and living conditions on vessels, operated safely by people with the required skills, all passengers onboard are safe and cargoes are handled and stowed appropriately to ensure safe transit
- ▶ undertakes a range of compliance functions, including communication and education, providing information and advice, certification and targeted monitoring activities, incident management and investigations and issue of compliance notices
- ▶ provides an enforcement capability encompassing investigations, issuing of infringement notices and prosecutions.

## Our **Policy and Regulation** Division:

- ▶ influences international standards and makes regulations to give legal effect to those standards in relation to maritime safety and marine pollution
- ▶ develops policy, regulations and standards for domestic commercial vessels operating in Australian waters
- ▶ engages with industry stakeholders to ensure our regulations and standards are fit for purpose and will achieve intended outcomes
- ▶ cooperates with Australian government agencies and maritime administrations to consistently implement global standards for international commercial shipping
- ▶ is developing a data analytics capability for the organisation to ensure decisions are data driven and risk based.

## Our **Response** Division:

- ▶ coordinates search and rescue, intervention and pollution response operations 24/7 consistent with Australia's obligations under international conventions
- ▶ engages with states and territories to ensure consistent approaches to maritime casualties, marine pollution and search and rescue incidents
- ▶ contributes to safe navigation by maintaining our network of aids to navigation
- ▶ manages service contracts and resources that we need to support our response operations.



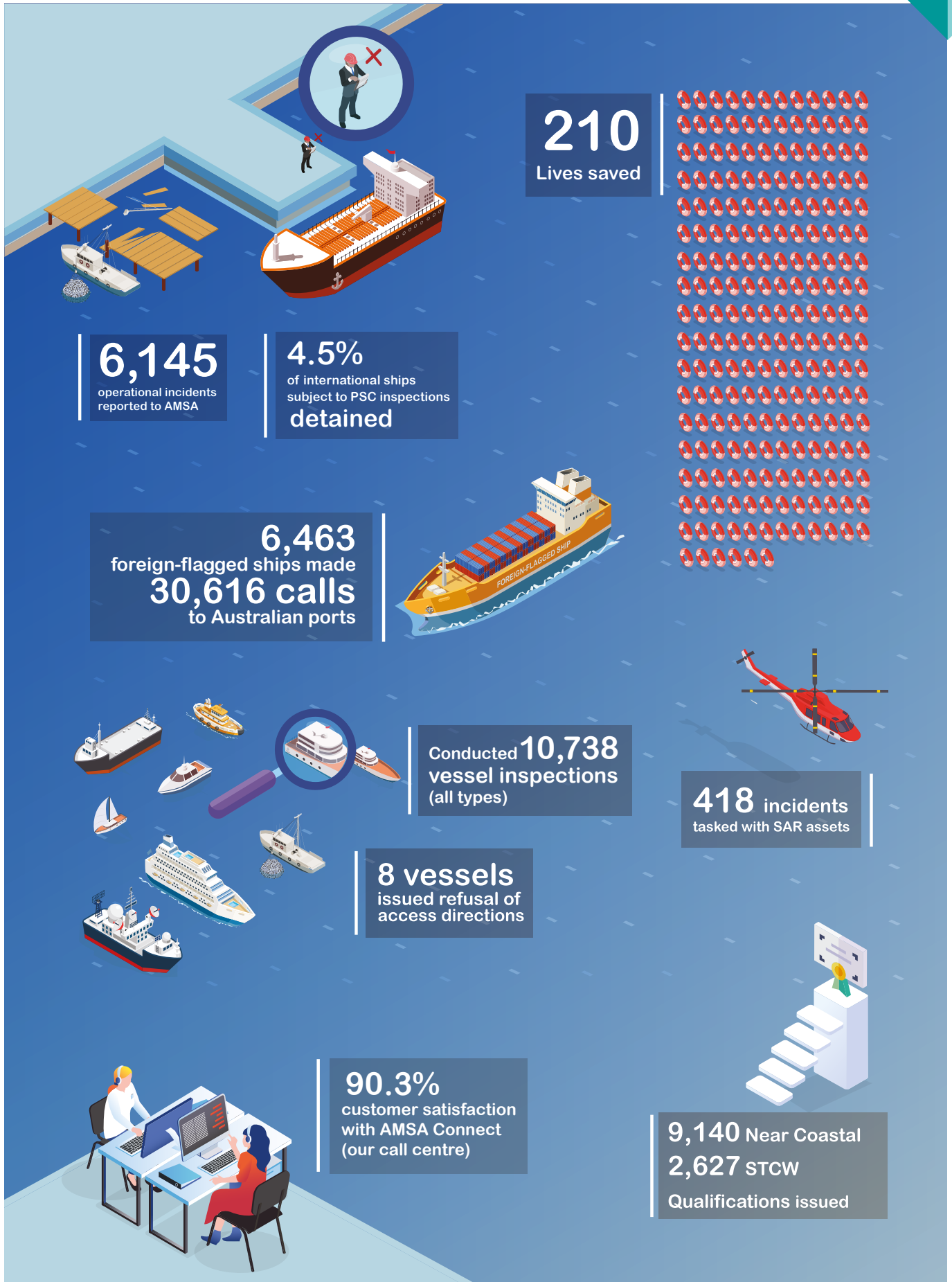
Our **Corporate Services** Division:

- ▶ ensures we are equipped with fit-for-purpose data, information and communications technology to meet our service delivery and business needs
- ▶ ensures we have a dynamic and well managed workforce to meet our responsibilities
- ▶ provides organisational-wide governance support and financial management and
- ▶ ensures we deliver effective customer service and communication activities to inform, educate, consult and collaborate with our key stakeholders and the regulated community, enabling them to meet their maritime safety and environmental obligations.

The activities, outputs and outcomes depicted over the page are indicative of our core business outputs, based on 2021–22 data. Please refer to AMSA's 2022–23 Annual Report for detailed information on AMSA's performance in 2022–23.

The delivery of initiatives listed in this Plan are prioritised and balanced against our resource capacity to ensure we continue to deliver a high-level of service across our core functions.

Figure 1: AMSA activities, outputs and outcomes (2021–22)





Part 1:  
Strategic framework

# 1.1 Operating environment

With more than 99 per cent of Australia's international trade carried by sea, Australia has one of the largest shipping tasks in the world:

- ▶ more than 30,000 port calls by 6,315 uniquely identified trading ships in 2020–21<sup>3</sup>
- ▶ an Australian trading fleet of approximately 130 vessels with a carrying capacity of 6.6 million tonnes.<sup>4</sup>

Given the size of the task it is important that Australia maintains an influence in the development of international standards to ensure vessels visiting Australian waters are safe, and their environmental impacts are minimised.

At a national level, Australia's domestic commercial fleet is made up of around 32,000 vessels ranging in size from less than 7.5 metres to over 45 metres. These vessels operate across a range of industry sectors, from hire and drive vessels such as kayaks used for recreational purposes, to barges and passenger ferries, as well as fishing vessels that range from small dinghies right up to large trawlers. This tremendous diversity accounts for the disparate safety cultures and divergent attitudes towards regulation across the fleet.

Domestic and international ships in Australian waters operate in some of the world's most ecologically sensitive sea areas. AMSA has a duty to protect these sensitive marine ecosystems from ship-sourced pollution through effective regulation and compliance activities, underpinned by international conventions. We also play a key role in the maintenance of a national, integrated government and industry framework that is capable of effective responses to pollution incidents in the marine environment.

AMSA is Australia's search and rescue (SAR) coordination authority. Our operations cover approximately 53 million square kilometres, or 10 per cent of the Earth's surface, extending into the Indian, Pacific and Southern Oceans. Given the breadth of AMSA's remit, the efficacy of our SAR operations relies on strong and effective cooperation with all Australian jurisdictions and keeping pace with the advancement of distress alerting technologies.

Australia has 60,000 kilometres of coastline and 8,000 islands. Our nation has the third largest exclusive economic zone in the world. To ensure that all vessels can safely operate as they travel through these expansive waters, AMSA maintains an aids to navigation network of some 470 visual and electronic aids. States and territories also maintain some aids to navigation used by international shipping.

