



Australian Government

Australian Maritime Safety Authority

2022-23

# Corporate Plan

Covering the period 2022-23 to 2025-26

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## Introduction

### Statement of preparation

As Chair of the Australian Maritime Safety Authority Board (the accountable authority), I present our four-year corporate plan as required under paragraph 35(1)(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.

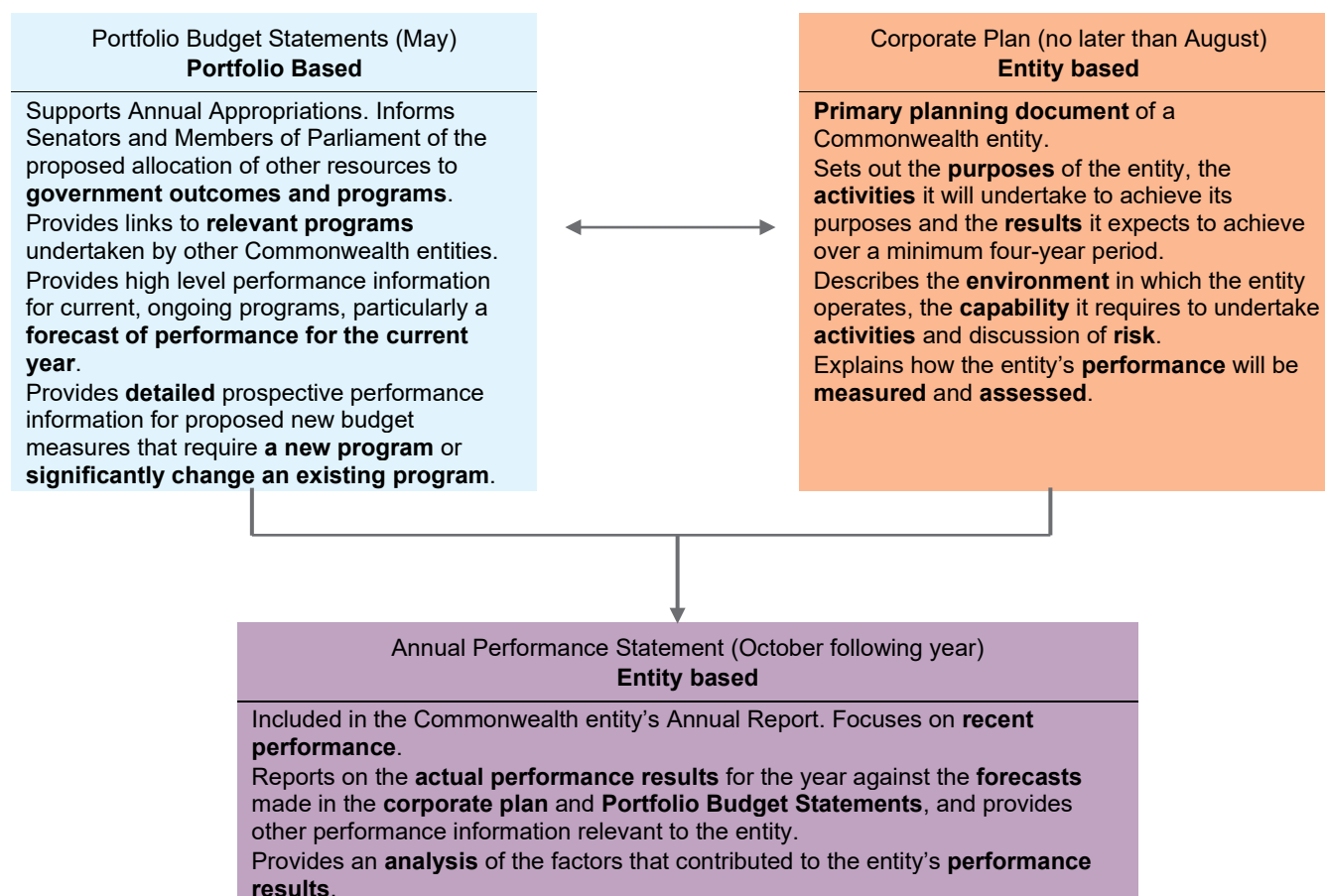


Mr Stuart Richey AM Chair  
6 July 2022

### Period of coverage

This corporate plan is prepared for the reporting period 2022–2023 and covers the reporting periods 2022–23 to 2025–26. It considers future trends and potential changes to our operating environment.

#### Commonwealth Performance Framework Key components of relevant publications



## Chair's foreword

There is no doubt that the past two years have tested the resilience of individuals and organisations. While there is evidence of the green shoots of recovery in statistics like Australian employment rates and export figures, our operating environment—with the global COVID-19 pandemic and conflict in Ukraine prominent—continues to deliver surprises and challenges.

Through the uncertainty AMSA has continued to focus on delivering its vision of *safe and clean seas, saving lives*—and 2022–23 will be no different.

Progress waits for no one. While our business as usual continues to evolve in response to the challenges, we must also look to the future. Last year we established a new division in AMSA for a three-year period—the Future Operations Taskforce. Our operating environment is changing, as are our stakeholder's expectations of regulators including demand for services that are 'fit for the digital age'—so it is essential that we think differently about how we do things. After building capacity and capability last year, in 2022–23 the Taskforce will work alongside our other divisions to define how AMSA will work in the future—and how we'll continue to best serve our regulated entities and the Australian community.

This Corporate Plan describes eight strategic priorities—our 'essential eight'—and the initiatives we will undertake over the next four years to deliver them, with a specific focus on 2022–23. It also outlines our core business key activities which will help us deliver on our vision of *safe and clean seas, saving lives*.

Due to the change in Government, at the time of preparation the status of AMSA's Ministerial [Statement of Expectations \(SoE\) and Statement of Intent](#) (Sol—our response to the SoE) was unclear. As consequence, the Plan does not include any SoE/Sol alignment information. Alignment to the principles set out in the Commonwealth's 2021 Regulator Performance Guide is demonstrated in the initiatives tables.

As a safety regulator, our actions must be proportionate to the risk being managed—and should not unnecessarily impede the efficient operations of those we regulate. Unfortunately, serious incidents are still too common in the maritime industry and finding the right balance between managing the risks and not getting in the way continues to be a focus for us. We can only improve safety by working closely with industry to develop a culture that values and manages safety, and by using the rich data available to us to inform decision making.

As an island nation and an active member of the International Maritime Organization (IMO), reducing the impact of shipping on the environment, and managing the impacts of climate change are vitally important. We are ready and able to contribute to the whole-of-government response to address the environmental impacts of shipping, including innovative approaches to ensuring compliance such as the use of drone technology to monitor emissions (page 25 refers).

We cannot achieve our vision without the collaboration and input of others. We will continue to maintain and build public confidence in our ability to perform our vital public service. We will do this by maturing our international and domestic stakeholder engagement framework and improving our consultation, contact, education and communication initiatives through targeted projects (page 24 refers).



Our stakeholders expect simple digital interaction with us anytime and anywhere. Where practicable, AMSA will continue to look to embrace technology and innovation to deliver these expectations. The effective use of data is key for AMSA to continue to demonstrate the positive impacts of our interventions, and the positive contributions we make to maritime safety and protection of the marine environment. As is the case for all organisations, building new systems can take time, however AMSA will continue to invest in and develop our capability to manage information and data and take advantage of opportunities presented by new technologies to improve the experience of our customers.

In line with the recommendations of a 2020 Senate inquiry into AMSA's performance in respect to the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* (the National Law), the previous Government agreed to conduct an independent legislative review to determine if the National Law is fit for purpose and delivers the desired safety outcomes across all Australian jurisdictions in the years since AMSA assumed responsibility from the states and territories. Originally scheduled to be concluded during 2021–22, it is likely that the review will not be concluded until 2022–23. AMSA welcomes the review into the National Law as it will give us an invaluable opportunity to help simplify and improve how AMSA regulates. We are working closely with the Department of Infrastructure, Transport, Regional Development, Communication and the Arts to make the most of this opportunity.

The past years have shown us how important it is to be flexible, responsive and resilient. AMSA has professional people dedicated to delivering its vision, and I am confident that we are up to meeting current and future challenges and seizing opportunities—whatever they may be—while continuing to deliver our core business.

A handwritten signature in black ink, appearing to read 'Stuart Richey', with a stylized flourish at the end.

Stuart Richey AM  
Chair

## 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 nationally.

## Vision

Safe and clean seas, saving lives.

## Mission

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

## 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.

## Portfolio budget statements outcome, program and sub-programs

- 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.

## Values



### Professional

We act with integrity and are pragmatic in our approach.

### Collaborative

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

### 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.

# Navigating this plan

## Part 1: Overview and operating environment

The plan starts with an overview of our **strategic framework**, describing the key components of the framework and the relationship between them.

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

The strategic framework is followed by an **operating environment snapshot**, focusing on the challenges and opportunities in our future.

## Part 2: Strategic priorities, initiatives, core business, enterprise risk and performance

Part 2 starts with the **initiatives**<sup>2</sup> we will deliver in pursuit of our eight strategic priorities<sup>3</sup>—the ‘essential eight’. **Initiatives** are distinct, significant programs, projects or areas of work. The initiatives are listed over two horizons: 2022–23; and the next four years.

New **capabilities** to be delivered are identified by the suffix **[CAP]**.

