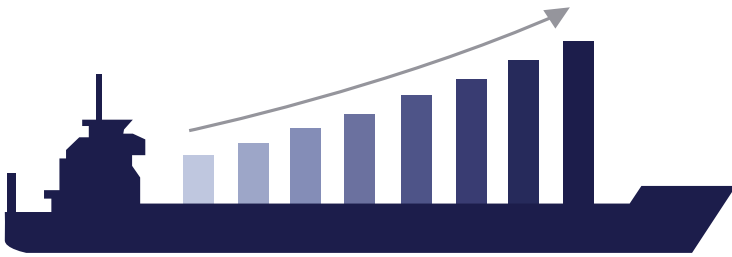**Australian Government**

Australian Maritime Safety Authority

CORPORATE PLAN

2016-20

75%

OF THE WORLD'S LARGEST (CAPE SIZE) BULK CARRIERS COME TO AUSTRALIA EACH YEAR, AND SHIPS ARE GETTING BIGGER

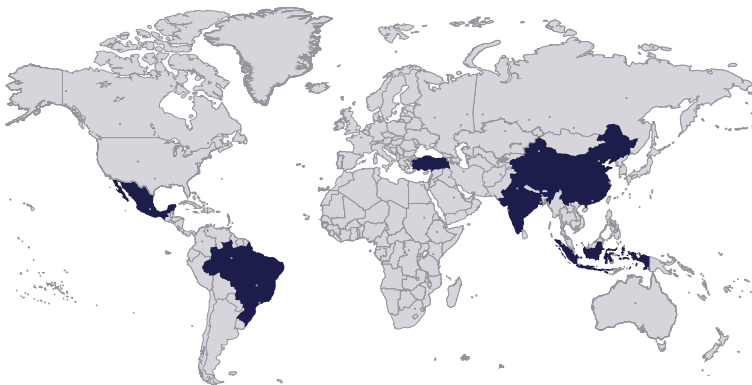THERE ARE **27,000** DOMESTIC COMMERCIAL VESSELS IN AUSTRALIA

THERE ARE **66,000** DOMESTIC SEAFARERS IN AUSTRALIA

IN 2025

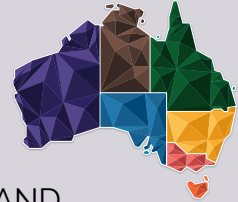THE WORLD'S MAJOR TRADING NATIONS ARE EXPECTED TO INCLUDE CHINA, INDIA, BRAZIL, MEXICO, INDONESIA AND TURKEY

99% OF AUSTRALIA'S INTERNATIONAL TRADE BY VOLUME AND

74% OF TRADE BY VALUE IS TRANSPORTED BY SHIP

THERE ARE **490** AIDS TO NAVIGATION AT **380** LOCATIONS

GLOBAL GROWTH IS SLOWING. IN 2015 THE INTERNATIONAL MONETARY FUND FORECAST GROWTH AT

3.5%

WITH UNEVEN PROSPECTS ACROSS REGIONS OF UNCERTAINTY
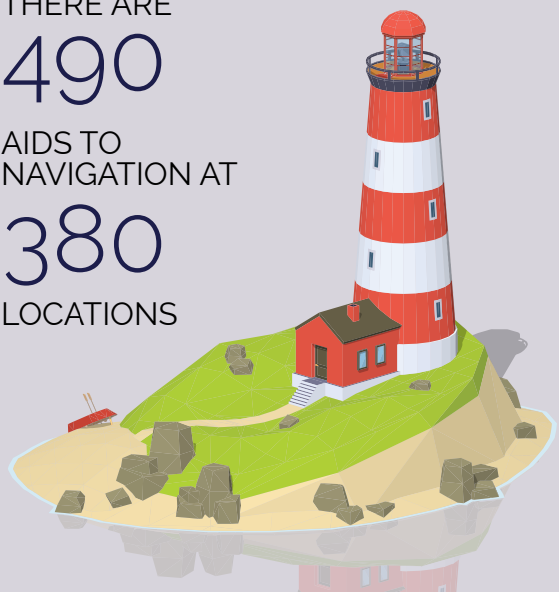
2,011,489 AMSA WEBSITE VISITORS

36,551 FACEBOOK FOLLOWERS

23,666 TWITTER FOLLOWERS

OVER 400

COMMODITIES ARE SHIPPED IN AND OUT OF AUSTRALIA USING MORE THAN

1000

SHIPPING ROUTES

THE GREAT BARRIER REEF WORLD HERITAGE AREA COVERS MORE THAN

348,000

SQUARE KILOMETRES AND INCLUDES

2900

CORAL REEFS AND

900

ISLANDS

MORE THAN

415,300

EMERGENCY DISTRESS BEACONS ARE REGISTERED WITH AMSA

AUSTRALIA IS THE

LARGEST

ISLAND NATION IN THE WORLD

THE AUSTRALIAN COASTLINE SPANS

60,000

KILOMETRES
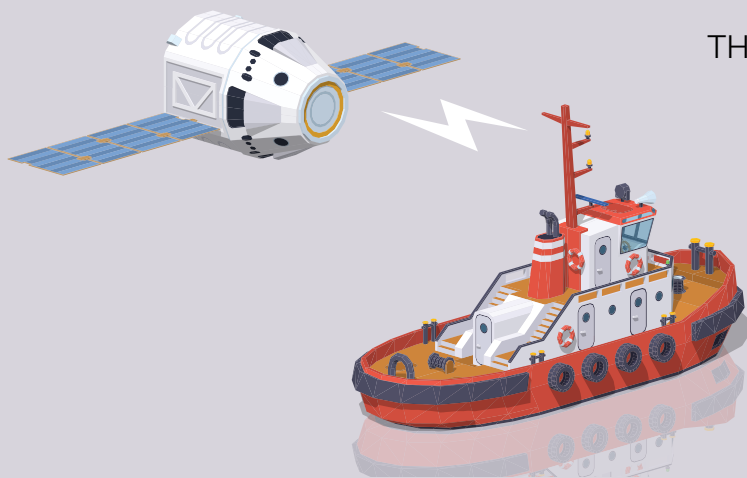
THE EUROPEAN UNION IS FUNDING A

3.5 MILLION

EURO STUDY INTO MARITIME UNMANNED NAVIGATION, AND A PROTOTYPE WILL UNDERGO SEA TRIALS IN

2015-16

BY 2030, 20% OF THE GLOBAL WORKFORCE WILL BE OVER THE AGE OF 55

AUSTRALIA IS THE FASTEST GROWING CRUISE MARKET IN THE WORLD, WITH OVER

1 MILLION

AUSTRALIANS TAKING A CRUISE EVERY YEAR. IN 2014, THIS GREW BY 20%

CORPORATE PLAN
2016-20

CONTENTS

CHAIRMAN'S FOREWORD

The Australian Maritime Safety Authority (AMSA) is the national agency responsible for maritime safety, protection of the marine environment, and maritime and avia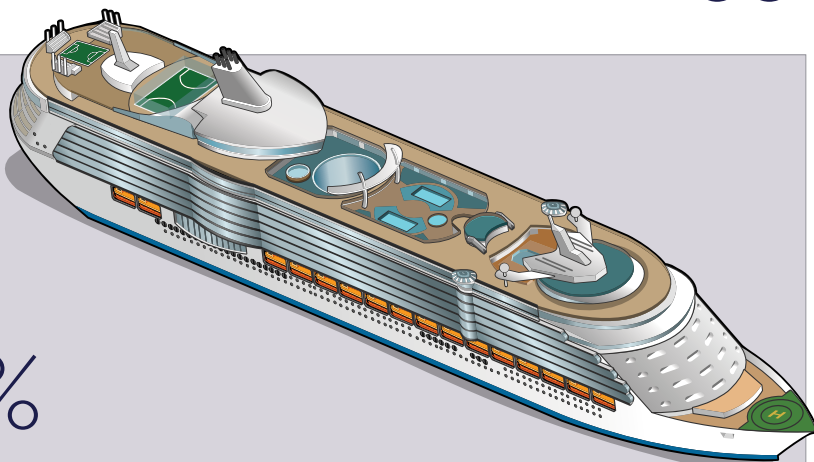tion search and rescue. It is governed by the *Australian Maritime Safety Authority Act 1990* and other relevant legislation.

The AMSA Board is proud to present the Corporate Plan 2016-20 to the Minister for Infrastructure and Transport, the Hon Darren Chester MP.

AMSA has a broad portfolio of responsibilities. Strong planning and reporting arrangements that assist in identifying our objectives and priorities are critical to our success. Grouped under four strategic challenges and a strategic enabler, this Corporate Plan identifies the activities, projects and programs we will focus on over the next four years in response to our strategic challenges, and in pursuit of our goals.

There is no doubt that the next four years will be testing for AMSA. We will be operating in a period of financial austerity, and will be asked to do more with less. It is therefore vital that we focus on our core responsibilities and priorities, and resource them appropriately.

The National System for Domestic Commercial Vessel Safety (National System) remains a high priority for us. From July 2017 we must be ready to assume responsibility for service delivery of the National System in accordance with the decision of the Transport and Infrastructure Ministerial Council. By mid-2019 we will be responsible for full service delivery.

We continue to implement a range of changes to the National System which will, over the next few years, result in major industry benefits, including reduced administrative burden and costs. We will do this without reducing safety outcomes. We remain committed to ensuring full stakeholder consultation on changes to the rules and standards governing the operation of domestic commercial vessels.

Making sure we are prepared for the future is hugely important. Over the next four years our work program will:

- deliver and embed National System service delivery arrangements
- progress the National Maritime Safety and Environment Plan, which guides where we apply our effort in response to changes and future trends in shipping
- further develop our Australian Vessel Monitoring and Advisory System (AVMAS) to enhance our capability in vessel monitoring and communications in the Australian Search and Rescue Region
- bring together information that will help us predict the development of an incident, and consequently allow us to intervene early to prevent the incident escalating
- progress a core group of research projects looking to improve the way we assess shipping risk, and subsequently how we allocate resources.

While we must have an eye to the future, ensuring we continue to professionally deliver on our day-to-day responsibilities is always front of mind. To that end, protecting Australia's pristine marine environment, inclusive of the Great Barrier Reef; and implementing the North-East Shipping Management Plan will be of particular interest.

The next four years will be both challenging and exciting. I believe AMSA is well positioned to respond. This plan is designed to inform the Minister, government, stakeholders and staff of our strategies and how we will be judged in delivering outcomes to meet the expectations of the Australian community.

Mr Stuart Richey AM
Chairman
June 2016

INTRODUCTION

STATEMENT OF PREPARATION

I, as Chair of the Australian Maritime Safety Authority Board (the accountable authority) present our four year Corporate Plan as required under paragraph 35(1)(a) of the ***Public Governance, Performance and Accountability Act 2013*** and Part 4, Section 25 of the ***Australian Maritime Safety Authority Act 1990.***

The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.

Mr Stuart Richey AM
Chairman
June 2016

PERIOD OF COVERAGE

This Corporate Plan is prepared for the reporting period 2016-17, and covers the reporting periods 2016-17 to 2019-20.

The considerations that inform our planning include trends and potential changes to our operating environment over a 20-year planning horizon.

PURPOSE

VISION

Safe and clean seas, saving lives.

MISSION

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

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.

ROLE

The Australian Maritime Safety Authority is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act), with the primary role 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
- provide, on request, services of a maritime nature on a commercial basis to the Commonwealth and/or states and territories.

PLAN ON A PAGE

AMSA's Plan on a Page (see page 35) summarises our:

- Vision
- Mission
- Values
- Strategic challenges
- Strategic enabler
- Focus areas
- Strategic goals
- Strategic risks.

CAPABILITY ROADMAP

Our roadmap at page 37 outlines how new capability will be delivered over the next four years through our significant programs and projects.

PLANNING AND REPORTING

We have an integrated planning, budgeting and reporting process. This Corporate Plan is directly aligned to the relevant outcomes, priorities and performance indicators set out in the Department of Infrastructure and Regional Development's Corporate Plan[1], specifically:

- Outcome 2: Fostering an efficient, sustainable, competitive, safe and secure transport system
- Transport Priority: streamlining the delivery of services to our domestic commercial sector and progressing the full implementation of the National System for Domestic Commercial Vessel Safety
- Surface transport key performance indicators:
    - Australian surface transport networks are safer and more efficient with Commonwealth regulation that is fit-for-purpose and proportionate to the risk being managed
    - surface transport regulatory systems are subject to a focus on continuous improvement
    - communication with regulated entities, including those subject to regulatory changes, is open, transparent and appropriately targeted to support regulated entities in meeting their obligations.

This plan is also aligned to our Portfolio Budget Statement, and informs our National Maritime Safety and Environment Plan, workforce strategy, and financial and information technology planning cycles.

Our performance measures are grouped under the relevant strategic challenges and focus areas.

Our results for the year against the goals and measures detailed in this Corporate Plan will be reported in our annual report, specifically in our annual performance statement.

To streamline our reporting requirements, subsets of the measures listed in this Corporate Plan satisfy both our Portfolio Budget Statement and our Commonwealth Regulator Performance Framework (see next page) reporting requirements.

[1] 2015-16

The Commonwealth Regulator Performance Framework (the framework) encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives and to effect positive ongoing and lasting cultural change within regulators. As a key safety regulator, continuous improvement is already at the core of our regulatory vision.

The framework consists of six outcomes-based key performance indicators:

1. reducing regulatory burden
2. effective communications
3. risk-based and proportionate approaches
4. efficient and coordinated monitoring
5. transparency
6. continuous improvement.

These indicators have been incorporated into our performance information. More information on the framework can be found under Resources at: cuttingredtape.gov.au.

We recognise that there are opportunities to improve our performance information over time. In 2013-14 we undertook a comprehensive review of our non-financial performance measures, and have been incrementally updating our measures since then—working towards a quantitative and qualitative balance. For example, in 2016-17 we will introduce a regular customer survey focused on our performance as a regulator using a mixture of quantitative (scored) and qualitative (free text) questions.

OPERATING ENVIRONMENT

Our core business is primarily one of risk management and mitigation, requiring constant monitoring of maritime activities undertaken both within and outside our immediate environment.