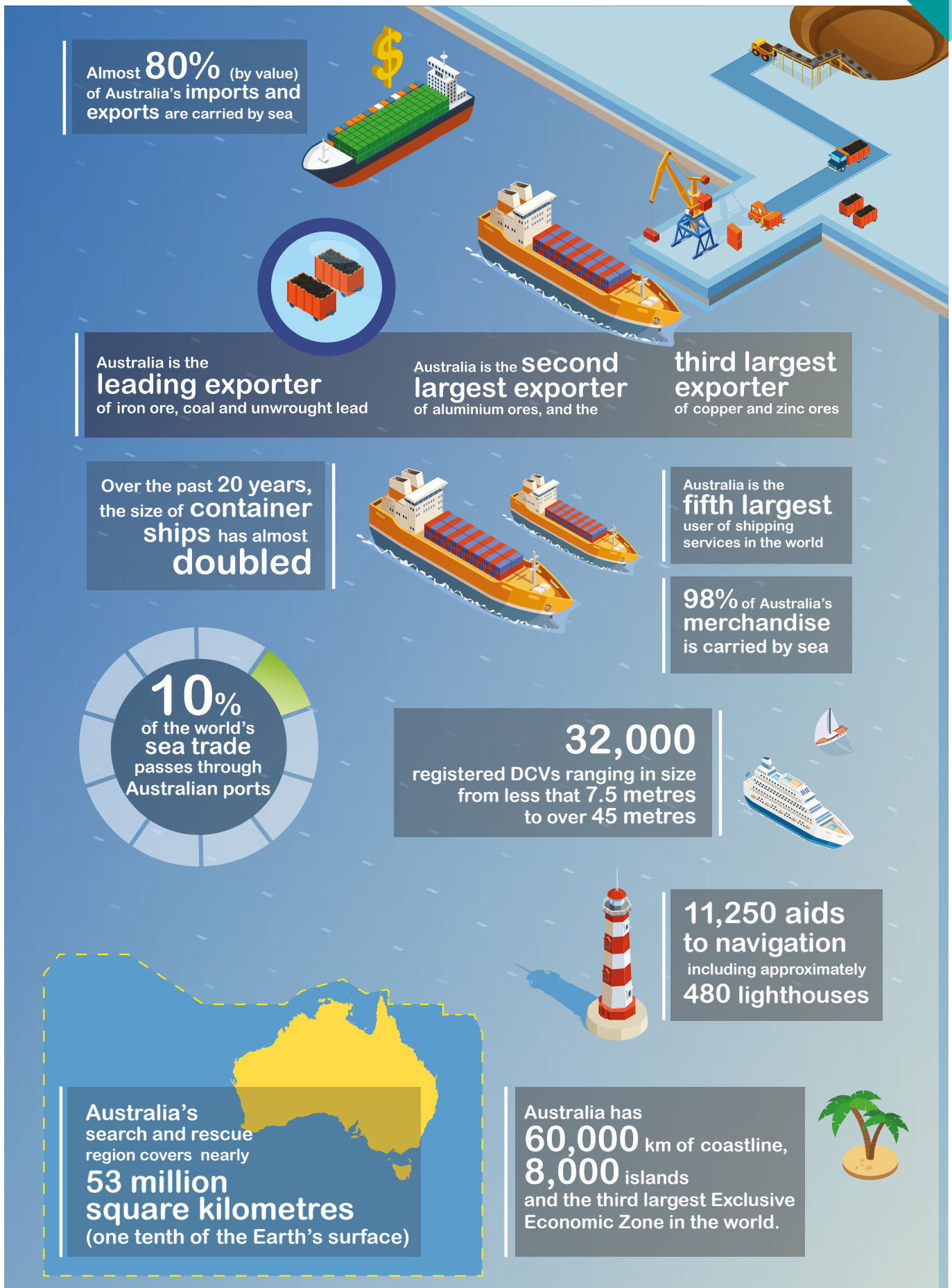
As a Commonwealth entity AMSA is required to implement whole of government policies. APS Net Zero 2030 is the Australian Government's policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions from the latter half of 2023. AMSA will apply this framework as far as practicable for our operations.

The diversity of AMSA's operations mean that our operating and regulatory environment is highly complex and constantly evolving. We need to be ready to respond to the effects of changes to maritime trade, climate, the ramifications of new technologies in the maritime industry and within governments, or to any of the many other changes affecting our operating environment.

<sup>3</sup> Source: Bureau of Infrastructure and Transport Research Economics (BITRE) 2023, *Australian sea freight 2020–21*, Canberra, ACT.

<sup>4</sup> The number of major (deadweight tonnage greater than 2,000 tonnes) active Australian registered ships with a General Licence decreased by two to 11 as of 30 June 2021.

Figure 2: Snapshot of AMSA's operating environment



## 1.2 Government direction

At a high level, AMSA contributes to one Outcome and one Program, which is divided into two subprograms:

Outcome 1 — Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination.

- ▶ Program 1.1 — Seafarer and ship safety, environment protection and search and rescue.
  - Sub-program 1.1.1 — Seafarer and ship safety and environment protection aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.
  - Sub-program 1.1.2 — Search and rescue aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue.

AMSA's performance is measured at the Portfolio level via three Portfolio Budget Statement (PBS) measures, see Part 2 for further detail.

## 1.3 Statement of Intent

Our [Statement of Intent](#)<sup>5</sup> outlines AMSA's approach to achieving our goals and responds to the Minister's Statement of Expectations (November 2021). It reaffirms AMSA's commitment to our legislated purpose and outlines our strategic priorities, including taking a modern, risk-based approach and collaborating with our stakeholders in delivering our regulatory functions.

## 1.4 Regulator performance principles

As a regulator we are required to demonstrate our performance against the three principles of regulator best practice described in the Regulator Performance Guide (June 2021) (RPG). The strategic priority tables demonstrate alignment with these principles (see Part 2).

Principle	Description
<b>#1. Continuous improvement and building trust</b>	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
<b>#2. Risk based and data driven</b>	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
<b>#3. Collaboration and engagement</b>	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

<sup>5</sup> <https://www.amsa.gov.au/about/corporate-publications/ministers-statement-expectations-and-amsas-statement-intent>

