



Australian Government
Australian Maritime Safety Authority

2018–19 Corporate Plan

Covering the period 2018–19 to 2021–22

The big picture



There are approximately

27,000

domestic commercial vessels in Australia



More than

500,000

emergency distress beacons are registered with AMSA



There are approximately

66,500

domestic seafarers in Australia

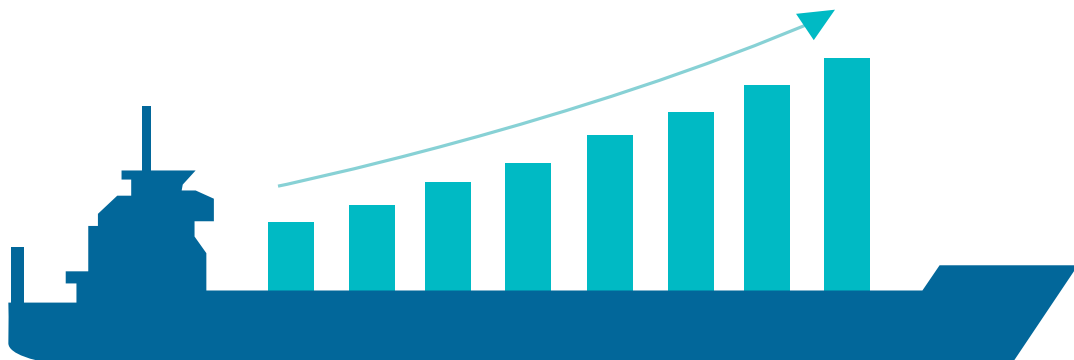
Australia is the **largest** island nation in the world



The Australian coastline spans

60,000

kilometres



75% of the world's largest bulk carriers come to Australia each year, and these ships are getting bigger

99% of Australia's trade in goods by volume and

74% of trade in goods by value is transported by ship



2,524,482

AMSA website visits



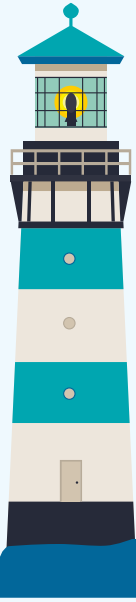
46,036

Facebook followers



23,514

Twitter followers



There are
490

AMSA managed
aids to
navigation at

380
locations

The Great Barrier Reef, Torres Strait and Coral Sea
Particularly Sensitive Sea Areas (PSSAs) cover
more than

968,000
square kilometres.

PSSA

designation recognises the ecological,
economic, and cultural importance
of an area and ensures protective
measures are implemented to
manage risks associated
with shipping.



A flight range of

3086

nautical miles (5715 kilometres) means that
the AMSA Challenger search and rescue aircraft
are well positioned to respond to distress calls
from any of their three bases



The Challenger
can fly up to

988km/hr

equivalent to the speed of a
commercial jet airliner

Over 400

commodities are shipped in and out
of Australia using more than

1000

shipping routes





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Chairman's foreword

The AMSA Corporate Plan for the period 2018–22 will be our first with responsibility for full service delivery as Australia's maritime safety regulator for domestic commercial vessels—beginning a new era of operation for our organisation.

All Australian Governments have committed to providing substantial assistance for National System service delivery. In July 2018 the Federal Government announced that it will provide an additional \$10 million, increasing their contribution to \$65 million over ten years - and increasing total funding by all governments to \$112.4 million. With this support AMSA now has greater certainty of funding to deliver a truly national maritime safety regime on behalf of the Australian community. For industry, this additional funding means no levy will be charged for the first three years of AMSA's service delivery.

Our ongoing investment in readiness for National System service delivery has offered a valuable opportunity to modernise systems and processes and enhance our capability across AMSA—the results of these efforts will be realised over the life of this plan, and lay the foundation for lasting returns across the entire business.

We will continue to focus on listening and engaging with maritime industries and communities both in Australia and internationally. Through the International Maritime Organization and other international settings, we will continue to influence international standards for vessels and seafarers, as well as seafarer welfare and living and working conditions.

Domestically, we will consult with industry as we continue to look for ways to simplify regulations and standards while improving safety. We will also work to ensure that lessons learnt from tragedies involving loss of life are taken into account in developing standards.

We will continue our focus on intervening before lives or the environment are at risk by taking early action on intelligence received. On the response front, we will focus on building the capability of our own people and enhancing our ability to work effectively and efficiently with our federal, state and territory counterparts—with a focus on training exercises, and development for our incident coordinators, responders and contractors.

In 2018–19 we will manage Australia's transition to full operational capability for the Medium-altitude Earth Orbit Search and Rescue (MEOSAR) system—enabling faster detection times, better tracking and enhanced coordination and response capabilities.

We will continue our risk-based approach to compliance across all areas of the business—focusing our intervention activities on high-risk, low-compliance operations and a proportionate regulatory response to non-compliance. For Australian commercial vessel operations our focus will be to support our regulated community with timely, relevant and accurate information and communication which enables them to voluntarily meet their safety obligations.

During this period of change the health and wellbeing of our workforce will be essential to high quality service delivery and we will renew our focus on building staff engagement and effective and capable leaders.

Greater transparency in our costings will be achieved through ongoing sound financial management, good governance, performance monitoring and reporting arrangements—as the community expects of Australian Government regulators.

On behalf of the Board I look forward to working with the AMSA executive and staff to deliver this plan.



A handwritten signature in dark ink, appearing to read 'Stuart Richey', written in a cursive style.

Stuart Richey AM
Chairman

June 2018

Introduction

Statement of preparation

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

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



Mr Stuart Richey AM Chairman

June 2018

Period of coverage

This corporate plan is prepared for the reporting period 2018-19, and covers the reporting periods 2018-19 to 2021-22.

It considers future trends and potential changes to our operating environment.



Purpose and overview



Purpose

As Australia's national maritime regulatory body, we promote the safety and protection of our marine environment and combat ship-sourced pollution. We provide the infrastructure for safety of navigation in Australian waters, and maintain a national search and rescue service for the maritime and aviation sectors.

Vision

Safe and clean seas, saving lives.

Mission

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

Role

AMSA is a statutory authority established under the *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.

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.



Aspirations

We will:

- take the lead in maritime safety regulation, maritime environmental emergencies, and maritime and aviation search and rescue
- promote and implement safety and environment policies, nationally and internationally
- have strong and confident strategic partnerships with stakeholders
- be a preferred choice for career development and advancement
- have information systems that are reliable and up to date to support our operations, industry and community.

Overview

Planning and reporting

We have an integrated planning, budgeting and reporting process – see diagram overleaf. Elements of this corporate plan support the relevant government purposes and priorities set out in the Department of Infrastructure and Regional Development Corporate Plan, ⁴ specifically:



Portfolio direction

- **Purposes:**

- **Supporting economic growth through transport.** Key activities:

1. Design and implement coastal shipping reforms, utilising stakeholder submissions to the Coastal Shipping Discussion Paper and industry consultation, which simplify regulatory arrangements and reduce administrative burden on industry to increase use of coastal shipping as an efficient means of moving domestic freight.

- **Making transport safer.** Key activities:

1. Work with AMSA as the national maritime safety regulator to progress full implementation of national regulator arrangements and to encourage improved safety outcomes through streamlined and consistent regulatory services for Australia's domestic commercial vessel industries
2. Progress reform of coastal shipping to ensure that a safe coastal shipping system is an integral part of Australia's national transport system
3. Continue to develop Australia's international maritime policy agenda and actively engage through the International Maritime Organization
4. Implement international maritime agreements, treaties and conventions on safety.

- **Increasing transport access.** Key activities:

1. Design and implement effective coastal shipping reforms, utilising stakeholder submissions and industry consultations to the Coastal Shipping Discussion Paper
2. Continue to develop Australia's international maritime transport policy agenda and actively engage through the International Maritime Organization to ensure Australia's interests are protected.

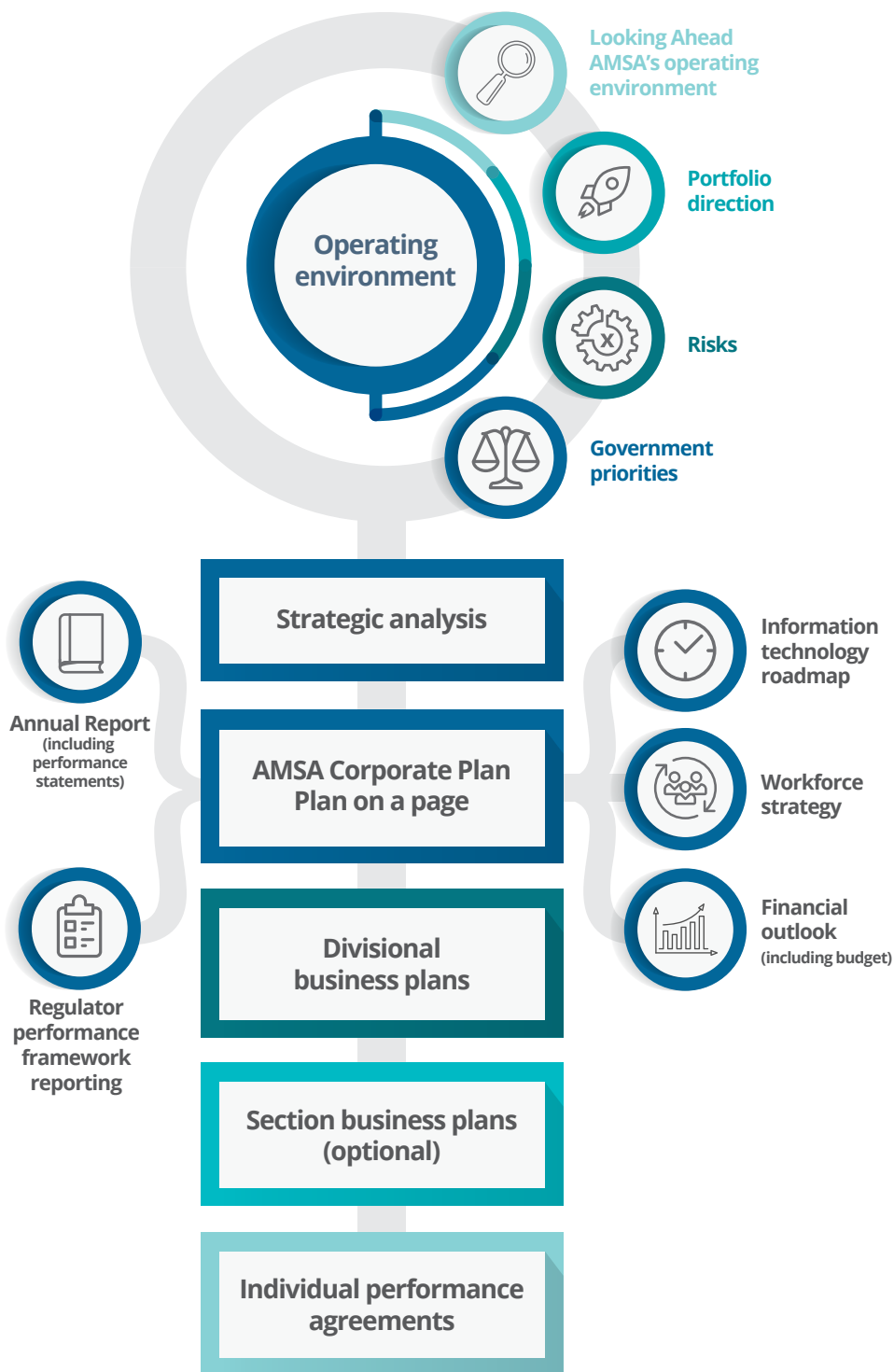
This plan is informed by 'Looking Ahead – AMSA's Operating Environment 2017–2027' and our strategic risks; is aligned to our Portfolio Budget Statement; and informs our workforce strategy, and financial and information technology planning cycles.

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 statements.

Note: The reference material we have primarily drawn on is listed on page 85, and is cross-referenced throughout the document. For example reference ¹ means that the source of the information was 'Trends Infrastructure and Transport to 2030 – Department of Infrastructure and Regional Development'.

Overview (continued)

Integrated planning, budgeting and reporting process

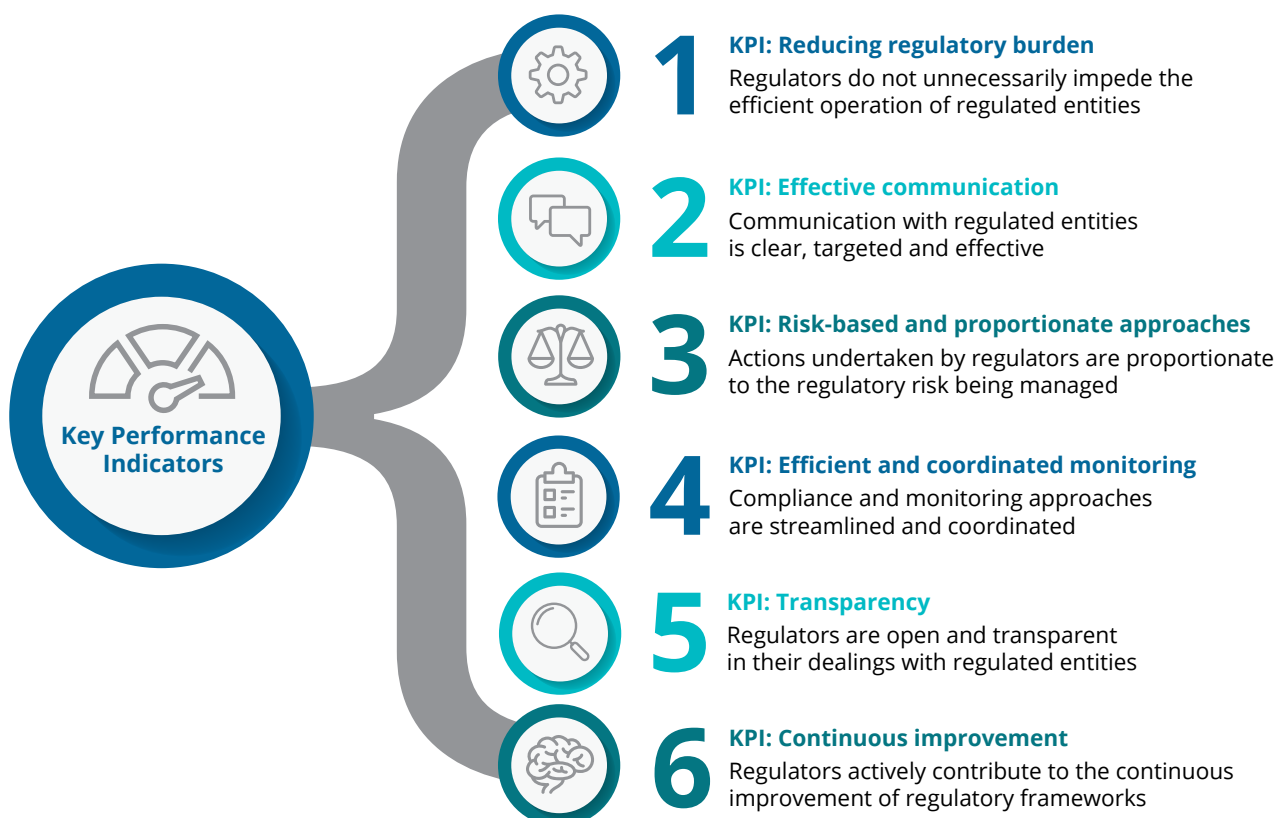


To streamline our reporting requirements, subsets of the measures listed in this corporate plan satisfy both our Portfolio Budget Statement and our Commonwealth Regulator Performance Framework (next page) reporting requirements

Regulator Performance Framework

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 organisational cultural change. As a safety regulator, continuous improvement is already at the core of our regulatory vision.

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



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

We are always looking to improve our performance indicators. In early 2018 we undertook a comprehensive review of our non-financial performance measures. Changes are footnoted in the relevant performance measurement sections under each strategic challenge.

Overview (continued)

How the elements of our plan integrate

The diagram below shows how the key elements of our corporate plan interrelate and work together.



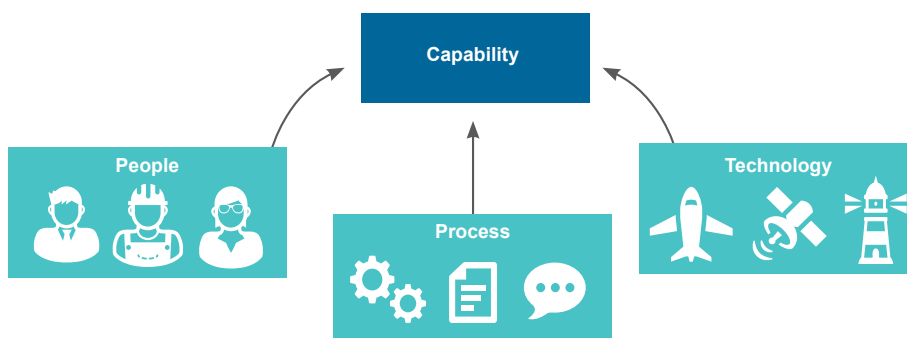
The performance section of this plan details four strategic challenges and one strategic enabler. Our targeted responses by focus area are described over two horizons:

- what we specifically plan to do in 2018–19
- what we plan to do over the next four years.