As part of our annual integrated planning and budgeting process, we assess our operating environment using a structured 'STEEPLED' approach which looks at social, technological, economic, environment, political, legal, ethical, and demographic factors. This helps us to identify new, or validate current, challenges, strategic risks, goals and responses.

Snapshots of our general operating environment considerations, and those which underpin each of our strategic challenges and shape our responses, are described in the performance section of this Corporate Plan.

Information on our risk management approach and our current strategic risks can be found on page 55. Our strategic risks also feature in our Plan on a Page (page 35).

PERFORMANCE

OVERVIEW

This section of the Corporate Plan summarises how we plan to meet our strategic challenges, and achieve our vision and mission.

Our performance information is presented under four strategic challenges and one strategic enabler. It includes:

- operating environment considerations
- our responses to the strategic challenges (which come from our operating environment), including:
  - focus areas of activity
  - the projects and programs we will implement to deliver capability
- how we will measure our performance.

Each of our responses is described over two horizons:

- what we specifically plan to do in 2016-17
- what we plan to do over the next four years.

1

CHALLENGE:
MANAGING RISKS TO SAFETY AND THE ENVIRONMENT

As a regulator, we develop maritime safety and environment protection standards, make regulations to give legal effect to those standards, and monitor compliance with and enforce those standards. We develop policies that guide the development of standards, and how they are to be enforced. We work extensively with our stakeholders to ensure sound understanding of these standards and regulations.

Whether we are developing our own standards for domestic commercial vessels, or working through the International Maritime Organization (IMO) and others to influence the development of international standards for shipping, the principles remain the same. Fundamentally, our regulatory work is about managing the risks to safety and the environment posed by international shipping and domestic commercial vessels.

OPERATING ENVIRONMENT

FACTORS BEYOND OUR CONTROL

Australia is the fastest growing cruise market in the world, experiencing double-digit percentage growth since 2014. Over one million Australians take a cruise every year and Australians spend an estimated 10 million days cruising annually.

With the exception of the cruise industry, the significant year-on-year growth in commercial shipping Australia has experienced over the past 10-15 years has plateaued in the short-to-medium term, primarily due to the downturn in the commodities export sector.

FOREIGN FLAGGED SHIP ARRIVALS
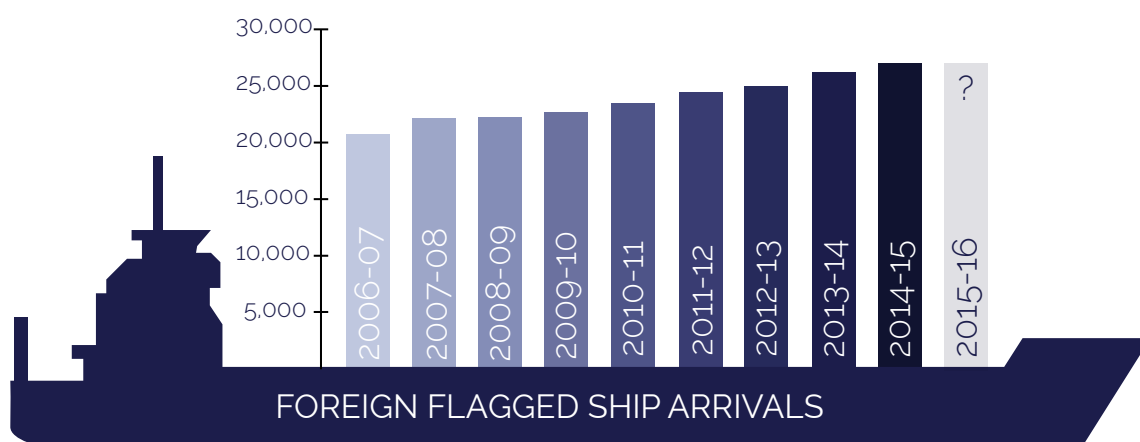
For coastal freight, there has been a decline of 0.7 per cent per annum over the same period. The size of the Australian fleet has also declined.

AUSTRALIAN TRADING SHIPS (1500+ GROSS TONNES)
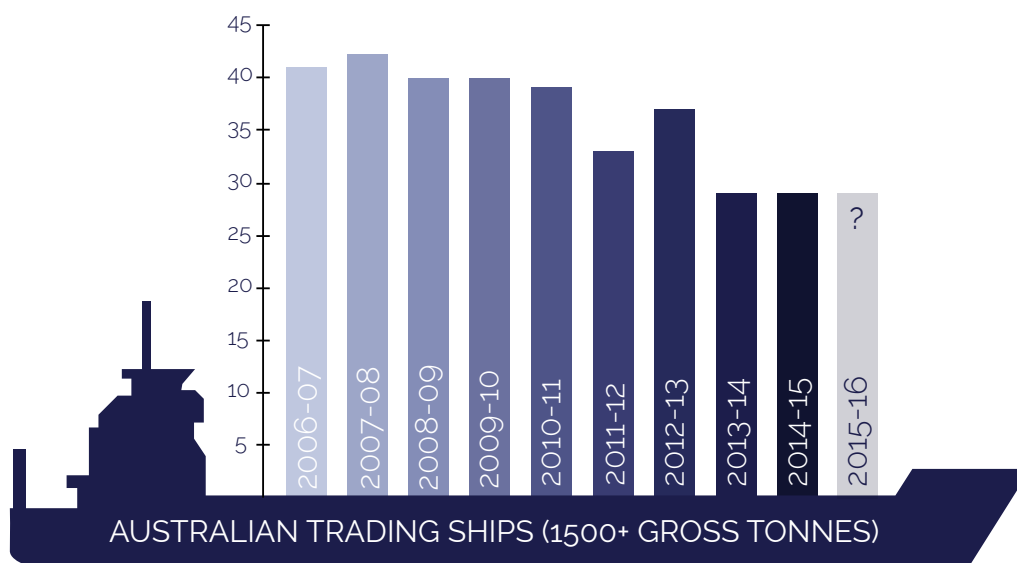
The impact on AMSA is significant and immediate. Our planning is now based on average levy revenue growth of 3.3 per cent over the next four years, down from 4.9 per cent in 2015-16, and 8.4 per cent in 2014-15. Our response is discussed under strategic challenge 4, page 39.

Port visits by foreign-flagged ships totalled 27,344 in 2015, an increase of 1.5 per cent, but well down on the 4.8 per cent growth in 2014. The number of individual foreign ships which made port calls actually declined for the first time in several years, to 5,644, down 30 ships from 2014.

FOREIGN FLAG SHIP ARRIVALS - BY TYPE, BY YEAR

BULK CARRIER

CONTAINER SHIP

VEHICLE CARRIER

GENERAL CARGO/MULTI-PURPOSE SHIP

CHEMICAL TANKER

OIL TANKER

TUGBOAT

PASSENGER SHIP

GAS CARRIER

LIVESTOCK CARRIER
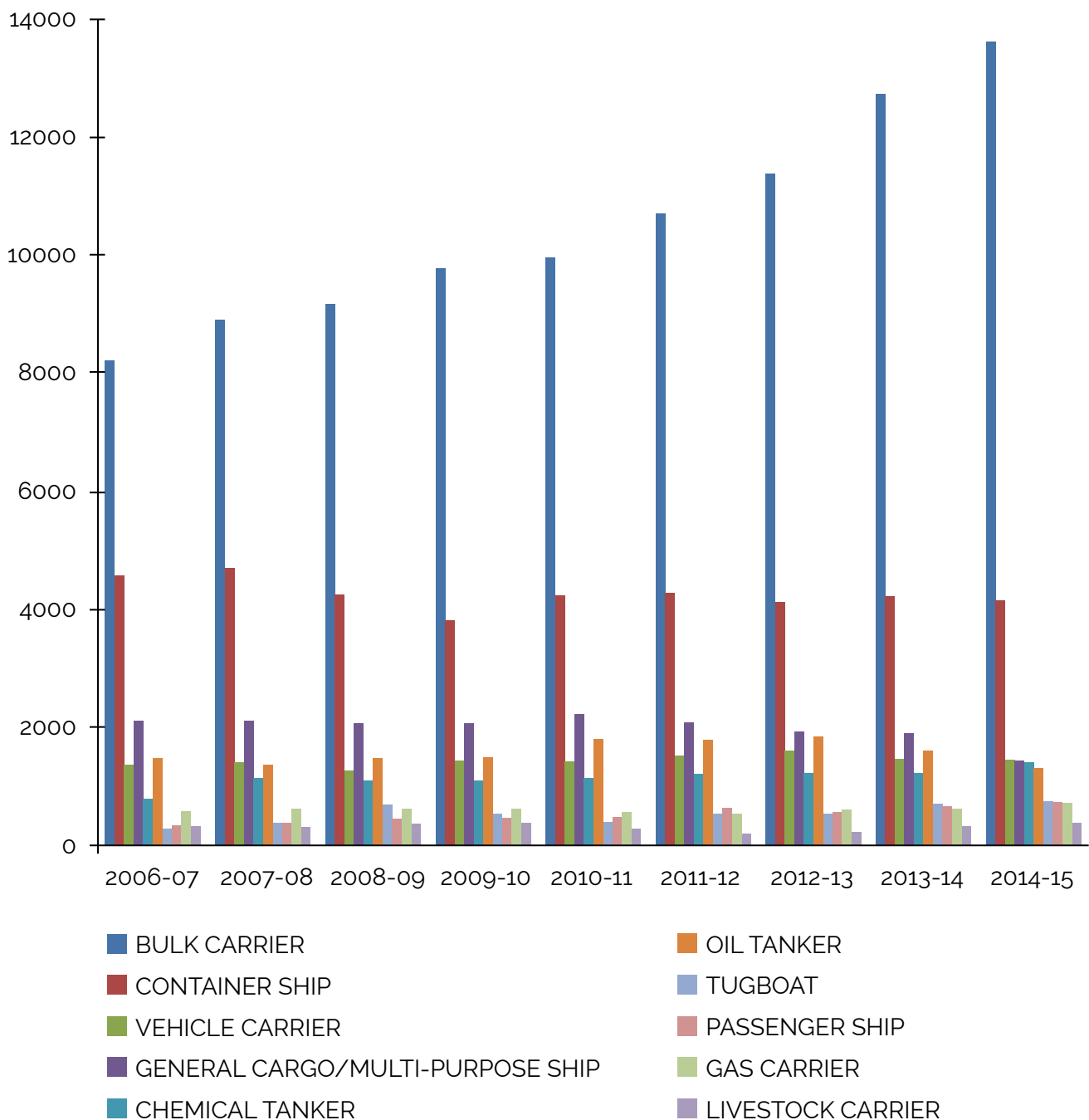
In 2016 iron ore freight shipping rates on the spot market for the Pilbara–China route dropped below $3 US per tonne, down from $40 US per tonne at the peak of the mining boom.

The shipping fleet operating in our waters is predominantly foreign-flagged, and we know that large segments of the fleet have been operating under severe financial stress for some time due to the global economic downturn. This could impact safety, particularly if shipowners are struggling to pay for competent crew or to maintain their ships. At the same time we need to foster a safety culture across the domestic industry to manage the risks in a way that we can improve maritime safety outcomes.

We expect these economic conditions to continue into 2016-17, and possibly beyond.

While growth has stagnated recently and volatility and uncertainty have increased, the long-term trend remains positive[1]. To 2030, bulk freight is forecast to increase by 50 per cent and national container throughput is projected to double. Australia's containerised international exports are expected to almost double by 2030 due to resurgent demand from China and South-East Asia. At the same time Australia's strong demand for consumer goods imports are forecast to grow broadly in line with the economy, increasing freight imports. Much of the increased commercial maritime activity will occur in environmentally sensitive areas, including the Great Barrier Reef, the Torres Strait and the north-west coast of Australia.

GROWTH IN FREIGHT AND PASSENGER TASKS

INTERNATIONAL AIR FREIGHT

INTERNATIONAL AIR PASSENGERS

CONTAINERISED MARITIME FREIGHT THROUGH CAPITAL CITY PORTS

NON-CONTAINERISED MARITIME FREIGHT THROUGH CAPITAL CITY PORTS
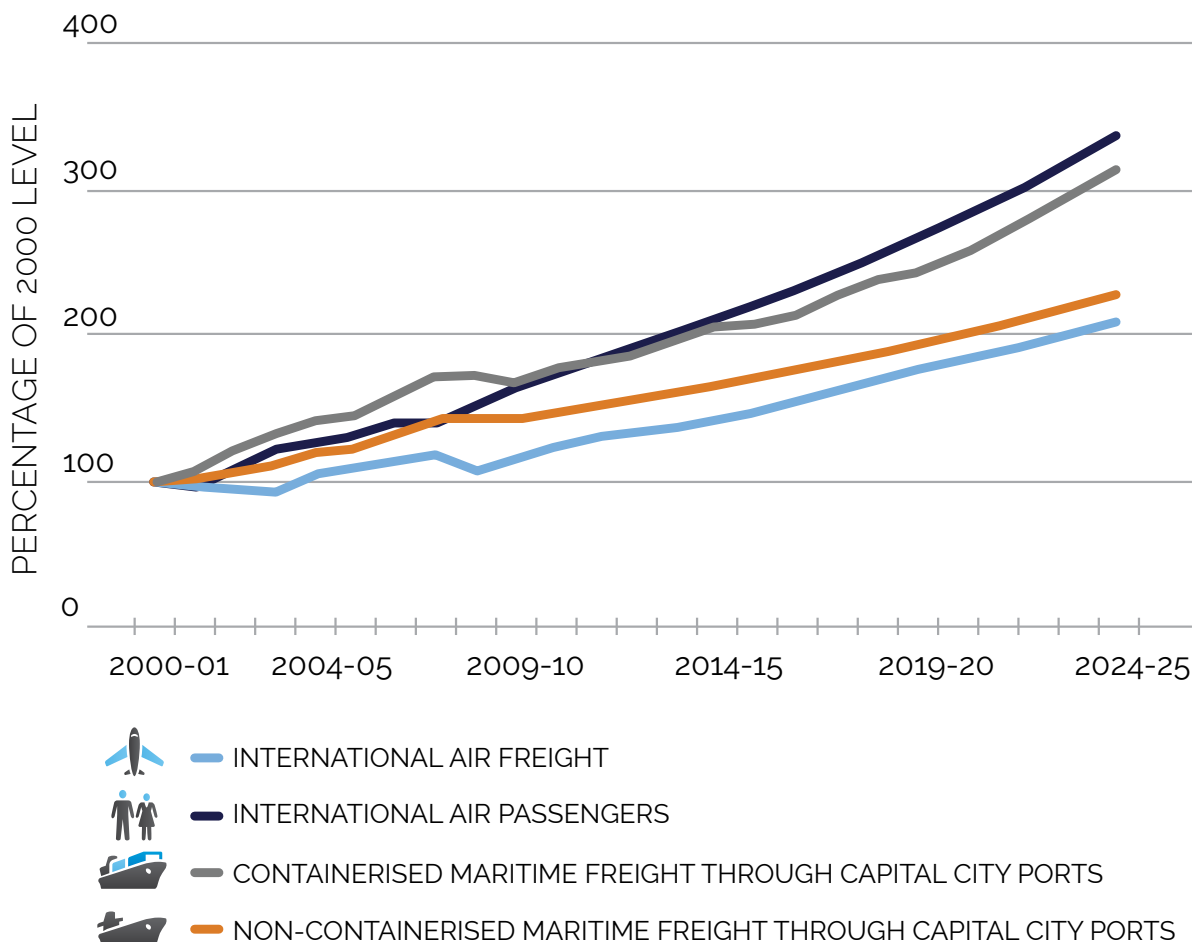
[1] Department of Infrastructure and Regional Development, Trends - infrastructure and transport to 2030, February 2014

While dealing with the implications of positive long-term growth in shipping, our strategies also have to take account of cyclical downturns in activity such as those seen from 2014 onwards. As noted previously, cyclical swings have a significant impact on our revenue. They also impact on how we deliver operational services.