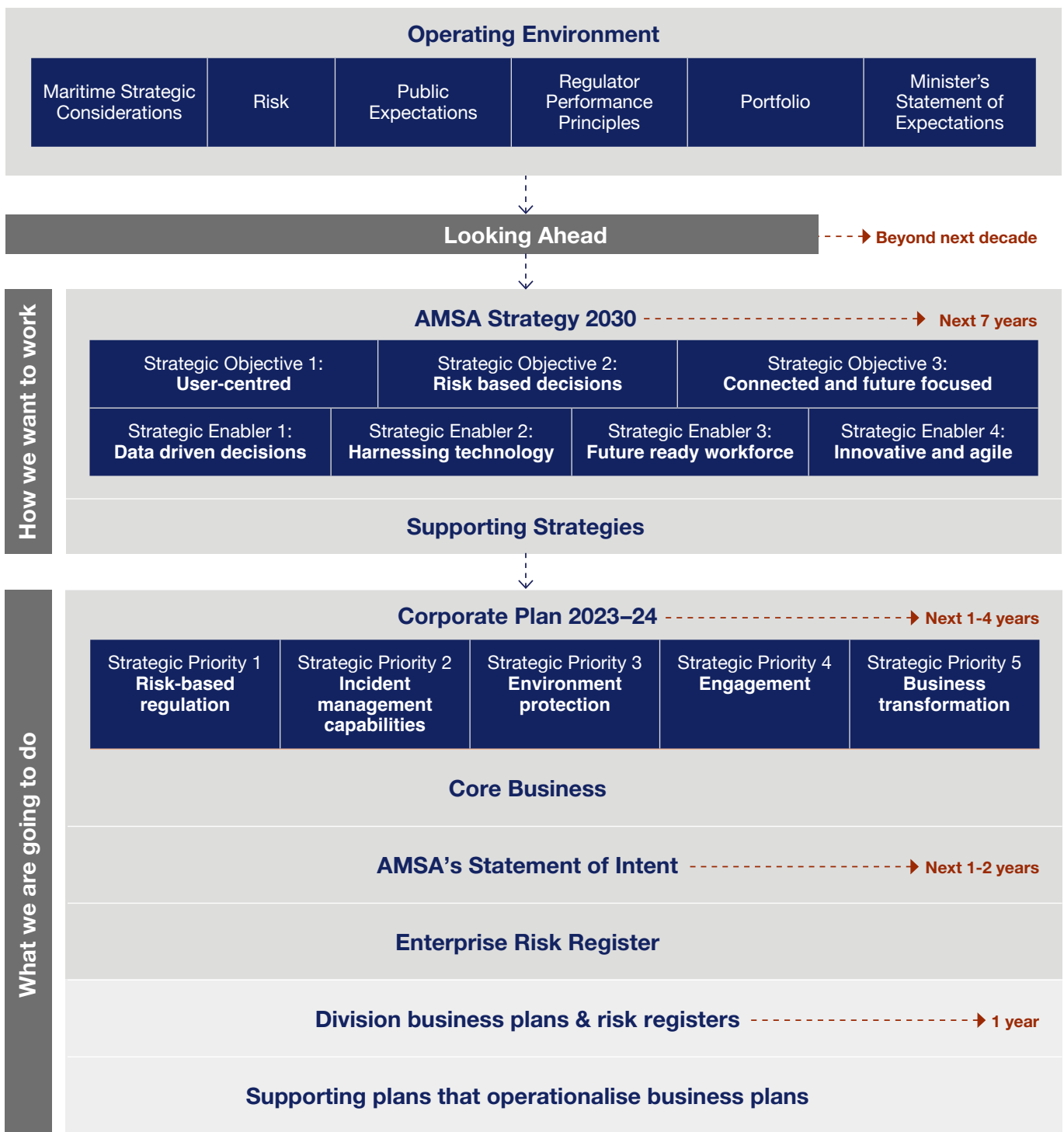
# 1.5 Looking Ahead

To ensure AMSA is anticipating and ready for its future, our internal environmental scan document, Looking Ahead, outlines how our operating environment is likely to evolve, identifying the major challenges and opportunities that we are likely to experience over the coming decades.

# 1.6 Strategy 2030

Our Strategy 2030 sets out how we want to work to deal with the challenges and opportunities we are likely to face during the decade.

Figure 3 AMSA’s strategic framework



## 1.7 Corporate Plan

This Corporate Plan considers our operating environment, our Strategy 2030 and responds to the expectations set by our Minister and the Regulator Performance Guide (June 2021). Core components of the Corporate Plan are:

### Strategic priorities


Using the strategic objectives and enablers from Strategy 2030 as a filter, the Corporate Plan details five **strategic priorities** to guide our work.

- 1. Risk-based regulation:** our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. Improving safety of navigation, seafarers and vessels must be at the core of what we do. We also need to make sure that we are anticipating and planning for new industries operating in the maritime environment, for example offshore wind farms, whilst continuing our traditional role of ensuring safety of navigation.
- 2. Incident management capabilities:** we want to take full advantage of improving capability in the areas of search and rescue and environmental incident response by investing in our people and integrating new systems and technologies into our existing capabilities.
- 3. Environment protection:** the IMO has agreed goals that will significantly reduce greenhouse gas emissions from international shipping. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. Broader environmental impacts from shipping and a changing risk landscape due to alternative fuels as the industry decarbonises will also be a focus.
- 4. Engagement:** our stakeholder engagement is a critical element of our business. We engage with a diverse range of domestic and international stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. It's crucial that all our communication and engagement activities are effective, that is, coordinated, targeted, customised and fit-for-purpose. Our multilateral international engagement aims to shape global standards and agreements to meet Australia's maritime interests. Our engagement with our bilateral partners serves two purposes: to collaborate to share information, knowledge and technology; and to work with key partners to help build their capability and resilience in maritime safety, environment pollution response, and search and rescue.
- 5. Business transformation:** our organisation – its systems, processes, and people, must continue to evolve to meet government and community expectations. Our technology infrastructure and data management must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As a government regulator we need to be vigilant with our service delivery transactions and utilise the data we collect to make evidence-based and risk-based decisions. Ensuring our people have the capability and capacity to deliver our core business and support business transformation is pivotal to realising AMSA's Strategy 2030. To ensure our business transformation priorities maximise the benefits to both AMSA and our regulated community, we have established a Portfolio Board and Program Boards to ensure investment is being made in the right areas and there is appropriate oversight to achieve our strategic goals.



## Initiatives

The initiatives grouped under the strategic priorities detail what we will be doing over the next four years in pursuit of our strategic objectives, including significant programs and projects, with a specific focus on 2023–24.


New **capabilities** to be delivered are identified by the capability icon. 

Where appropriate, the strategic priority tables demonstrate alignment with achievement of AMSA's Strategy 2030 (see page 12) and the three principles of the Regulator Performance Guide (see page 11).

## Risk

Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the international standard on risk management (ISO 31000:2018) and the Commonwealth Risk Management Policy (CRMP) 2023 which took effect on 1 January 2023. Our key **enterprise risks** are described under the relevant strategic priority and include key controls. Many of the initiatives described under the strategic priorities are future risk treatments. Our complete list of enterprise risks is included at Appendix 1.

AMSA participated in the 2023 Comcover Risk Management Benchmarking Survey, which is a self-assessment tool to measure our risk management capability. Findings from the Survey will be incorporated into the risk maturity roadmap to further develop our risk management practices.

The risk appetite and tolerance range is indicated by the width and placement of the bar within the coloured arrow. The red end is low, and the green, high. 

## Ethics

AMSA has wide range of interventions and controls that individually and collectively influence culture and the way we work. Guided by our values, systems such as confidential reporting, risk management, training and awareness, and our integrated management system all contribute to embedding a culture of ethical behavior.

## Non-financial performance measures

In addition to reporting on our financial performance we are required to report against performance at an outcome level and measure the achievement of our purpose and vision – *safe and clean seas, saving lives*. We also include some measures that demonstrate our performance against the three principles of regulator best practice described in the Regulator Performance Guide (June 2021).

## Core business

Organised by the component parts of our vision; (1) safe seas, (2) clean seas, (3) saving lives; our Plan-on-a-Page (PoP) (see page 28) provides a summary of our strategic priorities, key activities<sup>6</sup> and the supporting core business that together deliver our purpose and the outcome, programs and sub-programs detailed in our portfolio budget statements.

<sup>6</sup> Our key activities are objects of the AMSA Act and constitute AMSA's operational core business to deliver the sub-programs, program, and outcome detailed in our portfolio budget statements. Unless there have been changes to legislation, machinery of government or programs, these activities are generally not subject to change.



## Part 2:



Strategic priorities,  
performance, risk and  
core business

## 2.1 Strategic priorities

The following part outlines our strategic priorities, the initiatives that contribute to those priorities, related enterprise risks, and non-financial performance measures.

### Strategic priority 1: Risk-based regulation

2023–24 initiatives	AMSA Strategy 2030	Regulator Performance Principle
<p><b>1.1</b> Continue to work in parallel with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on the Independent Review of Australia’s Domestic Commercial Vessel (DCV) Safety Legislation and Costs and Charges. AMSA will position itself to respond to the Government’s response to the Independent Review recommendations by:</p> <ul style="list-style-type: none"> <li>• developing a regulatory work program to address the Government’s response and</li> <li>• enhancing AMSA’s financial model by implementing a robust bottom-up activity-based costing methodology to allow for determination of cost efficiencies and benchmarking.</li> </ul>	SO 1, 2 & 3	1, 2, 3
<p><b>1.2</b> Develop and implement policy, specific requirements, and guidance in relation to navigation safety matters to assist proponents of Offshore Renewable Energy Installations (OREIs).</p>	SO 3 SE 4	2, 3
<p><b>1.3</b> Lead Australia’s participation in the worldwide trial of the Very High Frequency (VHF) Data Exchange Service (VDES) to test the feasibility of exchanging new digital maritime services over VHF terrestrial and satellite radio channels.</p>	SO 2 & 3 SE 2 & 4	1, 2, 3
<b>2024–27 initiatives:</b>		
<p><b>O1.1</b> Research and develop policy and regulations to respond to emerging technologies to ensure appropriate safety and environmental standards are maintained.</p>	SO 1, 2 & 3 SE 4	1, 2



