

AMSA's Strategic Vision 2010-2025



Australian Government
Australian Maritime Safety Authority

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Our Vision

Our Vision is to be a respected world leading regulator and provider of maritime safety, marine environment protection, and provider of maritime and aviation search and rescue, and environment response.

Our Purpose

Our Purpose is to:

- ▶ provide leadership in the development of safety and environmental protection standards for responsible operation of ships and safety to seafarers;
- ▶ monitor compliance with safety and environment protection standards;
- ▶ respond to threats to the marine environment;
- ▶ provide systems that aid safe marine navigation; and
- ▶ rescue people in maritime and aviation distress situations.

This plan sets a strategic vision for the Australian Maritime Safety Authority to 2025. Our focus is framed around six key areas:

- ▶ Seafarer and ship safety.
- ▶ Environmental protection.
- ▶ Maritime and aviation search and rescue.
- ▶ The government's reform agenda.
- ▶ Maritime workforce.
- ▶ AMSA's strategic position.

In order to address these six key areas, we need to be responsive and equipped to meet the challenges.

1. Seafarer and Ship Safety

Our Vision is:

- ▶ a safe shipping industry; and
- ▶ seafarer living and working conditions meeting international requirements and the expectations of the Australian public.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

- ▶ Managing expected international shipping growth of 20%, particularly traffic into Australia's north west and east coast resource ports.
- ▶ Maintaining the safety and efficiency of the international shipping trade to Australia in the face of:
 - new and emerging markets for Australia's exports;
 - increased demands for trained seafarers; and
 - cost pressures on ship operators.
- ▶ Safely managing under keel clearance in the Torres Strait.
- ▶ Effectively implementing, administering and enforcing a growing range of international instruments designed to improve ship safety, including provisions of the Maritime Labour Convention.

Our Responses

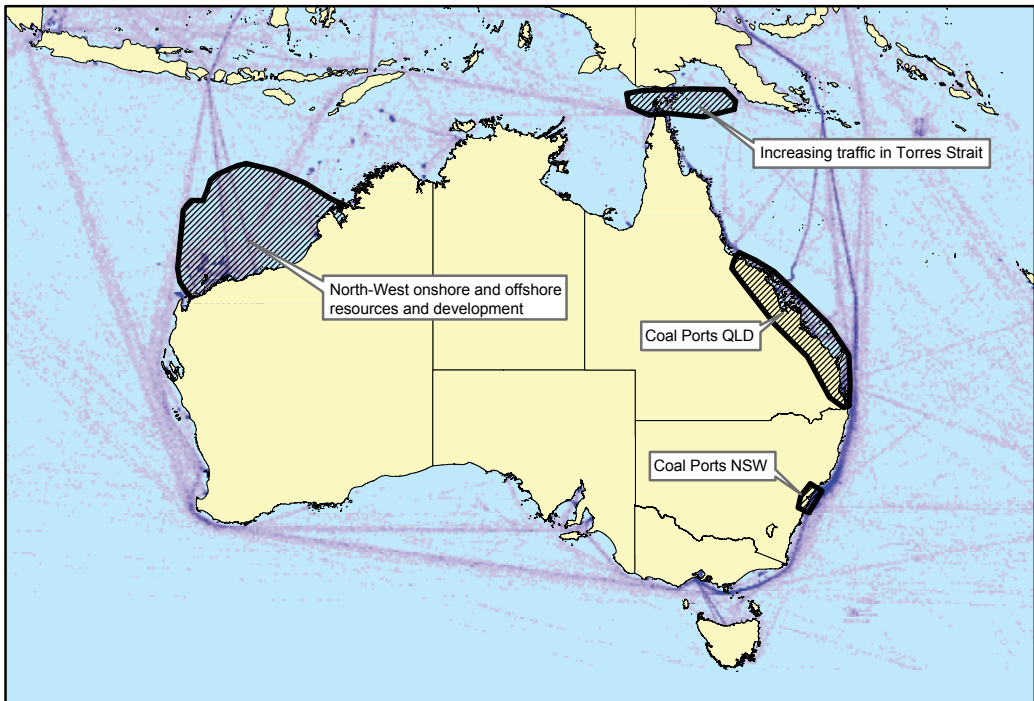
- ▶ To ensure that our regulatory measures reflect international conventions, industry needs and public expectations.
- ▶ To strengthen safety and pollution prevention standards both domestically and through the International Maritime Organization (IMO).
- ▶ To continually improve safety of pilotage arrangements in the Great Barrier Reef and Torres Strait, in particular under keel clearance management.
- ▶ To enhance safety of navigation through the use of technology.