Building on the core business key activities in our PoAP, we’ve included a graphic providing examples of our **core business** (see page 29).

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) 2014 and anticipates the updated CRMP which takes 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.

Based on our 2021 Comcover benchmarking results and target maturity levels, in December 2021 we adopted a two-year **plan** and **roadmap** to improve our risk management practices.

Part 2 concludes with a table listing our **non-financial performance measures**. The measures are predominantly at an outcome level and measure the achievement of our vision—*safe and clean seas, saving lives*—and our performance as a regulator, including alignment with the three principles detailed in the Commonwealth’s 2021 Regulator Performance Guide.

<sup>1</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.

<sup>2</sup> To avoid confusion with key activities as defined by the *Public Governance, Performance and Accountability Rule 2014* and *Resource Management Guide (RMG) Reporting performance Information in Portfolio Budget Statements*, this plan uses the term ‘initiative’ to describe activities and projects in support of AMSA’s strategic priorities.

<sup>3</sup> To avoid confusion with the new AMSA Strategy 2030 (which uses the term strategic objective), the AMSA 2022–23 Corporate Plan uses the term ‘strategic priorities’. The strategic priorities presented in this plan are largely the same as the strategic objectives listed in the AMSA 2021-22 Corporate Plan, with the exception of Strategic Priority 5 Engagement which consolidates two former engagement related strategic objectives.



### Part 3: Connections and cooperation

Part 3 describes the relationship between the plan and our integrated planning and reporting process.

It provides information on our broader working relationships and **significant cooperative arrangements** (note: AMSA has no subsidiaries).

The plan concludes with:

- our **business policy**, which outlines our commitment to three quality standards: ISO 9001:2015 (Quality Management Systems), ISO 14001:2015 (Environmental Management Systems), and ISO 45001:2018 (Occupational Health and Management Systems).
- a **compliance table**, demonstrating how we meet the corporate plan requirements under the PGPA Act and Rule, and the AMSA Act.

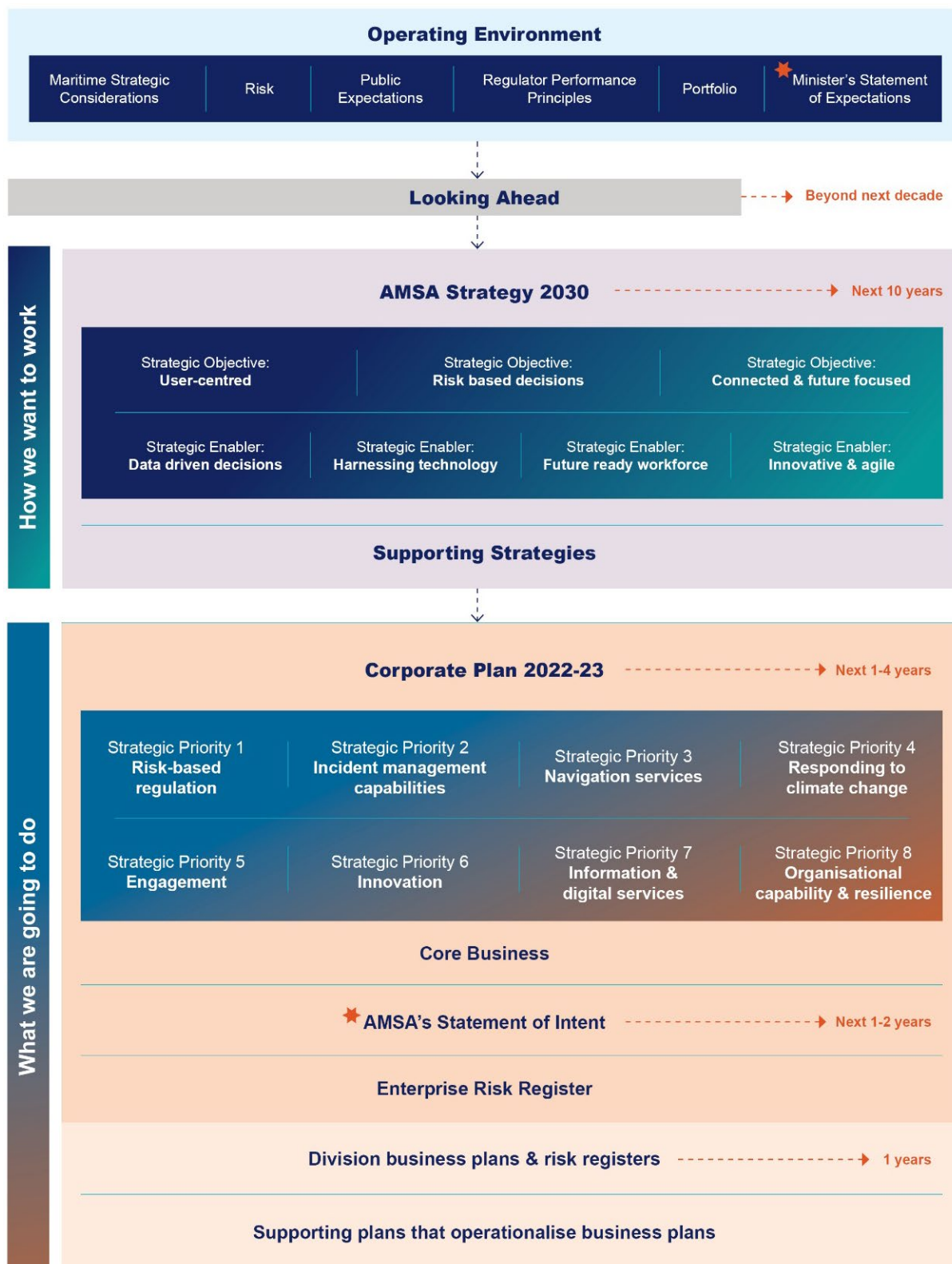


# Part 1

**Overview** and operating environment

# Part 1: Overview and operating environment

## AMSA Strategic Framework



## Looking Ahead

To ensure AMSA is anticipating and ready for its future, Looking Ahead—our environmental scan—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. It is an internal document.

## AMSA 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. Strategy 2030 has three strategic objectives (SO) and four strategic enablers (SE):

Strategic Objective (SO) Strategic Enabler (SE)	Description
<b>SO#1. User centred</b>	Our regulation, response and navigation services are easy to access, tailored, and readily available. Interactions with us follow the user's journey.
<b>SO#2. Connected &amp; future focused</b>	We anticipate the changing future needs of the regulated community, the public and government by engaging and influencing outcomes.
<b>SO#3. Risk based</b>	We make risk-based decisions that are data driven and proportionate. Our view of risks and controls is shared with our regulated community.
<b>SE#1. Data driven</b>	We drive efficiency and efficacy using robust data, connected across government and our regulated community.
<b>SE#2. Harnessing technology</b>	We apply new and emerging technologies to drive our value, productivity and connectivity.
<b>SE#3. Future ready workforce</b>	Our workforce has the skills and culture to meet our needs in 2030.
<b>SE#4. Innovative &amp; agile</b>	We are forward-looking and adapt to our evolving operating environment. We can scale in response to changing demands.

## 2022–23 Corporate Plan

The Corporate Plan considers our environment and our Strategy 2030 and responds to the expectations set by the Commonwealth's 2021 Regulator Performance Guide. Core components of the Plan are:

### Strategic priorities

Using the strategic objectives and enablers from Strategy 2030 as a filter, the Corporate Plan details eight **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 must be at the core of what we do.
2. **Incident management capabilities:** we want to take full advantage of improving capability in the areas of search and rescue by investing in our people and integrating new systems and technologies into our existing capabilities.
3. **Navigation services:** our aim is to provide contemporary, fit-for-purpose, efficient and safe navigation services around Australia. Central to our navigation services is our network of some 480 aids to navigation (AtoN), ship routing and reporting systems, maritime safety information, coastal pilotage, vessel traffic services, and under keel clearance management system in the Torres Strait.
4. **Responding to climate change:** in recognition of the increasing impacts of climate change, the IMO have 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. We also need to make sure that we are anticipating and planning for changes driven by climate change, including new industries operating in the maritime environment, for example offshore wind farms and solar arrays.
5. **Engagement:** 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. Domestically, stakeholder engagement is a critical element of our business. We engage with a diverse range of international and 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. It's crucial that all our engagement activities are effective, that is, coordinated, targeted, customised and fit-for-purpose.
6. **Innovation:** technology is important to our future for two reasons: it is being adopted by our stakeholders and regulated entities; and it offers opportunities to streamline and improve our own operations. It is important that we accommodate innovation in our regulated community; and we build an internal culture that supports innovation.
7. **Information management and digital services:** increasingly, AMSA's systems are a key part of how it does business. Our stakeholders' expectations of simple digital interactions with government continue to grow, as do their expectations of access to useful data. How we use, secure and share the data housed in AMSA's systems is critical and underpins our decisions and risk-based judgements. Our systems and information are two core components of how we operate, affecting both our efficiency and credibility.
8. **Organisational capability and resilience:** our organisation—its systems, people and processes—must continue to evolve to be ready for future challenges. We need to build organisational resilience to ensure we can readily adapt, deal with uncertainty, continue to change, and leverage new and emerging opportunities.

## Initiatives

The initiatives grouped under the strategic priorities detail what we will be doing over the next four years to in pursuit of our strategic priorities, including significant projects, with a specific focus on 2022–23.