Primary Enterprise risk	Residual Risk: Moderate (Note 1)	Key mitigation strategies
<p><b>AMSA is an ineffective regulator</b></p>	<p>Risk Appetite &amp; Tolerance (Note 2)</p> <p><b>Regulatory approach</b></p>  	<p>AMSA has a regulatory plan, policies and an annual compliance program.</p> <p>Key mitigation strategies (controls) are monitored through AMSA’s internal audit program and integrated management system, established regulatory scheme, ship inspection program, effective national network of aids to navigation and other navigational services and ongoing engagement with industry.</p> <p><b>Risk tolerance statement:</b></p> <p>We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the <i>AMSA Act 1990</i>. We have low to moderate tolerance for risk in the pursuit of innovative regulatory approaches, for example alternative means of compliance—consistent with our Act and Statement of Regulatory Approach 2022.</p> <p>In very specific instances, we have moderate to high tolerance for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment.</p>

Note 1 The overall risk rating is a combination of likelihood and consequence – see the risk matrix at the end of this section

Note 2 The risk appetite and tolerance range is indicated by the width and placement of the bar within the coloured arrow. The red end of the arrow indicates a low appetite and tolerance, and the green end of the arrow is high.



## Strategic priority 2: Incident management capabilities

2023–24 initiatives		AMSA Strategy 2030	Regulator Performance Principle
2.1	Conduct a review of the National Plan for Maritime Environmental Emergencies in collaboration with the Department of Infrastructure, Transport, Regional Development, Communication, and the Arts to improve incident response capability across Australia.	SO 1, 2 & 3	2, 3

Primary Enterprise risk	Residual Risk: Moderate	Key mitigation strategies
<p><b>AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources.</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p><b>Search and rescue</b></p>  	<p>Key mitigation strategies include National Response Capability Statement and National Plan for Maritime Environmental Emergencies, real time maritime and aircraft positional information system for identifying assets for emergency response purposes, mature incident management arrangements, maritime safety and distress communication services and 24/7 operation of response centre.</p> <p><b>Risk tolerance statement:</b></p> <p>We have low tolerance for practices which jeopardise the outcomes of our search and rescue operations – saving lives. We have low tolerance for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.</p> <p>We have low to moderate tolerance for providers we use on a non-panel tasking basis. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against the potential loss of life if the resources were not deployed – and we have several specific controls in place to minimise the risk.</p>

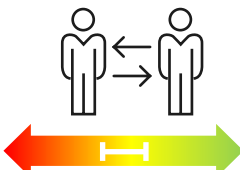
## Strategic priority 3: Environment protection

2023–24 initiatives		AMSA Strategy 2030	Regulator Performance Principle
3.1	Contribute to the revision of the IMO Greenhouse Gas Strategy for shipping, including new levels of ambition for emission reduction, and to the development of mid- and long-term technical measures to help meet these ambitions.	SO 3	2
3.2	Influence planned IMO regulations that will require fishing gear to be marked and for operators to report gear lost or discharged into the sea.	SO 3	2
3.3	Establish a nationally consistent framework to enable ships to discharge clean segregated recyclable materials at Australian ports to divert this waste from landfill.	SO 3	2
2024–27 initiatives:			
03.1	Develop and implement measures identified in the IMO Action Plan to address marine plastic litter from ships.	SO 3	2
03.2	Undertake a full review of the North-East Shipping Management Plan to ensure the plan is fit for purpose in relation to current and forecast shipping activity, including technologies and an assessment of present and future risks and mitigation measures.	SO 3	2, 3







Primary Enterprise risk	Residual Risk: Moderate	Key mitigation strategies
<p><b>AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources.</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p><b>Search and rescue</b></p>  	<p>Key mitigation strategies include National Response Capability Statement and National Plan for Maritime Environmental Emergencies, real time maritime and aircraft positional information system for identifying assets for emergency response purposes, mature incident management arrangements, maritime safety and distress communication services and 24/7 operation of response centre.</p> <p><b>Risk tolerance statement:</b></p> <p>We have low tolerance for practices which jeopardise the outcomes of our search and rescue operations – saving lives. We have low tolerance for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.</p> <p>We have low to moderate tolerance for providers we use on a non-panel tasking basis. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against the potential loss of life if the resources were not deployed — and we have several specific controls in place to minimise the risk.</p>

## Strategic priority 4: Engagement

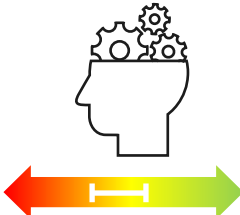
2023–24 initiatives		AMSA Strategy 2030	Regulator Performance Principle
4.1	Conduct an analysis and review of AMSA’s website and digital presence to determine the extent to which AMSA can meet the needs of stakeholders accessing our online information and services. The review will inform a potential website redevelopment project	SO 1 SE 2	1, 3
4.2	Commence the development of an annual stakeholder survey to measure stakeholder satisfaction and inform continuous improvement action plans.	SO 1	1, 3
4.3	Deliver AMSA’s technical cooperation program of work to support development of maritime and search and rescue capability in the Asia-Pacific region including provision of support to Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA).	SO 2	3

Primary Enterprise risk	Residual Risk: Moderate	Key mitigation strategies
<p><b>AMSA does not effectively engage with customers and stakeholders</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p><b>Relationship management</b></p> 	<p>Key mitigation strategies include Service Charter, review of consultative bodies, IMO work program, increased regional presence/footprint, AMSA Connect telephone service, Customer issue management via CRM, regulatory customer experience feedback (informal and online/phone), periodic AMSA communications, social media/websites, stakeholder consultative forums, public and community engagement initiatives.</p> <p><b>Risk tolerance statement:</b></p> <p>We have a moderate tolerance for risk as we nurture and develop our relationship and reputation with stakeholders. We acknowledge that we will be subject to ongoing scrutiny, particularly from National System stakeholders. We are not adverse to criticism.</p>

## Strategic priority 5: Business transformation

2023–24 initiatives		AMSA Strategy 2030	Regulator Performance Principle
5.1	<p>Undertake a review of existing processes and systems to inform the design, development, and implementation of an enhanced Future Regulatory Operating Model (FROM). The FROM will be supported by a new regulatory information technology (IT) platform that will incorporate:</p> <ul style="list-style-type: none"> <li>• a web portal to improve client engagement</li> <li>• risk-based decision support tools to support consistent and transparent regulatory decision making</li> <li>• risk-based inspection targeting solution for domestic commercial vessels and port state control to inform inspection and compliance activities</li> <li>• user-centred service delivery process design to streamline delivery of AMSA’s regulatory functions. </li> </ul>	SO 1, 2 & 3 SE 1, 2 & 3	1, 2
5.2	Relocate AMSA’s head office ensuring new arrangements support flexible work practices and ways of working through property, people and technology refresh.	SE 2, 3 & 4	1, 3
5.3	Complete an assessment to understand AMSA’s current security environment and establish a baseline for the physical and governance security forward work program.	SO 3	1
5.4	Develop a ‘fit-for-purpose’ portfolio, program and project management (P3M) capability to help AMSA improve how it selects, prioritises, governs and delivers projects. 	SO 2	1, 2
5.5	Gather design requirements for a new Incident Management System that supports the full range of incident management events (maritime assistance, pollution response, search and rescue).	SO 1, 2 & 3 SE 1, 2 & 4	1, 2
<b>2024–27 initiatives:</b>			
O5.1	Build a focused data analytics capability to ensure that AMSA has the people, tools, techniques and culture to derive value from data, improve our services and make informed risk-based decisions. 	SO 1, 2 & 3 SE 1, 2, 3 & 4	1, 2
O5.2	Implement the 2022–2027 AMSA Strategic Workforce Plan. 	SE 3	1
O5.3	Integrate AMSA’s invoice system with Commonwealth Pan European Public Procurement On-Line (PEPPOL) platform to meet the Australian Governments mandate for e-invoicing arrangements. 	SO 2 SE 1	1, 2, 3
O5.4	Implement the enhanced FROM and regulatory IT platform. 	SO 1, 2, & 3 SE 1, 2, & 3	1, 2