- ▶ To continue the application of risk assessment methodologies to seafarer and ship safety.
- ▶ To enhance regional cooperation and engagement with industry, in particular with regards to port State control inspections and technical cooperation.
- ▶ To optimise our resource allocation through risk management strategies.

Our longer term strategic challenges to 2025 are:

- ▶ Managing expected international shipping growth of some 66 per cent, particularly in the Great Barrier Reef, the Torres Strait and Australia's North West areas.
- ▶ Monitoring the safety and efficiency of the international shipping trade visiting Australia.

The chart below illustrates shipping routes to and from Australian ports, and expected areas of growth into the future.



2. Environment Protection

Our Vision is:

- ▶ for a shipping industry that has minimal impact on the environment; and
- ▶ for a shipping industry that complies with international and national practices, and meets the expectations of the Australian public.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

- ▶ Managing increased emissions and changing environmental risk profiles that result from expected international shipping growth of 20 per cent.
- ▶ Effectively implementing, administering and enforcing a growing range of international instruments designed to prevent pollution from ships and to provide adequate compensation following pollution incidents.
- ▶ Effectively responding to increasing government and community awareness and expectations.

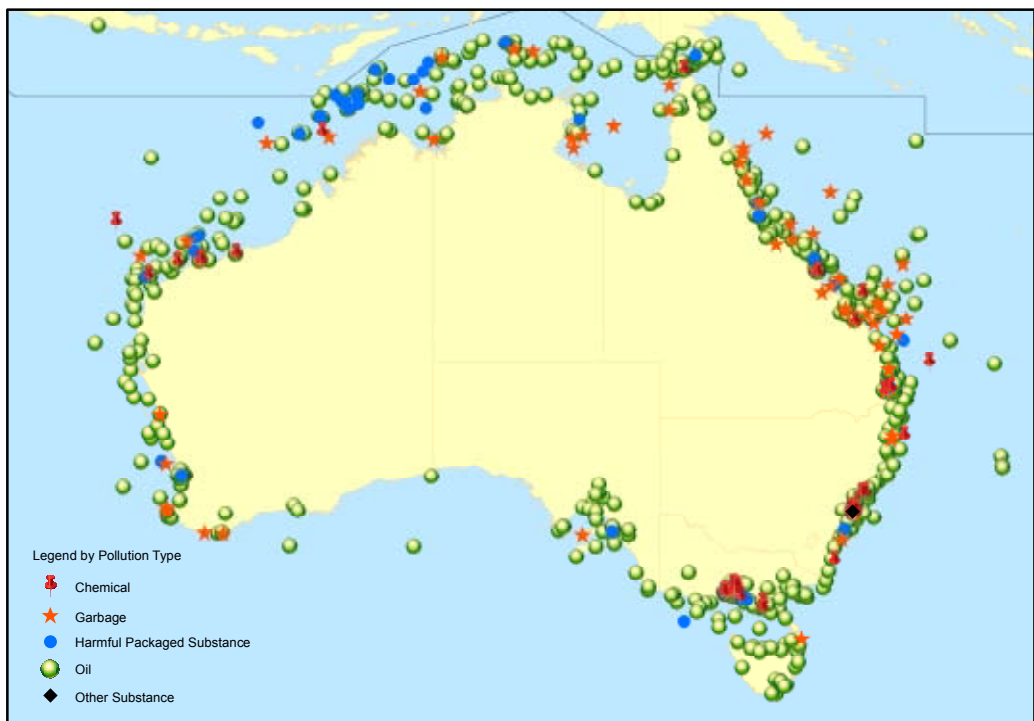
Our Responses

- ▶ To provide appropriate resources for effective monitoring and enforcement in Australia's Exclusive Economic Zone.
- ▶ To provide appropriate resources and support systems for effective response to oil and chemical pollution incidents.
- ▶ To enhance our active involvement in the IMO to ensure successful delivery of new and existing instruments.
- ▶ To review and update our plan to combat pollution of the sea (the National Plan) to reflect changing risk profiles, and improving response arrangements and technologies.

Our longer term strategic challenges to 2025 are:

- ▶ Ensuring the ongoing effectiveness of the ‘National Plan’ and National Maritime Emergency Response Arrangements in a changing environment.
- ▶ Managing increased emissions and changing risk profiles as a result of expected international shipping growth of 66 per cent.
- ▶ Working with the IMO to achieve and effectively apply higher ship construction and enhanced discharge and emission control standards.
- ▶ Managing the phase-out of heavy fuel oil by 2020.
- ▶ Equating emergency and pollution response resources to changing trading patterns.