Information on our risk management approach and our current strategic risks can be found on page 72.

Our roadmap at pages 41–42 outlines how new capabilities will be delivered over the next four years through our significant programs and projects.

Our plan-on-a-page (pages 43–44) provides a summary of all our strategic challenges, goals, focus areas and strategic risks.



Operating environment

Our core business is primarily one of risk management and mitigation, requiring constant monitoring of our operating environment. To deliver our purpose, vision and mission we must respond to our current operating environment—and look to the future.

In September 2017 we published 'Looking Ahead – AMSA's operating environment 2017–2027'. Developed in consultation with our stakeholders, this document identifies 10 long-term maritime planning challenges over the next decade.



These challenges are key planning considerations for:

- strategic challenge 1: managing risks to safety and the environment
- strategic challenge 2: delivering, implementing and enhancing the national system for domestic commercial vessel safety
- strategic challenge 3: providing incident preparedness and response
- strategic enabler: collaborating with our community.

The operating environment sections for each of the relevant strategic challenges and the enabler that follow feature a selection of statistics and contextual information to provide further insight into these planning considerations.

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 internationally 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

Snapshot

Cruise activity: short-medium term	↑↑↑
Commercial foreign-flagged shipping activity: short-medium term	→
Levy growth: next four years	→
Overall commercial shipping activity: long term	↑
Technology: growth and complexity	↑↑↑
Extreme weather: frequency and intensity	↑

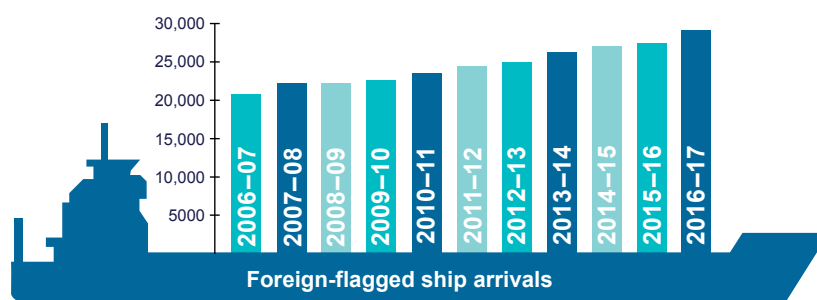
Factors beyond our control

Shipping activity

From 2011–16 Australia’s maritime traffic experienced a compound annual growth rate (CAGR) in excess of 6 per cent—an additional 3000 voyages per year. From 2016–25 the rate of growth is expected to quickly decline and weaken, with the CAGR dropping to 1 per cent.

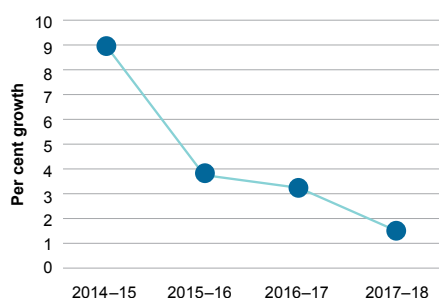
CAGR growth rates have a direct correlation with the outlook for China’s economy. ⁵

While the cruise industry in Australia continues to enjoy double digit growth with passenger numbers surging by 21 per cent to a record 1,281,159 in 2016, ⁶ it represents 3.5 per cent of all arrivals. The significant year-on-year growth in commercial shipping Australia has experienced over the past 10-15 years continues to slow in the short-to-medium term, primarily due to the declining growth in the commodities export sector. In 2016–17 foreign-flagged ship arrivals rebounded slightly on 2015–16 to record a 1.34 per cent growth.



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 stagnated.

Because of these factors, our projected levy revenue is less than expected and our planning over the next four years is now based on average levy revenue growth of 1.5 per cent per annum.



Our response to subdued levy growth is discussed under strategic challenge 4, pages 53-59.

'The containerised-ocean-freight industry suffered in 2015. At the heart of the industry's problems, a persistent global supply-and-demand imbalance is to blame. All signs point to a continuation of that theme into 2016–17 and beyond.'

'The most recent forecasts expect global container fleet capacity to grow by 4.7 per cent in 2017, though spot prices for major routes have dropped 21 per cent to 44 per cent from a year ago because of plunging demand, now about half the current growth forecast.'⁷

The shipping fleet operating in Australian 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.

After multiple value-destroying cycles of overcapacity and consolidation, three or four major container-shipping companies might emerge.¹⁵

Volatility and uncertainty have increased. Some sectors of the industry—such as container shipping—are likely to experience several 'boom and bust' cycles over the medium-long term.

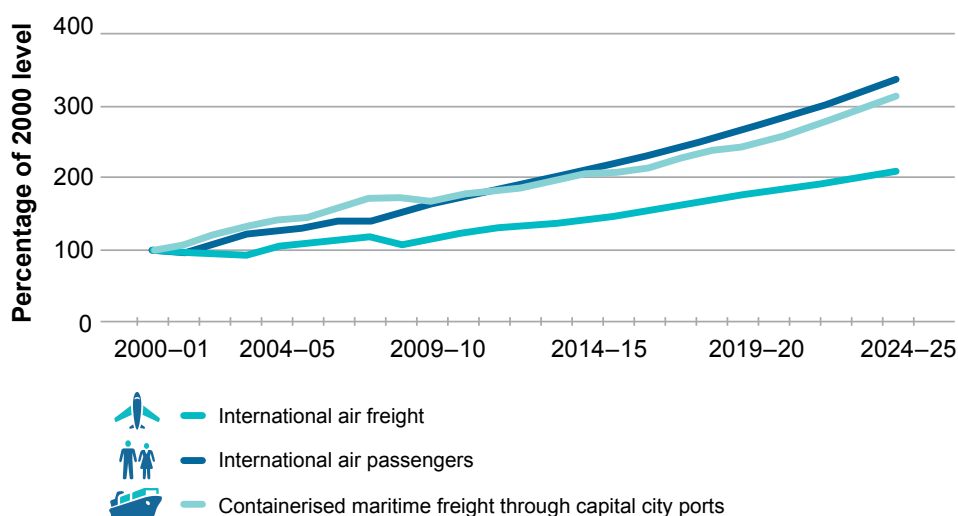
The stress, volatility and uncertainty could impact safety, particularly if ship owners are struggling to maintain competent crew and their ships. At the same time we need to foster a safety culture across the domestic industry to manage the risks in a way that we can improve maritime safety outcomes.

We expect these economic conditions to continue into 2018–19, and possibly beyond.

However, the long-term outlook remains positive. From 2014 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 is 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 is forecasted 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.¹

Growth in freight and passenger tasks ¹



Technology

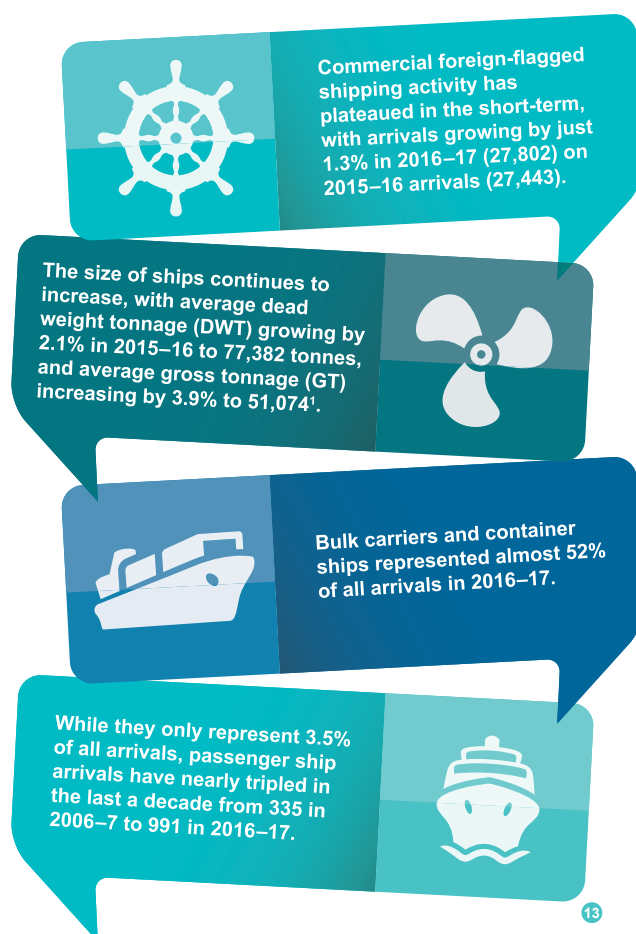
Industry continues to push the boundaries of what is physically possible. Flow-on effects are numerous and wide ranging, including:

- the emergence of new technologies, including:
 - autonomous vessels
 - new vessel propulsion systems and fuels like gas, fuel cells, lithium air batteries and renewable energy (sails, solar etc) in response to rising concerns about carbon emissions in maritime transport
- rapid innovation in areas like supply chain management
- the ability for vessels, including undersea, to explore and extract resources in far more extreme locations (deep water, seabed) in an economically viable way
- the shipping industry using increasingly larger ships with deeper draughts to improve efficiency, reduce operating costs and maintain profitability
- the growing offshore renewable energy sector, for example, wind farms.

Anticipating technological change is a key consideration for AMSA's long-term capital and infrastructure investment planning.

Weather

The increasing intensity of extreme weather events may impact our key infrastructure, particularly our aids to navigation network. Our design, maintenance and insurance programs must account for this trend. ¹⁴

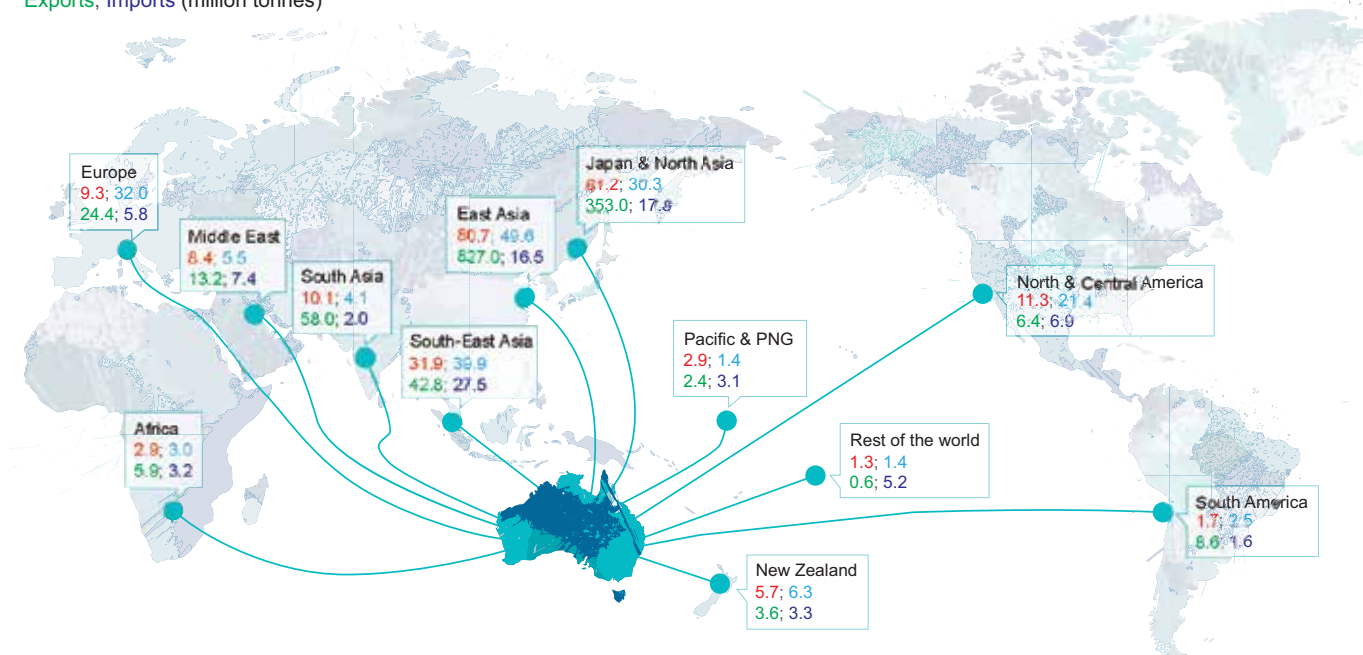


¹ DWT is a measure of how much mass a ship is carrying or can safely carry; it does not include the weight of the ship. GT is the volume of all of a ship's enclosed spaces (from keel to funnel) measured to the outside of the hull.

Value of Australia's international sea freight by trading region of final destination or origin, 2014-15 ¹⁶

Exports; Imports (\$ billion)

Exports; Imports (million tonnes)



Factors within our partial control

Emissions

Domestically, shipping emissions are a growing community concern, particularly in ports adjacent to densely populated urban areas.

A reduction in sulphur emissions, and particulate matter generated through these emissions, from all ships operating in Australian waters will be seen from 1 January 2020 with the implementation of the global low sulphur fuel requirement. This requirement will reduce the sulphur content limit in fuel oil for all ships from 3.5 per cent mass by mass to 0.5 per cent mass by mass. AMSA is working closely with stakeholders on the transition to this new requirement to ensure that Australian ships, ports, refineries and fuel suppliers are ready for this change.

AMSA in conjunction with other Australian Government agencies, is working in the International Maritime Organization (IMO) to address CO₂ emissions from shipping, including the implementation of the roadmap for developing a comprehensive IMO strategy on the reduction of greenhouse gas (GHG) emissions from ships. The first step in this roadmap is the adoption of an initial strategy on reduction of GHG emissions from ships, with a final strategy to be adopted in 2023. Between 2018 and 2023, the initial strategy will be implemented primarily through a suite of measures to reduce greenhouse emissions from shipping.

Domestic commercial vessel safety culture

AMSA is determined to take a proactive approach to safety, rather than just reacting to accidents and incidents. To be more proactive, we needed a more thorough understanding of the domestic commercial vessel sector safety culture.

As a starting point, AMSA conducted a pilot study in collaboration with the University of Queensland and the University of Western Australia. The study examined safety culture maturity in the domestic fishing industry to help inform better safety practices, and to direct future research in this area.

Safety culture maturity was assessed along nine dimensions grouped into two elements:

- (1) systems and processes - training, communication, role definition, reporting systems, operation schedule, policy and procedures
- (2) people - values, workplace norms, motives.

Interviews were conducted with vessel skippers to understand how safety and safety practices are perceived aboard the vessels they operate. Responses were categorised according to the level of safety culture maturity they demonstrated: 'pathological', 'reactive', 'calculative', 'proactive' and 'generative'.

A pathological safety culture is one in which operators do not care about safety, and are only driven by regulatory compliance and/ or a desire not to get caught. A generative safety culture is one in which operators integrate safety into all aspects of the business, trust their staff, use failure to improve, and are on their guard against complacency.

The findings showed maturity levels ranging from 'reactive' to 'proactive'. Responses to questions assessing the quality of systems and processes were most commonly rated as 'calculative', while responses to questions assessing the attitudes and values of people were most commonly rated as proactive.

AMSA has a role to play supporting the DCV industry to improve the safety culture by developing intervention strategies directed at systems and process as well as people; and by leveraging off areas of strength to lift performance across the board.

It is important to recognise that the skippers interviewed appeared to be genuinely concerned for the safety and welfare of their crew, and this is something that future intervention strategies will build on.

International vessel safety culture

A recent Australian study involving 1026 seafarers on international vessels calling at our ports looked at the influence of organisational safety culture on seafarers' safety and wellbeing. The majority of participants reported an overall positive safety culture on their ships, however, they also reported a number of risk factors that could have a negative impact on safety:

- Working hours: over 20 per cent reported working more than 69 hours per week and that working hours were unpredictable
- Fatigue and sleep: 12 per cent reported sleep problems, and close to 20 per cent reported experiencing chronic fatigue
- Organisational priorities: wellbeing and mental health were better when seafarers perceived that their organisations prioritised their safety and welfare over operational costs and performance
- Mental Health: around 40 per cent reported experiencing symptoms of mental ill health (e.g. depression and anxiety) sometimes, and around 10 per cent reported experiencing symptoms often
- Wellbeing: 90 per cent indicated positive levels of psychological wellbeing (e.g. good at managing responsibilities), 70 per cent indicated positive levels of social wellbeing (e.g. have warm and trusting relationships), and 80 per cent indicated positive levels of hedonic wellbeing (e.g. feeling happy)
- Safety behaviours: close to 80 per cent reported high quality compliance to safety rules and procedures, however, more than 40 per cent also agreed that they sometimes just 'tick the boxes' without paying much attention to the actual procedures; and close to 20 per cent agreed that they behave in non-compliant ways (e.g. skipping procedures to get the job done) while at work.

The study showed that safety leadership was the strongest predictor of developing a safety culture; and that a safety culture was likely to be more developed if seafarers perceived their immediate supervisors as valuing and rewarding safety-related outcomes and behaviours.

As the regulator, AMSA can influence the maritime industry by providing valuable insights like these, and by supporting industry to take positive action to improve the safety culture. For more information on the study, visit our website.

Factors within our control

Reducing regulatory burden

We can have a positive impact on reducing regulatory burden and complexity, and helping those we regulate to understand what they must do. This can positively influence safety outcomes for both domestic and international shipping.

Implications – we must:

- maintain a world class port State inspection program
- anticipate and 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 international shipping role in a transparent and equitable way.