Industry continues to push the boundaries of what is physically possible. The flow on-effects are numerous and wide ranging, including:

- the emergence of autonomous vessels and smart machines
- the introduction of new vessel propulsion systems like fuel cells, lithium air batteries and renewable energy (sails, solar etc) in response to rising concerns about carbon emissions in maritime transport
- the ability for vessels, including undersea, to pursue resources in far more extreme locations (deep water, seabed) in an economically viable way
- the shipping industry using increasingly bigger ships with deeper draughts to improve efficiency, reduce operating costs and maintain profitability.

IMPLICATIONS – WE MUST:

- anticipate and quickly prepare for change, including technological developments
- effectively pursue Australia's interests regionally and internationally
- have effective legislation and standards in place that anticipate and keep pace with change
- effectively engage with industry on new legislative and operational arrangements
- develop agile systems and processes to support new regulatory arrangements
- balance the competing responsibilities of our domestic national regulator role with our traditional 'big ship' role in a transparent and equitable way.

OUR STRATEGIC GOALS ARE TO:

- ensure safe shipping in Australian waters
- minimise emissions and discharges from ships in the marine environment
- deregulate and streamline without impacting safety
- develop a contemporary regulatory and compliance model
- implement a modernised regulatory scheme for international trading and foreign vessels
- develop a predictive, integrated intervention capability to assure vessel safety
- comply with international standards for training certification and watchkeeping of seafarers
- promote a maritime safety culture that leads to positive behavioural change
- influence the standards of international conventions in order to minimise shipping risks to safety and the environment.

RESPONSES

Our response to this strategic challenge is broken into focus areas, and the projects and programs we will undertake to deliver new capability.

FOCUS AREA 1.1: ENSURING REGULATED VESSELS ARE OPERATED SAFELY AND MEET STANDARDS

In 2016-17 we will:

- continue our ship inspection program, focusing on crew working conditions and ship maintenance
- improve industry awareness of the requirements associated with verifying container weights
- work towards an amendment of the international gas carrier code to allow the carriage of bulk liquid hydrogen by sea
- conduct safety management system workshops and training for the domestic commercial vessel sector
- continue our work to improve cargo safety, focusing on liquefaction of bulk cargoes
- continue reviewing and updating marine orders.

Over the next four years we will:

- undertake a formal review of the fees and charges we pass onto industry
- undertake more research into the human elements that impact on the safe operation of vessels
- encourage industry to meet the requirements for weighing containers
- build and deliver the National System for Domestic Commercial Vessel Safety.

FOCUS AREA 1.2: PREVENTING POLLUTION FROM SHIPPING

In 2016-17 we will:

- ensure pollution response and shipping activities are addressed in the new Commonwealth Marine Reserve Management Plans
- agree joint investigation guidelines for un-attributable oil spills with partners to the National Plan for Maritime Environmental Emergencies (National Plan)
- work with ports to address reports of inadequacies in reception facilities for ship waste
- continue working with states and territories to drive a consistent approach to MARPOL (the International Convention for the Prevention of Pollution from Ships).

Over the next four years we will:

- promote the consistent application of environmental standards for shipping (MARPOL and others) across the states and territories
- implement relevant environment protection measures under the North-East Shipping Management Plan
- prepare for the regulatory and environmental impacts of low sulphur fuel under MARPOL in 2020
- implement a data collection system for ship greenhouse gas emissions.

FOCUS AREA 1.3: SUPPORTING SAFE NAVIGATION

In 2016-17 we will:

- develop, consistent with international initiatives, a regulatory response to the operation of autonomous vessels in Australia
- advocate for requirements for positioning, navigation and timing services in Australia from a maritime perspective
- progress the Australian Vessel Monitoring and Advisory Service (AVMAS) program
- work with government and industry to develop mechanisms that facilitate marine spatial planning to improve the efficiency of marine regulatory activities nationally
- enhance the aids to navigation network (AtoN) strategic asset management plan including improved reporting and analysis
- ensure the AtoN maintenance contractor delivers AtoN technical innovations on schedule
- explore and validate any possible changes to the Torres Strait draught limit regime for deep draught vessels using the under keel clearance management (UKCM) system
- progress work items from the North-East Shipping Management Plan
- implement the National Maritime Safety and Environment Plan
- renew the contracts for:
    - Virtual private network (VPN) services for non-AMSA AIS data network (NOMAD) sites
    - Geospatial satellite Automatic Identification System (AIS).

Over the next four years we will:

- optimise the draught regime through the Torres Strait where it is safe to do so
- deliver a Standardised Mode of Operation (S-100) based product specification related to UKCM chart overlay information that feeds into shipborne Electronic Chart Display and Information System (ECDIS)
- further the policy-setting responses for safety of navigation outcomes identified in the National Maritime Safety and Environment Plan
- deliver a national aids to navigation database in collaboration with Australian Hydrographic Office
- contribute to water space management practices for Australia
- optimise AtoN asset management strategies to enhance operational and financial objectives.

FOCUS AREA 1.4: CONTRIBUTING TO AND IMPLEMENTING INTERNATIONAL CONVENTIONS

In 2016-17 we will:

- continue to improve the coordination of strategic approaches for Australia's interests in the IMO, and assessment and support of international engagement activities.

Over the next four years we will:

- ensure that maritime safety matters are appropriately reflected in Australia's foreign policy objectives, and that AMSA's approach to bilateral and regional engagement aligns with broader Australian Government objectives
- ensure international obligations are effectively implemented through Australian regulation or policy
- exercise continued leadership within the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum
- work at the IMO to develop international regulatory responses for Marine Autonomous Vessels
- engage at the IMO to develop guidelines on a Standardised Mode of Operation (S-Mode)
- work closely with counterpart countries to ensure strong, mutually beneficial relationships are maintained.

FOCUS AREA 1.5: ENSURING SEAFARER COMPETENCY AND WELFARE

In 2016-17 we will:

- concentrate on improving the human factors that impact on the safe operation of vessels.

Over the next four years we will:

- provide clearer, more straightforward competency requirements promoting seafarer career progression from near coastal to international operations
- ensure training providers deliver training in emerging technologies such as e-navigation, and through modern approaches such as distance learning and simulation
- deter unseaworthy and substandard ships that do not comply with the Maritime Labour Convention, 2006
- work with the IMO and industry to improve capability in managing human factors such as fatigue.

CAPABILITY - DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Focus area	Project	Description	Estimated completion
1.1 Ensuring vessels are operated safely and meeting standards	National Maritime Safety and Environment Plan	Implementation of the plan to proactively assess and manage risks from shipping around Australia's coast	Ongoing
1.3 Supporting safe navigation	Australian Vessel Monitoring and Advisory Service (AVMAS) program	Integrate existing data and new tracking and monitoring capability to reduce the risk of shipping incidents around the Australian coast	December 2018
1.5: Ensuring seafarer competency and welfare	Seafarer Certification Service (SCS) Project	Deliver a 'one-stop shop' capability for international and domestic seafarer certification.	November 2017
1.5: Ensuring seafarer competency and welfare	Torres Strait Maritime Pathways Project	Delivered in partnership with the Torres Strait Regional Authority and Maritime Safety Queensland, the project aims to develop the skills and capability of Torres Strait Islander and Aboriginal people to operate commercial vessels. In doing so, it creates pathways for careers in maritime-related industries such as fishing, tourism, coastal trading, and the offshore maritime shipping industry.	Ongoing

WE WILL DEMONSTRATE OUR PERFORMANCE THROUGH THE FOLLOWING MEASURES:

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area 1.1: Ensuring regulated vessels are operated safely and meeting standards									
1.1.1	The inspection rate of risk assessed eligible foreign-flagged ships under the port State control (PSC) program meets the following targets:					✓	✓	✓	✓
	Priority one ships	80%	Yes	3,4	90				
	Priority two ships	60%	Yes	3,4	90				
	Priority three ships	40%	Yes	3,4	90				
	Priority four ships	20%	Yes	3,4	90				
1.1.2	Extent to which inspections of high risk ships are conducted within specified timeframes	100%	Yes	3,4	90	✓	✓	✓	✓
1.1.3	Flag State control (FSC) ship inspections meet the following targets:					✓	✓	✓	✓
	All inspections	7900	Yes	1	90				
	PSC inspections	3000	Yes	1	90				
	FSC inspections	60	Yes	1	90				
1.1.4	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the *Navigation Act 2012*) operating in Australian waters is demonstrated through:					✓	✓	✓	✓
	1.1.4.1 Average number of deficiencies per inspection compared to a rolling 10-year average	< 3.25	No	NA	91				
	1.1.4.2 Percentage of ships detained as a proportion of all PSC inspections	< 7.5%	Yes	1	91				
	1.1.4.3 Proportion of serious incidents to total port arrivals	< 0.5	No	NA	91				
	1.1.4.4 The age of ships coming to Australia relative to the age of ships in the worldwide fleet	< 9.0	No	NA	91				
1.1.5	Regulatory measures introduced internationally or domestically are given effect within specified timeframes	100%	Yes	2	91	✓	✓	✓	✓
1.1.6	Improvement in the standard of domestic commercial vessels is demonstrated through:					✓	✓	✓	✓
	1.1.6.1 A decreasing number of fatalities	tbc	No	NA	NA				
	1.1.6.2 Number of domestic seafarers attending education and training activities	tbc	No	NA	NA				

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area 1.2: Preventing pollution from shipping									
1.2.1	There is a reduction over time in the ratio of reports to AMSA under the *Protection of the Sea (Prevention of Pollution from Ships) Act 1983* of serious pollution incidents compared to the total number of ship port visits	< 0.7%	No	NA	92	✓	✓	✓	✓
Focus Area 1.3: Supporting safe navigation									
1.3.1	The marine aids to navigation network's availability complies with the targets set out in the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) guidelines	100%	No	NA	92	✓	✓	✓	✓
Focus Area 1.4: Contributing to and implementing international conventions									
1.4.1	All regulatory measures introduced internationally are given effect within specified timeframes (linked to 1.1.5)	100%	Yes	2	92	✓	✓	✓	✓
Focus Area 1.5: Ensuring seafarer competency and welfare									
1.5.1	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the *Navigation Act 2012*) operating in Australian waters is demonstrated through the:					✓	✓	✓	✓
	1.5.1.1 Average number of Maritime Labour Convention deficiencies per inspection compared to a rolling 10-year average	< 0.5	No	NA	92				
	1.5.1.2 Onshore complaints made under Article 22 of the Maritime Labour Convention investigated within specified timeframes	100%	No	NA	92				
1.5.2	Achievement of the objectives detailed in the Australian Seafarers' Welfare Council Strategic Plan for which AMSA is responsible	100%	No	NA	NA	✓	✓	✓	✓
Regulatory performance									
R	Monitor overall regulatory performance through:					✓	✓	✓	✓
	R.1 Biannual stakeholder engagement survey	100%	Yes	1,2,3,4,5,6	NA				
	R.2 Regular formal and informal feedback	tbc	Yes	1,2,3,4,5,6	NA				

2

CHALLENGE:
BUILDING THE NATIONAL SYSTEM FOR DOMESTIC COMMERCIAL VESSEL SAFETY

The maritime industry in Australia has recently undergone one of the most significant periods of regulatory change in 100 years.

In July 2013 AMSA became responsible for maritime safety regulation for approximately 27,000 domestic commercial vessels and 66,000 domestic seafarers. Service delivery has been performed by states and territories on our behalf under delegated arrangements.

From July 2017 we must be ready to assume responsibility for service delivery of the National System in accordance with the November 2014 decision of the Transport and Infrastructure Council. By mid-2019 we will be responsible for full delivery and cost recovery for these services.

OPERATING ENVIRONMENT

FACTORS BEYOND OUR CONTROL

The domestic commercial fleet is diverse, made up of a broad range of vessel operations associated with a large number of industry and geographically dispersed sectors. Many of the vessels that make up the fleet have not been subject to safety regulation under previous state and territory arrangements. As such, there is wide disparity in safety culture across the fleet.

FACTORS IN OUR PARTIAL CONTROL

We are responsible for ensuring the safety and economic benefits of the Council of Australian Governments' (COAG) National Transport Reform Package are fully delivered for Australia's domestic maritime industry from July 2017 onwards. The decision for us to assume responsibility for service delivery was made by the Transport and Infrastructure Council.