## Important note!

The strategic priorities and subsequent initiatives do not capture everything that AMSA does to achieve its purpose.

A snapshot of everything else we do—our **key activities** and supporting core business—are depicted in our **Plan-on-a-Page** (next) and in the depiction of core business on page 29.

## Plan-on-a-page

See over page.

## SAFE SEAS

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

## CLEAN SEAS

2. Prevent and combat ship sourced pollution in the marine environment

## SAVING LIVES

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

Legislated role

### 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 must be at the core of what we do.

### 3. NAVIGATION SERVICES

Our aim is to provide contemporary, fit-for-purpose, efficient and safe navigation services around Australia.

### 4. PREPARING FOR CLIMATE CHANGE

Australia has committed to the IMO targets of reducing international shipping CO2 emissions, reducing total annual Greenhouse Gas (GHG).

### 5. ENGAGEMENT

Our 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. We ensure that all our international engagement aligns with Australian government directions and priorities. Domestically, stakeholder engagement is a critical function across our business. We engage with a diverse range of 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. It's crucial that all our engagement activities are effective; i.e. coordinated, targeted, customised and fit-for-purpose.

### 6. INNOVATION

Technology is important to our future for two reasons: it is being adopted by our stakeholders and regulated entities; and it offers opportunities to streamline and improve our own operations. It is important that we foster – and not stifle – innovation in our regulated community; and we build an internal culture that supports innovation.

### 7. INFORMATION AND DIGITAL SERVICES

AMSA's systems are a key part of how it does business, and our stakeholders' expectations of simple digital interactions with government continue to grow. Information and data, housed in AMSA's systems, are critical and underpin our decisions and risk-based judgements. Our systems and information are two core components of how we operate, affecting both our efficiency and credibility

### 8. ORGANISATIONAL CAPABILITY AND RESILIENCE

Our organisation - its systems, people and processes - must continue to evolve to be ready for future challenges. We need to build organisational resilience to ensure we can readily adapt, deal with uncertainty, continue to change, and leverage new and emerging opportunities

### 2. INCIDENT MANAGEMENT

We want to take full advantage of improving capability in the areas of search and rescue by integrating new systems and technologies into our existing capabilities.

Strategic priorities 2020-26

## 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

Key activities

Promote maritime safety

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

Provide for a national search and rescue service

Promoting and enforcing standards for regulated vessels

Minimising pollution from shipping

Saving lives daily through search and rescue

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 & safety

Good governance

Sound financial management

Reliable and responsive information technology

## Operating environment—snapshot

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. We receive more than 29,000 visits per year from international trading ships, are the world's largest bulk commodities exporter, and our ports handle in excess of 1.6 billion tonnes of cargo annually.

At a national level, Australia's domestic commercial fleet is made up of around 31,000 vessels comprising 61 vessel classes that range 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, 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 a broad and ageing fleet.

Domestic and international ships plying Australian waters operate in an environment that is home to 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 strong, effective regulation and compliance, driven 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.

In addition, AMSA is Australia's search and rescue (SAR) 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 heavily on strong and effective cooperation with all Australian jurisdictions.

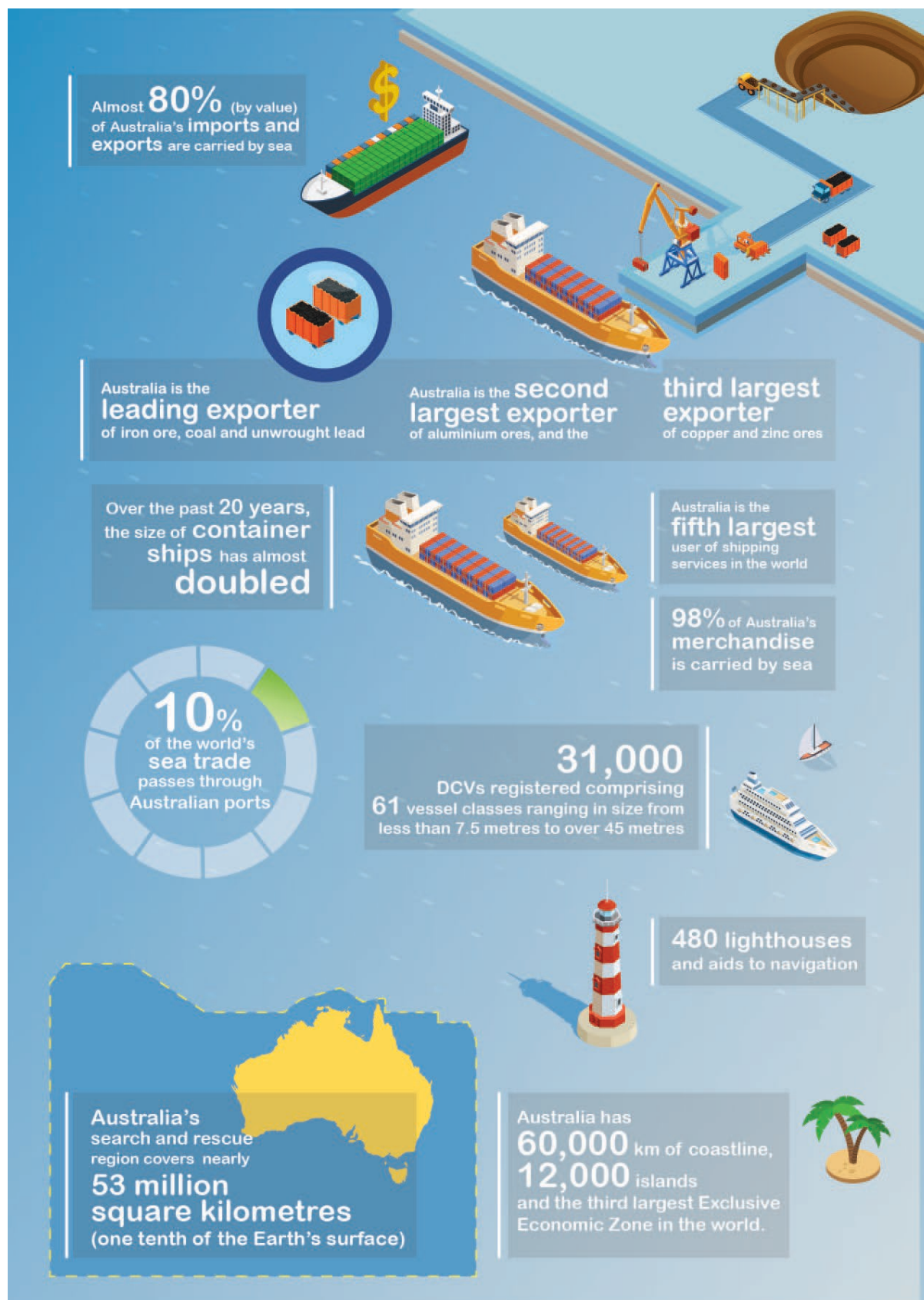
Australia's coastline extends across 60,000 kilometres, includes 12,000 islands, and our nation occupies the third largest exclusive economic zone in the world. To ensure that all vessels can safely operate as they travel through these expansive waters, AMSA maintains a network of approximately 480 lighthouses and other aids to navigation.

The diversity and wide span of AMSA's operations mean that our operating and regulatory environment is highly complex and constantly evolving. We need to be increasingly ready for change, whether due to the effects of climate change, the ramifications of new technologies in the maritime industry and within governments, or due to any of the many other drivers of change affecting our operating environment.

For topical issues, see the Chair's Foreword.



# AMSA's operating environment





## Part 2

**Strategic priorities**, initiatives,  
core business, enterprise risk  
and performance

## Part 2: Strategic priorities, initiatives, core business, enterprise risk and performance

The following part outlines our strategic priorities, the initiatives that contribute to those priorities, and our related enterprise risks.

### **Spotlight on: Future Operations Taskforce**

The Future Operations Taskforce, a new division at AMSA, was established in late 2021 to help us move forward in the right ways. Our operating environment is changing, as are our stakeholder's expectations of regulators including demand for services that are 'fit for the digital age', so it is essential to think differently about how we do things.

Our vision hasn't changed—*safe and clean seas, saving lives*—but how we deliver it will need to evolve in the coming years.

As dedicated internal resources, the Taskforce will work alongside other divisions to support that process. Together we will define how AMSA will work in the future—how we will continue to best serve our regulated entities and the Australian community.

The Taskforce will focus on the design and build of processes, systems, and capability for AMSA's divisions with a strong emphasis on risk, data, digitisation, user pathways and user experience.


The Taskforce's work underpins and supports many of the initiatives listed in the following tables.

Where appropriate, the strategic priority tables demonstrate alignment with the three principles of the Regulator Performance Guide (below).

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.