Our strategic goals are to:

- ensure safe shipping in Australian waters
- minimise harmful emissions and discharges from ships in the marine environment
- deregulate and streamline without impacting safety
- develop a contemporary regulatory and compliance model
- develop a predictive, integrated intervention capability to ensure the safety of people and vessels
- comply with international standards for training certification and watchkeeping of seafarers
- promote a maritime safety culture that leads to positive behavioural change
- influence the international standards and the behaviours of key flag States and trading partners to ensure shipping to and from Australia is done as efficiently and safely as possible.

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 2018–19 we will:

- work towards an amendment of the International Code of the Construction and Equipment of Ships Carrying Liquefied Gases in Bulk (IGC Code) to allow the carriage of bulk liquid hydrogen by sea
- continue our work to improve cargo safety, focusing on the hazards associated with the liquefaction of bulk cargoes and verifying container weights
- continue reviewing and updating marine orders to adapt our regulatory responses to keep pace with change
- continue to focus on ensuring standards are understood across the domestic commercial vessel fleet
- further promote safety management and safety culture for the domestic commercial vessel sector
- continue our ship inspection program, focusing on crew working conditions and ship maintenance
- monitor developments and lead the review of standards that improve safety of regulated Australian vessels (RAV) and domestic commercial vessels (DCV)
- engage with standard setting agencies on international and domestic industry developments
- establish Australia's policy on autonomous vessels with a view to influence the development of international standards at the IMO.

Responses (continued)

Over the next four years we will:

- support reform efforts to make standards easier for industry to understand and implement
- develop, consistent with international initiatives, a regulatory response to the operation of autonomous vessels in Australia
- regularly review the fees and charges we pass onto industry
- undertake more research into the human elements that impact on the safe operation of vessels
- deliver, implement and enhance the national system for domestic commercial vessel safety—see strategic challenge 2 on page 29
- continue to use an evidence-based approach to planning, including drawing on new and existing research ⁵
- develop and maintain a regulatory plan that meets government reform objectives
- build relationships within the DCV community that support modernisation of the National Standard for Commercial Vessels (NSCV)
- continue to lead work internationally on shipping of solid bulk cargoes, including iron ore, coal, bauxite and liquefied hydrogen, to better manage the safety risks as well as increasing the trade competitiveness of our major exporters
- work towards full international implementation of the Polar Code, reflecting Australia's search and rescue obligations, maritime and environmental interests in the Southern Ocean
- work towards an IMO that is more reflective of broad maritime interests, including better governance of the high seas and areas outside Australian waters

Focus area 1.2: Preventing pollution from shipping

In 2018–19 we will:

- work with state and Commonwealth departments to address shipping emissions and undertake research to seek better information on air emissions from ships in Australian waters
- ensure pollution response and shipping activities are addressed in the new Commonwealth Marine Reserve Management Plans
- consider cost recovery administrative and legislative arrangements following maritime incidents in Australia
- consider the use of fluorinated fire-fighting foam use on vessels, given environmental and health concerns, and states moving to ban their discharge to the environment
- consider how the issue of international standards for foams is best addressed in the International Maritime Organization
- address the issue of greenhouse gas emissions by contributing to the development of the initial IMO Greenhouse Emissions Reduction Strategy and the implementation of the data collection system under the International Convention for the Prevention of Pollution from Ships (MARPOL) Annex VI
- seek to enhance Australia's implementation of MARPOL Annex V (garbage) through an investigation of the feasibility of recycling waste from international ships in Australian ports
- undertake analysis of data on marine debris to gain an understanding of the effectiveness of amendments to MARPOL Annex V and to contribute to discussions on the global issue of marine debris
- agree joint investigation guidelines for oil spills of unknown origin with partners to the National Plan for Maritime Environmental Emergencies (National Plan).

Over the next four years we will:

- support the transition to the 2020 Global Sulphur Cap, to the 0.5 per cent mass by mass global low sulphur fuel global requirement in 2020—see box below
- work with state and Commonwealth agencies to implement consistent and effective shipping discharge controls, in particular air pollution and sewage and investigate the case or otherwise for Emission Control Areas in Australian waters
- implement relevant environment protection measures under the North-East Shipping Management Plan (including any revisions of the plan)
- work constructively with other Member States of the IMO to develop global solutions to ship-sourced pollution that correlate with our national interests, including appropriate measures for reduction of greenhouse gas emissions from international shipping
- continue to progress measures to support the initial IMO Greenhouse Emission Reduction Strategy in the lead up to the adoption of the final strategy in 2023
- promote the consistent application of environmental standards for shipping (MARPOL and others) across states and territories.

IMO has set a global limit for sulphur in fuel oil used on board ships of 0.50 per cent m/m (mass by mass) from 1 January 2020. The current limit of 3.50 per cent has been in effect since 1 January 2012. This change will significantly reduce the amount of sulphur oxide emanating from ships and should have major health and environmental benefits for the world, particularly for populations living close to ports and coasts. Mass percentage is calculated as the mass of a component (sulphur) divided by the total mass of the mixture (fuel oil), multiplied by 100 per cent.

Focus area 1.3: Supporting safe navigation

In 2018–19 we will:

- advocate for resilience of positioning, navigation and timing services in Australia from a maritime perspective and contribute to the development of a business case to establish a Satellite Based Augmentation System (SBAS) service in Australia
- enhance the aids to navigation network by reviewing our strategic asset management plan including improved planning and analysis
- continue to take advantage of technical innovations across our aids to navigation network
- evaluate and validate any possible changes to the Torres Strait draught limit regime for deep draught vessels using the under keel clearance management (UKCM) system
- lead Australia's efforts to provide digital maritime services including international engagement on Maritime Connectivity Platform (MCP) activities
- review the North-East Shipping Management Plan to directly align with REEF 2050 (released by the Australian and Queensland Governments in March 2015, REEF 2050 is the overarching framework for protecting and managing the Great Barrier Reef until 2050) and progress remaining work items
- work internationally to finalise an IMO guideline on the standardised mode (S-Mode) of operation of navigation equipment. The guideline aims to reduce familiarisation requirements and improve the effective use of electronic navigation equipment

Responses (continued)

- finalise the product specification for UKCM S-129—see box below
- identify future maritime data exchange system—VHF Data Exchange System (VDES).

S-129 will enable UKCM service providers to transmit the information their systems produce to ships, and for ships systems to be able to display that information. This will contribute to better shared mental models between ship's crews, pilots and vessel traffic services to enhance the safety of navigation. S-129 will also help ships crews plan their voyages from berth-to-berth which is an *International Convention for the Safety of Life at Sea* (SOLAS) requirement. At present, needed information about the existence of UKCM services is not readily available within official navigation products, but S-129 will change this situation.

Over the next four years we will:

- progress the work items associated with the North-East Shipping Management Plan (including any revisions of the plan)
- work with the fishing industry to communicate the benefits of using Automatic Identification Systems (AIS) to operate more safely
- advocate for a formal marine spatial planning framework in Australia
- optimise the draught regime through the Torres Strait where it is safe to do so
- lead international efforts to standardise UKCM related 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 'Looking Ahead - AMSA's Operating Environment 2017–2027'
- deliver a national aids to navigation database in collaboration with Australian Hydrographic Office
- contribute to water space management practices for Australia
- continue the certification and audit of vessel traffic service (VTS) providers
- optimise aids to navigation asset management strategies including improved requirements planning and analysis to enhance operational and financial objectives
- use our heritage strategy to guide us in the management of the aids to navigation that are of cultural and natural heritage value.

Focus area 1.4:

Contributing to and implementing international conventions

In 2018–19 we will:

- support Australia's engagement at the IMO and other international standard-setting bodies to ensure international standards align with our national priorities
- continue to deliver our long standing and significant technical cooperation programs in Indonesia, Papua New Guinea and in the South Pacific
- continue bilateral and regional engagement focusing on reducing the risk of safety or environmental incidents in Australian waters and in nearby areas where Australia has an obligation to respond
- continue to encourage better performance from neighbouring states in terms of search and rescue, ship safety and pollution prevention and response
- continued close engagement with major trading partners including China, Republic of Korea and Japan to ensure ship movements in Australian and neighbouring waters are safe, environmentally responsible and efficient
- continue to work with neighbouring states to ensure that shipping and pollution risks are minimised.

Over the next four years we will:

- promote maritime safety matters so they are appropriately reflected in Australia's foreign policy objectives, and that our approach to bilateral and regional engagement aligns with broader Australian Government objectives
- ensure international obligations are effectively implemented through Australian regulation or policy
- work towards an IMO that is more reflective of Australian's broad maritime interests, including better governance of the high seas and areas outside of Australian waters
- exercise continued leadership within the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum
- work closely with counterpart countries to ensure strong, mutually-beneficial relationships are maintained.

Focus area 1.5: Ensuring seafarer standards and welfare

In 2018–19 we will:

- continue our work with the domestic maritime industry to better understand its approach to safety culture and safety management, and opportunities for collaboration and improvement
- review the IMO's guidelines on fatigue, with a view to addressing the human factors that impact on the safe operation of vessels
- actively contribute to the development of international seafarer related standards
- implement the findings of the 2017 review of near coastal certificates of competency framework by amending Marine Order 505 and NSCV Part D. The amendments will result in a coherent regulatory framework for domestic seafarers.

Over the next four years we will:

- build on our domestic commercial vessel safety culture research work
- provide clearer competency requirements promoting seafarer career progression from near coastal to international operations, and develop a risk-based framework for crew performing low complexity functions
- enable training providers to deliver training in emerging technologies such as electronic navigation systems, 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* (MLC) from calling at Australian ports
- work with the IMO and industry to improve capability in managing human factors such as fatigue
- engage resources to strengthen our ability to develop policy on seafarer competency and welfare standards
- continue to implement international seafarer standards.

Responses (continued)

Capability – delivery of the following projects and programs is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Cross-focus areas	Integrated Operations – Response Operational Design	Analyse requirements and design a future business operating model and supporting systems for a single integrated operations management capability	Ongoing
Focus area 1.1: Ensuring vessels are operated safely and meeting standards	Looking Ahead - AMSA's Operating Environment 2017-2027	Implementation of the plan to proactively assess and manage risks from shipping around Australia's coast	Ongoing
Cross-focus areas	NAVIS Inspection and Registration 4.0	NAVIS is being upgraded to a new platform and the data from SHIPSYS is being migrated to that platform. This will provide better support for the management of vessel inspection functions	Q4 Mar-Jun 2019
Cross-focus areas	Met-Ocean and Drift Modelling Tool	Development of a drift modelling tool that will predict drift trajectories of large ships and oil slicks, and provide support for search and rescue missions	Q4 Mar-Jun 2021

Demonstrating performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
Focus Area 1.1: Ensuring regulated vessels are operating 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:	Using the risk profile (P1=high, P4=low) of individual ships as a basis, our inspection regime—as a preventative measure—ensures we concentrate our resources on those ships that pose the greatest threat to safety and the environment.								
	Priority one ships		80%	-	Yes	3,4	✓	✓	✓	✓
	Priority two ships		60%	-	Yes	3,4	✓	✓	✓	✓
	Priority three ships		40%	-	Yes	3,4	✓	✓	✓	✓
	Priority four ships		20%	-	Yes	3,4	✓	✓	✓	✓
1.1.2	Extent to which inspections of high risk ships are conducted within specified timeframes	All eligible ships (P1-P4) are targeted for inspection every six months. Timely inspections of high-risk ships in particular, including passenger vessels, improves safety by identifying and rectifying faults (operator responsibility), and encouraging owners to operate vessels safely.	100%	-	Yes	3	✓	✓	✓	✓
1.1.3	The annual number of port and flag State control (FSC) ship inspections meet the following targets:	By establishing representative samples by ship inspection type, we can monitor the quality of ships in Australian waters with some certainty, and determine whether trends are emerging that may pose a risk to safety and the environment.		-						
	All inspections		7400 ¹	-	Yes	1	✓	✓	✓	✓
	FSC inspections		60	-	Yes	1	✓	✓	✓	✓

¹ The overall PSC target of 3000 inspections has been removed. Measure 1.1.1 demonstrates AMSA's effectiveness in this area. Further, if AMSA achieves all P1-P4 inspection targets (see measure 1.1.1) the total number will be significantly less than 3000. AMSA is trying allocate resources to the areas of most need/impact, and having an inflated overall target does not support this intent.

Demonstrating performance (continued)

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
1.1.4	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.		88-89						
1.1.4.1	Average number of deficiencies per inspection compared to a rolling 10-year average	Indicates whether the standard of ships operating in Australian waters is improving/worsening.	< 3.25	-	No	NA	✓	✓	✓	✓
1.1.4.2	Percentage of ships detained as a proportion of all PSC inspections	Indicates the quality of the foreign-flagged ship fleet visiting Australia.	< 7.5%	-	Yes	1	✓	✓	✓	✓
1.1.4.3	Proportion of serious incidents ² to total port arrivals	Indicates whether safety in the shipping industry is improving/worsening.	< 0.5%	88-89	No	NA	✓	✓	✓	✓
1.1.4.4	The age of ships coming to Australia relative to the age of ships in the worldwide fleet	Indicates: (1) the overall quality of the foreign Flag ship fleet visiting Australia. (2) increasing/decreasing risk of the foreign Flag fleet coming to Australia, e.g. younger vessels = lower risk, older = higher risk (lead indicator), (3) how successful we've been influencing ship owner/operators not to send older/higher risk ships to Australia (lag indicator).	At least 50% below the average age of the worldwide fleet. ³	-	No	NA	✓	✓	✓	✓

² Several factors are considered by AMSA to determine whether an incident is deemed significant, including the cause of the incident; WHS considerations; impacts on the environment; other vessels, and the community; and potential impacts. Incidents are graded on a case-by-case basis.

³ The target has been revised to 'at least 50 per cent below the average age of the worldwide fleet'. The revised target is consistent with our vision.

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
1.1.5	Improvement in the standard of domestic commercial vessels is demonstrated through:			-						
1.1.5.1	Fatalities in domestic vessel seafarers trend towards zero ⁴	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	↓ 0	-	No	NA	✓	✓	✓	✓
1.1.5.2	The number of very serious and serious incident reports as a percentage of the total number of incidents reported, decreasing and trending towards zero ⁵	As the industry's safety culture matures, operators are more likely to report incidents. An overall increase in incident reporting is positive as it indicates increasing levels of safety awareness. Further, as the regulatory system matures the number of very serious and serious incidents reported should decrease	↓ 0	-	No	NA	✓	✓	✓	✓
Focus Area 1.2: Preventing pollution from shipping										
1.2.1	There is a reduction over time in the ratio of serious pollution incidents ⁶ under the Protection of the Sea (Prevention of Pollution) Act 1983 to the total number of ship arrivals ⁷	The rate of pollution per arrival is a measure of AMSA success in combatting marine pollution.	< 0.7%	88-89	No	NA	✓	✓	✓	✓

⁴ This measure and target has been changed to better reflect the complexity and challenge of reducing fatalities among domestic seafarers, and AMSA's long term aspirational goal of ensuring those who put to sea to earn a living come home.

⁵ Measure has changed. The previous 1.1.5.2 measure associated with the number of serious incidents has been retired as it had limited utility/value given the very low number of serious incidents annually, and the separate reporting of fatalities through 1.1.5.1.

The new measure has been introduced to demonstrate performance against AMSA's strategic goals of promoting improvements in marine safety; and facilitating the development of an industry culture to ensure the effective identification and management of safety risks. There are three incident categories for all vessels:

- Category 1 Incidents – Very serious: involve total loss of the vessel, loss of life, or severe pollution, (Severe pollution is a case of pollution which produces a major negative effect upon the environment, or which would have produced such an effect without preventive action—oil spill > 1000t; Level 3 chemical incident).
- Category 2 Incidents – Serious: do not qualify as category 1 incidents and which involve a fire, explosion, collision, grounding, contact, heavy weather damage, ice damage, hull cracking, or suspected hull defect, etc, resulting in:
 - immobilisation of main engines, extensive accommodation damage, severe structural damage, such as penetration of the hull under water, etc, rendering the ship unfit to proceed, or
 - pollution (10-1000 t; Level 2 chemical incident); and/or
 - a breakdown necessitating towage or shore assistance.
- Category 3 Incidents – Less serious: do not qualify as category 1 or category 2 incidents and for the purpose of recording useful information also include marine incidents which themselves include minor injury/illness, death due to illness, M/E stoppage for maintenance, medevacs, minor oil spills (< 10 t; Level 1 chemical incident), hazardous incidents, near misses, Cat 1–2 outside S&R zone outside (except if Australian Registered), pollution outside the EEZ reported to AMSA.

⁶ A serious pollution incident is one that discharges more than 50,000 litres of pollutant into the marine environment.

⁷ The wording of this measure has been refined to provide further clarity.