NATIONAL SYSTEM OPERATIONAL PICTURE AS AT JANUARY 2016

27,612 VESSELS
(SURVEY AND NON-SURVEY)

9903 NSW	1914 NT	8964 QLD	1702 SA	1467 TAS	1621 VIC	2851 WA
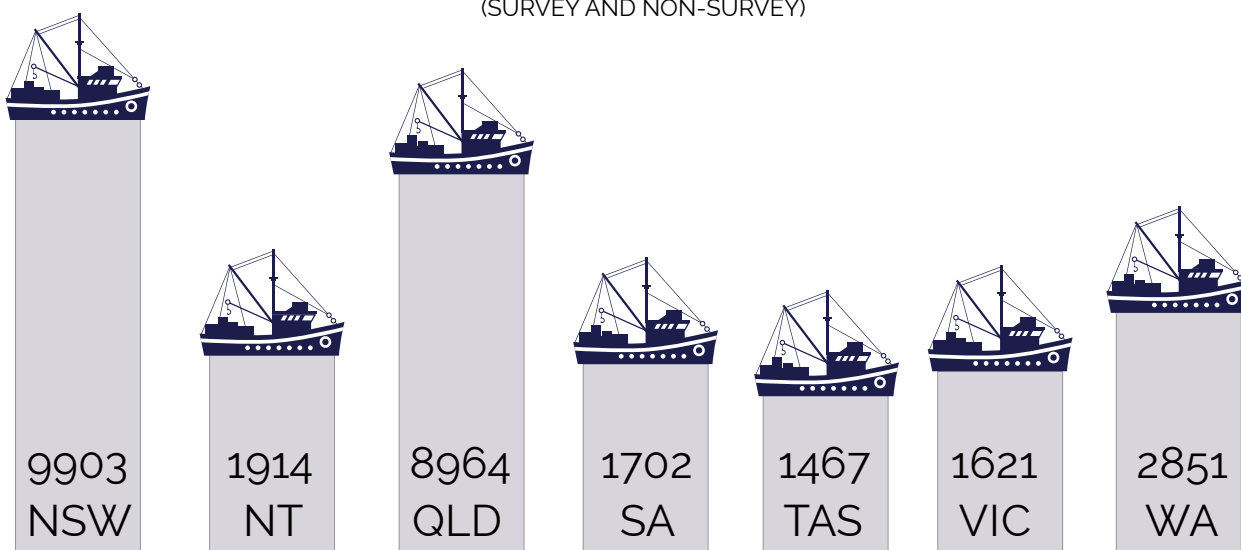
66,000 ACTIVE SEAFARERS WITH **84,000** CERTIFICATES
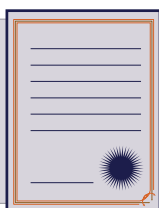
570 MARINE SAFETY INSPECTORS

IMPLICATIONS - WE MUST:

- effectively engage with industry on new regulatory, operational and cost recovery arrangements
- develop agile systems and processes to support new arrangements
- balance the competing responsibilities of our domestic national regulator role with our traditional 'big ship' role in a transparent and equitable way.

OUR STRATEGIC GOALS ARE TO:

- be prepared to assume responsibility for service delivery and cost recovery by July 2017
- promote continuous improvement in marine safety and public confidence in the safety of marine operators
- facilitate the development of an industry culture to ensure the effective identification and management of safety risks
- reduce regulatory burden without compromising safety.

RESPONSES

Our responses to this strategic challenge are broken into focus areas, and the projects and programs we will undertake to deliver new capability.

FOCUS AREA 2.1: DESIGNING – OPERATING MODEL, WORKFORCE AND TRANSITION

In 2016-17 we will:

- design the National System in preparation for service delivery from 1 July 2017 onwards, while concurrently running the interim system
- consult and engage with industry on the design and implementation of the National System
- regularly engage with industry advisory committees, i.e. fishing, passenger and trade vessels
- strengthen relationships with National System stakeholders and customers.

FOCUS AREA 2.2: BUILDING THE SERVICE DELIVERY FRAMEWORK

In 2016-17 we will:

- finalise the service delivery model, including how National System customers will interact with us:
  - online
  - by phone
  - face-to-face
- confirm decision-making and escalation processes
- work to deliver organisation-wide efficiencies, alignment and economies of scale in service delivery.

Over the next four years we will:

- progress our service delivery and cost recovery model
- develop key industry safety indicators
- promote development of a safety culture owned by industry
- focus on operator and seafarer awareness and education, including the development of web-based guidance.

FOCUS AREA 2.3: BUILDING THE REGULATORY FRAMEWORK

In 2016-17 we will:

- develop a consistent, standardised and easy to understand regulatory framework
- develop a statement of regulatory intent that clearly describes:
  - who owns safety
  - the importance of safety management systems
  - how a 'trust and verify' regulatory model works
- incorporate existing exemptions into the standing regulatory framework
- develop a compliance strategy that maximises voluntary compliance whilst creating effective deterrence.

Over the next four years we will:

- manage the increasing number of regulatory, prosecution and legal matters, queries, and requests for advice
- streamline legislation and regulation to reduce red tape.

FOCUS AREA 2.4: SUPPORTING THE SYSTEM – INFORMATION TECHNOLOGY AND FUNDING ARRANGEMENTS

In 2016-17 we will:

- build an information technology platform to support service delivery by July 2017
- transfer information and knowledge from our state and territory partners
- develop a National System cost model and consult on the impacts of cost recovery on industry, including fees and levies for services.

Over the next four years we will:

- implement cost recovery arrangements.

CAPABILITY - DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Focus area	Project	Description	Estimated completion
Focus area 2.1: Designing – operating model, workforce and transition	National System Transition Program	Ensuring that systems and processes are developed to allow for the smooth transition of regulatory responsibility for domestic commercial vessels from the state and territories to AMSA	Ongoing

WE WILL DEMONSTRATE OUR PERFORMANCE THROUGH THE FOLLOWING MEASURES:

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area 2.2: Building the service delivery framework Focus Area 2.3: Building the regulatory framework									
2.1	Assume responsibility for service delivery by July 2017	100%	No	NA	NA		✅	✅	✅

3

CHALLENGE:
DELIVERING INCIDENT INTERVENTION AND RESPONSE

In addition to being a regulator, we are an intervention and response agency. We plan and prepare for incidents, and we are ready to respond 24 hours a day, 365 days of the year.

Ideally, we want to intervene before lives or the environment are at risk. We are therefore placing increasing emphasis on bringing together information that will help us predict the development of an incident, and allow us to intervene early to prevent the incident from escalating.

We manage several large contracts and a range of logistical resources that we need to support our operations. We also train people in our procedures—both our own staff and those working for our state and territory partners.

We engage with a wide range of partner organisations both within Australia and internationally to enhance our capabilities.

AMSA intervention and response operations:
- aeronautical and maritime search and rescue
- maritime casualty management
- marine pollution response

OPERATING ENVIRONMENT

FACTORS BEYOND OUR CONTROL

The long-term growth rate in commercial shipping and cruise activity (see Strategic Challenge 1 - Operating environment), and in particular where that growth is occurring around our coastline, has a direct impact on how we plan and prepare—particularly for our marine pollution and maritime casualty intervention operations.

Recreational boating is also growing. There are over 800,000 recreational boats registered in Australia, and on average 23,000 new boats are registered each year.

Overall aviation activity is steadily increasing. In 2014 there were over 15,000 aircraft based in Australia, up from 11,180 in 2005. Of note, sport and recreational aircraft numbers are experiencing strong growth, from 6,602 in 2011-12 to 7,433 in 2013-14.

The growth in recreational boating and aviation activity has the potential to increase the workload for our search and rescue operation.

OVER
800,000
RECREATIONAL BOATS ARE REGISTERED IN AUSTRALIA

ON AVERAGE,
23,000
NEW BOATS ARE REGISTERED EACH YEAR

IN 2014,
THERE WERE OVER
15,000
AIRCRAFT BASED IN
AUSTRALIA, UP FROM
11,180
IN 2005

SPORT AND RECREATIONAL
AIRCRAFT NUMBERS
GREW STRONGLY, FROM
6602
IN 2011-12, TO
7433
IN 2013-14
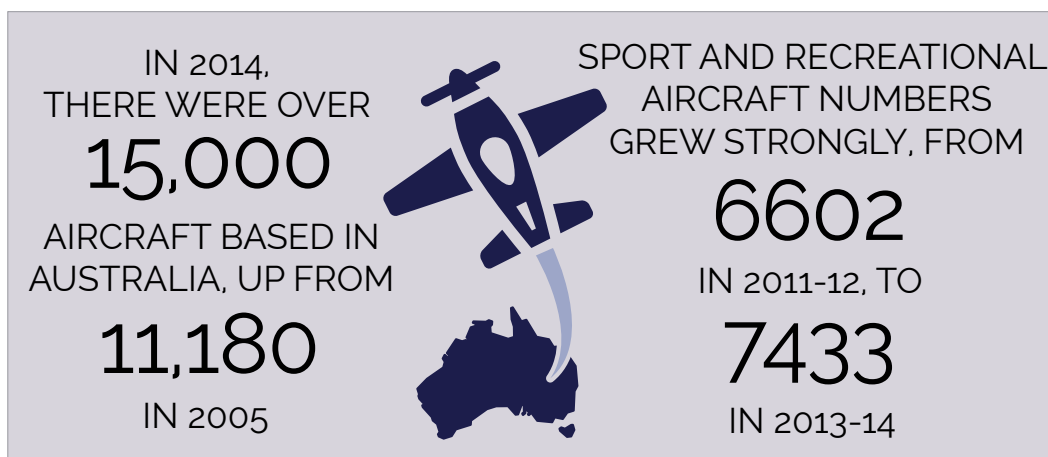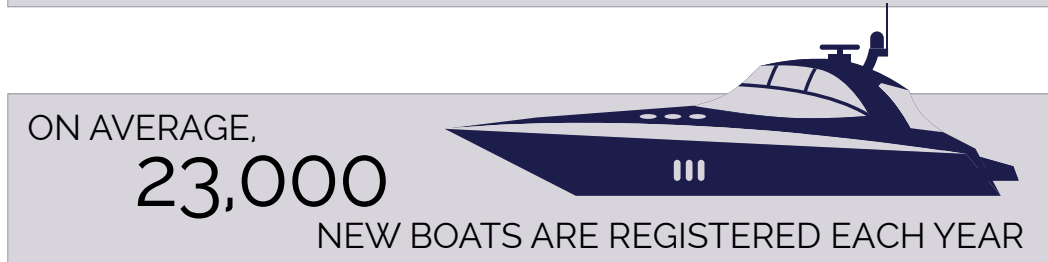
FACTORS IN OUR PARTIAL CONTROL

The sale, carriage and registration of all emergency beacons are outside AMSA's regulatory control, but the consequences of their use are often felt by AMSA as a search and rescue response agency that receives alerts from the devices. AMSA maintains close working relationships with Commonwealth, state, territory and commercial organisations with regulatory responsibilities in an effort to influence their sale, carriage, and registration requirements. This is often, but not always, an effective way to cross the regulatory gap.

IMPLICATIONS - WE MUST:

- bring together our incident intervention and response capabilities in a more coordinated way while ensuring we continue to deliver world class response operations.

OUR STRATEGIC GOALS ARE TO:

- prevent incidents occurring through a predictive, integrated intervention capability
- save lives by coordinating aeronautical and maritime search and rescue
- respond effectively and efficiently to maritime casualties and marine pollution incidents.

RESPONSES:

FOCUS AREA 3.1: PRE-EMPTIVELY INTERVENING TO ASSURE VESSEL SAFETY

In 2016-17 we will:

- leverage off our expertise in incident management to enhance our crisis management practices for a major shipping incident.

Over the next four years we will:

- test our crisis management practices for a major incident, such as one involving a cruise ship
- finalise our 24/7 integrated operations capability, which will support the development of our predictive, integrated intervention capability through providing:
  - a single incident management system
  - multi-skilled staff
  - flexible staffing arrangements
  - effective back-up arrangements
  - a portal for 24/7 incident triage and response.

FOCUS AREA 3.2: SAVE LIVES DAILY THROUGH SEARCH AND RESCUE

In 2016-17 we will:

- develop the National SAR Plan, including land SAR, the intergovernmental agreement, manuals and training
- manage the transition between our outgoing and incoming aerial SAR providers— AeroRescue and Cobham
- gain a better understanding of the operational capability provided by the new Medium-altitude Earth Orbit Search and Rescue (MEOSAR) satellite system
- engage with the Indigenous community on maritime safety matters through the Torres Strait Marine Safety Program (TSMSP), and the Indigenous Maritime Advancement Program (IMAP).

Over the next four years we will:

- operationalise SAR policy and regulations, including:
  - incorporating the requirements of the Civil Aviation Safety Regulations (CASR) Part 138 which establishes the general standards for aerial work for both rotorcraft and airplanes
  - land SAR arrangements, inclusive of beacon registration and cooperative procedures
- progress national arrangements for mass maritime rescue incidents, including:
  - development of national and AMSA contingency plans
  - workshops with stakeholders and partners
  - field exercises
- streamline emergency beacon management
- work with stakeholders and partner agencies to improve the regulation of emergency beacons.

FOCUS AREA 3.3: DELIVERING AN EFFECTIVE MARITIME INCIDENT RESPONSE CAPABILITY

In 2016-17 we will:

- undertake a review of the emergency towage capability (ETC) level 2 arrangements. The ETC levels are:
  - ETC level 1: dedicated emergency towage vessel (ETV) operating in the Far North Queensland emergency towage capability region
  - ETC level 2: contracted port towage across the other 10 emergency towage capability regions around Australia
- progress contingency planning and exercise development for cruise ship / mass casualty incidents
- train a selected number of AMSA surveyors to be Maritime Casualty Officers
- conduct a salvage and wreck workshop.

Over the next four years we will:

- review emergency response arrangements under the National Plan for Maritime Environmental Emergencies.

FOCUS AREA 3.4: DELIVERING AN EFFECTIVE MARINE POLLUTION RESPONSE CAPABILITY

In 2016-17 we will:

- continue to train and develop the national response team
- conduct phase two of Exercise Nautical Twilight—exercising Australia's hazardous and noxious substance maritime response capability
- review the efficacy of the National Plan exercise program
- review pollution response equipment and stockpiles
- review fixed-wing aerial dispersant aircraft capabilities
- continue the transition of the national Oil Spill Response Atlas (OSRA) to state and territory-driven spatial data capability.

Over the next four years we will:

- review national response arrangements based on an assessment of changing risk profiles, including the introduction of low sulphur fuels.