## Strategic priority 1: Risk-based regulation

2022–23 initiatives:		Regulator Performance Principle
1.1	Work with Government to implement the response to the Senate Inquiry into the Performance of AMSA.	1, 2 & 3
1.2	Participate in the Independent Review of Australia’s Domestic Commercial Vessel (DCV) Safety Legislation, and Costs and Charging Arrangements.	1, 2 & 3
1.3	Implement the AMSA Compliance Plan and continue to refine the annual compliance program to focus on high-risk operations and targeted education and inspection campaigns, based on a robust analysis of data and other information—and measure performance against the Compliance Plan’s objectives.	2
1.4	Continue development and implementation of a fit-for-purpose risk framework to underpin consistent regulatory, compliance and operational decisions. <a href="#">[CAP]</a>	1, 2 & 3
1.5	Explore a phased approach to ending high risk grandfathering arrangements for DCVs.	1, 2 & 3
1.6	Build on our engagement with industry on a targeted approach to mandating lifejacket wear for DCVs, informed by risk.	1, 2 & 3
1.7	Prepare for and undergo an International Maritime Organization (IMO) member state audit which will assess how Australia meets its IMO maritime convention obligations.	1
1.8	Develop and embed an organisational data strategy to strengthen use of data in decision making and improve information quality and management. <a href="#">[CAP]</a>	1 & 2
2023–26 initiatives:		
O1.1	Seek international agreement to improve cargo securing arrangements on vessels on international voyages.	1, 2 & 3
O1.2	Implement an AMSA Inspections information technology solution to make inspections more effective and efficient. <a href="#">[CAP]</a>	1, 2 & 3



Key Enterprise Risk	Risk Rating: Moderate (Note 1)	Key mitigation strategies
(1) AMSA is an ineffective regulator	Risk Appetite & Tolerance (Note 2)  	AMSA has a regulatory plan, policies and an annual compliance program. Key mitigation strategies (controls) are monitored through AMSA’s internal audit program and management system, established regulatory scheme, ship inspection program, effective national network of aids to navigation and other navigational services and ongoing engagement with industry. <b>Risk tolerance statement:</b> We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the AMSA Act. 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 <a href="#">Statement of Regulatory Approach</a> 2018. 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.

Note 1 The overall risk rating is a combination of likelihood and consequence—see the risk matrix at the end of [Strategic priority 8: Organisational capability and resilience](#).

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 is low, and the high green.

## Strategic priority 2: Incident management capabilities



2022–23 initiatives:		Regulator Performance Principle
2.1	Further develop AMSA’s Integrated Operational Framework to ensure all aspect of our regulatory, investigative and response functions are connected and seamlessly inform each other.	1, 2 & 3
2.2	Complete the scheduled review of the National Plan for Maritime Environmental Emergencies in collaboration with our portfolio Department to ensure incident response capability under that plan.	2 & 3
2.3	Implement new capability for the Australian Mission Control Centre (AUMCC) to process second generation beacons, in support of the international COSPAS–SARSAT <sup>4</sup> programme. [CAP]	1, 2 & 3
2.4	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) for the integrated operational management system.	1, 2 & 3
2023–26 initiatives:		
02.1	Implement a new Incident Management System. [CAP]	

Key Enterprise risk	Risk Rating: Moderate	Key mitigation strategies
<p><b>(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.</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p>Search and rescue</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 saving lives—and we have several specific controls in place to minimise the risk.</p>

<sup>4</sup> Sarsat is an acronym for Search and Rescue Satellite-Aided Tracking. Cospas is an acronym for the Russian words ‘Cosmicheskaya Sistyema Poiska Avaryinich Sudov’, which mean ‘Space System for the Search of Vessels in Distress’.





## Strategic priority 3: Navigation services

2022–23 initiatives:		Regulator Performance Principle
3.1	Facilitate the introduction of Satellite-Based Augmentation Systems (SBAS) in the maritime sector to provide industry with improved accuracy for navigation. <a href="#">[CAP]</a>	1, 2 & 3
3.2	Review the Reef Vessel Traffic System (VTS) Memorandum of Understanding with Maritime Safety Queensland to ensure it remains fit-for-purpose and contributes towards the ongoing protection of the Great Barrier Reef.	1 & 3
2023–26 initiatives:		
	To be confirmed in 2023-24.	

Key Enterprise Risk	Risk Rating: Moderate	Key mitigation strategies
<p><b>(1) AMSA is an ineffective regulator</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p>Regulatory approach</p>  	<p>AMSA has a regulatory plan, policies and an annual compliance program. Key mitigation strategies (controls) are monitored through AMSA's internal audit program and management system, effective national network of aids to navigation and other navigational services, and ongoing engagement with industry.</p> <p><b>Risk tolerance statement:</b>                      We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the AMSA Act. 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 <a href="#">Statement of Regulatory Approach</a> 2018.                      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>


## Strategic priority 4: Responding to climate change

2022–23 initiatives:		Regulator Performance Principle
4.1	Work with Australian stakeholders and other IMO member states to implement the short-term greenhouse gas measure, which was adopted to meet the 2030 goal under the IMO Initial Greenhouse Gas (GHG) strategy Emissions from Ships.	2 & 3
4.2	Work with other Australian Government agencies and IMO member states to develop and agree the Revised IMO GHG Strategy Emissions from Ships	2 & 3
2023–26 initiatives:		
O4.1	Work with Government agencies and other IMO member states to adopt further measures to reduce greenhouse gas emissions from shipping under the IMO Initial GHG Strategy	2 & 3

Key enterprise risk	Risk Rating: Moderate	Key mitigation strategies
(1) AMSA is an ineffective regulator	<p>Risk Appetite &amp; Tolerance</p> <p>Regulatory approach</p>   <p>Environmental protection</p>  	<p>Key mitigation strategies include regular reporting and monitoring compliance. AMSA emergency response capabilities reflect the risk environment, i.e., increasing frequency and severity of weather events.</p> <p><b>Risk tolerance statement:</b>                      We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the AMSA Act. 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 <a href="#">Statement of Regulatory Approach</a> 2018.                      We have low tolerance for activities which increase the risk of pollution in Australian waters. We have low tolerance for risks associated with the conduct of environmental response operations, recognising that operations can occur in hazardous and sensitive environments.</p>

## Strategic priority 5: Engagement

2022–23 initiatives:		Regulator Performance Principle
5.1	Work with the Government Taskforce to establish an independent strategic fleet and reinvigorate Australian shipping.	3
5.2	Deliver a new service standard and streamline processes for handling customer feedback and complaints to enable better decision making and improve the experience of our customers.	3
5.3	Improve AMSA's consultation framework and implement user-centred, digital first processes for engaging with the maritime community.	2 & 3
5.4	Deliver technical cooperation activities to support neighbouring countries in the Indo-Pacific	1 & 3
2023–26 initiatives:		
O5.1	Ongoing work to introduce reforms to the IMO to increase transparency and inclusiveness, improve efficiency and encourage innovation.	1 & 3
O5.2	Ongoing bilateral maritime safety and environment protection programs with Papua New Guinea and Indonesia.	1 & 3
O5.3	Continue to support the IMO Integrated Technical Cooperation Program and explore opportunities to support the new Pacific Regional Presence Office (when established).	1 & 3
O5.4	Provide the Secretariat functions for the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) and support APHoMSA to deliver its Strategy.	1 & 3

Key enterprise risk	Risk Rating: Moderate	Key mitigation strategies
<p><b>(3) AMSA does not effectively engage with customers and stakeholders</b></p>	<p>Risk Appetite &amp; Tolerance</p> <p>Relationship management</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>            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 averse to constructive criticism.</p>



## Strategic priority 6: Innovation


2022–23 initiatives:		Regulator Performance Principle
6.1	Explore the feasibility of using drone technology to measure sulphur emissions on foreign flagged vessels to ensure compliance with IMO 2020 <sup>5</sup> .	1
6.2	Establish a proof of concept for precision guided survival stores as a first step on a path towards autonomous search and rescue assets. [CAP]	1
6.3	Improve how stakeholders experience and interact with AMSA digitally by incorporating user-centred design into our culture and practices. [CAP]	1, 2 & 3
2023–26 initiatives:		
O6.1	Deliver and mature a DCV inspections targeting solution using a risk-based algorithm to further inform inspection and compliance activities. [CAP]	2

Key enterprise risk	Risk Rating: Moderate	Key mitigation strategies
(7) AMSA fails to build the right capability for the future to be able to respond appropriately to the changing environment	<p>Risk Appetite &amp; Tolerance</p> <p>People capability &amp; capacity</p> 	<p>Key mitigations include the implementation of Strategy 2030; strengthening capability to leverage data and analyse information; implementation of evaluation and lessons management process; and project, program and portfolio management (P3M) arrangements.</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>

<sup>5</sup> Following an amendment to Annex VI of the International Convention for the Prevention of Pollution from Ships (MARPOL), in January 2020 a compulsory new limit on the sulphur content in the fuel oil used on board ships came into force. Previously 3.5% m/m (mass by mass), the new limit was set at 0.50% m/m (mass by mass)—a significant reduction.


## Strategic priority 7: Information management and digital services


2022–23 initiatives:		Regulator Performance Principle
7.1	Implement ensemble (group) drift modelling capability for search and rescue, marine assistance services and pollution incident management to reduce the likelihood of significant shipping incidents and consequential loss of life and pollution related incidents.	2 & 3
7.2	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. [CAP]	1 & 2
7.3	Improve online access to services such as applications for maritime certifications, registration and qualifications. [CAP]	1, 2 & 3
2023–26 initiatives:		
To be confirmed in 2023–24.		