Demonstrating performance (continued)

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
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	A high rate of reliability and availability across our aids to navigation network has a direct, positive relationship with vessels operating safely. Also measures the extent to which our aids to navigation contractor is meeting KPIs.	99% ⁸	-	No	NA	✓	✓	✓	✓
Focus Area 1.4: Contributing to and implementing international conventions										
1.4.1	Regulatory measures are introduced consistent with international effect dates (linked to 1.1.5)	A current, up-to-date regulatory framework influences the way ships are operated, and promotes safe shipping.	100%	-	No	NA				
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 <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.		-	NA					
1.5.1.1	Average number of Maritime Labour Convention deficiencies per inspection ⁹	Indicates whether seafarer working and living conditions are improving or worsening, and prompts further investigation/action.	< 0.5	-	NA	NA	✓	✓	✓	✓
1.5.1.2	Onshore complaints made under the Maritime Labour Convention are investigated ¹⁰	Timely investigation and resolution of complaints improves seafarer working and living conditions immediately, and sends a clear message to vessel owners/operators that poor treatment will not be tolerated.	100%	-	NA	NA	✓	✓	✓	✓

⁸ Aids to navigation availability target has been changed to 99 per cent to reflect the practical reality of the impacts of severe weather, maintenance contractor availability and speed of response etc. Target is consistent with IALA targets.

⁹ Measure has been changed, removing reference to a 10 year rolling average comparison as this data does not yet exist.

¹⁰ Measure has been changed, removing reference "Article 22" to the MLC to simplify the measure. Reference to 'within specified timeframes' has also been removed, as the unique circumstances of each investigation determine timeframes, e.g. location and access to the vessel.

¹¹ 2017-18 measure - Achievement of the objectives detailed in the Australian Seafarers Welfare Council (ASWC) Strategic Plan for which AMSA is responsible - has been removed as it is deemed 'business as usual' for AMSA.

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
Regulatory performance										
R	Monitor overall regulatory performance through:	Monitoring how stakeholders perceive AMSA's performance on a regular basis is central to improving the services we deliver, and preventing issues from escalating.		-						
	R.1 Regular formal and informal feedback			-						
	R.1.1: National System Customer Service	Indicates the level of customer satisfaction with the service delivered by our call centre, and whether their issue was resolved satisfactorily. Helps us to improve our services, and identify potential issues which may prompt further investigation/action.	90%	-	Yes	1,2,3,4,5,6	✓	✓	✓	✓
	R.1.2: Regulator Stakeholder Survey ¹²	Online survey that provides stakeholders with the opportunity to rate our interaction as a regulator with them across six key performance areas on a scale of 1-6. ^{13, 14}	average greater than or equal to 3 ¹⁵	-						
	R.1.3: Email campaigns from AMSA	Indicates how successful our email campaigns have been in reaching target audiences	30% (open rate)	-	Yes	1,2,3,4,5,6	✓	✓	✓	✓

¹² The name of the measure has been changed to more accurately reflect the specific aspect of regulatory performance it covers.

¹³ To streamline reporting, the six individual key performance areas reported previously have been consolidated into an average overall score. The six contributing key performance areas—aligned to the six Regulator Performance Framework key performance areas—are (1) AMSA helps vessel owners and seafarers safely operate or work on a vessel without getting in the way, (2) Communications I get from AMSA are clear and useful (3) Given the risks involved in what I do, the level of regulation is about right, (4) AMSA's compliance and monitoring arrangements are well organised and efficient, (5) AMSA explains its decisions well, (6) AMSA is always trying to improve maritime regulations to create a safer and more efficient industry.

¹⁴ Scale: 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree.

¹⁵ With the benefit of having completed one full annual reporting cycle of the Regulator Performance Framework and survey, this target represents an overall average and provides AMSA with a baseline to work from.

2

Challenge:

Delivering, implementing and enhancing the national system for domestic commercial vessel safety

The maritime industry in Australia has undergone one of the most significant periods of regulatory change in 100 years with the creation of a single national system for domestic commercial vessel safety as part of the 'Seamless National Economy' agenda.

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. In late 2014 the decision was made by the Transport and Infrastructure Council that AMSA would assume this service delivery role, eventually agreeing this would commence on 1 July 2018. This is a significant milestone in AMSA's history, and presents a unique challenge and exciting opportunity.

In December 2017 Australia's Transport Ministers agreed to provide more than \$100 million to support industry transitioning to National System service arrangements under AMSA.

In July 2018 the Federal Government announced that it will provide an additional \$10 million, increasing their contribution to \$65 million over ten years - and increasing total funding by all governments to \$112.4 million.

The additional funding means industry concerns about business viability under a full cost recovery model can now be addressed—closing the loop on the 2016 consultation and economic review processes. It provides two more years for AMSA to engage with industry on a range of important matters including:

- the most effective and efficient way to deliver services to industry
- opportunities to reduce costs to industry without compromising safety
- ways to reduce administrative burden so industry can get on with the job.

For industry, this additional funding means no levy will be charged for the first three years of AMSA's service delivery.



Operating environment

Snapshot

Diversity of the fleet	↑↑↑
Safety culture and attitudes toward regulation	→
Funding certainty	↑
Strength and capacity in the <i>Navigation Act 2012</i> and international shipping	↑

Factors beyond our control

The domestic commercial vessel fleet is diverse, made up of a broad range of vessel operations associated with a large number of industries and geographically dispersed sectors. Many of the vessels that make up the fleet have been subject to varying levels of safety regulation under previous state and territory arrangements. As such, there is wide disparity in safety culture and attitudes towards regulation across the fleet.

The Transport and Infrastructure Council's decision in late 2016 to delay the full implementation of the National System until July 2018 gave us more time to:

- collaborate with industry and state/territory governments to improve cost recovery and service design
- develop and test our information technology infrastructure.

Factors within 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 vessel industry from July 2018 onwards.

The domestic vessel fleet—including its standards and systems—is our responsibility. As such, we can use all the tools available to us to effect positive change including safety management systems (SMS), compliance measures, and education and awareness campaigns focused on standards and safety.

The diversity of the fleet also means that we must be more flexible and pragmatic in setting our risk tolerance levels—which influence our regulatory compliance and enforcement approach.

The funding decisions in December 2017 and July 2018 gives us certainty in terms of progressing key National System projects, and engaging with our advisory committees to finalise the cost recovery levy model.

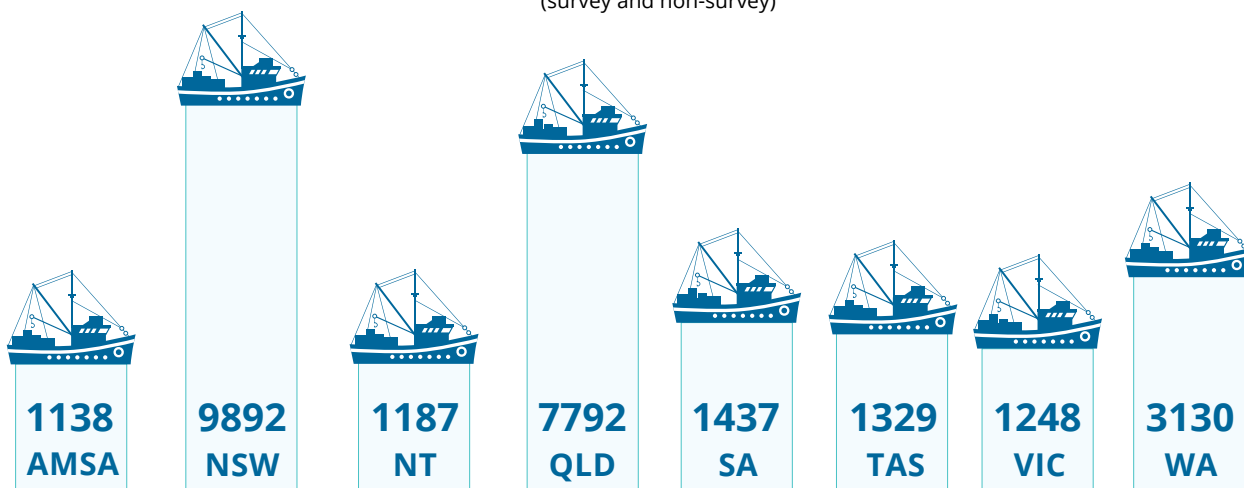
Factors within our control

Our historical strength and capacity in the Navigation Act and international shipping areas means that we have a strong team of professionals who have a proven track record. We can leverage off these strengths for domestic commercial vessels.

National System operational picture as at January 2018

27,153 vessels

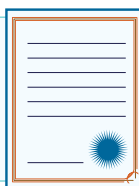
(survey and non-survey)



* Note 1, 2



66,508
appointed seafarers with
91,337
certificates



366
marine safety
inspectors

* Note 3

Note 1: 'AMSA vessels' exist as a result of the merging of two or more jurisdiction vessels.

Note 2: The existence of the AMSA records mean that at least 1138 vessels have been consolidated and removed from the fleet total, partly explaining the drop in vessel numbers between 2016 and 2017.

Note 3: The number of appointed marine safety inspectors (MSI) above does not include police. Police are by definition MSIs and do not require a legal instrument of appointment.

Implications – we must:

- better understand our domestic vessel stakeholders so that we can set expectations and know who we are regulating (also see our strategic enabler: Collaborating with our community)
- implement a regulatory framework that is operationally agile and reflective of the risks to vessels and operators
- manage the complications of the transition to the National System including the many 'grandfathering' arrangements
- develop an appropriate and cost effective service delivery model
- ensure our work is enabled by appropriate technology.

Our strategic goals are to:

- promote continuous improvement in marine safety and public confidence in the safety of marine commercial operators
- facilitate the development of an industry safety 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: Operating model

In 2018–19 we will:

- continue to consult and engage with industry on the delivery and implementation of the National System
- regularly engage with industry advisory committees
- strengthen relationships with National System stakeholders and customers.
- implement our post 1 July 2018 plan to enhance service delivery, including improving:
 - data quality
 - levy management
 - communications, including engagement through AMSA Connect (our contact centre)
 - customer relationship management.

Responses (continued)

Focus area 2.2: Service delivery

In 2018–19 we will:

- implement the initial service delivery model, including how National System customers will interact with us:
 - online
 - by phone
 - face-to-face
- ensure we have appropriate resources, knowledge and staff in the regions and centrally
- 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 and enhance 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: Regulatory framework

In 2018–19 we will:

- streamline, standardise and simplify regulatory arrangements by:
 - progressing amendments to the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* (National Law Act) and the *Marine Safety (Domestic Commercial Vessel) National Law Regulation 2013* (National Law Regulation)
 - deliver on commitments to implement red tape reduction through changes to National Law marine orders
 - move to embed flexibility in the existing regulatory framework rather than relying on general exemptions
- continue to build a common understanding that:
 - industry owns safety
 - safety management systems are important
- develop a compliance strategy that maximises voluntary compliance while creating effective deterrence.

Over the next four years we will:

- manage the increasing number of stakeholder interactions
- work with industry to develop a clear vision for the future of domestic commercial marine safety regulation
- work with the Department of Infrastructure, Regional Development and Cities to streamline legislative and regulatory frameworks and to reduce red tape.

Responses (continued)

Focus area 2.4:

Information technology and funding arrangements

In 2018–19 we will:

- ensure our information technology platform, eg our website, meets customer and business needs, including transactions like certification and payment
- continue to transfer information and knowledge from our state and territory partners
- enhance our shipping levy management systems
- implement our customer relationship management (CRM) system.

Over the next four years we will:

- concentrate on clearly defining operational business requirements for new or existing IT systems
- finalise our information technology platform
- with wide public consultation, review all National System costs and charges (2020–21).

Capability – delivery of the following projects and programs is a major component of our response to this challenge:

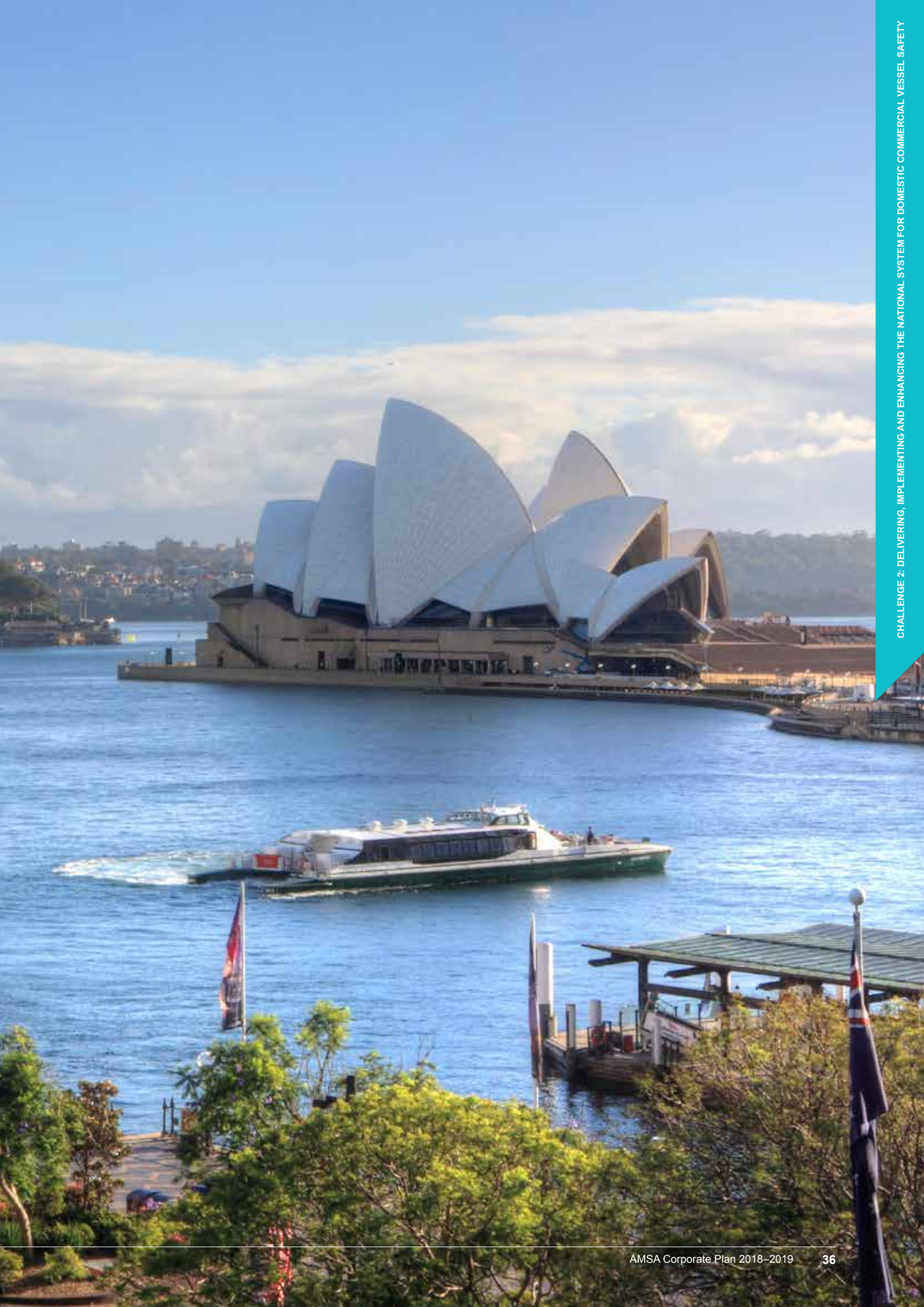
Focus Area	Project	Description	Estimated completion
Focus area 2.1: Designing – operating model, workforce and transition	National System Transition Program	Ensuring that systems and processes are developed to allow for the smooth transition of regulatory responsibility for domestic commercial vessels from the states and territories to AMSA	December 2018
Focus area 2.4: Support the system – Information Technology and funding arrangements	Web Redesign	We are delivering a new AMSA website designed to make it easier to find information and do business with us online.	Q1 July-Sept 2018

Demonstrating our performance

The performance of the National System will be primarily assessed against the following measures under Strategic Challenge 1:

- 1.1.5.1: Fatalities in domestic vessel seafarers trend towards zero
- 1.1.5.2: The number of very serious and serious incident reports as a percentage of the total number of incidents reported, decreasing and trending towards zero

The 2017-18 measure 2.1 Assume responsibility for service delivery by July 2018 – has been removed as AMSA has taken responsibility for service delivery.



3

Challenge:

Providing incident preparedness 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 in Australia and internationally to enhance our capabilities.

Our preparedness and response operations include:

- aviation and maritime search and rescue
- maritime casualty management
- marine pollution response.