CAPABILITY - DELIVERY OF THE FOLLOWING PROJECTS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Focus area	Project	Description	Estimated completion
3.2 Save lives daily through search and rescue	Medium-altitude Earth Orbit Search and Rescue (MEOSAR) Satellite	In collaboration with New Zealand, deliver the MEOSAR satellite capability which will secure and enhance our ability to detect distress beacons into the future	March 2017
3.1. Pre-emptively intervening to assure vessel safety	National Maritime Safety and Environment Plan	Implementation of the plan to proactively assess and manage risks from shipping around Australia's coast	Ongoing
3.1. Pre-emptively intervening to assure vessel safety	Australian Vessel Monitoring and Advisory Service (AVMAS) program	Integrate existing data and new tracking and monitoring capability to reduce the risk of shipping incidents around the Australian coast	December 2018
Cross-focus areas	Joint Operations	Exploring ways to leverage our strengths through better integration of search and rescue, maritime casualty and incident response functions	Ongoing

WE WILL DEMONSTRATE OUR PERFORMANCE THROUGH THE FOLLOWING MEASURES:

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area 3.2: Saving lives daily through search and rescue									
3.2.1	Maximise percentage of saved lives as a proportion of lives at risk (a person is defined as being at risk if the person has a chance of surviving the initial maritime or aviation incident)	100%	No	NA	93	✓	✓	✓	✓
3.2.2	Provision of capability to conduct search and rescue operations					✓	✓	✓	✓
	incidents (annual)	8500	No	NA	93				
	searches (annual)	740	No	NA	93				
3.2.3	Availability of distress and safety communications services	100%	No	NA	93	✓	✓	✓	✓
3.2.4	Median time (minutes) for the Rescue Coordination Centre to initiate a response	30	No	NA	93	✓	✓	✓	✓
3.2.5	For incidents that AMSA has SAR coordination responsibility, the median time for an asset to be on-scene is:					✓	✓	✓	✓
	Day	150 mins	No	NA	93				
	Night	180 mins	No	NA	93				
Focus Area 3.4: Delivering an effective marine pollution response capability									
3.4.1	Maritime environmental response capability is available to respond to a pollution incident	100%	No	NA	93	✓	✓	✓	✓
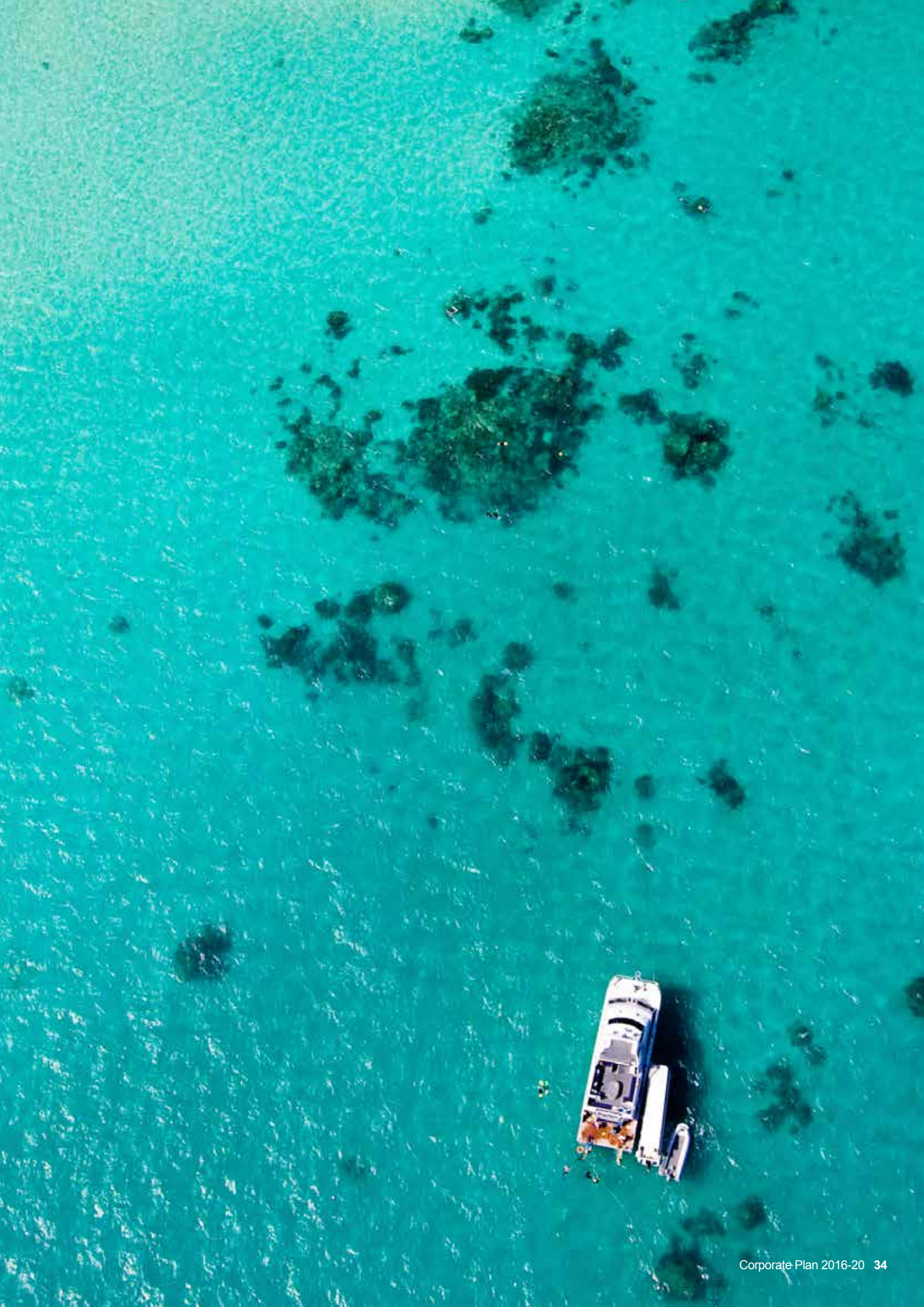
OUR PLAN ON A PAGE

Everything we do must contribute to the achievement of our vision and mission. Our Plan on a Page helps us to align and identify the contribution our focus areas, core business and change program make towards achieving our strategic goals, meeting our strategic challenges, and ultimately, delivering our vision and mission.

1 STRATEGIC CHALLENGE 1
MANAGING RISKS TO SAFETY AND THE ENVIRONMENT

1.1 FOCUS AREA 1.1: ENSURING REGULATED VESSELS ARE OPERATED SAFELY AND MEET STANDARDS

1.2 FOCUS AREA 1.2: PREVENTING POLLUTION FROM SHIPPING

1.3 FOCUS AREA 1.3: SUPPORTING SAFE NAVIGATION

1.4 FOCUS AREA 1.4: CONTRIBUTING TO AND IMPLEMENTING INTERNATIONAL CONVENTIONS

1.5 FOCUS AREA 1.5: ENSURING SEAFARER COMPETENCY AND WELFARE

STRATEGIC GOALS

1.1 Ensure safe shipping in Australian waters
1.2 Minimise emissions and discharges from ships in the marine environment
1.3 Deregulate and streamline without impacting safety
1.4 Develop a contemporary regulatory and compliance model
1.5 Implement a modernised regulatory scheme for international trading and foreign vessels
1.6 Develop a predictive, integrated intervention capability to assure vessel safety
1.7 Compliance with international standards for training certification and watchkeeping
1.8 Promote a maritime safety culture that leads to positive behavioural change
1.9 Influence the standards of international conventions

STRATEGIC RISK

SR2. Failure as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences

2 STRATEGIC CHALLENGE 2
BUILDING THE NATIONAL SYSTEM FOR DOMESTIC COMMERCIAL VESSEL SAFETY

2.1 FOCUS AREA 2.1: DESIGNING – OPERATING MODEL, WORKFORCE, TRANSITION

2.2 FOCUS AREA 2.2: BUILDING THE SERVICE DELIVERY FRAMEWORK

2.3 FOCUS AREA 2.3: BUILDING THE REGULATORY FRAMEWORK

2.4 FOCUS AREA 2.4: SUPPORTING THE SYSTEM – INFORMATION TECHNOLOGY AND FUNDING ARRANGEMENTS

STRATEGIC GOALS

2.1 Prepared to assume responsibility for service delivery as National Regulator by July 2017
2.2 Promote continuous improvement in marine safety
2.3 Promote public confidence in the safety of marine operators
2.4 Ensure the effective identification and management of safety risks
2.5 Reduce regulatory burden without compromising safety

STRATEGIC RISKS

SR1. Failure to deliver a national system – that is financially sustainable and delivers the aims and objectives required by government
SR2. Failure as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences

STRATEGIC ENABLER (E)
ENGAGING WITH OUR COMMUNITY

FOCUS AREA E1
WORKING WITH INTERNATIONAL ORGANISATIONS AND OTHER NATIONS

FOCUS AREA E2
WORKING WITH PARTNER ORGANISATIONS

FOCUS AREA E3
DEVELOPING STAKEHOLDER RELATIONSHIPS

DATA AND INFORMATION – HELPS US TO TARGET ALL THE SERVICES WE DELIVER

OUR PEOPLE – A PROFESSIONAL, FLEXIBLE AND ENGAGED WORKFORCE IS THE KEY TO SUCCESSFULLY

PURPOSE

Who we serve: The Australian community.
Vision: Safe and clean seas, saving lives.
Mission: Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress.

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.

3 STRATEGIC CHALLENGE 3
DELIVERING INCIDENT INTERVENTION AND RESPONSE

3.1 FOCUS AREA 3.1: PRE-EMPTIVELY INTERVENING TO ASSURE VESSEL SAFETY

3.2 FOCUS AREA 3.2: SAVING LIVES DAILY THROUGH SEARCH AND RESCUE (SAR)

3.3 FOCUS AREA 3.3: DELIVERING AN EFFECTIVE MARITIME INCIDENT RESPONSE CAPABILITY

3.4 FOCUS AREA 3.4: DELIVERING AN EFFECTIVE MARINE POLLUTION RESPONSE CAPABILITY

4 STRATEGIC CHALLENGE 4
ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

4.1 FOCUS AREA 4.1: WORKFORCE ENGAGEMENT, DEVELOPMENT AND SAFETY

4.2 FOCUS AREA 4.2: GOOD GOVERNANCE

4.3 FOCUS AREA 4.3: SOUND FINANCIAL MANAGEMENT

4.4 FOCUS AREA 4.4: RELIABLE AND RESPONSIVE INFORMATION TECHNOLOGY

STRATEGIC GOALS

3.1 Prevent incidents occuring through a predictive, integrated intervention capabiliy
3.2 Save lives by coordinating aeronautical and maritime search and rescue
3.3 Respond efficiently and effectively to maritime casualties and marine pollution incidents

STRATEGIC GOALS

4.1 Have a professional, flexible and engaged workforce that is change ready
4.2 Use technology to improve the services we deliver to do business anytime, anywhere
4.3 Ensure we can deliver our services with the available funding
4.4 Have effective and efficient processes and systems
4.5 Be a responsible corporate citizen
4.6 Apply the integrated management system across all of AMSA

STRATEGIC RISK

SR3. Failure as a response organisation – search and rescue or maritime environmental emergency response arrangements are inadequate

STRATEGIC RISKS

SR4. Failure to maintain financial viability
SR5. Failure to maintain a safe working environment
SR6. Failure to maintain systems of internal control
SR7. Failure to maintain stable and reliable information technology infrastructure and systems

ENABLER GOALS

E.1 International standards reflect Australian expectations and international standards are reflected nationally
E.2 Improve and promote maritime safety and environmental protection in our region
E.3 Have a strong regional voice in international fora
E.4 Regional approaches align with agreed international priorities
E.5 Informed and engaged community on maritime issues, search and rescue issues, and our role
E.6 Effective engagement with Indigenous communities to promote maritime safety
E.7 To be respected and trusted
E.8 Increase stakeholders' understanding of their responsibilities under the National System and during the transition to full service delivery
E.9 Create opportunities for people to provide relevant information and feedback to AMSA
E.10 Increase safety knowledge and practices amongst people that work with commercial vessels

FOCUS AREA E4
COMMUNITY EDUCATION

FOCUS AREA E5
INDIGENOUS SAFETY PROGRAMS

DELIVERING OUR VISION AND MISSION

ROADMAP

KEY

S START   **IP** IN PROGRESS   **F** FINISH   **O** ONGOING

	2016-17				2017-18			
	QUARTER 1: JUL–SEP 2016	QUARTER 2: OCT–DEC 2016	QUARTER 3: JAN–MAR 2017	QUARTER 4: APR–JUN 2017	QUARTER 1: JUL–SEP 2017	QUARTER 2: OCT–DEC 2017	QUARTER 3: JAN–MAR 2018	QUARTER 4: APR–JUN 2018
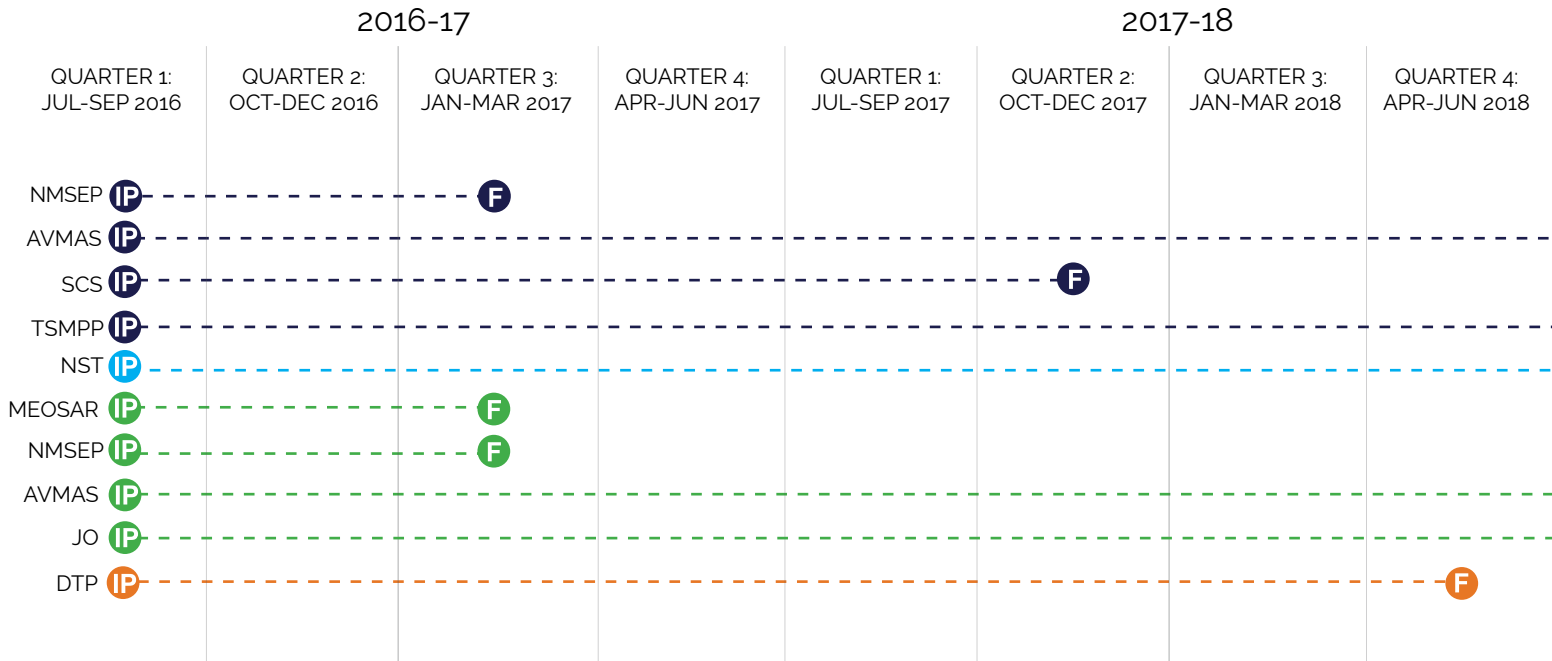
Strategic Challenge 1: Managing risks to safety and the environment