Key enterprise Risk	Risk Rating: Moderate	Key mitigation strategies
(7) AMSA fails to build the right capability for the future to be able to respond appropriately to the changing environment	Risk Appetite & Tolerance  	Key mitigation strategies include annual review of the work program, disaster recovery plans and testing, Information and Data Governance Committee.  <b>Risk tolerance statement:</b> We have low tolerance for ICT system outages in mission critical systems. We have low tolerance for security breaches which impact on the integrity of our systems and data or interfere with our search and rescue operations. We have low to moderate tolerance for general ICT systems outages.

## Strategic priority 8: Organisational capability and resilience

2022–23 initiatives:		Regulator Performance Principle
8.1	Incorporate lessons management into AMSA's culture and business processes to improve regulatory and incident management performance.	1, 2 & 3
8.2	Continued development of an Enterprise Asset Management (EAM) system for capital planning and management, including long term maintenance management, to improve the quality and availability of AMSA assets.	1 & 2
8.3	Commence implementation of the 2022–27 AMSA Strategic Workforce Plan.	
8.4	Support an inclusive culture through implementation of Diversity and Inclusion Strategy and the Gender Equality action plans.	
8.5	Finalise a 'fit-for-purpose' project, program and portfolio management (P3M) model to help AMSA improve how it selects, prioritises, governs and deliver projects. <a href="#">[CAP]</a>	1 & 2
2023–26 initiatives:		
08.1	Continue to implement the 2022–27 AMSA Strategic Workforce Plan.	

Key enterprise risk	Risk Rating: High	Key mitigation strategies
<b>(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.</b>	Risk Appetite & Tolerance  	Key mitigation strategies include Activity Base Costing, Section budgets and Executive reporting, Portfolio Board and Portfolio Working Group, P3M arrangements.  <b>Risk tolerance statement</b> 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.

Key enterprise risk	Risk Rating: Low	Key mitigation strategies
<b>(5) Fail to maintain a safe work environment</b>	Risk Appetite & Tolerance  	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.  <b>Risk tolerance statement</b> 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.

<p><b>Key enterprise risk</b> <b>(6) Ineffective internal systems of control</b></p>	<p>Risk Rating: Low Risk Appetite &amp; Tolerance</p> <p style="text-align: center;">Governance &amp; compliance</p>  	<p><b>Key mitigation strategies</b></p> <p>Key mitigation strategies include independent Fraud and Corruption Control risk assessment and plan, HR &amp; 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.</p> <p><b>Risk tolerance statement</b></p> <p>We have low tolerance for breaches of our general legislative obligations as a corporate Commonwealth entity.</p> <p>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.</p>
<p><b>Key enterprise risk</b> <b>(7) AMSA fails to build the right capability for the future to be able to respond appropriately to the changing environment</b></p>	<p>Risk Rating: Moderate Risk Appetite &amp; Tolerance</p> <p style="text-align: center;">People capability &amp; capacity</p>  	<p><b>Key mitigation strategies</b></p> <p>Key mitigations include the implementation of: Strategy 2030; the Strategic Workforce Plan and Digital Plan.</p> <p><b>Risk tolerance statement:</b></p> <p>We have a moderate tolerance for risk in our approach to recruiting, developing and engaging staff.</p> <p>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

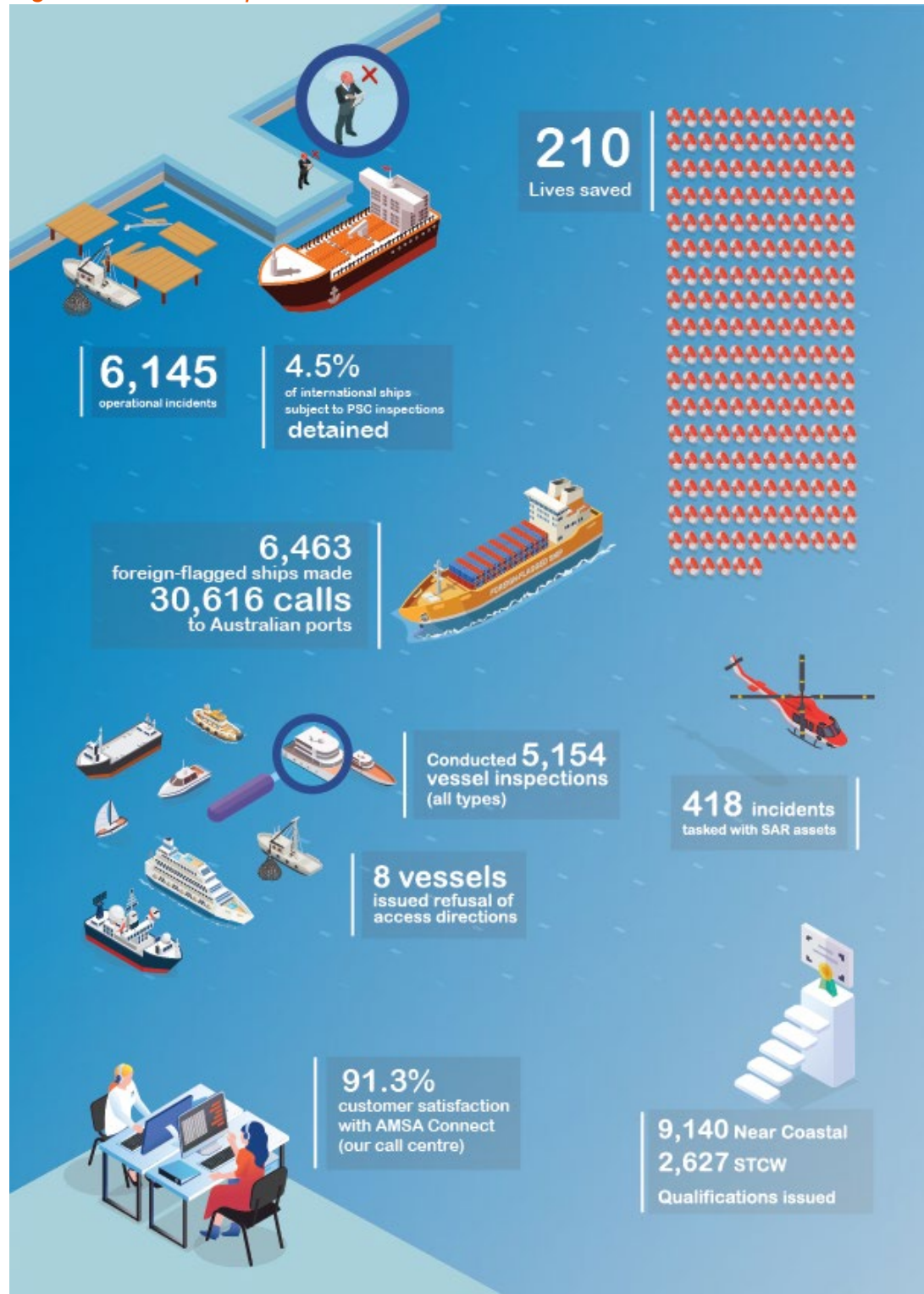
Likelihood	Consequence				
	Negligible	Minor	Medium	High	Catastrophic
<b>Almost certain</b>	Moderate	Moderate	High	Extreme	Extreme
<b>Likely</b>	Low	Moderate	High	High	Extreme
<b>Possible</b>	Low	Low	Moderate	High	High
<b>Unlikely</b>	Very low	Low	Moderate	Moderate	High
<b>Rare</b>	Very low	Very low	Low	Moderate	Moderate

## Core business

The initiatives in pursuit of our strategic priorities are important to our future, but not at the expense of the vital work we do now—our key activities and supporting core business—see the bottom of our [Plan-on-a-Page on page 15](#).

The following outputs and outcomes are indicative of what we do every year (based on 2021–22):

*Figure 1: AMSA outputs and outcomes*



## 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, and
- provide a basis for assessment of our performance over time.

Our measures are predominantly at an outcome<sup>6</sup> level and measure the achievement of our purpose and vision—*safe and clean seas, saving lives*.

We have also pre-identified several case studies to help demonstrate our performance in 2022–23. We will use randomly selected search and rescue examples for performance measure 6 (saving lives) and have identified two business improvement projects for performance measure 7 (regulatory performance) - see footnotes.

The measures listed in the following tables are aligned with the **key activities**<sup>7</sup> detailed in our Plan-on-a-Page on page 15:

- ‘Safe seas’ measures: key activity—promote maritime safety
- ‘Clean seas’ measures: key activity—protect the marine environment from pollution from ships and other environmental damage caused by shipping
- ‘Saving lives’ measures: key activity—provide for a national search and rescue service

This year also includes 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 (April 2021):

- Continuous improvement and building trust
- Risk-based and data-driven
- Collaboration and engagement

See page 19 for descriptions.

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.

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<sup>6</sup> Output measures contribute to outcomes. For example, the availability of search and rescue aircraft is an output which contributes to an outcome of saving lives.

<sup>7</sup> Objects of the *Australian Maritime Safety Authority Act 1990*.