Operating environment

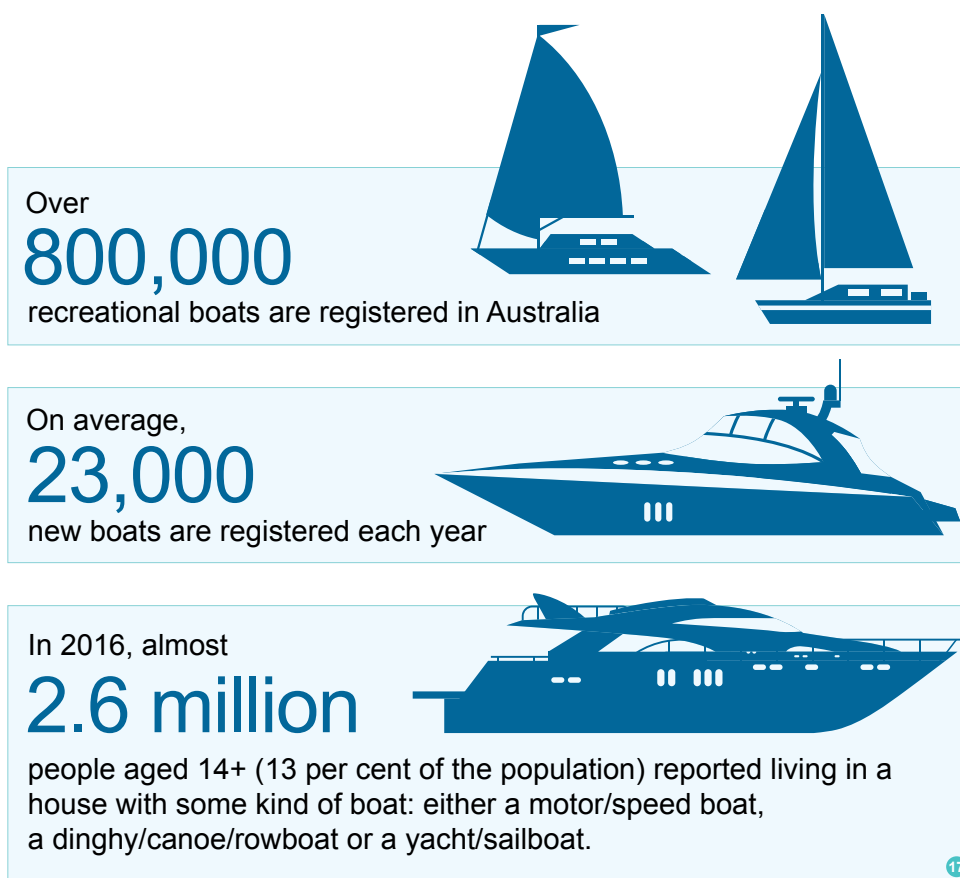
Snapshot

Overall commercial shipping activity—long term	
Recreational boating activity	
General aviation—activity	
General aviation—age of Australian-registered fleet	
Civil aviation—aircraft and passenger numbers	
Use of personal locator beacons (PLB)	
Technology—growth and complexity	

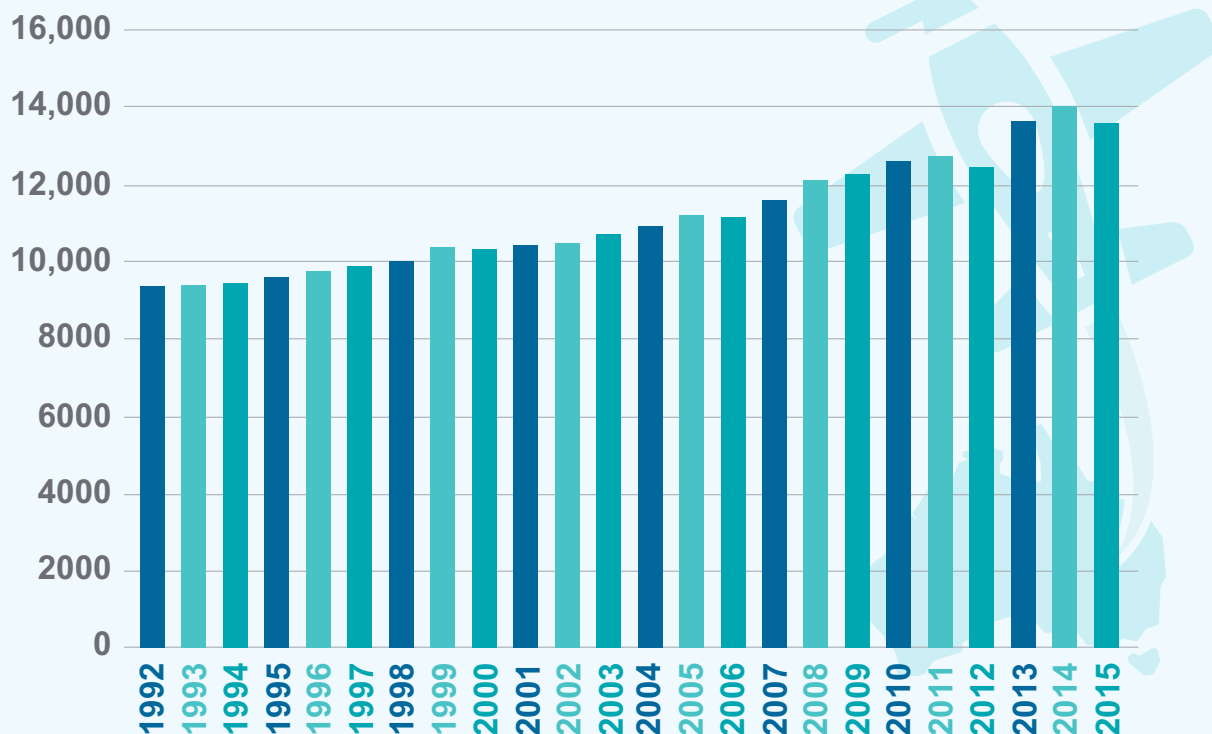
Factors beyond our control

The long-term growth rate in commercial shipping and cruise activity (see Strategic Challenge 1: operating environment), within our search and rescue region and around our coastline, has a direct impact on how we plan and prepare, particularly for our marine pollution and maritime casualty intervention operations.

The upward trend for recreational boating and changes in the profile of general aviation have the potential to increase the workload for our search and rescue operation.



VH registered aircraft



The general aviation (GA) sector is made up of all non-scheduled flying activity in Australian-registered aircraft (VH), other than that performed by the major domestic and international airlines. The major categories of flying are private, business, training, aerial agriculture, charter and aerial work. In addition, the sport aviation segment of GA includes operations in ultralight aircraft, gliders, hang gliders and autogyros.

The number of VH registered GA aircraft has increased steadily for many years (above). This may suggest a growing GA sector, however the proportion of GA aircraft not flying has also been increasing steadily, and in 2015 was 24 per cent (2923 aircraft) of all aircraft listed on the VH register.

Since 2010, total manned general aviation activity in Australia has been decreasing, but not all parts of GA have been affected. Several GA sectors, including private flying and flight training activities have experienced significant decreases since 2010, but this has been partially offset by increases in other areas, such as aerial mustering and search and rescue activity.

The average age of the GA fleet is 32.3 years.

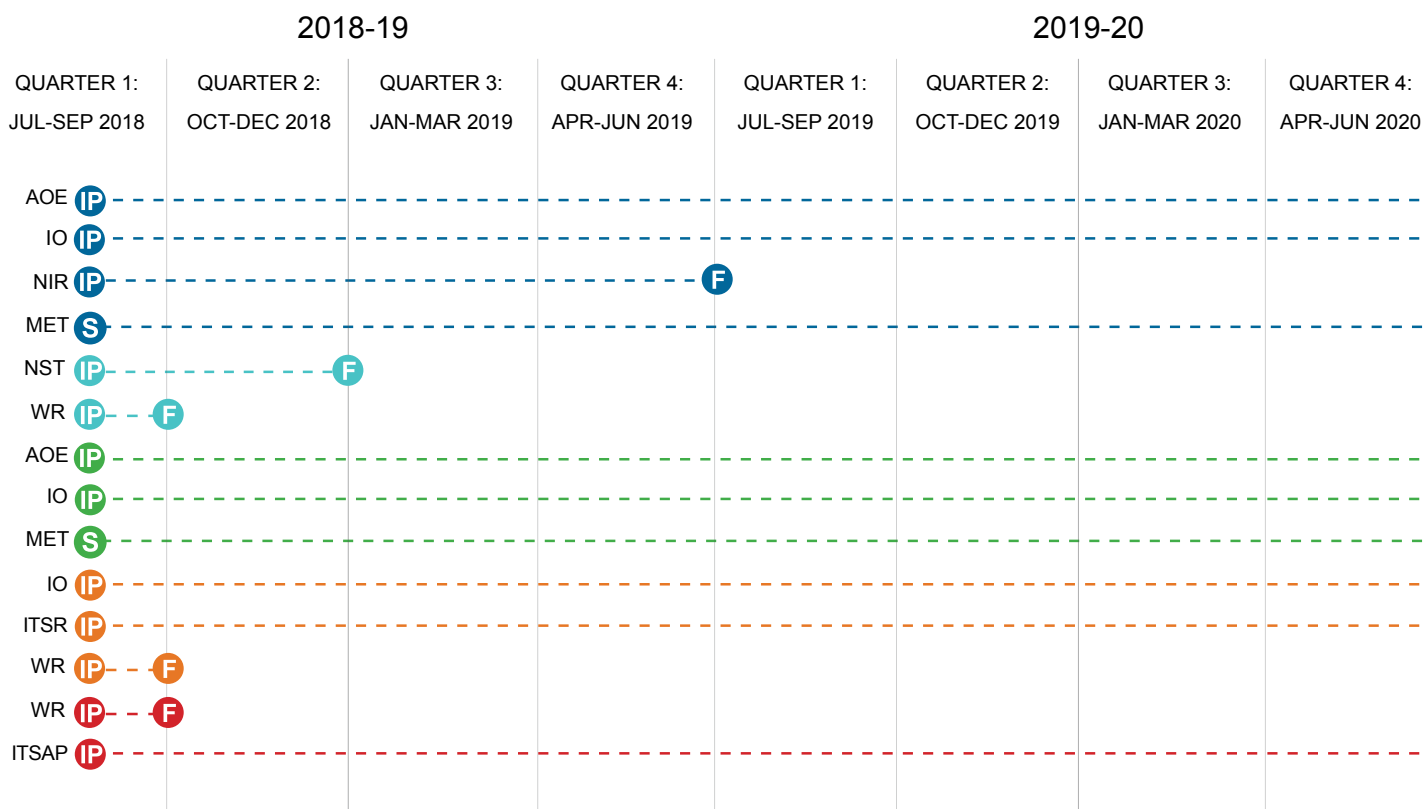
The average age of the most popular group of VH registered aircraft in GA—small single engine aeroplanes—is 36.4 years. While they are very robust aircraft, many are beginning to develop age-related faults such as corrosion and metal fatigue, which are very expensive to repair.

Helicopters tend to be much younger than single engine aeroplanes, with an average age of 19.3 years.

By 2034 domestic and international civil aviation aircraft numbers are expected to double, and passenger numbers are expected to increase from the current 3.4 billion to 7.3 billion.

Capability roadmap

Key

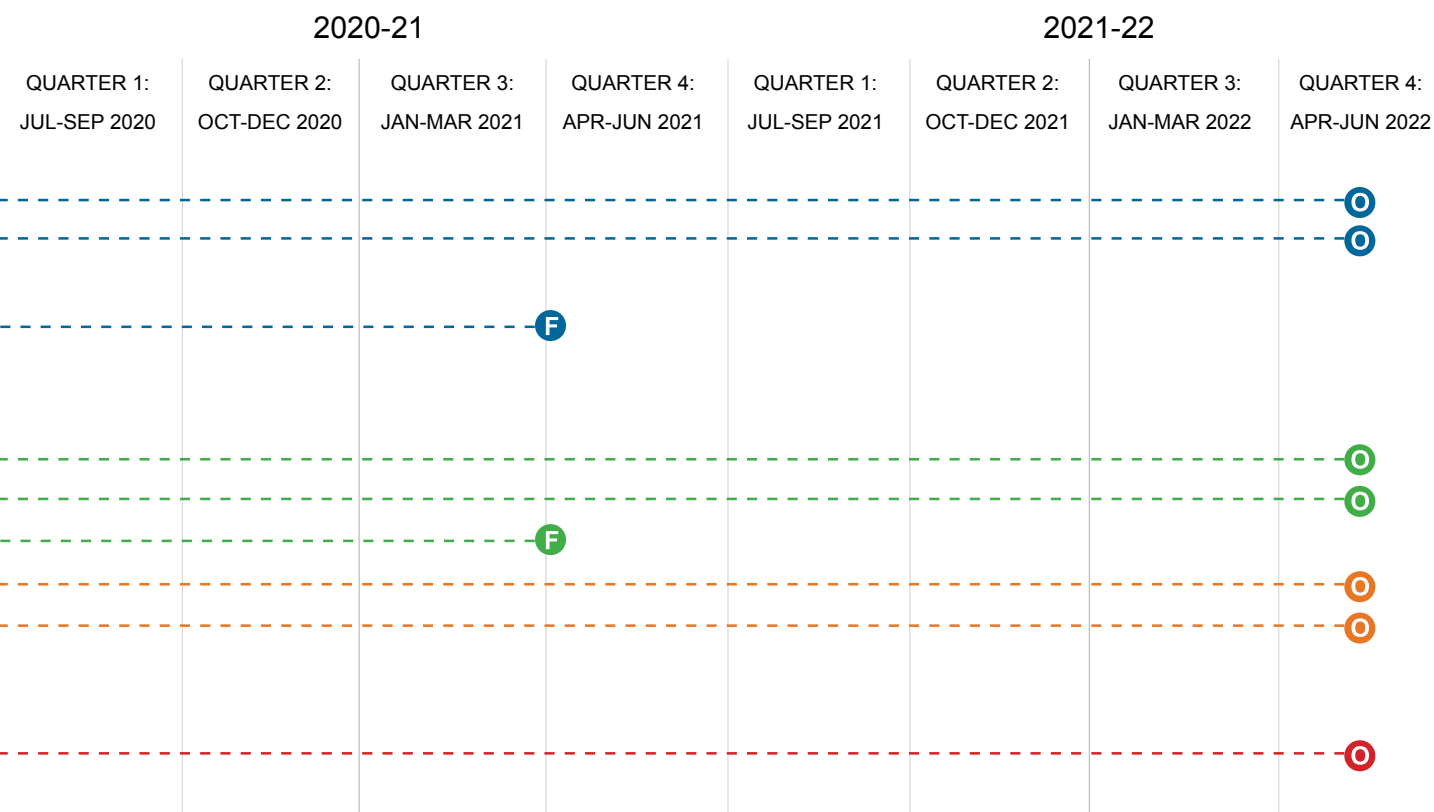


Strategic Challenge 1: Managing risks to safety and the environment

- Looking Ahead - AMSA's Operating Environment 2017-2027 (AOE)
- Integrated Operations (IO)
- NAVIS Inspection and Registration 4.0 (NIR)
- Met-Ocean and Drift Modelling Tool (MET)

Strategic Challenge 2: Delivering, implementing and enhancing the national system for domestic commercial vessel safety

- National System Transition Program (NST)
- Web Redesign (WR)



**Strategic Challenge 3:
Providing incident intervention and response**

- Looking Ahead - AMSA's Operating Environment 2017-2027 (AOE)
- Integrated Operations (IO)
- Met-Ocean and Drift Modelling Tool (MET)

**Strategic Challenge 4:
Ensuring a vibrant and progressive organisation**

- Integrated Operations (IO)
- Information Technology Services Roadmap (ITSR)
- Web Redesign (WR)

**Strategic Enabler:
Collaborating with our community**

- Web Redesign (WR)
- Indonesia Transport Safety Assistance Package (ITSAP)

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 standards and welfare

2 Strategic challenge 2

Delivering, implementing and enhancing the national system for domestic commercial vessel safety

2.1 Focus area 2.1:
Operating model

2.2 Focus area 2.2:
Service delivery

2.3 Focus area 2.3:
Regulatory framework

2.4 Focus area 2.4:
Information technology and funding arrangements

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 ensure the safety of people and vessels
- 1.7 Comply with international standards for training certification and watchkeeping
- 1.8 Promote a maritime safety culture that leads to positive behavioural change
- 1.9 Influence international standards and behaviours of key flag states and trading partners

Strategic goals

- 2.1 Promote continuous improvement in marine safety and public confidence in the safety of marine operators
- 2.2 Facilitate the development of an industry culture to ensure the effective identification and management of safety risks
- 2.3 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
- SR7. Failure to listen and effectively engage with customers and stakeholders

Strategic risk

- SR2. Failure as a regulator—regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences
- SR7. Failure to listen and effectively engage with customers and stakeholders

Strategic enabler (E)

Collaborating 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

Purpose

Who we serve: The Australian community.

Purpose: As Australia's national maritime regulatory body, we promote the safety and protection of our marine environment and combat ship-sourced pollution. We provide the infrastructure for safety of navigation in Australian waters, and maintain a national search and rescue service for the maritime and aviation sectors.

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

Providing incident preparedness 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 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 occurring wherever possible with best use of domain awareness
- 3.2 Save lives by coordinating aviation and maritime search and rescue
- 3.3 Respond efficiently and effectively to maritime environmental emergencies

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 Deliver our services with the available funding
- 4.4 Have effective and efficient processes and systems
- 4.5 Be an employer of choice and an exemplary corporate citizen
- 4.6 Apply our integrated management system across the organisation

Strategic risk

- SR3. Failure as a response organisation—search and rescue or maritime environmental emergency response arrangements are inadequate
- SR7. Failure to listen and effectively engage with customers and stakeholders

Strategic risks

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

- Our people – a professional, flexible and engaged workforce is the key to successfully delivering our vision and mission
- Data and information—helps us to target all the services we deliver

Enabler goals

- EG.1 International standards reflect Australian expectations and international standards are reflected nationally
- EG.2 Improve and promote maritime safety and environmental protection in our region
- EG.3 Have a strong regional voice in international fora
- EG.4 Regional approaches align with agreed international priorities

- EG.5 Informed and engaged community on maritime issues, search and rescue issues, and our role
- EG.6 Effective engagement with communities to promote maritime safety
- EG.7 To be respected and trusted
- EG.8 Increase stakeholders' understanding of their responsibilities under the National System
- EG.9 Create opportunities for people to provide relevant information and feedback
- EG.10 Increase safety knowledge and practices among people who work with commercial vessels

Focus area E4

Community education

Operating environment (continued)

Factors within our partial control

The sale, carriage and registration of most emergency beacons are outside our regulatory control, but the consequences of their use are often felt by us as a search and rescue response agency that receives alerts from the devices. We maintain 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.