National Maritime Safety and Environment Plan (NMSEP)

Australian Vessel Monitoring Service Program (AVMAS)

Seafarer Certification Service Project (SCS)

Torres Strait Maritime Pathways Project (TSMPP)

Strategic Challenge 2: Building the National System for Domestic Commercial Vessel Safety

National System Transition Program (NST)

	2018-19				2019-20			
	QUARTER 1: JUL-SEP 2018	QUARTER 2: OCT-DEC 2018	QUARTER 3: JAN-MAR 2019	QUARTER 4: APR-JUN 2019	QUARTER 1: JUL-SEP 2019	QUARTER 2: OCT-DEC 2019	QUARTER 3: JAN-MAR 2020	QUARTER 4: APR-JUN 2020
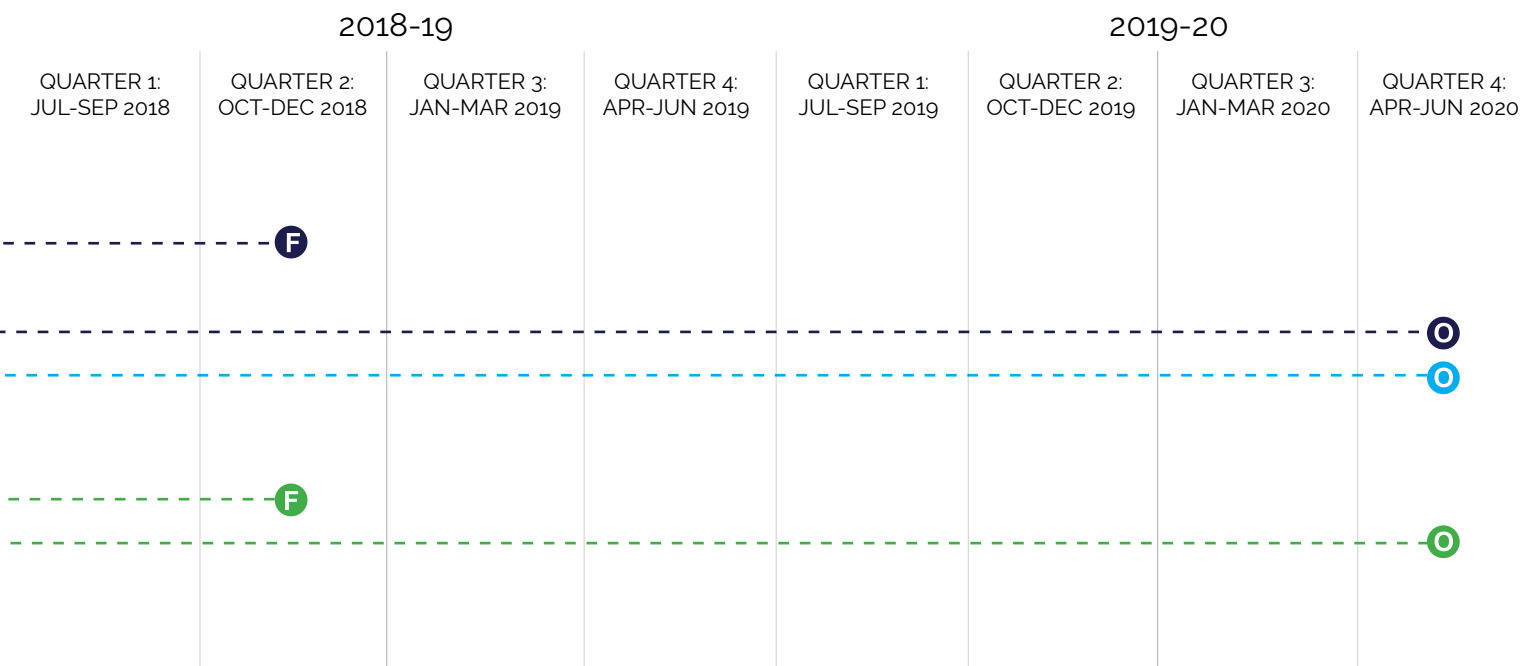
Strategic Challenge 3: Delivering incident intervention and response

Medium-altitude Earth Orbit Search and Rescue Satellite (MEOSAR)

National Maritime Safety and Environment Plan (NMSEP)

Australian Vessel Monitoring and Advisory Service Program (AVMAS)

Joint Operations (JO)

Strategic Challenge 4: Ensuring a vibrant and progressive organisation

Digital Transition Program (DTP)

4 CHALLENGE:
ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

OPERATING ENVIRONMENT
FACTORS BEYOND OUR CONTROL

As our environment evolves, we need to change and evolve with it.

Factors such as the rapid pace of technological advancement, shifts in workplace demographics, a global employment market, the introduction of new law and regulation, and the ebb and flow of the world economy mean that we must continually build and maintain our internal capacity and capability if we are to meet our external challenges. We must also be alert to duplication and inefficiencies, and be prepared to change structure and business models.

FACTORS BEYOND OUR CONTROL (CONTINUED)

We have seen a significant decline in the forecast growth rate of the Australian mineral and energy commodities sector since 2011. This sector drives shipping activity, and has a direct impact on our primary funding source—levy revenue. The growth rate over the next four years is now projected to be 3.3 per cent, down from 4.9 per cent in 2015-16, and 8.4 per cent in 2014-15. While the growth rate is still positive, we must adjust our spending accordingly.

OUR INFORMATION TECHNOLOGY

Key information technology factors which will affect our ability to meet our strategic challenges include:

- transition to digital business models which will change internal workflows
- government direction, including changes such as the digital mandate (move to paperless records)
- increasing expectations of stakeholders that they can do business with us in a manner and time of their choosing, including secure self-service options
- mobile devices and mobile technologies enabling transactions to occur in different environments
- the strong shift toward the cloud as a hosting and delivery model for commodity information technology services. This includes the challenge of seamlessly delivering services across multiple platforms
- information and data integration and interoperability, providing better decision support and new insights into our stakeholders' behaviours and requirements.

OUR WORKFORCE

The traditional maritime and related 'market' from which we have sourced employees has changed considerably. Our challenge is to establish different ways to 'grow' expertise based on essential seafaring experience, and to be more systematic and deliberate in capturing the wealth of knowledge that exists within our highly experienced, but ageing workforce. At the same time, our evolving regulatory and response roles demand that we broaden our individuals' skillsets.

To meet this challenge, we must:

- identify our existing strengths and how they measure against the capabilities we understand are required for the future
- invest in systems and technology to support efforts in knowledge management and in describing capability skill sets.

[1] Bureau of Resources and Energy Economics (BREE) September 2014 Resources and Energy Quarterly Report

UNDER NATIONAL SYSTEM ARRANGEMENTS, THERE ARE

570 APPOINTED MARINE SAFETY INSPECTORS (MSI)

WORKING IN THE STATES AND TERRITORIES. INCLUDING ALL MEMBERS OF THE FEDERAL, STATE AND NORTHERN TERRITORY POLICE FORCES WHO HOLD THE POWERS OF AN MSI BY VIRTUE OF THEIR POLICE MEMBERSHIP

APPROXIMATELY
55%
OF OUR STAFF ARE OVER
46 YEARS OF AGE

APPROXIMATELY
21%
OF OUR STAFF ARE OVER
56 YEARS OF AGE

WE EMPLOY AROUND
390 PEOPLE
SPREAD OVER
20 LOCATIONS

IMPLICATIONS – WE MUST:

- ensure the support services provided to our operational functions are reliable, consistent, practical, appreciate business needs and priorities, and are focused on delivery.

OUR STRATEGIC GOALS ARE TO:

- have a professional, flexible and engaged workforce that is change ready
- use technology to improve the services we deliver to do business anytime, anywhere
- ensure we can deliver our services within the available funding
- have effective and efficient processes and systems
- be a responsible corporate citizen
- apply our integrated management system across all of AMSA.

RESPONSES

FOCUS AREA 4.1: WORKFORCE ENGAGEMENT, DEVELOPMENT AND SAFETY

In 2016-17 we will:

- re-organise ourselves to ensure our structure positions us well to meet future challenges
- systematically identify our current workforce capabilities and the specific gaps to be addressed.

Over the next four years we will:

- identify different ways of sourcing or 'growing' essential expertise (e.g. seafaring and maritime experience)
- address the regulatory capability and performance expectations in a whole-of-government approach to minimising regulatory burden
- strengthen our Indigenous employment and retention practices
- continue to strengthen our leadership capability through a combination of formal training and leadership development activities, as well as on-the-job development at an individual level
- continue to educate our managers in better people management practice in order to help get the best from our employees
- refine our individual performance measures and hold people to account for their performance through better management and consistent feedback practices
- continue to refine our sourcing and recruitment strategies for experienced maritime professionals.

FOCUS AREA 4.2: GOOD GOVERNANCE

In 2016-17 we will:

- work towards compliance with the Protective Security Policy Framework
- develop and support good project management practices across AMSA
- rationalise our internal audit activities, including our management system audit program
- align our management systems with the latest standards.

Over the next four years we will:

- apply the management system requirements of ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (occupational health and safety) to our everyday processes – see our Business Policy on page 63.
- enhance our organisational-wide internal communication.

FOCUS AREA 4.3: SOUND FINANCIAL MANAGEMENT

In 2016-17 we will:

- maintain a sustainable funding profile in response to revenue pressures
- improve our asset management practices
- enhance our integrated financial and non-financial performance measurement framework.

Over the next four years we will:

- secure sustainable funding for the future.

FOCUS AREA 4.4: RELIABLE AND RESPONSIVE INFORMATION TECHNOLOGY

In 2016-17 we will:

- replace critical technology infrastructure
- refresh our internet presence.

Over the next four years we will:

- map out our digital transition approach
- prepare our technology environment for the shift to cloud and related services
- complete a technology foundation (that will support mobility, multi-channel access and self-service options) for our employees and external stakeholders
- consolidate and rationalise our systems and applications.

These activities will directly contribute to the success of major programs including National System and Joint Operations. They will also help us to respond to the Regulator Performance Framework and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

CAPABILITY - DELIVERY OF THE FOLLOWING PROGRAM IS A MAJOR COMPONENT OF AMSA'S RESPONSE TO THIS CHALLENGE:

Focus area	Project	Description	Estimated completion
4.4. Reliable and responsive information technology	Digital Transformation Program (DTP)	The program will deliver new or enhanced capabilities in governance, business processes and technology. These improvements in digital information and records management will contribute to effective decision-making and influence and shape business outcomes and this in turn will support AMSA's ability to meet other government and industry regulations and standards.	June 2018

WE WILL DEMONSTRATE OUR PERFORMANCE THROUGH THE FOLLOWING MEASURES:

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area 4.1: Workforce engagement, development & safety									
4.1.1	Staff turnover rate shows a declining trend to previous years and is less than that of comparable public sector agencies	100%	No	NA	NA	✓	✓	✓	✓
4.1.2	Biennial staff engagement survey indicates strong staff satisfaction and engagement relative to public sector averages	100%	No	NA	NA	✓	✓	✓	✓
4.1.3	Maintain accreditation as a Registered Training Organisation (RTO)	100%	No	NA	NA	✓	✓	✓	✓
Focus Area 4.2: Good governance									
4.2.1	Maintain compliance with statutory, financial and business requirements	100%	No	NA	NA	✓	✓	✓	✓
4.2.2	Maintain certification to ISO90001, ISO14001 and AS/NZS4801	100%	Yes	1,2,3,4,5,6	NA	✓	✓	✓	✓
Focus Area 4.3: Sound financial management									
4.3.1	Unqualified financial statements	100%	No	NA	NA	✓	✓	✓	✓
4.3.2	Maintain financial viability	100%	No	NA	NA	✓	✓	✓	✓

WE WILL BE SUBJECT TO THE FOLLOWING EXTERNAL REVIEWS:

Name	Frequency	2016-17	2017-18	2018-19	2019-20	2020-21
Functional and Efficiency Review	As designated					
Recertification Audit AS/NZ ISO 9001 Quality management	Every 3 years			✓		
Recertification Audit AS/NZ ISO 4801 Occupational health and safety	Every 3 years			✓		
Recertification Audit AS/NZ ISO 14001 Occupational health and safety	Every 3 years					✓
International Maritime Organization Member State Audit	Every 7 years					
European Maritime Safety Authority Audit	Every 5 years				✓	
Registered Training Organisation recertification	Every 5 years		✓			

5 STRATEGIC ENABLER:
ENGAGING WITH OUR COMMUNITY

We cannot achieve our vision and mission without the support of others. Engaging with our community in the broadest sense—whether it is on the international stage with other nations and partner organisations, or locally with an individual seafarer in Australia—is a strategic enabler for us. We recognise that our work must be relevant and credible to those we regulate.