## Safe seas

#	Measure	Target	Method	System(1)	RPF principle
1	<b>Safety of foreign-flagged ships and Australian-flagged ships (under the Navigation Act 2012) operating in Australian waters is demonstrated through the proportion of very serious and serious incident reports to total port arrivals</b>	≤1.5%(2)	Quantitative	ShipSys	2. Risk based & data driven
<p><u>Portfolio Budget Statement (PBS) measure.</u>  <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 & 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 crew fatalities on domestic commercial vessels since 2013 trending downwards (3)	Trending downwards	Quantitative	Incident reporting system	1. Continuous improvement & building trust 2. Risk based & data driven
3.2	The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards (3)	Trending downwards	Quantitative	Incident reporting system	As above
3.3	The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia (4)	≤7(5)	Quantitative	Incident reporting and seafarer population data	As above
<p><u>Rationale:</u> All 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>					

- (1) *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
- (2) Change to target: an increase in reporting (encouraged by AMSA), more accurate reporting and coding of severity of incident data since 2017 has identified that this performance measure tracks above the previous <0.5% target. Four-year rolling average is tracking at 0.98%. Additionally, there has been a significant increase (45%) in reporting between 2015–16 and 2020–21. To ensure that the target is effective and realistically reflects current trends and improvement in data reporting and noting the result of this performance measure in the last three years, the target has been changed to <1.5% from 2022–23 onwards
- (3) Description, year and target change from 'trending towards zero' to 'trending downwards'. Although 'trending towards zero' is powerful and aspirational statement of intent, it does not reflect the practical reality of the

industry, including factors beyond AMSA's control. A downwards trend is realistic, achievable and aspirational. From 2022-23 onwards AMSA has opted to measure performance since we started directly receiving incident reports in mid- 2018, rather than the original 2013 start date for the National System. This change provides greater assurance of the results.

- (4) New measure 3.3: Measures 3.1 and 3.2 by themselves do not reflect population changes and do not allow for a proper comparative assessment with other similar industries. Expressed as the number of fatalities per 100,000 workers, SafeWork Australia apply this measure across multiple industries—see Safe Work Australia Work-related, traumatic injuries fatalities 2020 Report.
- (5) 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	RPF principle
4	<b>Reducing trend in the number of significant pollution incidents(6)</b>	Trending downwards	Quantitative	ShipSys/NEMO	1. Continuous improvement & building trust
	<p><u>Rationale:</u> A reducing trend in the number of significant pollution incidents is an indicator of the success of AMSA's preventative measures across its operations (for example, ship inspection, safety education, regulation) which all contribute to preventing marine pollution.</p> <p><i>A significant pollution incident is now defined as a Level 2 (or higher) incident in accordance with the <a href="#">National Plan for Maritime Environmental Emergencies</a></i></p>				
5	<b>Timeliness of response to significant oil spill incidents</b>	Within 4 hours of report received	Quantitative	NEMO and audit reports	As above
	<p><u>PBS measure.</u></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>				

(6) Proxy efficiency measure.

## Saving lives

#	Measure	Target	Method	System	RPF principle
6	<p><b>Save as many lives as possible of those at risk</b></p> <p>PBS measure.</p> <p><u>Rationale:</u> Measures the effectiveness of AMSA's overall search and rescue coordination capability and management of search and rescue assets to respond to persons at risk within the Australian search and rescue region.</p> <p><i>AMSA's intention is 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. Prior to 2022–23 AMSA subjectively assessed post-incident, against each incident to determine if a life was still 'at risk' prior to AMSA's notification/intervention e.g. if a vessel was lost some days/weeks prior AMSA would assess timeframe for survival and where that had been exceeded the life was determined as not 'at risk' because it was likely the individual had perished prior to any intervention. As a consequence, previous results ranged between 95–99% (acknowledging the practical circumstances of SAR). For 2022-23 AMSA has improved fidelity of reporting through categorisation of incidents, and this reclassification may be see a decline in performance against the target.</i></p>	100%	Quantitative	Nexus	Not applicable
(7)	AMSA will also randomly select two search and rescue incidents at the end of the reporting period for case studies to help demonstrate performance.				

## Regulatory performance

#	Regulator best practice	Target	Method	System
<b>Principle 1: Continuous improvement and building trust</b>				
<i>demonstrated through: Measures 3.1, 3.2, 3.3. and 4; as well as:</i>				
7	Specific activities and performance that contribute to continuous improvement and building trust	Achieved	Qualitative, supported by quantitative	Various (8)
<p><u>Overall 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. 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 include: satisfaction with the resolution of inquiries through AMSA Connect (quantitative—target 90%); general stakeholder feedback (qualitative); maintenance of ISO certification (quantitative - achieved); business improvement case studies (qualitative)(9).</p>				

**Principle 2: Risk based, and data driven**

See measures 1—3.3

**Principle 3: Collaboration and engagement**

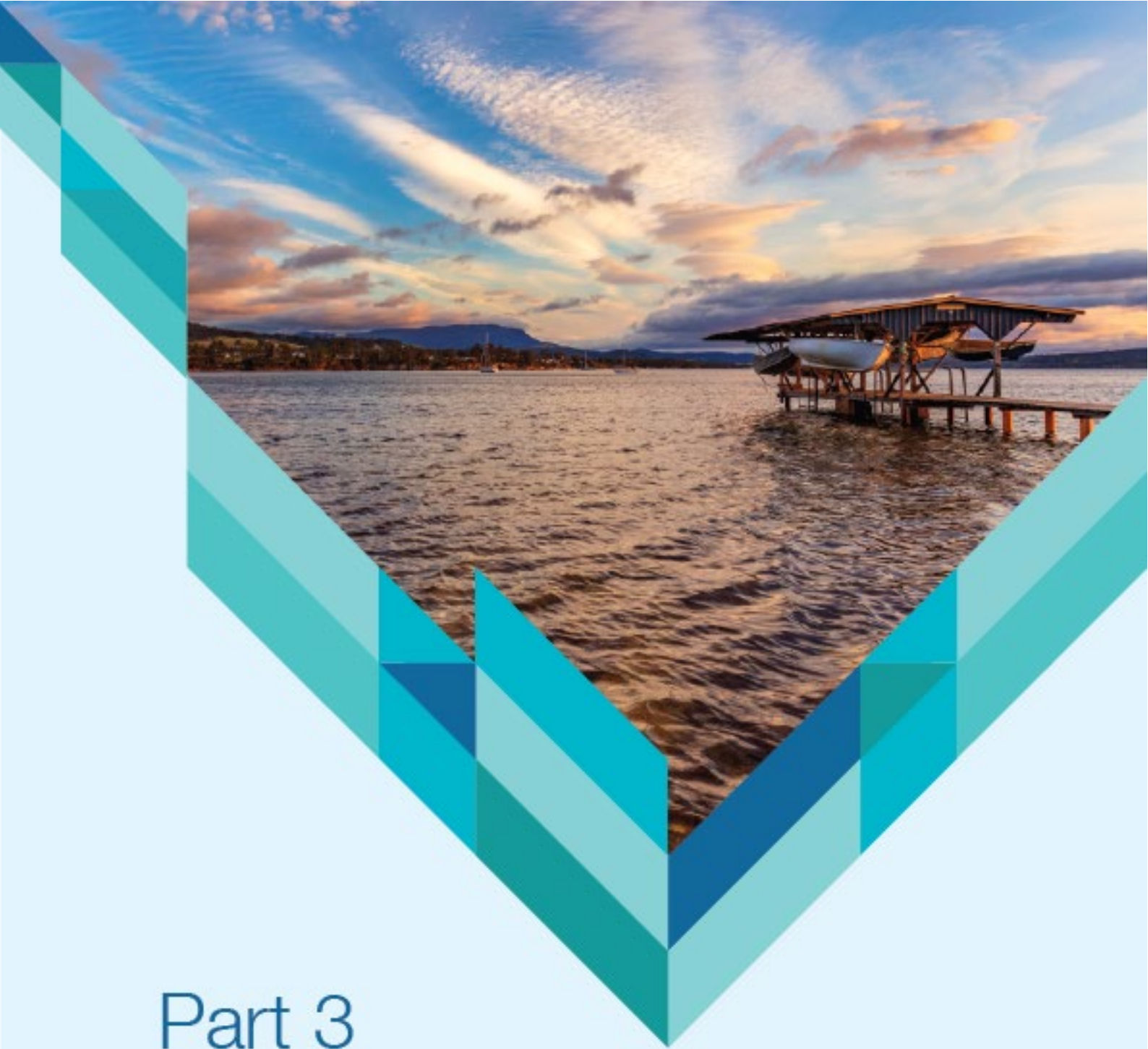
8	Specific activities and performance that contribute to collaboration and engagement	Achieved	Qualitative, supported by quantitative	Various (10)
<p><u>Overall rationale:</u> It is important that AMSA provides stakeholders with the opportunity to influence regulation that impacts on them through open, transparent and timely consultation. 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 include: the number and duration of consultations available (quantitative—no target); engagement rates, for example, email open rates (quantitative—target 37% average open rate); analysis of consultation feedback, and publishing outcomes (qualitative—no target), results of targeted surveys (qualitative and quantitative—no target); Regulator Stakeholder survey (quantitative, target – average greater than or equal to 3)(11)</p>				

(8) Includes: automated and ad hoc surveys; CMS, CRM, PowerBI; results of ISO surveillance audits.

(9) Case studies include: ‘Sniffer’ drones trial to monitor shipping emissions (pilot project); and developing a user-centred design capability.

(10) Includes: Consultation records/TRIM; Dynamics 365; Consultation records; Survey coordinated by DPM&C.