The Civil Aviation Safety Authority is proposing an operational regulatory framework—‘Civil Aviation Safety Regulation Part 138’ (CASR 138)—for ensuring operators of aircraft, including helicopters, have the competency and capacity to safely undertake ‘aerial work’ missions. We need to become familiar with, and consider, this framework when we identify and task aircraft for search and rescue or pollution response.

Growth in emerging technology for distress alerting devices and mobile applications is enabling new ways for the community to signal they are in distress and need help. These devices can present challenges to the national search and rescue system. Examples of such emerging technology include man-overboard devices, satellite emergency notification devices, and smart phone applications. These devices present both risks and opportunities for AMSA, with interoperability a key consideration.

For Australia, emergency beacons are frequently carried—in 2018–19 we expect approximately a 12 per cent (59,000 beacons) increase in beacon registrations.

Implications — we must:

- continue preparing for and preventing search and rescue incidents and maritime environmental emergencies, and responding where necessary.

Our strategic goals are to:

- prevent incidents occurring wherever possible with best use of domain awareness
- save lives by coordinating aviation and maritime search and rescue
- respond effectively and efficiently to maritime environmental emergencies.

Responses

Focus area 3.1:

Pre-emptively intervening to assure vessel safety

In 2018–19 we will:

- continue to build our domain awareness capability leveraging our intelligence, triage and response capabilities to pre-empt incidents
- continue to develop our ability to detect disabled ships and predict their drift trajectory
- leverage off our expertise in incident management to enhance our crisis management practices for a major shipping incident, including mass rescue operations
- test our crisis management practices for a major incident
- implement the outcomes of our incident response resourcing capacity review
- enhance incident review data to support safety related messaging.

Over the next four years we will:

- finalise our 24/7 integrated operations capability and domain awareness, which will support our predictive, integrated intervention capability through a single incident management system
- develop Australia's complex maritime incident arrangements, incorporating mass rescue arrangements
- refresh as appropriate the National Plan for Maritime Environmental Emergencies and the National Search and Rescue Plan.

Responses (continued)

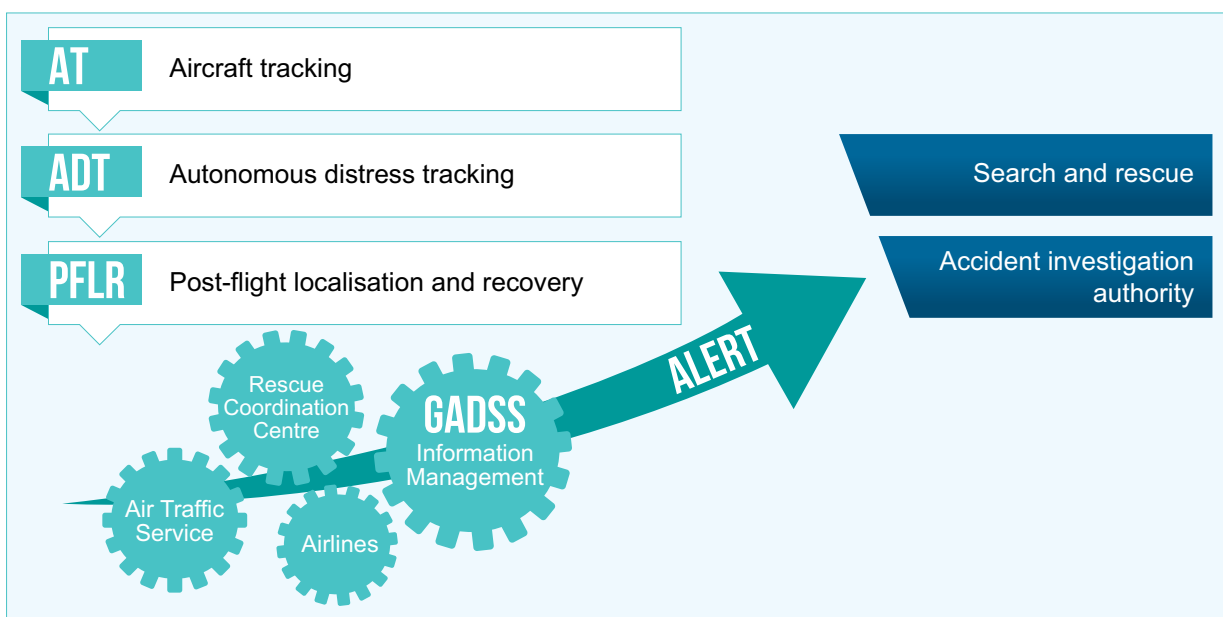
Focus area 3.2: Saving lives daily through search and rescue

In 2018–19 we will:

- establish new search and rescue (SAR) training arrangements
- implement SAR aircraft of opportunity¹ contract arrangements
- provide governance and strategic management of the national arrangements for SAR within AMSA and through the National SAR Council; focuses include:
 - progressing Australia’s approach to a national SAR training framework
 - implications of CASR Part 138 on operational tasking (see page 45)
 - streamlining communication mechanisms with SAR authorities
 - medical evacuations
- progress operational aspects for AMSA on maritime and aviation search and rescue arrangements; focuses include:
 - Operational Tasking Governance Framework
 - cross-border coordination and interoperability
- manage Australia’s transition of MEOSAR (Medium-Altitude Earth Orbiting Search and Rescue) satellite system to full operational capability and requirements to support second generation Cospas-Sarsat beacons and the withdrawal of the LEOSAR (Low-Altitude Earth Orbiting Search and Rescue) satellite system
- coordinate Australia’s review of high frequency (HF) radio services and determine future delivery model
- enhance targeted messaging campaigns to support response and safety priorities.

Over the next four years we will:

- actively lead enhanced regulations and effective implementation mechanisms for tracking and distress alerting devices, ie Cospas-Sarsat distress beacons, SEND and AIS tracking devices
- support Australia’s implementation of the Global Aeronautical Distress Safety System (GADSS)
- focus targeted messaging campaigns to support response and safety priorities with enhanced data related to domestic commercial vessels
- monitor the development by CASA of their Part 138 rules and consider any impact on SAR response tasking
- actively contribute to Australia’s Aviation State Safety Program.



¹ Opportunity search and rescue aircraft are both rotary wing and fixed wing aircraft located all around the country, some with specialised equipment and training, that AMSA can call upon to request a response to search and rescue incidents.

Focus area 3.3: Delivering an effective incident response capability

In 2018–19 we will:

- focus on managing our key capability contracts, including:
 - emergency towage capability (ETC) level 1² delivered by Australian Maritime Systems (AMS)
 - conduct an approach to market for ETC level 2
 - aviation search and rescue tier 1—our dedicated aircraft operated by Cobham
 - aids to navigation maintenance delivered by AMS
 - pollution stockpiles—capital expenditure, storage and maintenance
 - search and rescue equipment maintenance support services
 - MEOSAR
- progress contingency planning and exercise development for cruise ship / civilian airliner mass casualty incidents
- exercise the:
 - national response team (NRT)
 - hazardous and noxious substance (HNS) reconnaissance team
 - ETC Level 1 and 2 capabilities
- manage stakeholder engagement, including bilateral and regional engagement and community education for aids to navigation stakeholders, search and rescue and maritime environmental emergencies
- manage our regional SAR capability and technical development programs.

Over the next four years we will:

- as one of several Commonwealth agencies with aviation sector responsibilities, support Australia's implementation of the Global Aeronautical Distress Safety System (GADSS)
- actively contribute to Australia's Aviation State Safety Program
- review emergency response arrangements under the National Plan for Maritime Environmental Emergencies (National Plan).

² ETC levels are: 1: dedicated emergency towage vessel (ETV) operating in the Far North Queensland emergency towage capability region; 2: contracted port towage across the other 10 emergency towage capability regions around Australia

Responses (continued)

Focus area 3.4:

Delivering an effective marine pollution response capability

In 2018–19 we will:

- continue to train, develop and exercise the national response team and the states / NT capabilities
- review the National Plan exercise program
- review fixed-wing aerial dispersant capabilities
- provide the governance framework, with a focus on enhanced stakeholder engagement, for the national arrangements for maritime environmental emergencies, including coordination of National Plan strategic working groups and delivery of outcomes.

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
- review emergency response arrangements under the National Plan
- identify and integrate National Plan stakeholder engagement where appropriate
- continue to ensure that National Plan response technologies and capabilities are supported through robust technical, evidence and science-based programs of research and testing.

Capability – delivery of the following projects is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Cross-focus areas	Integrated Operations – Response Operational Design	Analyse requirements and design a future business operating model and supporting systems for a single integrated operations management capability	Ongoing
Focus area 3.1: Pre-emptively intervening to assure vessel safety	Looking Ahead - AMSA's Operating Environment 2017-2027	Implementation of the plan to proactively assess and manage risks to shipping around Australia's coast	Ongoing
Cross-focus areas	Met-Ocean and Drift Modelling Tool	Implementing an improved met-ocean modelling capability to support predicting the drift behaviour of large ships, oil slicks and search and rescue targets.	Q4 Mar-Jun 2021

Demonstrating our performance

We will demonstrate our performance through the following measures:

No.	Measure (Performance Criterion)	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
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)	Measures the effectiveness of AMSA's ability to save lives	100%	90	No	NA	✓	✓	✓	✓
3.2.2	Provision of capability to conduct search and rescue operations	Indicates the effectiveness of resourcing search and rescue capability, which underpins saving lives		-						
	incidents (annual)		8500	-	No	NA	✓	✓	✓	✓
	searches (annual)		740	-	No	NA	✓	✓	✓	✓
3.2.3	Median time (minutes) for the AMSA Response Centre to initiate a response	Demonstrates that the AMSA Response Centre is tasking search and rescue assets responding to an incident in a timely, effective and appropriate manner to save lives	30	-	No	NA	✓	✓	✓	✓
3.2.4	For incidents that AMSA has SAR coordination responsibility, the median time (minutes) for an asset to be on-scene is:	Demonstrates that assets are in the right place on time. Also reflects performance against international on-scene response time standards		-						
	Day		150	-	No	NA	✓	✓	✓	✓
	Night		180	-	No	NA	✓	✓	✓	✓
Focus Area 3.4: Delivering an effective maritime environmental emergency pollution response capability										
3.4.1	Maritime environmental emergency response capability is available to respond to a pollution incident ¹	Demonstrates that maritime environmental emergency response assets are available to be tasked and deployed in a timely, effective and appropriate manner to combat marine pollution	100%	-	No	NA	✓	✓	✓	✓

¹ Measure wording updated to include 'environmental emergency' to provide further clarity.



4

Challenge:

Ensuring a vibrant and progressive organisation



Operating environment

Snapshot

Shipping levy growth: next four years	→
Technology: growth and complexity	↑↑↑

Factors beyond our control

Funding

We have seen a continued decline in the forecast growth rate of the Australian mineral and energy commodities sector. 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 projected to be 1.5 per cent, down 0.7 per cent from 2.2 per cent in 2017–18. While the growth rate is still positive, spending will need to be reined in over the long term.

National System – operational reality

A huge amount of work was done to prepare AMSA to deliver the National System—based on what we knew at the time, and what we expected to happen. The operational reality may deliver surprises that we must respond to. A flexible, customer-orientated approach will be vital.

Compliance

As a Corporate Commonwealth Entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) we must respond to directed changes in our legislated compliance environment. This year we are anticipating changes to the Commonwealth Procurement Rules, and our Protective Security Policy Framework arrangements.

Factors within our partial control

National System – services, workflows and secondary impacts

Modern regulators strive to put the customer at the centre of their business. The National System presents a step change for us in terms of the number and diversity of our customers. We are preparing for these changes to our business and ensuring customer orientation in our work is a key focus.

The operational workflows we have designed to support the National System have yet to be fully tested, and we anticipate some 'bedding-in' issues. We also expect that there will be secondary impacts on our corporate functions that we have yet to fully appreciate.

As our environment evolves, we need to change and evolve with it. We must continually build and maintain our internal capacity and capability if we are to meet our external challenges, including:

- technological advancement
- shifts in workplace demographics
- a global employment market
- the introduction of new law and regulation
- the ebb and flow of the world economy.

We must also be alert to duplication and inefficiencies, and be prepared to change structure and business models.

Factors within our control

How we structure for and resource competing priorities is up to us. We have a strong complement of skilled staff, and can deploy these staff to respond to changing workloads as required.

We understand that developing greater transparency and clarity of our costing and how we allocate expenses will be crucial.

Building new workforce capabilities to ensure we are well positioned to deliver our functions as the National Regulator will be crucial, as will an ongoing focus on employee engagement.

Our information technology

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

- technological advancement, digital business and government direction, including changes such as the digital mandate eg moving to paperless records
- stakeholder expectations 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

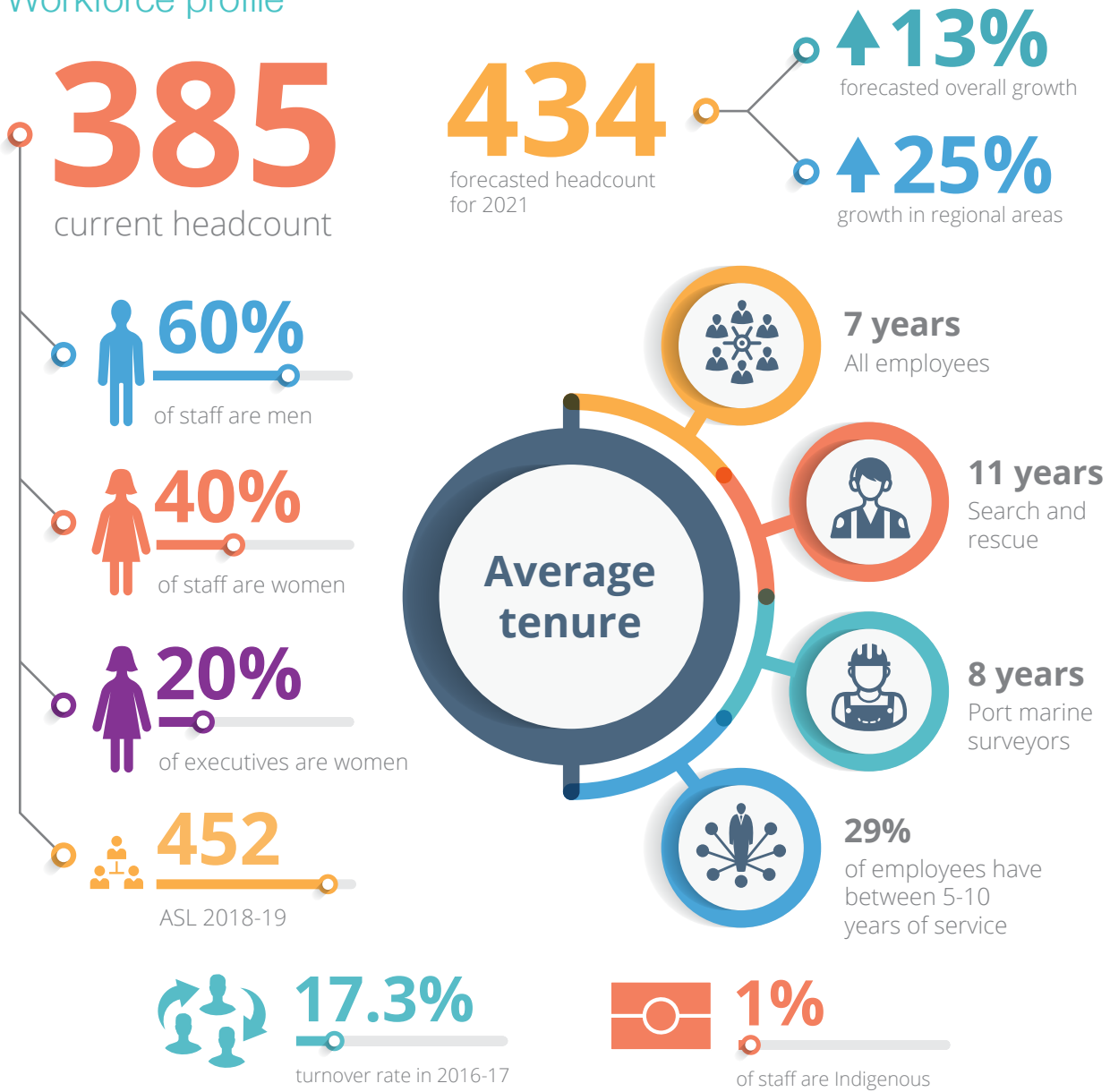
We have a highly-skilled and diverse workforce that is dedicated to fulfilling AMSA's mission and values. We are building new capabilities in our workforce to ensure we are best positioned to deliver our functions as the national regulator. As we develop our workforce of the future, we will draw on the strengths of our existing culture that have shaped the strong reputation AMSA has today.