Primary Enterprise risk	Residual Risk: Moderate	Key mitigation strategies
<p><b>AMSA fails to have the right capability to respond appropriately to the changing environment</b></p>	<p>Risk Appetite &amp; Tolerance <b>People capability and capacity</b></p> 	<p>Key mitigation strategies include annual review of the work program, strategic workforce plan and capability framework, digital plan, disaster recovery plans and testing, Information and Data Governance Committee, Lessons Board, Interim Portfolio Management Office, AMSA’s Futures Program and Future Capability Program.</p> <p><b>Risk tolerance statement:</b> We have a moderate tolerance for risk in our approach to recruiting, developing and engaging staff. We understand that to compete and secure good candidates in a resource constrained environment we must develop more efficient and innovative ways to attract and retain staff.</p>

**Risk matrix**

	CONSEQUENCES				
LIKELIHOOD	Negligible	Minor	Medium	High	Catastrophic
<b>Almost certain</b>	Moderate	Moderate	High	Extreme	Extreme
<b>Likely</b>	Low	Moderate	High	High	Extreme
<b>Possible</b>	Low	Low	Moderate	High	High
<b>Unlikely</b>	Very Low	Low	Moderate	Moderate	High
<b>Rare</b>	Very Low	Very Low	Low	Moderate	Moderate

## 2.2 Non-financial performance measures

Consistent with section 16EA of the PGPA Rule 2014 and the Department of Finance’s Resource Management Guide 131 Developing good performance information, AMSA reviews its non-financial performance measures annually to ensure they:

- ▶ remain relevant to our purpose and key activities
- ▶ are reliable, verifiable and unbiased
- ▶ contain an appropriate mix of quantitative and qualitative measures
- ▶ include output measures, and effectiveness/efficiency measures if appropriate
- ▶ provide a basis for assessment of our performance over time.

Our measures are predominantly at an outcome level and measure the achievement of our purpose and vision – *safe and clean seas, saving lives*. We also include some measures that demonstrate our performance against the three principles of regulator best practice described in the Department of Prime Minister and Cabinet’s Regulator Performance Guide (June 2021):

- ▶ continuous improvement and building trust
- ▶ risk-based and data-driven
- ▶ collaboration and engagement

To help readers follow year-on-year performance, any changes to measures are explained in the rationale and footnotes.

Consistent with the PGPA Act section 37, AMSA has a measures library which provides the detailed evidence base for reporting, including measure owners, definitions, targets, tolerances, data sources and calculation methods.

## Safe seas

#	Measure	Target	Method	System <sup>7</sup>	RPG
1	<b>Safety of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents to total port arrivals</b>	<1.5%	Quantitative	Shipsys	2. Risk-based and data driven
<p><b>Portfolio Budget Statement (PBS) measure</b></p> <p><u>Rationale:</u> Indicates whether standards are being met</p> <p><i>Marine incidents are classified by AMSA into one of three severity levels: (1) very serious; (2) serious; and (3) less serious. Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include, fatalities, serious injuries, loss of vessel, damage to vessel and equipment; serious pollution and other incidents that result in serious consequences (i.e. fire; grounding; collisions etc.) Incidents are categorised individually.</i></p>					
2	<b>Port State Control (PSC) risk-based inspection targets are met</b>	100%	Quantitative	Shipsys	2. Risk-based and data driven
<p><u>Rationale:</u> Demonstrates that AMSA's PSC inspections are focused on higher risk ships which ensures resources are concentrated on those ships that pose the greatest threat to safety and the environment</p> <p><i>Using the risk profile (P1=high, P4=low) of individual ships as a basis, our inspection regime – as a preventative measure – ensures we concentrate our resources on those ships that pose the greatest threat to safety and the environment.</i></p>					
3	<b>Improvement in the safety of domestic commercial vessels is demonstrated through:</b>				
3.1	The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards	Trending downwards	Quantitative	Incident reporting system	1. Continuous improvement and building trust
3.2	The five-year rolling average fatality rate (crew) <sup>8</sup> on domestic commercial vessels in Australia.	≤7 <sup>9</sup>	Qualitative	Incident reporting system	2. Risk-based and data driven
<p><u>Rationale:</u> Both sub-measures indicate whether AMSA's regulatory regime and compliance monitoring are increasingly preventing serious safety incidents. The monitoring of this data focuses AMSA on regulatory changes to those areas which will have the greatest impact and our compliance activities to the highest risk operations.</p>					

7 *ShipSys*: IT system used to manage vessel and cargo inspections, a range of approvals, certificates and determinations, etc, vessel surveys and marine incidents.

*NEMO* (National Environmental Marine Operations) System: web-based customisable incident management system, based on NoggIn OCA (Organise, Communicate, Act) designed to manage and monitor all national pollution and casualty incidents.

*NEXUS*: system providing operational Search and Rescue (SAR) staff with the ability to communicate with other SAR authorities including SAR crew, air traffic control, state and territory authorities. Incident reporting and recoding system (SharePoint) is used to collect and collate data on passenger fatalities

8 "crew" means individuals employed or engaged in any capacity on board the vessel on the business of the vessel (including the master of the vessel).

9 AMSA target is less than the average of comparative industries (n=7) – agriculture; forestry and fishing and transport; postal and warehousing. AMSA will continue to monitor and review to ensure selected industries remain relevant.

## Clean seas

#	Measure	Target	Method	System	RPG
4	<b>Reducing trend in the number of significant pollution incidents<sup>10</sup></b>	Trending downwards	Quantitative	NEMO	1. Continuous improvement and building trust
<p><u>Rationale:</u> AMSA’s operations, such as ship inspections, safety education and regulation, are preventative measures that reduce the risk of a significant pollution incident. A reducing trend in the number of significant pollution incidents is an indicator of the success of these measures, which collectively contribute to preventing marine pollution.</p> <p>A significant pollution incident is now defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies.</p>					
5	<b>Timeliness of response to significant oil spill incidents</b>	within 4 hours of report received	Quantitative	NEMO and audit reports	1. Continuous improvement and building trust
<p><b>PBS measure</b></p> <p><u>Rationale:</u> The time taken to ready AMSA oil spill response equipment and response personnel for mobilisation to a Level 2 (or higher) oil spill incident is an indicator of the effectiveness and efficiency of AMSA’s marine pollution response arrangements.</p>					

<sup>10</sup> Proxy efficiency measure

## Saving lives

#	Measure	Target	Method	System	RPG
6	<b>Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk<sup>11</sup></b>	100%	Quantitative <sup>12</sup>	Nexus	Not applicable

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**PBS measure**

Rationale:

Measures AMSA’s overall search and rescue (SAR) coordination capability to respond to persons at risk within the Australian search and rescue region.

A person at risk includes both the NATSAR defined “person in distress” (a person is considered to be in distress when threatened by grave and imminent danger and requiring immediate assistance); and any person who, without a SAR response, is in danger of being in distress.

A life is considered to have been saved (as defined by NATSAR and AMSA) “when the person has been retrieved from a distress situation, provided for initial medical or other needs, and delivered to a place of safety.”

Lives assisted are defined by NATSAR and AMSA as, “persons that were not in distress but were provided assistance and, if not assisted, would be at risk of exposure to grave and imminent danger.”

AMSA’s intention is to coordinate the response to save all lives at risk (100 per cent). In practicality, the circumstances surrounding individual incidents — for example, severe medical conditions requiring specialist treatment, bad weather— affect the possibility of success of a search and rescue response. This reality is reflected in the previous results, ranging between 95-99 per cent annually.

11 Replaces previous measure 6: ‘Save as many lives as possible of those at risk’. The change reflects the reality that while AMSA is the coordinating authority for rescue efforts in Australia’s search and rescue region, the rescue may be executed by one of our public or private sector partners.

12 The AMSA Response Centre (ARC) has established an Incident Evaluation Panel to conduct a quarterly review of each operational incident where AMSA was the coordinating authority and life was lost to determine whether any action by the ARC could have prevented the loss of life. For the purpose of KPI 6, lives at risk which could not have been saved by any SAR response will be subtracted from the total number of lives at risk.