(11) 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) which set the Government’s overarching expectations of regulator performance: 1. regulators do not unnecessarily impede the efficient operation of regulated entities; 2. communication with regulated entities is clear, targeted and effective; 3. actions undertaken by regulators are proportionate to the risk being managed; 4. compliance and monitoring approaches are streamlined and coordinated; 5. regulators are open and transparent in their dealings with regulated entities; 6. regulators actively contribute to the continuous improvement of regulatory frameworks. AMSA implemented an online survey in 2015 for stakeholders based on the six KPIs with a six-point scale (1. strongly disagree to 6. strongly agree) and has maintained the survey since. The RPF was superseded in 2021 by the Regulator Performance Guide (RPG), and AMSA may retire the RPF survey once the details of the DPM&C whole-of-government regulatory satisfaction survey are known.



## Part 3

# **Connections** and cooperation

## Connections and cooperation

### Connections

#### Planning and reporting

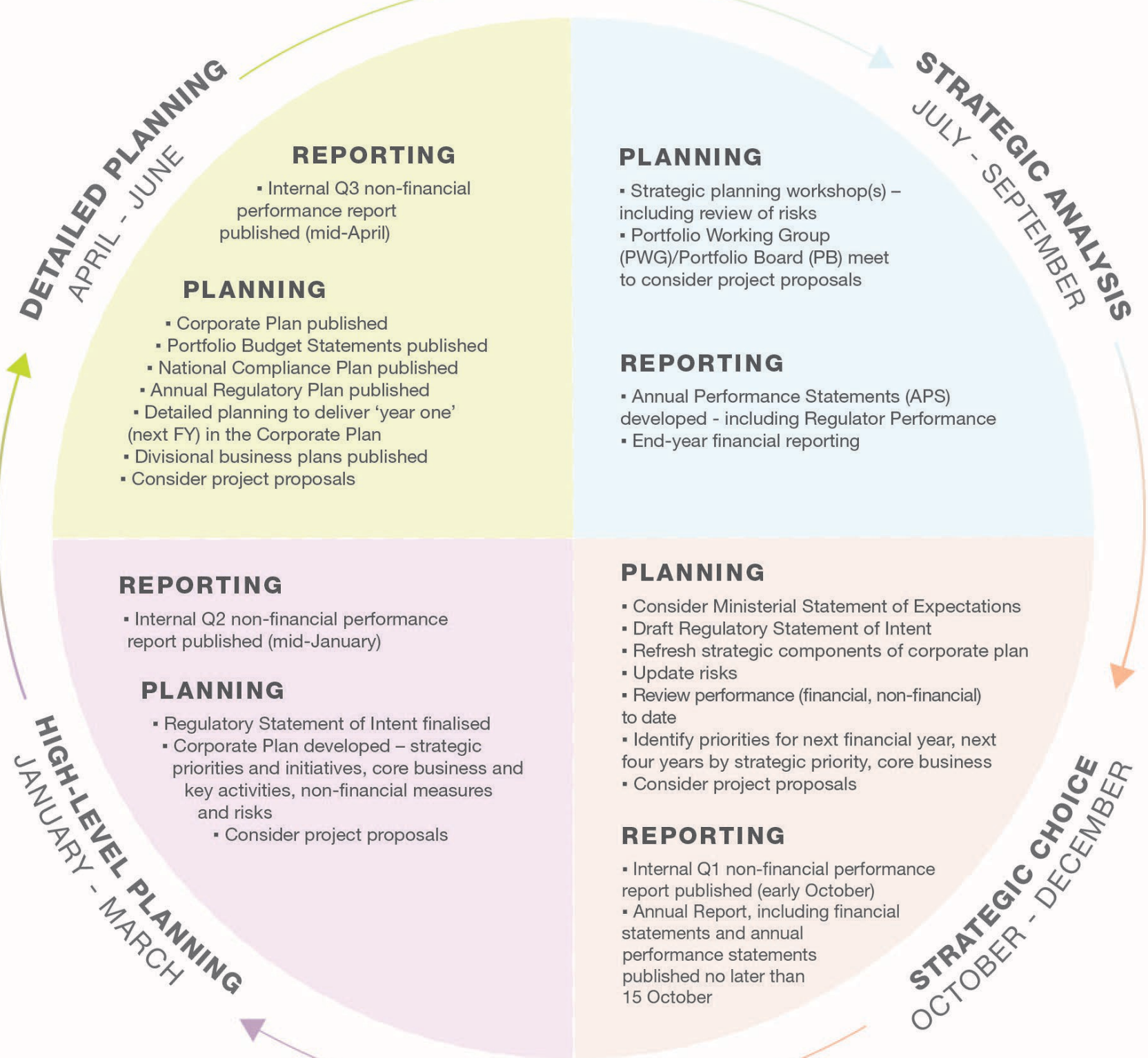
We have an integrated planning, budgeting and reporting process—see next page for our generic annual process. Note for 2022–23 there have been minor variations to the timeline reflecting the recent Federal election and October 2022 budget.



Australian Government

Maritime Safety Authority

# Integrated Planning, Budgeting & Reporting Process



## Cooperation

AMSA works with a wide and diverse range of stakeholders to deliver on its purpose.



The following table details AMSA's most significant cooperative relationships. Without these relationships, AMSA would be unable to deliver its purpose.

Type	Organisation	Nature of relationship	AMSA role
International	International Maritime Organization (IMO)	The IMO maintains a comprehensive regulatory system for international shipping covering ship safety, seafarer qualifications, preventing pollution from ships, maritime security, search and rescue, and the efficiency of shipping. Influencing IMO standards is critical to Australia's national interest because 99% of our international trade by volume is carried on international commercial ships. Australia's work at the IMO pursues enforceable obligations for international shipping operations in our waters and across the region.	AMSA leads Australia's engagement at IMO. We promote maritime safety, maritime search and rescue and protection of the marine environment.
	Asia-Pacific Heads of Maritime Safety Agencies Forums (APHoMSA)	APHoMSA was established to promote safe, secure shipping and a clean marine environment within the Asia-Pacific region. The forum is held annually and is attended by senior maritime officials from across the region. AMSA provides the Secretariat for APHoMSA. AMSA's engagement provides a valuable opportunity to influence issues within the region and to collaborate on shared challenges and priorities within our region.	AMSA founded and provides the permanent Secretariat to APHoMSA. We promote maritime safety, seafarer welfare, protection of the marine environment, and regional cooperation.

Type	Organisation	Nature of relationship	AMSA role
	International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA)	IALA ensures that seafarers are provided with effective and harmonised marine aids to navigation services worldwide.	Provides infrastructure to support safe navigation in Australian waters
	International Civil Aviation Organization (ICAO)	ICAO is a specialised agency of the United Nations that codifies the principles and techniques of international air navigation and fosters the planning and development of international air transport to ensure safe and orderly growth.	Provides a national search and rescue service to the maritime and aviation sectors
	International Telecommunication Union (ITU)	The ITU is a specialised agency of the United Nations responsible for issues concerning information and communication technologies, including coordinating the shared global use of the radio spectrum, promoting international cooperation in assigning satellite orbits, and assisting in the development and coordination of worldwide technical standards.	Promotes maritime safety and protection of the marine environment
	International Labour Organization (ILO)	The ILO promotes workers' rights, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues. The key ILO instrument that applies to the maritime industry is the Maritime Labour Convention 2006. MLC sets out living and working conditions for seafarers, including conditions of employment, accommodation and health protections. AMSA support's the Attorney-General's Department interaction with the ILO, in particular representing Australia for maritime related matters.	Promotes maritime safety and seafarer welfare
	Australian Seafarer Welfare Council (ASWC)	ASWC was established to ensure a continued focus on a national standard in the provision of welfare services for all seafarers visiting Australian ports. AMSA plays a leading role in the work that ASWC aims to achieve by providing leadership and continues to collaborate with port welfare committees and seafarer and ship operators representatives to ensure Australia's obligation to seafarer welfare under the MLC continue to be maintained.	Promotes seafarer welfare and safety
	Port State Control (PSC) memorandum of understanding members	PSC is the control exercised over foreign-flagged ships, for verifying compliance with the international maritime convention. Australia is a signatory and active member of both the Indian Ocean MOU, and Tokyo MOU on PSC. These memoranda agree to some standard ways of working between members and provide an important means of exchanging information about vessels and their operations.	Promotes maritime safety and protection of the marine environment
	<b>DOMESTIC</b>	Shipping Consultative Forum	The forum consists of peak bodies and industry associations representing regulated Australian and foreign flag vessels operating in Australia waters, seafarers and related maritime industries. The forum was established to provide advice on the strategic priorities set against each of the following four themes that are likely to challenge AMSA and the maritime industry in the medium to long-term: (1) Regulation—keeping pace with technology, social expectation and use of data to inform change (2) Environment—impacts of a changing climate, reduction in GHG emissions and changing energy sources (3) Stakeholders—impact of COVID-19 on industry and the long term recovery; and