To meet this challenge of building our workforce of the future, we must:

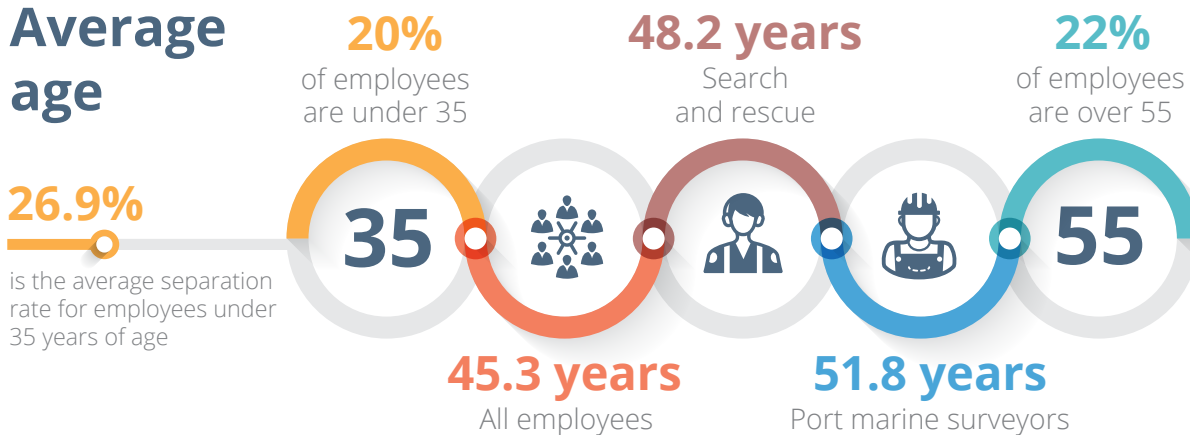
- introduce a new capability framework that will describe the skills required to support our transition to a more modern regulator
- develop and empower our leaders to successfully lead the organisation through change
- continue to implement a values-based culture that gives priority to the behaviours we believe are important to us in terms of how we perform our work
- ensure we have a sustainable workforce to deliver our new functions to the high standard our customers and stakeholders have come to expect from us
- refine our approach to recruitment to ensure we are sourcing candidates in a way that aligns to our new capability framework and supports our aims of developing our people.

Our workforce (continued)

Workforce profile



Average age



Implications – we must:

- ensure the support services provided to AMSA's operational functions are reliable, consistent, practical, appreciate business needs and priorities, and are focused on delivering on expectations.

Our strategic goals are:

- have a professional, flexible and engaged workforce that is change ready
- use technology to improve the services we deliver to do business anytime, anywhere
- deliver our services with the available funding
- have effective and efficient processes and systems
- be an employer of choice and exemplary corporate citizen
- apply our integrated management system across the organisation.

Responses

Focus area 4.1:

Workforce engagement, development and safety

In 2018–19 we will:

- address opportunities for improvement arising from the 2017 employee engagement survey
- deliver modern regulation e-learning and face to face training to all AMSA employees to build regulatory capability across the organisation in preparation for the National System
- prepare for negotiations of the next AMSA Enterprise Agreement 2019–2021
- implement initiatives included in the AMSA Workforce Plan 2018–2021, including the:
 - AMSA Diversity Plan 2018–2021
 - AMSA Workplace Health and Safety Strategy 2018–2021
- finalise the procurement process for replacing and/or enhancing our human resources information management and payroll system
- review outcomes of our leadership development program—including identifying any future investment required to build leadership capability
- uphold our exemplary standards of workplace health and safety.

Over the next four years we will:

- ensure we have fit-for-purpose industrial and employment frameworks that support an engaged, diverse and sustainable workforce
- ensure we take a more deliberate and strategic approach to developing our workforce of the future through implementation of initiatives included in the AMSA Workforce Plan 2018–2021.

Responses (continued)

Focus area 4.2: Good governance

In 2018–19 we will:

- improve project management through take up of our Enterprise Portfolio Management Office's (EPMO) services, and focusing on project financial management
- anticipate and respond to National System needs—eg protective security; mandatory training (ie public interest disclosure, fraud); changes to management delegations and authorisations; and external reporting
- conduct an independent Fraud Risk Assessment (FRA) and update of Fraud Control and Anti-Corruption Plan (FCCP)
- mature our security arrangements working towards compliance with the updated Protective Security Policy Framework (PSPF)
- strengthen and streamline the procurement process and establishing a single AMSA contracts register to provide an effective means of tracking and managing contracts.

Over the next four years we will:

- respond appropriately (cost/risk/benefit) to developments associated with the machinery of government including the PGPA Act, Regulator Performance Framework, and Protective Security Policy Framework
- ensure the procurement system operates efficiently and is in compliance with the evolving Commonwealth framework for Corporate Commonwealth entities.

Focus area 4.3: Sound financial management

In 2018–19 we will:

- maintain a sustainable funding profile in response to revenue pressures
- enhance our asset management practices.

Over the next four years we will:

- secure sustainable funding for the future
- further develop our integrated financial and non-financial performance measurement framework
- review our business processes to ensure they remain relevant and appropriate.

Focus area 4.4: Reliable and responsive information technology

In 2018–19 we will:

- support integrated operations by examining and designing a strategy to bring together the functions of search and rescue, marine pollution response and domain awareness. The output will evaluate existing capabilities and propose future supporting technologies
- develop a strategy for an approach to market for the provision of information communication technology (ICT) services, which will inform the future strategy for our ICT outsourcing, and a possible approach to market in 2018–19
- support the replacement of our human resources information and payroll system.

Over the next four years we will:

- review our information technology strategic roadmap and consolidate our systems
- 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
- continue to consolidate and rationalise our systems and applications.

All these focus area activities will directly contribute to the success of major programs including National System and integrated 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 projects is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Cross-focus areas	Integrated Operations	Exploring ways to leverage our strengths through better integration of search and rescue, maritime casualty and incident response functions.	Ongoing
Cross-focus areas	Information Technology Services Roadmap	We are adapting our technology platform to meet current and future business requirements with a focus on client context and providing reliable and responsive IT services.	Ongoing
Focus area 4.4: Reliable and Responsive information technology	Web Redesign	This project will deliver a new AMSA website and content designed to make it easier to find information and do business with us online.	Q1 2018 July-Sept
Focus area 4.4: Reliable and Responsive information technology	Met-Ocean and Drift Modelling Tool	Implementing an improved met-ocean modelling capability to support predicting the drift behaviour of large ships, oil slicks and search and rescue targets.	Q4 Mar-Jun 2021

Measuring performance

The responses to this strategic challenge support the work needed to achieve our purpose. Their achievement does not directly demonstrate performance against our purpose. As such, in keeping with the Department of Finance's guidance and to further streamline our external reporting, the performance measures for this strategic challenge are internal to AMSA and have been removed from the corporate plan.

We will be subject to the following external reviews:

Name	Frequency	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Regulator Performance Framework Self-Assessment Validation	Annual	✓	✓	✓	✓	✓	✓
Financial Statement Audit	Annual	✓	✓	✓	✓	✓	✓
Functional and Efficiency Review	As designated						
Regulator Performance Framework external 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 Environmental standards	Every 3 years		✓			✓	
European Maritime Safety Authority Audit	Every 5 years			✓			
Portfolio Charging Review	Every 5 years				✓		
International Maritime Organization Member State Audit	Every 7 years					✓	

We will be subject to the following benchmarking:

Name	Frequency	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23
Department of Finance Comcover Risk Management	Annual	✓	✓	✓	✓	✓	✓
Department of Finance Corporate Plan lessons learned	Annual	✓	✓	✓	✓	✓	✓
Institute of Public Administration Australia (IPAA) Annual Report awards	Annual	✓	✓	✓	✓	✓	✓
Australian Institute of Criminology fraud control arrangements	Annual	✓	✓	✓	✓	✓	✓
Australian National Audit Office performance audits	As designated	✓					





Strategic Enabler

Collaborating with our community

We cannot achieve our vision and mission without the support of others. Collaborating 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, International Maritime Organization (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 with a diverse range of domestic commercial vessel stakeholders is critical as we assume responsibility for service delivery of the national system for domestic commercial vessel safety (National System).

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 and regulations. We will build community confidence in the National System by providing consistent and relevant information that is easily accessible and understood.

Understanding how our customers experience our service and improving our services in response will be crucial to our success.





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 50 years. In 2017 Australia was elected to IMO Category B, a category which is comprised of the 10 States with the largest interest in seaborne trade.

We have over a quarter of a million individual stakeholders, and receive 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.



Collaboration

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

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

AMSA-run consultative bodies:

- AMSA Advisory Committee
- AMSA Livestock Advisory Committee
- Aids to Navigation Strategy and Operations Working Group
- Australian Seafarers' Welfare Council
- Australian Search and Rescue Consultative Forum
- Bulk Cargoes Advisory Group
- Domestic Commercial Vessel Industry Advisory Committee
- Fishing Industry Advisory Committee
- Human Element, Training and Watchkeeping Advisory Group
- Maritime Agencies Forum
- National Plan Committees and Technical working groups
- National Search and Rescue Council
- Navigation Safety Advisory Group
- North-East Shipping Management Group
- Vessel Traffic Services Working Group

External consultative bodies:

- Australia New Zealand Safe Boating Education Group
- Australian International Telecommunications Union Working Group
- Australian Recreational Boating Safety Committee
- Australian Ship Repair Group
- Australian Strategic Air Traffic Management Group
- Bass Strait Livestock Shipping Committee
- National Positioning Infrastructure – Advisory Board
- National Volunteer Marine Search and Rescue Committee
- Ports Australia
- Positioning, Navigation and Timing Working Group
- Standards Australia technical committees
- State/territory search and rescue committees

These consultative bodies form a critical part of our overall stakeholder community.

Implications – we must:

- listen to the community
- work collaboratively with our stakeholders
- provide targeted, regular and consistent communications to our stakeholders
- 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.

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
- to ensure 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 communities to promote maritime safety
- to increase stakeholders' understanding of their responsibilities under the National System
- to create opportunities for people to provide relevant information and feedback
- to increase safety knowledge and practices among people who 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.

Our stakeholder base has increased dramatically under the National System. The domestic fleet is diverse. We must continue to work hard to understand the domestic fleet so we can meet their needs.

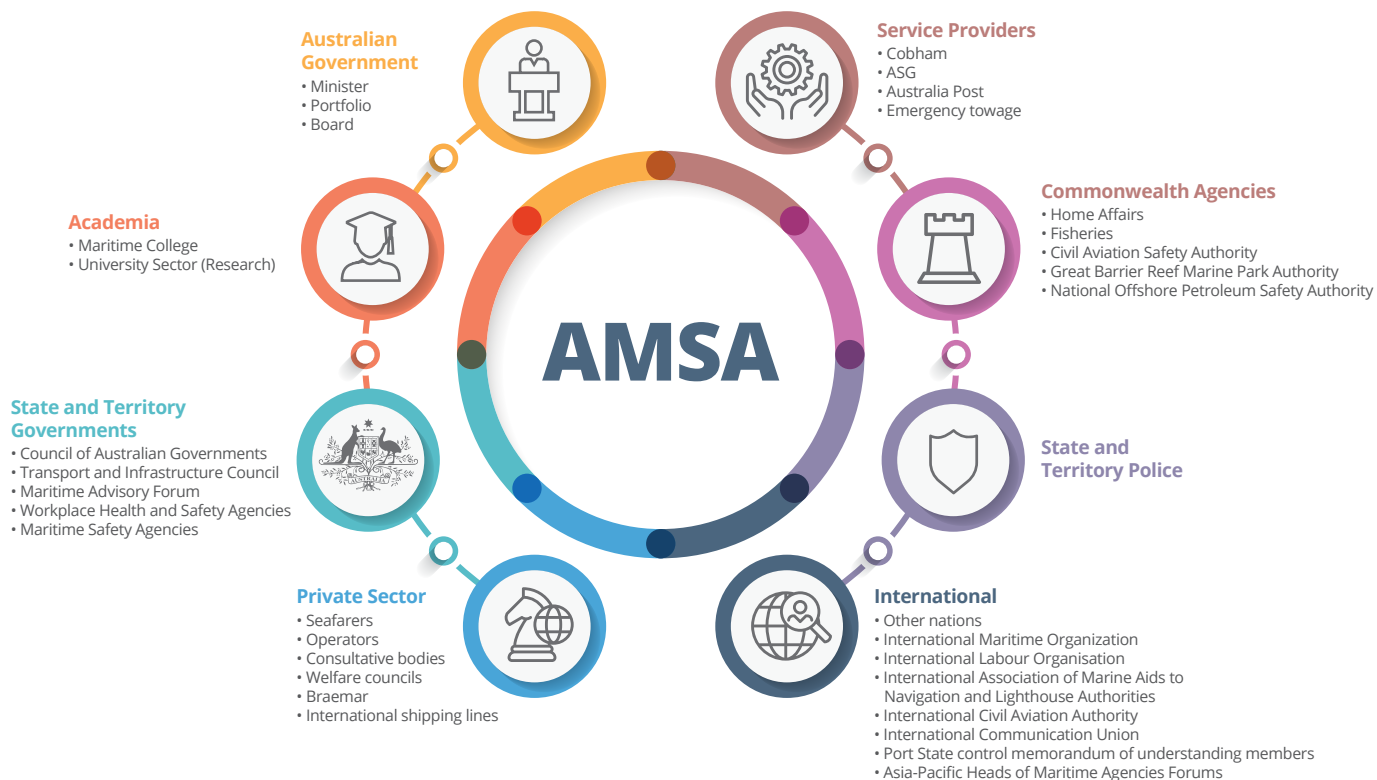
Factors within our partial control

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 impacted industry groups, considering their operation, location, cultural background and topic of interest. This will ensure domestic vessel stakeholders:

- are aware of how services will be delivered under the National System
- understand their obligations under the National System.



Responses

Focus area E1:

Working with international organisations and other nations

In 2018–19 we will:

- support Australia’s engagement at the IMO and other international standard-setting bodies to ensure international standards align with our national priorities.
- continue bilateral and regional engagement focusing on reducing the risk of safety or environmental incidents in Australian waters and in nearby areas where Australia has an obligation to respond.
- continue to encourage better performance from neighbouring states in terms of search and rescue, ship safety and pollution prevention and response.
- continue close engagement with major trading partners including China, Republic of Korea and Japan to ensure ship movements in Australian and neighbouring waters are safe, environmentally responsible, and efficient.
- begin a significantly expanded technical cooperation program in Indonesia on ship safety, pollution prevention and response, and search and rescue (SAR).

Over the next four years we will:

- maintain strong relationships with our international counterparts.

Responses (continued)

Focus area E3: Developing stakeholder relationships

In 2018–19 we will:

- deliver website content to support the operation of the National System from 1 July 2018
- develop and implement an overarching approach to communication for AMSA that is aligned with the needs of the business and our stakeholders/customers
- continue to improve our communication channels, particularly the website, to enhance the customer experience and to increase the effectiveness of the National System, safety and other regulatory messages
- engage with all internal and external stakeholders to build trust and influence which enables us to add value to the business by taking a modern regulator approach to communication
- monitor the current communication and engagement capability to ensure we have the right mix to meet our future business needs
- build capability in the AMSA Connect teams in Canberra and in our regional offices to ensure they have capability required to support the business
- continue to review and improve our consultative arrangements, particularly with National System stakeholders.

Over the next four years we will:

- continue to develop and deliver communication and engagement strategies which support our strategic challenges—including, safety and environment, National System, and response, and support high levels of compliance through community confidence in the regulator
- use evaluation metrics and customer feedback to drive innovation in our online and over the phone customer experience
- improve the visibility and transparency of our regulatory decision making processes in response to stakeholder feedback via the Regulator Performance Framework
- maintain a regional liaison presence so we can work with agency and industry partners locally
- 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 for our organisation
 - maturing our contact centre, AMSA Connect.

Focus area E4: Community education

In 2018–19 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.

Capability – delivery of the following projects a major component of AMSA’s response to this challenge:

Focus Area	Project	Description	Estimated completion
E.3 Developing stakeholder relationships	Web redesign	This project will deliver a new AMSA website and content designed to make it easier to find information and do business with us online.	Q1 July–Sept 2018
Cross-focus areas	Indonesia Transport Safety Assistance Package (ITSAP)	Strengthening government to government partnerships to support priority transport safety reforms through the provision of technical expertise and capacity building.	Ongoing

Demonstrating our performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2018-19	2019-20	2020-21	2021-22
Focus Area E.1: Working with international organisations and other nations										
E1.1	Satisfactorily progress issues either sponsored directly or supported by Australia at the IMO, ICAO, IALA and other relevant international bodies ¹	Influencing issues and decisions at international fora to reflect Australian and regional interests is a key outcome of our international engagement strategy	Achieved	-	No	NA	✓	✓	✓	✓
Focus Area E.2-E.5: Working with partner organisations, developing stakeholder relationships, community education										
E	We will monitor our communication and engagement through the regulatory performance measures listed in strategic challenge 1 (page 28)									

¹ 2017-18 measures – E.1.1 Satisfactorily progress issues either sponsored directly or supported by Australia at the IMO, and E1.2 Satisfactory influence of technical standards of interest to Australia at IALA have been removed, replaced by a new measure E1 which incorporates IMO, ICAO, IALA and other relevant international bodies.

Administration



Resourcing

Our ship safety and environment protection services are fully cost recovered from the shipping industry mainly through fees for services and three statutory levies:

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

The cost of our search and rescue coordination services are met by the Australian Commonwealth 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.