## Regulatory performance

#	Measure	Target	Method	System	RPG
7	<b>Specific activities and performance that contribute to continuous improvement and building trust</b>	Various	Qualitative	Various <sup>13</sup>	1. Continuous improvement and building trust
<p><u>Rationale:</u> Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.</p> <p>Information from stakeholders through reported issues, difficulties and inquiries, assists AMSA to refine its guidance, understand industry concerns and improve accessibility of materials and systems. This in turn, demonstrates we understand the issues, are listening and evolving our systems and capabilities to improve. A focus on continuous improvement is a key requirement of ISO certification, evidenced by case studies.</p> <p><u>Composite measure:</u> contributing measures: satisfaction with the resolution of inquiries through AMSA Connect (quantitative – target 90%); maintenance of ISO certification (quantitative – achieved); business improvement case studies (qualitative).<sup>14</sup></p>					
8	<b>Specific activities and performance that contribute to collaboration and engagement</b>	Various	Qualitative	Various <sup>15</sup>	3. Collaboration and engagement
<p><u>Rationale:</u> It is important that AMSA provides stakeholders with the opportunity to influence regulation that impacts on them through open, transparent and timely consultation.</p> <p>It is also important that AMSA provides clear, up-to-date guidance and information so our regulated community understand their obligations and responsibilities, which in turn encourages voluntary compliance. Feedback from our stakeholders helps us to improve, including understanding how effective and practical the regulation was to implement and apply.</p> <p><u>Composite measure:</u> contributing measures: effective communication to stakeholders (quantitative – target annual increase in audience reach and engagement across AMSA’s digital channels); level of regulated community awareness of their obligations and responsibilities (quantitative – target 10% of website users and sessions have resulted from campaigns); consultation with our regulated community and key stakeholders is open, transparent, and timely (Quantitative – target 100% of regulatory changes publicly consulted with impacted stakeholders and outcomes informed by industry feedback); regulator stakeholder survey (quantitative – target average greater than or equal to 3 on a scale of 1–6).<sup>16</sup></p>					

## 2.3 Core business

See over page.

<sup>13</sup> Includes: automated and ad hoc surveys; results of ISO surveillance audits

<sup>14</sup> Case studies: Inspections Targeting Solution, Domestic Stakeholder Engagement, National System Costing, Diversity and Inclusion Strategy

<sup>15</sup> Includes: website data and campaign dashboards; consultation records/TRIM; online survey results

<sup>16</sup> The purpose of the Commonwealth 2015 Regulator Performance Framework (RPF) was to encourage regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting cultural change. The RPF consisted of six outcomes-based key performance indicators (KPIs). In 2021 the RPF was superseded by the Regulator Performance Guide (RPG) which has three principles. Due to strong alignment between the six previous RPF KPIs and the RPG principles, AMSA has maintained the same survey question set throughout, providing continuity and the opportunity to identify trends etc over a longer time period.

## SAFE SEAS

## CLEAN SEAS

## SAVING LIVES

Legislated role

- Promote maritime safety and protection of the marine environment
- Provide infrastructure to support safe navigation in Australian waters
- Provide, on request, services to the maritime industry on a commercial basis
- Promote the efficient provision of services

- Prevent and combat ship sourced pollution in the marine environment

- Provide a national search and rescue service to the maritime and aviation sectors

Strategic priorities 2023–2027

**1. Risk-based regulation:** our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. Improving safety of navigation, seafarers and vessels must be at the core of what we do. We also need to make sure that we are anticipating and planning for new industries operating in the maritime environment, for example offshore wind farms, whilst continuing our traditional role of ensuring safety of navigation.

**3. Environment protection:** the IMO has agreed goals that will significantly reduce greenhouse gas emissions from international shipping. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. Broader environmental impacts from shipping and a changing risk landscape due to alternative fuels as the industry decarbonises will also be a focus.

**2. Incident management capabilities:** we want to take full advantage of improving capability in the areas of search and rescue coordination and environmental incident response by investing in our people and integrating new systems and technologies into our existing capabilities.

**4. Engagement:** our stakeholder engagement is a critical element of our business. We engage with a diverse range of domestic and international stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. It's crucial that all our communication and engagement activities are effective, that is, coordinated, targeted, customised and fit-for-purpose. Our multilateral international engagement aims to shape global standards and agreements to meet Australia's maritime interests. Our engagement with our bilateral partners serves two purposes: to collaborate to share information, knowledge and technology; and to work with key partners to help build their capability and resilience in maritime safety, environment pollution response, and search and rescue.

**5. Business transformation:** our organisation – its systems, processes, and people, must continue to evolve to meet government and community expectations. Our technology infrastructure and data management must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As a government regulator we need to be vigilant with our service delivery transactions and utilise the data we collect to make evidence-based and risk-based decisions. Ensuring our people have the capability and capacity to deliver our core business and support business transformation is pivotal to realising AMSA's Strategy 2030. To ensure our business transformation priorities maximise the benefits to both AMSA and our regulated community, we have established a Portfolio Board and Program Boards to ensure investment is being made in the right areas and there is appropriate oversight to achieve our strategic goals.

Key activities

Promote maritime safety

Protect the marine environment from pollution from ships and other environmental damage caused by shipping

Provide for a national search and rescue service

Core business

Promoting and enforcing standards for regulated vessels

Minimising pollution from shipping

Saving lives daily through search and rescue coordination

Education, compliance and enforcement

Supporting safe navigation

Pre-emptively intervening to assure vessel safety

Seafarer competency and welfare

Delivering an effective marine pollution response capability

Delivering an effective incident response capability

International and domestic engagement

Contributing to and implementing international conventions

Core business enablers

Workforce engagement, development and safety

Good governance

Effective data management

Sound financial management

Reliable and responsive information technology

Integrated Management System (IMS)

**VISION**  
Safe and clean seas, saving lives

**PLAN-ON-A-PAGE**  
everything we do must contribute to our vision and mission

**MISSION**  
Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress

**WHO WE SERVE**  
the Australian community



Part 3:  
Cooperation



# 3.1 Cooperation

AMSA engages with a range of stakeholders across the domestic and international maritime industry to achieve its purpose.

We are committed to collaborating and engaging with stakeholders as it improves our decision making, demonstrates our commitment to transparency and accountability, builds trust, and contributes to better safety and environment outcomes through improved compliance.

We achieve this through timely, coordinated, targeted, and relevant engagement, with the aim to **inform, educate, consult, and collaborate** with our regulated community and key stakeholders.

Our stakeholder groups are presented below, and within each group we engage and interact with many diverse audiences.

**Figure 4 AMSA’s stakeholder groups**



We collaborate with stakeholders and agree ways of working together through memoranda of understanding, intergovernmental agreements, and interagency agreements. AMSA’s most significant relationships can be grouped into four broad categories:

- ▶ **Industry committees** – we work with our domestic stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness, and educating, shaping outcomes, delivering services, and coordinating responses, or other activities.
- ▶ **International engagement** – we work with international organisations, including the International Maritime Organization to:
  - shape global standards that meet our maritime interests. We cooperate with maritime administrations across our region to enforce these standards and improve the safety of ships operating in the Indo-Pacific
  - undertake bilateral engagement to share information, knowledge and technology and
  - work with key partners to help build their capacity and resilience in maritime safety, pollution response, governance and search and rescue to improve outcomes across our region.
- ▶ **Intergovernmental committees** – we work with our state and territory counterparts to ensure our regulatory, compliance and response activities are aligned and where possible, reduce the burden on our regulated community.
- ▶ **Commonwealth collaboration** – we work with other Commonwealth entities to ensure policy development and implementation considers whole of government direction and ensures legislative alignment.

A full list of who we work with is available on our [website](#).<sup>17</sup>

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<sup>17</sup> <https://www.amsa.gov.au/about/who-we-work>





# Part 4: Compliance

## 4.1 Business policy

AMSA's mission is ensuring safe vessel operations, combating marine pollution and rescuing people in distress. Our legislation, the *Australian Maritime Safety Authority Act 1990* identifies the key functions we must deliver to the Australian public and the broader maritime industry. We acknowledge the traditional custodians of the country we operate in; we recognise and respect their elders past and present, their continuing culture and their ongoing connection to waters, lands and communities.