Type	Organisation	Nature of relationship	AMSA role
		(4) technology—improved connectivity and information exchange, increased use of automation	
	National Safety Committee (NSC)	The purpose of the National Safety Committee is to bring together a network of peak bodies and industry representatives from across the maritime sector to focus on improving safety outcomes nationally. The role of the group is advisory only to inform effective policy, regulations and standards.	Promotes maritime safety and protection of the marine environment
	Regional Safety Committees (RSC)	A national network of Regional Safety Committees to provide AMSA with a forum to engage with a broad range of stakeholders on vessel, operational and workplace safety to improve safety outcomes for the domestic commercial vessel industry. The RSC’s work with the NSC by referring matters of relevance for consideration and providing advice as requested	Promotes maritime safety and protection of the marine environment
<b>GOVERNMENT</b>	National Plan Committees and Technical working groups	AMSA manages and participates in a range of consultative bodies with state and territory counterparts. The National Search and Rescue Council and forums established to manage the National Plan for Maritime Environmental Emergencies (the National Plan) are critically important to managing Australia’s cooperative search and rescue regime and national pollution response capabilities.	Promotes maritime safety prevent and combat ship-sourced pollution in the marine environment
	National Search and Rescue Council		
	State and territory workplace health and safety regulators	As the various State and territory WHS / OHS Acts apply to domestic commercial vessels as well as AMSA’s National Law, concurrent legislation applies for certain activities or plant and equipment. When an incident occurs on a domestic commercial vessel, it may be reported to either AMSA or a WHS regulator or both. The initial on-scene evidence gathering and investigation processes could be initiated by either regulator, depending on who is able to attend at the time and location. AMSA has MOUs with each of the WHS regulators which describe processes to determine jurisdiction and contact details of the relevant officers in each agency. These MOUs are reviewed annually. AMSA established the National Maritime WHS regulators forum in 2019 which all the state and territory WHS regulators attend. It meets twice yearly to discuss relevant cross jurisdictional matters, review past incident responses, outcomes from investigations, incident database trends, legislative updates and information sharing.	Promotes maritime safety and protection of the marine environment
	Commonwealth WHS regulator	The Commonwealth WHS Act applies to Regulated Australian Vessels (RAVs) and domestic vessels when on interstate voyages. AMSA has an MOU with SEACARE Authority which is managed by Operations.	Promotes maritime safety and protection of the marine environment
	Attorney General’s Department	The Attorney General’s Department provides high quality legal policy advice to the Australian Government and its entities in relation to national security and criminal justice, protecting and promoting the rule of law and ensuring an effective and efficient Commonwealth criminal justice system, and building a safe and secure Australia.	AMSA engages with the Attorney General’s Department to obtain expert legal advice and assistance when needed. This advice ensures that AMSA operates within its regulatory remit, and that ongoing operation of AMSA’s aids to navigation network is considered within the Commonwealth’s response to native title claims
	Civil Aviation Safety Authority (CASA)	CASA is responsible for regulating the aviation industry. The regulation of industry ensures that aircraft tasked by AMSA are meeting regulatory requirements which supports operational risk	AMSA is responsible for delivering Australia’s commitment to International Civil Aviation Authority’s (ICAO) Annex 12

Type	Organisation	Nature of relationship	AMSA role
		management for responses, and accordingly the corporate risk to which AMSA may be exposed.	(Search and Rescue) and works with CASA and other aviation agencies to ensure a co-ordinated approach.
	Department of Climate Change, Energy, the Environment and Water (DCCEEW)	DCCEEW works with to AMSA to determine the feasibility of recycling clean and segregated waste from international ships at Australian ports and to develop a nationally consistent framework to support this activity in the longer term. This action is identified in the National Waste Action Plan and supports Australia's National Waste Plan to reduce landfill and increase the circular economy. Additionally, activity is undertaken to support the International Maritime Organizations Action Plan to Address Marine Plastic Litter from Ships that identifies the need to improve the effectiveness of port reception facilities in reducing marine plastic litter through the provision of recycling facilities.	Promotes protection of the marine environment.
	Department of Defence	Defence supports AMSA through the provision of intelligence, situational awareness, and operational capabilities to meet AMSA's search and rescue (SAR), maritime assistance, and pollution responses.	AMSA supports Defence through the national SAR arrangements and delivers services such as the distress beacon system.
	Department of Foreign Affairs and Trade (DFAT)	DFAT provides funding support to AMSA for delivery of bilateral capacity building programs with Indonesia and Papua New Guinea, along with individual projects across the Indo-Pacific region. DFAT also supports Australia's re-election campaign to the International Maritime Organization (IMO) Council every two years.	Using DFAT funding, this year AMSA contributed AU\$200,000 to the IMO's Integrated Technical Cooperation Committee to support development of Small Island Developing States and Least Developed Countries, seafarer welfare and women in maritime initiatives. A further AU\$50,000 was also donated to the World Maritime University (WMU) Annual Fund to support the work of the organisation.
	Great Barrier Reef Marine Park Authority (GBRMPA)	GBRMPA is the regulator responsible for the management of the Great Barrier Reef Marine Park. GBRMPA supports AMSA emergency response functions through provision of resources and subject matter expertise.	AMSA supports the ongoing management of the Great Barrier Reef (GBR) through providing services to enable safer shipping within the reef, such as: aids to navigation, GBR Vessel Traffic Services, emergency response arrangements to minimise maritime pollution incidents (including delivery of a dedicated emergency towage vessel) and regulation of shipping for safety and environmental performance.
	Department of Home Affairs	Home Affairs is responsible for immigration and border policy, and has responsibilities across emergency management, critical infrastructure protection, and transport security. The Home Affairs portfolio structure enhances AMSA's ability to mobilise and share across AMSA's aids to navigation responsibilities for maritime safety (critical infrastructure) and operational responses (national recovery and resilience). Home Affairs provides the national coordination mechanisms through which AMSA can respond, delivering a synchronised effect across the whole of government.	AMSA supports Home Affairs through the provision of data such as vessel locations (automatic identification system) and occasional use of AMSA response assets under a Memorandum of Understanding. Through leading Australia's engagement at the International Maritime Organisation, AMSA also supports Home Affairs' maritime security role.
	Department of Infrastructure, Transport, Regional Development, Communications and the Arts	AMSA plays a fundamental role in ensuring sound and effective regulatory frameworks exist for maritime safety and the prevention of ship-sourced pollution. It does this by maintaining a robust, effective and collaborative working partnership with the Department. As a statutory authority, it	AMSA plays an essential role in working with the Department to ensure the Department it is well placed to respond promptly to issues that may arise in maritime safety, marine environment

Type	Organisation	Nature of relationship	AMSA role
		<p>acts independently and objectively in performing its functions and exercising its powers as set out in the AMSA Act. Nevertheless, it works closely with the Department to take into account the Government’s broad policy framework in performing its role and meeting its responsibilities.</p>	<p>protection and search and rescue. The Department and AMSA maintain a close relationship to ensure the Department and AMSA take into account each other’s views and experience when considering and advising on changes to maritime policy and legislation to facilitate consistency between the objectives of AMSA’s legislative frameworks and its practical implementation. By advising the Department of the operational implications of Government policy initiatives, AMSA also informs policy development. This includes advising the Department about changes to legislation that, in AMSA’s opinion, would improve maritime safety and environmental outcomes while minimising potential costs for industry and the community.</p>
	<p>National Offshore Petroleum Safety Authority (NOPSEMA)</p>	<p>NOPSEMA are responsible for promoting and enforcing the effective management of risks to the workforce, the environment and the structural integrity of facilities, wells and well-related equipment of the Australian offshore petroleum and greenhouse gas storage industries through regulatory oversight.</p>	<p>AMSA manages the National Plan for Maritime Environmental Emergencies. Arrangements within the National Plan and AMSA response resources support the response to offshore petroleum oil spill incidents. NOPSEMA regulates the duty holder’s compliance with implementing their oil pollution emergency plan (OPEP).</p>

## 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 six-monthly 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 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 biodiversity at our sites, and
- encourage our goods and service suppliers to demonstrate the principals 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.



Mick Kinley  
Chief Executive Officer

## 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	Part 1: overview and operating environment
<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, initiatives, core business, enterprise risk and performance
<b>Operating context</b>		
<b>Environment</b>	The environment in which the entity will operate for each reporting period covered by the plan.	Part 1: overview and operating environment
<b>Performance</b>	For each reporting period covered by the plan, a summary of: <ul style="list-style-type: none"> <li>▪ how the entity will achieve the entity's purposes</li> <li>▪ 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</li> </ul>	Part 2: strategic priorities, initiatives, core business, enterprise risk and performance
<b>Regulatory Performance</b>	Integration of regulatory performance, regulatory principles and Statements of Expectations and Statements of Intent	Part 1: overview and operating environment Part 2: strategic priorities, initiatives, core business, enterprise risk and performance
<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 <b>[CAP]</b> mark. Strategic Priority 8, Organisational Capability and Resilience, details several capability building activities
<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: <ul style="list-style-type: none"> <li>▪ how risk management underpins their approach to achieving their purposes</li> <li>▪ identify specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfil its purposes</li> </ul>	Part 2: strategic priorities, initiatives, core business, enterprise risk and performance
<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

With the AMSA Act this Corporate Plan meets the general requirements of:

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, initiatives, core business, enterprise risk and performance
<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

## 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
Cospas-Sarsat	The international Cospas–Sarsat programme is a satellite-based SAR distress-alert detection system.
IMO	International Maritime Organization
MARPOL	<i>International Convention for the Prevention of Pollution From Ships</i>
MOU	memorandum of understanding
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
NEMO	National Environmental Management Operations (database)
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
NSC	National Safety Committee
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RAV	Regulated Australian vessel
RSC	Regional Safety Committee
SAR	search and rescue
ShipSys	IT system used to manage vessel and cargo inspections, a range of approvals, certificates and determinations, etc, vessel surveys and marine incidents