Australia has made a significant commitment to, and investment in, IMO participation. We are a signatory to a large number of memoranda of understanding for technical cooperation activities with other countries. We also have search and rescue agreements with regional partners that border our search and rescue region.

Effective stakeholder engagement will be critical with the diverse range of domestic commercial vessel stakeholders during AMSA's transition to full service delivery. The interactions with people across industry in formal and informal settings will help to inform our work and contribute to the rigour of our planning. AMSA will build community confidence in the National System by providing consistent messages, relevant information that is easily accessible and effectively consult and seek feedback about how services under the National System will be delivered.

Australia is a founding member of the International Maritime Organization (IMO) and is one of the few countries to maintain its representation on the IMO Council for more than 40 years.

AMSA has over a quarter of a million individual stakeholders, and receives approximately 132,000 enquiries from these stakeholders each year. The challenge for us is to ensure the information provided is accurate, timely and available through a variety of channels.

Engagement is a two-way process that creates opportunities for AMSA and its stakeholders to draw on each other's knowledge and capacity, share lessons and build partnerships.

AMSA partners with industry through various committees that provide a consultation forum for AMSA and members of industry on safety, operational matters and upcoming regulatory activities.

AMSA-run consultative bodies:

- AMSA Advisory Committee
- Domestic Commercial Vessel Industry Advisory Committee
- Fishing Industry Advisory Committee
- Australian Search and Rescue Consultative Forum
- Bulk Cargoes Advisory Group
- Navigational Services Advisory Committee
- AMSA Livestock Advisory Committee
- Australian Seafarers' Welfare Council
- Marine Pollution Preparedness and Response Technical Group
- Marine Pollution Prevention Technical Group
- Marine Pollution Recovery Technical Group
- Australian Government National Plan Committee
- National Standard for Commercial Vessels
- Navigation Safety Advisory Group
- North-East Shipping Management Group
- North-East Water Space Management Working Group
- National Plan Strategic Coordination Committee
- National Search and Rescue Council

External consultative bodies:

- Aids to Navigation Strategy and Operations Working Group
- Australian Automatic Identification System Working Group
- Australian International Telecommunications Union Working Group
- Australia New Zealand Safe Boating Education Group
- Australian Recreational Boating Safety Committee
- Australian Shipbuilders' Association Technical Committee
- Australian Strategic Air Traffic Management Group
- Bass Strait Livestock Shipping Committee
- Civil Aviation Safety Authority Standards Consultative Committee
- Livestock Export Standards Advisory Group
- Maritime Agencies Forum
- National Plan Strategic Industry Advisory Forum
- National Seafood Industry Alliance
- National Volunteer Marine Search and Rescue Committee
- Ports Australia Environmental and Sustainability Working Group
- Ports Australia Operations Working Group
- REEFVTS Management Group
- Vessel Tracking Services Working Group

IMPLICATIONS - WE MUST:

- listen to our community
- provide targeted, regular, consistent communications to stakeholders who will affect, or be affected by the transition to the National System for Domestic Commercial Vessel
- continue to look for smarter ways to conduct our IMO business, and ensure that we understand the value Australia gets from participation
- ensure our international engagement efforts support Australia's international priorities and foreign policy objectives, and represent value.

OUR ENABLING GOALS ARE:

- to ensure that international standards reflect Australian expectations and international standards are reflected nationally
- to improve and promote maritime safety and environmental protection in our region
- to have a strong voice in international fora
- that regional approaches align with agreed international priorities
- to have an informed and engaged community on maritime issues, search and rescues issues, and our role
- to have effective engagement with Indigenous communities to promote maritime safety
- to increase stakeholders' understanding of their responsibilities under the National System and during the transition to full service delivery.
- to create opportunities for people to provide relevant information and feedback to AMSA
- to increase safety knowledge and practices amongst people that work with commercial vessels
- to be respected and trusted.

OPERATING ENVIRONMENT

FACTORS BEYOND OUR CONTROL

Community interest in maritime safety and the marine environment has never been greater as Australians demand efficient, safe and clean vessels, properly treated and competent crews, strong marine environment protection laws, and government agencies with the operational capability to undertake effective search and rescue, and incident response.

Due to the growth of digital communication, Australians and international audiences have access to more and faster information than ever before, and engage more directly with government, industry, media and the community.

FACTORS IN OUR PARTIAL CONTROL

Shipping is a global industry and requires global regulation. We work with a host of international partners, including the:

- International Maritime Organization (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
- International Labour Organization (ILO) - promotes workers' rights, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues
- International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) - ensures that seafarers are provided with effective and harmonised marine aids to navigation services worldwide
- International Civil Aviation Organization (ICAO) - 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
- International Communication Union (ITU) - 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
- Port State control (PSC) Memorandum of Understanding (MOU) - 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 Asia-Pacific MOU on PSC. These memoranda agree to some standard ways of working between members
- Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum - 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. We currently act as Secretariat for APHoMSA.

Due to the diversity of the domestic commercial vessel fleet, communication and engagement with industry will need to be targeted to effectively reach the industry, regardless of their operation, location, cultural background and topic of interest. This will ensure domestic vessel stakeholders:

- are aware of how services will change during the transition to full service delivery
- understand their obligations under the National System for Domestic Commercial Vessel Safety.

RESPONSES

FOCUS AREA E1: WORKING WITH INTERNATIONAL ORGANISATIONS AND OTHER NATIONS

In 2016-17 we will:

- support regional cooperation efforts to improve maritime safety, pollution preparedness and response and search and rescue capability in the Indian Ocean and Asia-Pacific regions.

Over the next four years we will:

- provide Australia's support to ICAO search and rescue technical and regional initiatives
- maintain strong relationships with our international counterparts
- work hard to maintain our standing within key organisations such as IMO, IALA, ILO, ICAO and others so that we can continue to influence the development and promulgation of international standards
- work closely with countries and regional bodies with which we have mutual interests to ensure these strong relationships are maintained.

FOCUS AREA E2: WORKING WITH PARTNER ORGANISATIONS

In 2016-17 we will:

- review our technical cooperation strategy to ensure our capacity building is directed where there is the greatest need.

Over the next four years we will:

- exercise leadership within the APHoMSA forum, with a view to developing the forum to have a stronger role.

FOCUS AREA E3: DEVELOPING STAKEHOLDER RELATIONSHIPS

In 2016-17 we will:

- review and improve our consultative arrangements, particularly with the stakeholders in the National System
- communicate effectively with our expanding range of stakeholders, especially our domestic stakeholders under National System arrangements.

Over the next four years we will:

- maintain a regional liaison presence so we can work with agency and industry partners on a local basis
- improve the way we engage and communicate with stakeholders
- focus on the successful delivery of signature events such as our national stakeholder conference
- enhance the experience stakeholders and customers have when interacting with us through:
  - improving our complaints and feedback system
  - refreshing our customer service standards and service charter
  - developing best practice consultation guidance
  - maturing our contact centre, AMSA Connect.

FOCUS AREA E4: COMMUNITY EDUCATION

In 2016-17 we will:

- deliver targeted programs to increase operator and seafarer awareness of National System arrangements.

Over the next four years we will:

- promote our services to help our community understand what we do, and why we do it
- develop and promote effective ways of communicating, educating and raising public awareness of environmental protection and response issues.

FOCUS AREA E5: INDIGENOUS SAFETY PROGRAMS

Over the next four years we will:

- promote Indigenous maritime safety and awareness through programs such as the Indigenous Maritime Advancement Program (IMAP) – see focus area 3.2.

WE WILL DEMONSTRATE OUR PERFORMANCE THROUGH THE FOLLOWING MEASURES:

No.	Measure	Target	Regulator Performance Framework (RPF) measure	RPF Key Performance Indicator (KPI) (see page 7)	Portfolio Budget Statement (page)	2016-17	2017-18	2018-19	2019-20
Focus Area E1: Working with international organisations and other nations									
E1.1	Satisfactory progress of issues either sponsored directly or supported by Australia at the IMO	100%	No	NA	NA	✅	✅	✅	✅
E1.2	Satisfactory influence of technical standards of interest to Australia at IALA	100%	No	NA	NA	✅	✅	✅	✅
Focus Area E2-E5: Working with partner organisations, developing stakeholder relationships, community education, indigenous groups									
E	We will monitor our communication and engagement performance through:					✅	✅	✅	✅
	E.2.1 Biannual stakeholder engagement survey	100%	Yes	1,2,3,4,5,6	NA				
	E.2.2 Regular formal and informal feedback	TBC	Yes	1,2,3,4,5,6	NA				

RESOURCING

AMSA's ship safety and environment protection services are fully cost recovered from the shipping industry mainly through fee for services and three statutory levies:

- Protection of the Sea Levy
- Marine Navigation Levy
- Regulatory Function Levy.

Our search and rescue coordination services are met by the Australian Government through Community Service Obligation funding. Australia is obliged under relevant international conventions to provide search and rescue services in Australia's internationally designated search and rescue region.

Our expenses and income in support of the activities listed in this plan are detailed below.

	2015-16 Forecast $'000	2016-17 Budget $'000	2017-18 Forward estimate $'000	2018-19 Forward estimate $'000	2019-20 Forward estimate $'000
Revenue					
Levies	115,888	120,556	127,371	130,326	131,336
Search and Rescue CSO	58,650	65,512	70,490	71,782	73,503
Other Revenue	20,964	26,341	8,067	8,236	8,455
Interest	1,736	1,400	1,000	1,000	1,000
Total revenue	**197,238**	**213,809**	**206,928**	**211,344**	**214,294**
Expenses					
Staff costs	61,735	60,366	62,137	64,656	67,613
Suppliers	129,049	139,657	136,572	135,424	135,395
Depreciation	13,481	15,090	16,166	15,513	15,301
Total expenses	**204,265**	**215,113**	**214,875**	**215,593**	**218,309**
Net surplus/(Deficit)	**(7,027)**	**(1,304)**	**(7,947)**	**(4,249)**	**(4,015)**

AMSA is budgeting for an overall budget operating loss of $17.5 million. This comprises operating losses of $1.3 million, $7.9 million, $4.3 million and $4.0 million from 2016-17 through to 2019-20 respectively. The operating loss is primarily due to a downturn in shipping activity, reducing forecast levy revenue, and implementation costs for the National System for Domestic Commercial Vessel Safety.

To address these budget pressures and maintain the budget within the approved operating loss, AMSA has identified savings strategies that deliver expenditure reductions needed to offset the declining levy revenue.

While establishment costs for the National System for Domestic Commercial Vessel Safety are currently being met from AMSA reserves, an additional funding source will be required to ensure ongoing financial sustainability when AMSA assumes full responsibility for delivery of regulatory services on 1 July 2017.

In 2015-16, AMSA is projecting an operating loss of $7.0 million, an increase of $2.4 million over the approved operating loss budget of $4.6 million. This is driven by a continued downturn in shipping activity which has resulted in a downward revision of levy revenue. Despite this result, AMSA will not exceed the approved total operating loss of $24.5 million.

AMSA's budget is underpinned by a projected retained surplus of approximately $11 million and projected cash balances of approximately $59 million which will be sufficient to meet AMSA's commitments as they fall due.

Further information on resourcing arrangements is available in the Infrastructure and Regional Development Portfolio Budget Statement for 2016-17.

RISK OVERSIGHT AND MANAGEMENT

Our core business is primarily one of risk management. Consequently, we have a mature risk management culture across all levels of the organisation.

The long-term growth forecast for commercial shipping in Australia (see Strategic Challenge 1), combined with growth in recreational boating, aviation (see Strategic Challenge 3) and general offshore activities has the potential to increase the likelihood of incidents posing a threat to lives and the environment.

We must have adequate controls in place to manage and mitigate existing and emerging risks, but at the same time be mindful of the regulatory burden we impose on others, including costs.

Examples of AMSA's preventative risk management activities include:

- our ship inspection program, including port State control
- our aids to navigation network
- the Torres Strait under keel clearance management system
- the Australian Vessel Monitoring and Advisory System.

The emergency towage, dedicated aerial search and rescue, and pollution response programs are examples of risk response capabilities.

We maintain regular contact with key stakeholders and notable issues are considered as part of our risk management processes.

Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the international standard on risk management (AS/NZS ISO 310000:2009) and the Commonwealth Risk Management Policy 2014. Further, we have re-validated our risk management practices with the machinery of government requirements, including our obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In 2015-16 we conducted two formal risk management reviews of AMSA as a whole, as well as two reviews of each division. Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm and optimise our use of resources. Strategic risks are actively monitored and shared with key stakeholders. The strategic risks currently being monitored are listed on the next page, along with their controls and future treatments (if required).

AMSA STRATEGIC RISK REGISTER

RISK KEY

Low 👁 Moderate ⚠ High ⚠ Extreme ⛔

STRATEGIC RISK 1
FAILURE TO DELIVER A NATIONAL SYSTEM

Target Risk: Moderate ⚠   **Inherent Risk:** Extreme ⛔   **Residual Risk:** High ⚠

Champion: Chief Executive Officer   **Category:** Delivery

Risk description: Fail to deliver a National System that is financially sustainable and delivers the aims and objectives required by Australian Government.