	2018-19 Budget	2019-20 Forward Estimates	2020-21 Forward Estimates	2021-22 Forward Estimates
	\$'000	\$'000	\$'000	\$'000
Revenue				
Levies	123,860	128,728	134,614	140,548
CSO Contract Payments	66,637	68,202	68,438	68,776
Sales and Other Revenue	25,303	21,599	19,345	16,361
Interest	2,000	2,048	2,095	2,147
Total revenue	217,800	220,577	224,492	227,832
Expenses				
Staff Costs	69,534	71,620	73,769	75,982
Travel and Transport	6,618	6,777	6,933	7,106
Materials and Services	101,808	99,154	100,405	102,414
Communication Expenses	6,093	6,239	6,382	6,542
Overhead and Admin	14,222	14,563	14,898	15,271
Depreciation	16,063	16,449	16,844	17,248
Total expenses	214,338	214,802	219,231	224,563
SAR Recoveries	10,928	10,928	10,928	10,928
SAR Expenses	10,928	10,928	10,928	10,928
Total Live SAR	-	-	-	-
Net surplus/(Deficit)	3,462	5,775	5,261	3,269

Further information on resourcing arrangements is available in the Infrastructure, Regional Development and Cities Portfolio Budget Statements 2018–19 available on the Infrastructure website.

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, changes in general 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 our preventative risk management activities include:

- our domestic commercial vessel safety awareness program
- our ship inspection program, including port State control
- our aids to navigation network
- the Torres Strait under keel clearance management system
- IMO adopted ship routeing measures
- Great Barrier Reef and Torres Strait Vessel Traffic Service (REEFVTS), operated in partnership with Maritime Safety Queensland

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 31000:2009) 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 2017–18 we:

- updated our risk management framework
- 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).

Strategic risk 1

Failure to deliver a National System

Target Risk: Low 

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:

- non-delivery of core services
- inability to deliver and further develop an appropriate cost-effective service delivery model
- increase in unsafe practices across the domestic commercial vessel fleet
- inconsistent application of regulations and services across the states and territories
- inability to embed appropriate service culture across AMSA
- inability to manage competing resource demands with other regulatory functions negatively impacting on service delivery
- poor National System stakeholder engagement and increasing levels of stakeholder dissatisfaction
- no enhancements to current IT system solutions realised

Controls and owner(s):

Controls	Owner(s)
Consultation with industry, states and territories	General Manager Operations, General Manager Standards
Staff training	General Manager Operations
Staff engagement and ownership of process	General Manager Operations
Proposals for an efficient regulatory scheme and service delivery	General Manager Operations
National System Program Management	General Manager Operations
National System Plan	General Manager Operations
Use of established SAR database (406 beacons and MMSI) where records of most domestic commercial vessels are available	General Manager Response
Target operating model and blueprint*	Deputy Chief Executive Officer
Consultation with Maritime Senior Officials Group (MSOG) and Transport Infrastructure Senior Officials Committee (TISOC) to manage transition*	Deputy Chief Executive Officer
Board focus on National System	Chief Executive Officer
Strong strategic IT alignment*	Chief Information Officer
Oversight of IT program by AMSA Chief Information Officer	Chief Operating Officer
Target operating model formalised and socialised	General Manager Operations
Government agreement of funding/cost recovering charging regime	General Manager Operations, Chief Operating Officer
National System post-implementation plan and working group	General Manager Operations

*previous treatment that has been implemented and is now a control.

Strategic risk 1 (continued)

Controls	Owner(s)
National System: <ul style="list-style-type: none"> • Integration Plan • Resourcing Plan • Communication Plan 	General Manager Operations, Chief Operating Officer

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

- Business function convergence to ensure more efficient use of AMSA resources
Impact: High **Target date:** July 2019 **Owners:** General Manager Operations

- Streamlining initiatives
Impact: Moderate **Target date:** July 2019 **Owners:** General Manager Operations

- Development and implementation of a modern regulatory scheme
Impact: Moderate **Target date:** July 2020 **Owners:** General Manager Operations,
 General Manager Standards

- Itree solution
Impact: High **Target date:** July 2018 **Owners:** General Manager Operations,
 Chief Operating Officer

- Proposals for additional National System IT resources
Impact: Moderate **Target date:** July 2018 **Owners:** General Manager Operations

- My Boat application enhancements
Impact: Moderate **Target date:** July 2019 **Owners:** General Manager Operations,
 Chief Information Officer

- Review of National System standards and 'deemed to comply' equivalency considerations
Impact: Moderate **Target date:** July 2019 **Owner:** General Manager Operations

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:

- internal processes are inefficient and resource intensive
- perceived failure to regulate appropriately
- perceived failure to anticipate changes and regulate appropriately eg. air emissions, autonomous vessels
- lives lost at sea
- pollution in the water
- significant shipping incident leading to economic, environmental or physical harm
- inability to manage competing resource demands with National System negatively impacting on other regulatory functions
- inability to deliver strategic goals
 - SG1.1: ensuring safe shipping in Australian waters
 - SG1.2: minimise emissions and discharges from ships in the marine environment.

Controls and owner(s):

Controls	Owner(s)
Ship inspection program, port State control, flag State control and Maritime Labour Convention compliance	General Manager Operations
Effective national network of aids to navigation and other navigational services (eg. UKCM)	General Manager Response, General Manager Standards
New and enhanced routeing measures where appropriate to promote safer navigation	General Manager Standards
Navigation Safety Program	General Manager Standards
Ship traffic risk management (vessel tracking, mandatory pilotage)	General Manager Standards
Mature incident management arrangements	General Manager Response, General Manager Operations
Partnership with key stakeholders	General Manager Standards
Media management	Chief Operating Officer
Compliance and enforcement policy	Chief Executive Officer
Marine Orders and standards	General Manager Standards
Statement of Regulatory Intent*	Chief Executive Officer
Ongoing engagement with industry (established two advisory committees)	Chief Executive Officer
Further development of a more contemporary balance between compliance and safety culture*	Chief Executive Officer, General Manager Operations, General Manager Standards
Office of Legal Counsel	Deputy Chief Executive Officer
Regulator customer experience survey (online and phone)	Chief Operating Officer
National System post-implementation plan and working group	General Manager Operations

*previous treatment that has been implemented and is now a control.

Strategic risk 2 (continued)

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

- Embedding the modern regulator philosophy within AMSA
Impact: Moderate **Target date:** July 2019 **Owners:** Executive
- Amendments to the National Law
Impact: Moderate **Target date:** July 2019 **Owner:** General Manager Standards

Strategic risk 3

Failure as a response organisation

Target Risk: Low

Inherent Risk: Extreme

Residual Risk: Moderate

Champion: General Manager Response **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
- shipping incident, leading to socio-economic, environmental or physical harm
- reputational damage
- excessive costs borne by AMSA
- inability to deliver strategic goals
 - SG3.1: prevent incidents occurring wherever possible with the best use of domain awareness
 - SG3.2: save lives by coordinating aviation and maritime search and rescue
 - SG3.3: respond efficiently and effectively to maritime environmental emergencies

Controls and owner(s):

Controls	Owner(s)
Real time maritime and aircraft positional information system for identifying assets for emergency response purposes	General Manager Response
Mature incident management arrangements	General Manager Response
Maritime safety and distress communication services	General Manager Response
National Search and Rescue Plan	General Manager Response
National Plan for Maritime Environmental Emergencies, training and exercises	General Manager Response
24/7 operation of AMSA's Response Centre	General Manager Response
National Search and Rescue Inter-Government Agreement (IGA) allows engagements with local SAR authority	General Manager Response
Aerial surveillance and earth observation systems (for pollution)	General Manager Response
Dedicated aerial response capability	General Manager Response
Looking Ahead – AMSA's Operating Environment 2017-2027	General Manager Standards
Emergency towage capability	General Manager Response
Maritime environmental emergency response financial capability	Chief Operating Officer
AMSA crisis management plan	Deputy Chief Executive Officer
AMSA and national contingency planning workshops and desk-top exercises for cruise ship/mass casualty incidents	General Manager Response

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

- Communication with states and territories re: National Plan arrangements, Land Search and Rescue arrangements
Impact: Moderate **Target date:** Ongoing **Owners:** General Manager Response, General Manager Standards, Deputy Chief Executive Officer
- Further enhancement of integrated operations within the AMSA Response Centre (ARC)
Impact: High **Target date:** July 2019 **Owner:** General Manager Response
- Integrated operations
Impact: Moderate **Target date:** July 2018 **Owner:** General Manager Response

Strategic risk 4

Failure to maintain a safe work environment

Target Risk: Low 

Inherent Risk: Extreme 

Residual Risk: Low 

Champion: Chief Operating Officer

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 outcomes because AMSA is seen as a poor employer
- increase in:
 - Lost Time Injuries (LTI)
 - Workers compensation claims
- inability to deliver strategic goals
 - SG4.1: have a professional, flexible and engaged workforce that is change ready
 - SG4.5: be an employer of choice and an exemplary corporate citizen.

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	Chief Operating Officer
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	Chief Operating Officer
Surveyor WHS Manual	General Manager Operations
Agency Security Advisor	Chief Operating Officer

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

- Update WHS Strategy
Impact: Low **Target date:** December 2018 **Owner:** Chief Operating Officer
- Strengthen WHS arrangements for regional, isolated and mobile staff
Impact: Low **Target date:** December 2018 **Owner:** Chief Operating Officer

Strategic risk 5

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—fraud, risk, security, planning, reporting, financial delegations, procurement and other like controls are inadequate

Failure could look like:

- systems are compromised
- data is lost, stolen or corrupted
- increasing severity and frequency of incidents of non-compliance
- excessive controls impact on operational delivery
- reportable breaches of compliance
- loss of stakeholder confidence
- reputational damage
- inability to deliver strategic goals
 - SG4.4: effective and efficient processes and systems
 - SG4.5: be an employer of choice and an exemplary corporate citizen.

Controls and owner(s):

Controls	Owner(s)
Governance, compliance, assurance and reporting framework (including audit)	Board, Board Audit Committee and Executive
Instructions to officials, 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 Response
Crisis management and business continuity oversight	Deputy Chief Executive Officer, Chief Operating Officer
Management initiated reviews	Chief Operating Officer
Training and ongoing awareness	Chief Operating Officer
Identity access management	Chief Operating Officer
Security policy	General Manager Response
Password policy	Chief Operating Officer
Involvement in relevant Commonwealth communities of practice/working groups	Chief Operating Officer

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

Strategic risk 6

Failure to maintain stable and reliable information technology infrastructure and systems

Target Risk: Low 

Inherent Risk: High 

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)
- lack of clarity re: decision making processes and business ownership of IT solutions
- escalating costs
- 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
 - SG4.4: effective and efficient processes and systems.

Controls and owner(s):

Controls	Owner(s)
Business continuity plans	General Managers
Whole of Executive governance over ITS strategy, roadmap and work program	Chief Executive Officer
Information Technology Strategy	Chief Information Officer
Information technology remediation and investment	Chief Operating Officer, Chief Information Officer
ASG service level agreement	Chief Information Officer
Tightened security of IT networks and protocols	Chief Information Officer
Crisis management plan	Chief Information Officer

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

- Information Technology
 - Asset roadmap and strategy
 - Asset management policy and procedures
 - Maintenance policy
 - Program and project delivery

Impact: Moderate **Target date:** July 2018

Owners: Chief Information Officer,
Chief Financial Officer,
Chief Operating Officer

- ITS outsourcing review

Impact: High **Target date:** July 2019

Owners: Chief Information Officer,
Chief Financial Officer,
Chief Operating Officer

Strategic risk 7

Failure to listen and effectively engage with customers and stakeholders

Target Risk: Moderate 

Inherent Risk: High 

Residual Risk: High 

Champion: Chief Executive Officer **Category:** Social

Risk description: Fail to listen and effectively engage with customers and stakeholders

Failure could look like:

- loss of customer and stakeholder confidence
- reputational damage
- poor National System stakeholder engagement and increasing levels of stakeholder dissatisfaction
- public perception that AMSA has failed to respond effectively to a major incident, eg. pollution, search and rescue
- inability to deliver enabler goals
 - E.G. 5: informed and engaged community on maritime issues, search and rescue issues, and our role
 - E.G. 6: effective engagement with communities to promote maritime safety
 - E.G. 7: to be respected and trusted
 - E.G. 9: create opportunities for people to provide relevant information and feedback to AMSA.

Controls and owner(s):

Controls	Owner(s)
AMSA Connect	Chief Operating Officer
Regulator customer experience survey (online and phone)	Chief Operating Officer
AMSA communications: AMSA Aboard, Working Boats, Facebook, Twitter, internet	Executive
Stakeholder consultative forums	General Manager Standards
Public and community engagement initiatives	Executive
Service charter (basic)	Chief Operating Officer
Website (foundation)	Chief Operating Officer

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

- Customer relationship management (CRM) system - MS Dynamix
Impact: High **Target date:** December 2018 **Owners:** Chief Operating Officer, General Manager Operations
- Embedding the modern regulator 'customer' philosophy within AMSA
Impact: Moderate **Target date:** July 2019 **Owners:** Executive
- Service Charter (enhanced)
Impact: Moderate **Target date:** July 2019 **Owners:** Chief Operating Officer, General Manager Operations
- Implementation of National System communication and engagement program
Impact: High **Target date:** Ongoing **Owners:** Chief Operating Officer
- Website (enhanced)
Impact: High **Target date:** July 2019 **Owners:** Chief Operating Officer
- Social media strategy
Impact: Moderate **Target date:** December 2018 **Owners:** Chief Operating Officer

AMSA business policy



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

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: 2015 Quality Management Systems
- AS/NZS 4801: 2001 Occupational Safety and Health Management Systems
- AS/NZS ISO 14001: 2015 Environmental Management Systems.

The AMSA Executive, Assurance Committee, and Health Safety and Environment (HSE) Committee govern the management system.

The services we deliver under the three standards are described under the four strategic challenges and strategic enabler detailed in the Corporate Plan and plan on a page. The strategic goals underlying these challenges are the key objectives of our management system.

Performance against these goals is reported through quarterly reporting, six-monthly management reviews and annual performance reporting.

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

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 people in maritime and aviation distress situations.

In delivering these outcomes, we are committed to providing the highest quality services, protecting the environment, 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 and takes advantage of opportunities
- 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
- working closely and cooperatively with employees, contractors, suppliers, clients and stakeholders to understand their needs
- demonstrating strong senior management leadership and accountability for the effectiveness of the integrated management system
- enhancing and improving customer satisfaction by ensuring a focus on customers and service delivery
- 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 by implementing risk management process and consulting with our employees.



Michael Kinley
Chief Executive Officer
June 2018

Compliance

with the Public Governance, Performance and Accountability Rule 2014

Item	Topic	Matters to be included	Page
1	Introduction	The following: (a) a statement that the plan is prepared for section 35(1)(b) of the Act (b) the reporting period for which the plan is prepared, and (c) the reporting periods covered by the plan.	2
2	Purposes	The purposes of the entity.	5
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	13, 31, 39, 53, 65
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes (b) how any subsidiary of the entity will contribute to achieving the entity's purposes, and (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period.	(a, b) 18, 33, 46, 56, 66 (c) 24, 35, 50, 59, 68
5	Capability	The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.	41
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan (including any measures that will be implemented to ensure compliance with the finance law).	72

References

No.	Title	Published
1	<i>Trends Infrastructure and Transport to 2030</i> Department of Infrastructure and Regional Development	2014
2	<i>Trends Transport and Australia's Development to 2040 and Beyond</i> Department of Infrastructure and Regional Development	2016
3	<i>Australian Maritime Activity to 2029–30</i> Bureau of Infrastructure, Transport and Regional Economic (BITRE)	2010
4	<i>Corporate Plan 2017–18</i> Department of Infrastructure and Regional Development	2017
5	<i>Australian National Traffic Study Report</i> Braemer ACM Shipbroking	2016
6	<i>Cruise Industry Source Market Report Ocean Cruise Passengers 2016</i> Cruise Lines International Australia	2016
7	<i>Overcapacity catches industry in undertow—Container Shipping Outlook 2016</i> AlixPartners	2016
8	<i>Australian national boating usage study preliminary report</i> National Marine Safety Committee	2009
9	<i>Statistical Report General Aviation Activity 2013</i> Department of Infrastructure and Regional Development	2013
10	<i>IATA Activity Forecasts for the Period 2010–2011 to 2015–2016</i> Airservices Australia	2010
11	<i>2016 Census Aircraft Types on the VH register Issue 345, January-February 2017</i> Australian Aviation Magazine	2017
12	<i>Resources and Energy Quarterly, September 2016, page 7</i> Office of the Chief Economist, Department of Industry, Innovation and Science	2016
13	<i>AMSA Shipsys system</i> Australian Maritime Safety Authority	2017
14	<i>Cranking up the intensity: Climate change and extreme weather events</i> Climate Council of Australia Ltd.	2017
15	<i>Container shipping: The next 50 years</i> Mckinsey & Company, October 2017	2017
16	<i>Australian sea freight 2014–15</i> Department of Infrastructure and Regional Development	2017
17	<i>High Tide: Boat ownership on the rise in Australia, January 2017</i> Roy Morgan	2016
18	<i>General Aviation Study December 2017</i> Department of Infrastructure and Regional Development	2017



2018–19 Corporate Plan

Covering the period 2018–19 to 2021–22

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