Our Corporate Plan details how we achieve our legislated role and our mission. It sets out our strategic priorities, new capabilities, and our core business. We account for our progress internally through quarterly reporting and annual management reviews and externally, in our annual performance statements in our Annual Report.

In delivering our mission, AMSA is committed to providing the highest quality services, enhancing our environmental performance, upholding exemplary standards of workplace health and safety, and continually improving the way we do business.

We use an integrated management system to ensure that we achieve our mission and our commitments to each other and our stakeholders. The ongoing commitment to our integrated management system is highlighted through this business policy and certification to three international standards.



ISO 9001:2015  
Quality  
Management  
System



ISO 45001:2018  
Occupational  
Health and Safety  
Management  
System



ISO 14001:2015  
Environmental  
Management  
System

AMSA's Executive is accountable for the effectiveness of and is committed to the continual improvement of the integrated management system. The Executive work with our Health, Safety and Environmental Committee and quality advisors to govern the system.

As an organisation, we:

- ▶ celebrate and harness the collective diversity of our people and maintain an inclusive and fair culture,
- ▶ comply with applicable local, national and international laws, regulations, standards and codes of practice,
- ▶ consult with and encourage participation of workers and their representatives on OHS matters and to create a safe and healthy working environment for the prevention of work- related injury and ill health,
- ▶ control hazards and threats using a risk based processes to identify, classify, prioritise, and eliminate the hazards and reduce the threats,
- ▶ deliver our planned services and transparent and accountable regulatory decisions,
- ▶ demonstrate AMSA's values of being professional, collaborative, dedicated and accountable, in our interactions with each other and with our customers and stakeholders,
- ▶ develop and achieve measurable business goals and targets that seek to manage risks and opportunities in continually improving the organisation, our integrated management system and our services,
- ▶ enhance and improve customer satisfaction with our services by listening and engaging with our stakeholders,
- ▶ foster a corporate culture that takes advantage of changes in our environment, opportunity and innovation and effectively manages business improvement initiatives,



- ▶ identify, implement, and improve the processes and documentation that support our integrated management system in meeting the requirements of the quality, environmental and occupational health and safety standards,
- ▶ minimise adverse environmental impacts through monitoring and where possible lowering our resource use, preventing pollution and acknowledging and protecting the environment and biodiversity of our sites, and
- ▶ encourage our goods and service suppliers to demonstrate the principles of the quality, environmental and occupational health and safety standards as set out in our contractual arrangements.

As individuals we:


- ▶ are responsible for quality, environmental and workplace health and safety practices in our own areas,
- ▶ recognise and eliminate hazards in our work environment, and help create a safe work environment,
- ▶ minimise our individual impact on the environment,
- ▶ maintain documented processes and procedures,
- ▶ participate in improvement activities, and
- ▶ work closely and cooperatively with each other, contractors, suppliers, clients and stakeholders to understand and meet their needs.

## 4.2 Compliance summary

The below tables demonstrate our compliance with the corporate plan requirements under the PGPA Act and Rule, and the AMSA Act.

### PGPA Act compliance

Compliance with subsection 16E(2) the Public Governance, Performance and Accountability Rule 2014, subsection 35(1) of the PGPA Act 2013, and Resource Management Guide 132 – Corporate Plans for Corporate Commonwealth Entities.

Topic	Matters to be included	Corporate plan reference
<b>Introduction</b>	The following: <ul style="list-style-type: none"> <li>• a statement that the plan is prepared for section 35(1)(b) of the PGPA Act</li> <li>• the reporting period for which the plan is prepared, and</li> <li>• the reporting periods covered by the plan.</li> </ul>	Introduction
<b>Purposes</b>	The purposes of the entity	Introduction
<b>Key activities</b>	Key activities that an entity will undertake during the entire period of the corporate plan to achieve its purpose.	Part 2: Strategic priorities, performance, risk and core business
<b>Operating context</b>		
<b>Environment</b>	The environment in which the entity will operate for each reporting period covered by the plan.	Chair’s Foreword Part 1: Strategic framework
<b>Performance</b>	For each reporting period covered by the plan, a summary of: how the entity will achieve the entity’s purpose, and how the entity’s performance will be measured and assessed in achieving the entity’s purposes, including any measures, targets and assessments that will be used to measure and assess the entity’s performance for the purposes of preparing the entity’s annual performance statements for the reporting period.	Part 2: Strategic priorities, performance, risk and core business
<b>Regulatory Performance</b>	Integration of regulatory performance, regulatory principles and Statements of Expectations and Statements of Intent.	The key activities are the objects of the <i>AMSA Act 1990</i> , as depicted in the Plan on a Page on page 28
<b>Capability</b>	Entities are expected to describe an entity’s current capability and assess how its capability needs may change over the term of the corporate plan. They may also outline the strategies they will put in place to build the capability they need.  The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity’s purposes.	Capability programs are identified throughout the report by the  mark.

Topic	Matters to be included	Corporate plan reference
<b>Risk oversight and management</b>	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including: how risk management underpins their approach to achieving their purposes, and identify specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfil its purposes.	Part 1: Strategic framework Part 2: Strategic priorities, performance, risk and core business
<b>Cooperation</b>	Discussion of any organisations or bodies with which the entity cooperates that make a significant contribution to achieving the entity's purpose.	Part 3: Connections and cooperation

## AMSA Act compliance

This Corporate Plan meets the general requirements of the AMSA Act as follows.

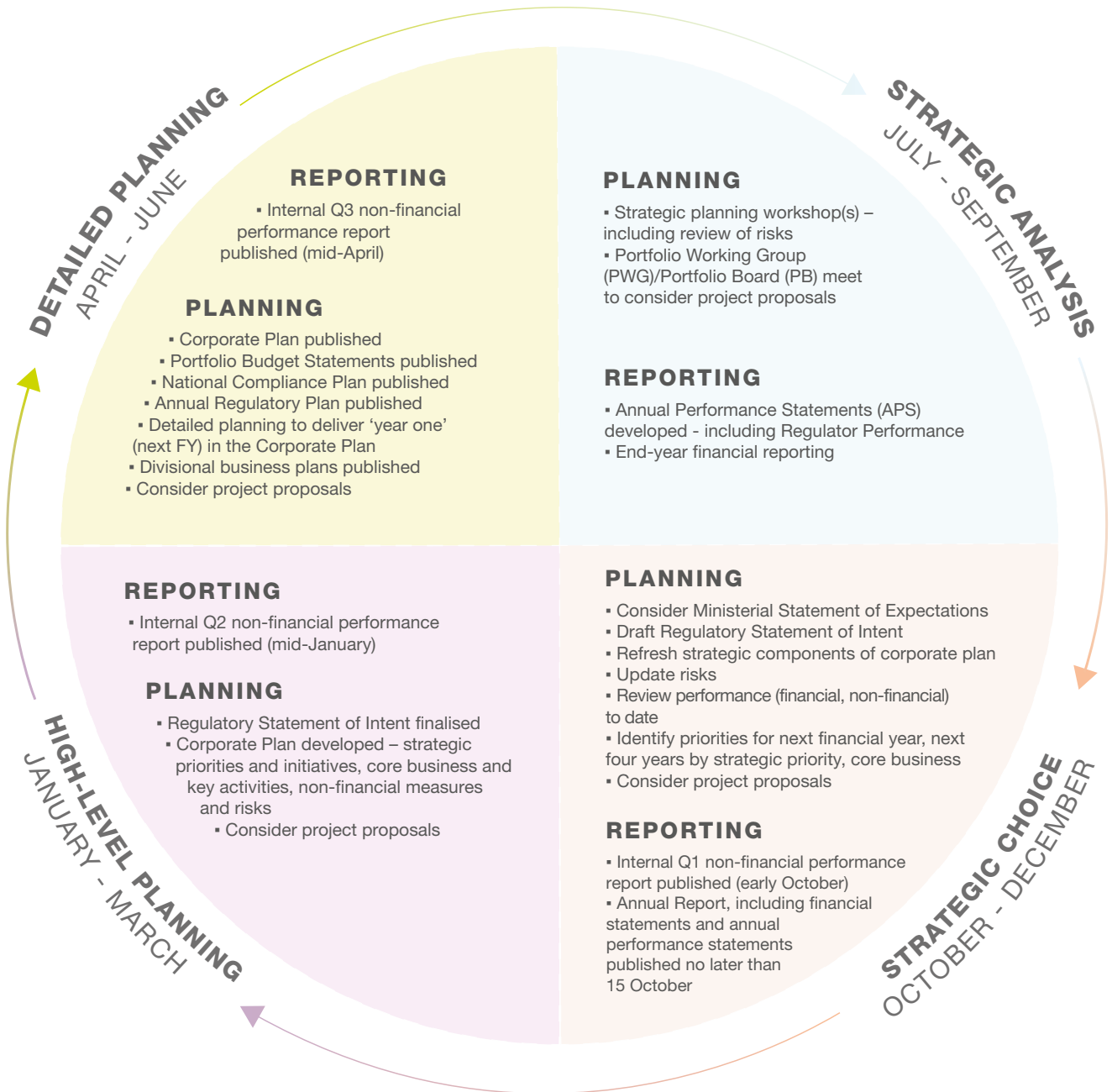
AMSA Act reference	Matters included	Corporate plan reference
<b>Part 4, Section 25 (5)</b>	The plan must include details of the following matters: <ul style="list-style-type: none"> <li>analysis of risk factors likely to affect safety in the maritime industry</li> <li>human resource strategies and industrial relations strategies</li> </ul>	Part 2: Strategic priorities, performance, risk and core business
<b>Part 4, Section 25 (6)</b>	The plan must also cover any other matters required by the Minister, which may include further details about the matters in subsection (5).	See PGPA compliance table above
<b>Part 4, Section 25 (7)</b>	In preparing the plan, the members must take account of notices given under section 9A.	N/A