Failure could look like:

- States and territories withdraw support
- Inconsistent application of regulation and services across the states and territories
- Unsafe practices in the national vessel fleet
- Cost recovery issues causing escalating:
    - cost imposition on business subject to the National System
    - costs pressures on AMSA
- Reputational damage

Controls and Owner(s):

Controls	Owner(s)
Consultation with industry, states and territories	General Manager Domestic Vessels
Streamlining initiatives	General Manager Domestic Vessels
Proposals for an efficient regulatory scheme and service delivery	General Manager Domestic Vessels, General Manager Ship Safety
National System program management	Deputy Chief Executive Officer
National System Plan	General Manager Domestic Vessels
Use of established SAR database (406 beacons and MMSI) where records of most domestic commercial vessels are available	Deputy Chief Executive Officer, General Manager Domestic Vessels, General Manager Search and Rescue
Developed target operating model	General Manager Domestic Vessels
Program management approach	General Manager Domestic Vessels
Consultation with Maritime Senior Officials Group and Transport Infrastructure Senior Officials Committee to manage transition	Deputy Chief Executive Officer
Board focus on National System Transition Program	Chief Executive Officer
Strong strategic IT alignment	Chief Information Officer
Oversight of IT program	Chief Information Officer

Future treatments, impact, target dates and owner(s)

- Government policy approval for necessary regulatory change
    Impact: High   **Target date:** July 2016   **Owner:** General Manager Domestic Vessels
- Implementation plan of an IT system based on the agreed service delivery model
    Impact: High   **Target date:** July 2016   **Owner:** General Manager Domestic Vessels
- Business function convergence to ensure more efficient use of AMSA resources
    Impact: High   **Target date:** Ongoing   **Owner:** Executive
- Develop interim IT solutions as contingencies for any delay in IT systems build
    Impact: High   **Target date:** July 2017   **Owner:** General Manager Domestic Vessels

RISK KEY

Low 👁 Moderate ⚠️ High ⚠️ Extreme ❗

STRATEGIC RISK 2
FAILURE AS A REGULATOR

Target Risk: Low 👁   **Inherent Risk:** Extreme ❗   **Residual Risk:** Low 👁

Champion: Deputy Chief Executive Officer   **Category:** Legal

Risk description: Fail as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences.

Failure could look like:

- Perceived failure to regulate appropriately
- Lives lost at sea
- Pollution in the water
- Significant shipping incident, leading to economic, environmental or physical harm
- Reputational damage

Controls and Owner(s):

Controls	Owner(s)
Development and implementation of a modern regulatory framework	General Manager Domestic Vessels
Ship inspection program, port State control, flag State control, and Maritime Labour Convention compliance	General Manager Ship Safety
Effective national network of Aids to Navigation and other navigational services (e.g. UKCM)	General Manager Navigation Safety and International Relations
New and enhanced routing measures where appropriate to promote safer navigation	General Manager Navigation Safety and International Relations
Navigation Safety Program	General Manager Navigation Safety and International Relations
Ship traffic risk management (vessel tracking, mandatory pilotage)	General Manager Navigation Safety and International Relations
Mature incident management arrangements	General Manager Search and Rescue, General Manager Domestic Vessels
Partnership with key stakeholders	General Manager Navigation Safety and International Relations
Relationship with Minister's office	Chief Executive Officer
Media management	Chief Operating Officer
Compliance and enforcement policy	General Manager Ship Safety, General Manager Domestic Vessels
Marine Orders	General Manager Ship Safety
Statement of Regulatory Intent	General Manager Ship Safety, General Manager Domestic Vessels
Ongoing engagement with industry (established two advisory committees)	Chief Executive Officer
Further development of a more contemporary balance between compliance and safety culture*	General Manager Ship Safety, General Manager Domestic Vessels

No treatments required as target risk and residual risk are low.

STRATEGIC RISK 3
FAILURE AS A RESPONSE ORGANISATION

Target Risk: Low 👁 **Inherent Risk:** Extreme 🛑 **Residual Risk:** Moderate ⚠️

Champions: General Manager Marine Environment, General Manager Search and Rescue **Category:** Social

Risk description: Fail as a response organisation – search and rescue or maritime environmental emergency response arrangements are inadequate

Failure could look like:

- Lack of awareness, application or deficiencies of National Plan results in loss of control and/or uncoordinated efforts
- Lives lost
- Pollution in the water
- Significant shipping incident, leading to economic, environmental or physical harm
- Reputational damage
- Excessive costs borne by AMSA

Controls and Owner(s):

Controls	Owner(s)
Real time maritime and aircraft positional information system for identifying assets for emergency response purposes	General Manager Search and Rescue
Mature incident management arrangements	General Manager Search and Rescue
Maritime safety and distress communication services	General Manager Search and Rescue
Nationally accredited training for search and rescue personnel	General Manager Search and Rescue
National Search and Rescue Plan	General Manager Search and Rescue
24/7 operation of the Rescue Coordination Centre	General Manager Search and Rescue
National Search and Rescue Inter-Government Agreement (IGA) allows engagements with local SAR authority	General Manager Search and Rescue
Aerial surveillance and earth observation systems (for pollution)	General Manager Marine Environment
Dedicated aerial response capability	General Manager Search and Rescue
National Plan for maritime environmental emergencies and exercises	General Manager Marine Environment
Emergency towage capability	General Manager Marine Environment
Maritime environmental emergency response financial capability	Chief Operating Officer

Future treatments, impact, target dates and owner(s)

- Joint operations
  Impact: Moderate **Target date:** December 2017 **Owner:** Deputy Chief Executive Officer

- Update of Crisis Management Plan
  Impact: Moderate **Target date:** Q3/Q4 2016 **Owner:** Deputy Chief Executive Officer

- Communication with states and territories re: National Plan arrangements, Land Search and Rescue arrangements
  Impact: Moderate **Target date:** Ongoing **Owner:** General Manager Marine Environment, General Manager Search and Rescue

- AMSA and national contingency planning workshops and field exercises for cruise ship/mass casualty incidents
  Impact: Moderate **Target date:** FY 2017/18 **Owner:** Joint Operations Steering Committee (General Manager Marine Environment, General Manager Search and Rescue)

STRATEGIC RISK 4
FAILURE TO MAINTAIN FINANCIAL VIABILITY

Target Risk: Moderate ⚠ **Inherent Risk:** High ⚠ **Residual Risk:** Moderate ⚠

Champion: Chief Executive Officer **Category:** Economic

Risk description: Fail to maintain financial viability

Failure could look like:

- Unplanned deficit budgets/erosion of AMSA surplus
- Inability to balance memorandum of account
- Degradation of service delivery
- Degradation of asset quality
- Escalating costs to stakeholders (i.e. levy payers and fee for service rates) beyond what is considered reasonable by stakeholders

Controls and Owner(s):

Controls	Owner(s)
Integrated planning and budgeting	Chief Operating Officer
Financial and non-financial performance reporting arrangements	Chief Operating Officer
Cost recovery arrangements	Chief Operating Officer
Enterprise portfolio management practices	Chief Operating Officer
Asset management practices	Chief Operating Officer
Divisional budget control and reporting	Chief Operating Officer
Manage performance agreements	Chief Executive Officer
General manager delegation reduction	Chief Operating Officer
Clear lines of authorities and accountabilities	Chief Executive Officer
Identify additional savings	Executive
More rigorous, contestable budgeting process, expenditure process	Chief Operating Officer
Remove baseline cost-plus budgeting	Chief Operating Officer

Future treatments, impact, target dates and owner(s)

- Establish a National System funding stream
  Impact: Moderate **Target date:** See Risk 1 **Owners:** Chief Operating Officer, General Manager Domestic Vessels
- Strategic asset management plan oversight
  Impact: Moderate **Target date:** December 2016 **Owner:** Executive
- Explore additional charging opportunities (i.e. offshore sector, beacons registration)
  Impact: Low **Target date:** Ongoing **Owner:** Executive

STRATEGIC RISK 5
FAILURE TO MAINTAIN A SAFE WORK ENVIRONMENT

Target Risk: Low 👁 **Inherent Risk: Extreme** ⛔ **Residual Risk:** Low 👁

Champions: General Manager Marine Environment, General Manager Search and Rescue **Category:** Ethical

Risk description: Fail to maintain a safe work environment – workplace health and safety arrangements are inadequate

Failure could look like:

- Death or serious harm to an AMSA official (including employees and contractors)
- Prosecution of AMSA Executive and Accountable Authority (Board)
- Reputational damage
- Loss of staff or poor recruitment

Controls and Owner(s):

Controls	Owner(s)
Governance, compliance, assurance and reporting framework (including audit)	Executive
Instructions to officials – Chief Executive Directions, Accountable Authority Instructions	Chief Operating Officer
Physical Security Policy	Chief Operating Officer
Certified Management System	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Health, Safety and Environmental Committee	Executive
Dedicated Health and Safety Advisor	General Manager Marine Environment
Training and ongoing awareness	Chief Operating Officer
Fatigue risk management	General Managers
Employee wellbeing program	General Managers
Executive commitment to WHS demonstrated	General Managers
Inductions	General Managers
Designated work groups throughout the organisation	General Managers
Various levels of audit on WHS matters	Chief Operating Officer
AMSA Diversity Plan to accommodate individual differences (e.g. gender, race, sexual orientation)	Chief Operating Officer
Surveyor WHS Manual	General Manager Ship Safety

Future treatments, impact, target dates and owner(s)

- Update WHS Strategy
  Impact: Low **Target date:** December 2016 **Owner:** Chief Operating Officer
- Strengthen WHS arrangements for regional, isolated and mobile staff
  Impact: Moderate **Target date:** Ongoing **Owner:** Executive

STRATEGIC RISK 6
FAILURE TO MAINTAIN INTERNAL SYSTEMS OF CONTROL

Target Risk: Low 👁   **Inherent Risk:** High ⚠️   **Residual Risk:** Low 👁

Champion: Deputy Chief Executive Officer   **Category:** Ethical

Risk description: Fail to maintain internal systems of control

Failure could look like:

- Systems are compromised
- Data is lost, stolen or corrupted
- Increasing severity and frequency of incidences of non-compliance
- Reportable breaches of compliance
- Loss of stakeholder confidence
- Reputational damage

Controls and Owner(s):

Controls	Owner(s)
Board governance	Board
Governance, compliance, assurance and reporting framework (including audit)	Board, Board Audit Committee and Executive
Instructions to officials — Chief Executive Directions, Accountable Authority Instructions	Chief Operating Officer
Certified management system	Chief Operating Officer
Financial delegations	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Information steering committee	Chief Executive Officer
Health, safety and environmental committee	General Manager, Marine Environment
Quality assurance sub-committee	General Manager, Navigation Safety and International Relations
Security sub-committee	General Manager, Marine Environment
Business continuity oversight	Executive, Chief Operating Officer
Management initiated reviews	Chief Operating Officer
Training and ongoing awareness	Chief Operating Officer
Identity access management	Chief Operating Officer
Security policy	Chief Operating Officer
Password policy	Chief Operating Officer

No treatments required as target risk and residual risk are low.

STRATEGIC RISK 7
FAILURE TO MAINTAIN STABLE AND RELIABLE INFORMATION TECHNOLOGY INFRASTRUCTURE AND SYSTEMS

Target Risk: Moderate ⚠️   **Inherent Risk:** Extreme 🛑   **Residual Risk:** Moderate ⚠️

Champion: Chief Operating Officer   **Category:** Technical

Risk description: Fail to maintain stable and reliable information technology infrastructure and systems

Failure could look like:

- Loss of mission critical systems at key times, impacting operations
- Loss of data
- Loss of productivity (from systems downtime)
- Loss of stakeholder confidence
- Reputational damage
- Inability to deliver strategic goals:
    - SG4.2 – use technology to improve the services we deliver to do business anytime, anywhere, and;
    - SG4.4 – effective and efficient processes and systems

Controls and Owner(s):

Controls	Owner(s)
Business continuity plans	General Managers
Information Steering Committee (ISC)	Chief Information Officer
Information Technology Strategy	Chief Information Officer
ASG service level agreement	Chief Information Officer
Tightened security of IT protocols	Chief Information Officer

Future treatments, impact, target dates and owner(s)

- IT remediation and investment
    Impact: High   **Target date:** July 2016   **Owners:** Chief Operating Officer, Chief Information Officer

BUSINESS POLICY

AMSA is committed to providing the highest quality services, minimising adverse environmental impacts and upholding exemplary standards of workplace health and safety.

A key part of demonstrating our commitment is comparing what we do against international best practice, as captured in the three quality standards we are certified to:

- AS/NZ AS/NZS ISO 9001: 2008 Quality Management Systems
- AS/NZS 4801: 2001 Occupational Safety and Health Management Systems
- AS/NZS ISO 14001: 2004 Environmental Management Systems.

To promote continuous improvement and support provision of our services against these standards, we work to the four strategic challenges (and one strategic enabler) listed in the Corporate Plan and Plan on a Page. The strategic goals underlying these challenges are the key objectives of our management system and the way we conduct our business. Performance against these goals is reported through quarterly and annual performance reporting and via the six-monthly management reviews.

Additionally, the Health Safety and Environment (HSE) Committee and the Quality Assurance Sub Committee (QASC), who govern the management system, maintain further targets and key performance indicators to maintain the management system processes and to assist in meeting the higher level strategic goals. These are reported to the HSE Committee and the QASC on a regular basis and via the six-monthly Management Reviews.

The standards require us to reaffirm our commitment annually by publishing a Business Policy signed by the Chief Executive Officer on the opposite page.

QUALITY, ENVIRONMENTAL AND WORKPLACE HEALTH & SAFETY

AMSA is tasked with:

- maintaining safety and environmental protection standards for the responsible operation of domestic commercial vessels, regulated Australian vessels and foreign-flagged vessels operating in Australian waters, and safety of seafarers
- promoting decent working and living conditions for seafarers on vessels
- monitoring compliance with safety and environment protection standards
- responding to threats in the marine environment
- providing systems that aid safe marine navigation
- detecting, locating and rescuing persons in maritime and aviation distress situations.

In delivering these outcomes, we are committed to providing the highest quality services, minimising adverse environmental impacts, and upholding exemplary standards of workplace health and safety.

We will meet these commitments by:

- complying with all applicable local, national and international laws, regulations, standards and codes of practice
- setting, reviewing, publishing and achieving measurable corporate goals and targets to continuously improve the organisation and our outcomes
- promoting a corporate culture supporting quality that recognises and implements agreed business improvement initiatives
- identifying, implementing and improving processes and practices that support the requirements and objectives of the quality (ISO 9001), environmental (ISO 14001) and occupational health and safety (AS/NZS 4801) standards and the integrated management system
- encouraging individual responsibility for quality, environmental and workplace health and safety practices which are supported through strong senior management endorsement and the management system
- working closely and cooperatively with employees, contractors, suppliers, clients and stakeholders to understand their needs
- encouraging suppliers of goods and services to demonstrate compliance with quality, environmental and workplace health and safety standards in contractual arrangements, where relevant
- valuing our employees and providing a safe and healthy working environment.

Michael Kinley
Chief Executive Officer
June 2016

2016-20

CORPORATE PLAN
2016-20

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