## Internal compliance

We implement AMSA's business policy (see 4.1 above) through an integrated planning, budgeting and reporting process.

The below image depicts our generic annual process.

Figure 5 AMSA’s integrated planning, reporting and budgeting process





# Appendix 1: Enterprise risk summary

## (1) AMSA is an ineffective regulator

**Residual Risk:**  
**Moderate**

Risk Appetite & Tolerance (Note 2)

**Regulatory approach**



**Key mitigation strategies** (controls) are monitored through AMSA’s internal audit program and integrated management system, established regulatory scheme, ship inspection program, effective national network of aids to navigation and other navigational services and ongoing engagement with industry. AMSA has a regulatory plan, policies and an annual compliance program.

**Risk tolerance statement:**

We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the *AMSA Act 1990*. We have low to moderate tolerance for risk in the pursuit of innovative regulatory approaches, for example alternative means of compliance – consistent with our Act and [Statement of Regulatory Approach 2022](#).

In very specific instances, we have moderate to high tolerance for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment.

## (2) AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources

**Residual Risk:**  
**Moderate**

Risk Appetite & Tolerance

**Search and rescue**



**Key mitigation strategies** include National Response Capability Statement and National Plan for Maritime Environmental Emergencies, real time maritime and aircraft positional information system for identifying assets for emergency response purposes, mature incident management arrangements, maritime safety and distress communication services and 24/7 operation of response centre.

**Risk tolerance statement:**

We have low tolerance for practices which jeopardise the outcomes of our search and rescue operations – saving lives. We have low tolerance for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.

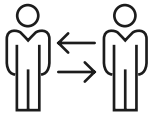
We have low to moderate tolerance for providers we use on a non-panel tasking basis. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against saving lives – and we have several specific controls in place to minimise the risk.

**(3) AMSA does not effectively engage with customers and stakeholders, including those with influence (such as Ministers and high-profile industry leaders).**

**Residual Risk: Moderate**

Risk Appetite & Tolerance

**Relationship management**



**Key mitigation strategies** include Service Charter, review of consultative bodies, IMO work program, increased regional presence/footprint, AMSA Connect telephone service, Customer issue management via CRM, regulatory customer experience feedback (informal and online/phone), periodic AMSA communications, social media/websites, stakeholder consultative forums, public and community engagement initiatives.

**Risk tolerance statement:**

We have a moderate tolerance for risk as we nurture and develop our relationship and reputation with stakeholders.

We acknowledge that we will be subject to ongoing scrutiny, particularly from National System stakeholders.

We are not adverse to criticism.

**(4) Ongoing funding arrangements for the National System are not resolved by Government and/or AMSA is not able to demonstrate efficient costs to administer the National System to the satisfaction of government resulting in an ongoing shortfall of funding**

**Residual Risk: High**

Risk Appetite & Tolerance

**Financial**



**Key mitigation strategies** include Activity Base Costing, Section budgets and Executive reporting, Portfolio Board and Portfolio Working Group, P3M arrangements.

**Risk tolerance statement:**

We have low tolerance for a systemic breakdown of financial controls, cash mismanagement or material errors in financial reporting. Acknowledging that the introduction of innovative practices and ways of thinking can increase risk initially, we have low to moderate tolerance for financial risk in pursuit of improvement. We recognise that the Commonwealth is operating in a constrained financial environment, and that we are under increasing scrutiny to justify our costs and cost recovery arrangements to stakeholders. We must accept some risk to deliver improvements, while continuing to deliver our outputs and outcomes

**(5) Fail to maintain a safe work environment**

**Residual Risk: Low**

Risk Appetite & Tolerance

**People**



**Key mitigation strategies** include AMSA work health safety management plan; remote working policy, guidance and checklist; fatigue risk management initiatives; bullying and harassment protections; diversity objectives; and regular meetings of the Health Safety and Environment (HSE) Committee; certified quality management system, ongoing training and awareness; and employee wellbeing program. For COVID, key mitigation strategies include AMSA pandemic plan, Divisional Business Continuity Plans, and the AMSA COVIDsafe Plan.

**Risk tolerance statement:**

We have no tolerance for poor workplace safety practices - particularly those which adversely affect the health, safety and well-being of our employees. We have rigorous systems to ensure that our employees' health and wellbeing is protected.

**(6) Ineffective internal systems of control**

**Residual Risk: Low**

Risk Appetite & Tolerance

**Governance & compliance**



**Key mitigation strategies** include independent Fraud and Corruption Control risk assessment and plan, HR & payroll system (Aurion) and internal audit program, governance, compliance, assurance and reporting framework, Accountable Authority Instructions, certified standards management system, financial delegations, system of risk oversight and management, involvement in relevant Commonwealth communities of practice/working groups and ongoing training and awareness.

**Risk tolerance statement:**

We have low tolerance for breaches of our general legislative obligations as a corporate Commonwealth entity. We must be able to demonstrate conformance with our statutory obligations under general legislation. We accept that accidental and non-systemic breaches may occur, but these must be followed by appropriate corrective action.

**(7) AMSA fails to have the right capability to respond appropriately to the changing environment**

**Residual Risk: Moderate**

Risk Appetite & Tolerance

**People capability and capacity**



**Key mitigation strategies** include annual review of the work program, strategic workforce plan and capability framework, digital plan, disaster recovery plans and testing, Information and Data Governance Committee, Lessons Board, Interim PMO, AMSA’s Futures Program and Future Capability Program.

**Risk tolerance statement:**

We have a moderate tolerance for risk in our approach to recruiting, developing and engaging staff.

We understand that to compete and secure good candidates in a resource constrained environment we must develop more efficient and innovative ways to attract and retain staff.

# Glossary

Acronym or abbreviation	
AMSA/the authority	Australian Maritime Safety Authority
AMSA Act	<i>Australian Maritime Safety Act 1990</i>
APHoMSA	Asia-Pacific Heads of Maritime Safety Agencies forum
AtoN	aid to navigation
FROM	Future Regulatory Operating Model
IMO	International Maritime Organization
National Law	<i>Marine Safety (Domestic Commercial Vessel) National Law Act 2012</i>
national plan	National Plan for Maritime Environmental Emergencies
national system	National System for Domestic Commercial Vessel Safety
NATSAR	National Search and Rescue Council
PBS	Portfolio Budget Statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PSC	port State control
RPG	Regulator Performance Guide (June 2021)
SAR	search and rescue
SE	strategic enabler in AMSA's Strategy 2030
SO	strategic objective in AMSA's Strategy 2030
Strategy 2030	AMSA's strategy to achieve its strategic objectives and enablers for this decade