The diagram below shows pollution incidents which occurred between 2000 and 2010.



3. Maritime and Aviation Search and Rescue

Our Vision is to:

- ▶ have a high success rate in rescuing people from maritime and aviation distress situations; and
- ▶ provide national leadership for Australian search and rescue activities.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

- ▶ Responding to expected increases of up to 50 per cent in sports aviation and recreational boating leading to growth in search and rescue activity and costs.
- ▶ Maintaining State and Commonwealth search and rescue arrangements through times of change.
- ▶ Influencing emergent communications and response technologies that could benefit search and rescue.
- ▶ Using the growing “connectedness” of transport and emergency services to improve search and rescue services.
- ▶ Responding to the maritime transport environment in the Torres Strait and the risks it poses to regional communities.

Our Responses

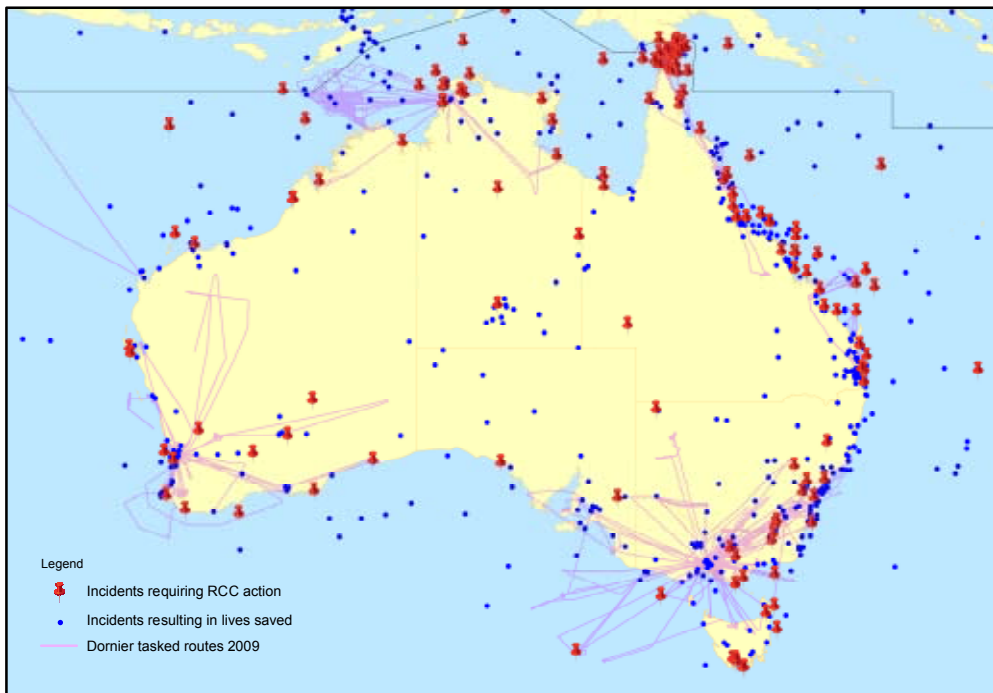
- ▶ To optimise search and rescue responses by:
 - enhancing risk-based approaches to resourcing search and rescue assets;
 - influencing the adoption of technologies appropriate for the Australian environment;
 - leading cooperation across the levels of government;
 - promoting improved contingency arrangements for remote locations;
 - engaging new capabilities (e.g. new air operators; night vision technologies); and
 - maintaining safety education activities.
- ▶ To influence the adoption of new distress alert technologies entering the market, and particularly improving the rate of distress beacon carriage and registration.

- ▶ To focus on the Torres Strait Marine Safety Program jointly with Maritime Safety Queensland.
- ▶ To enhance maritime domain awareness to provide an effective surface picture for safety and security.

Our longer term strategic challenges to 2025 are:

- ▶ Making effective use of emerging technologies to minimise search times and maximise lives saved.
- ▶ Responding effectively to the risks created by climate change and activity in the Antarctic.
- ▶ Fostering regionalisation of search and rescue services, particularly for the South-West Pacific.
- ▶ Managing succession for existing major search and rescue contracts that expire after 2015.

The diagram below shows the 2009 distribution of AMSA search and rescue operations.



4. Maritime Safety Reform

Our Vision is to:

- ▶ be a single regulator under a modern maritime safety legislative scheme for all commercial vessels.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

- ▶ Managing the transition and implementation to a single national regulator for all commercial vessels.
- ▶ Timely implementation of the government's maritime safety reform commitments.

Our Responses

- ▶ To engender strong support at all levels of government for our role as the national regulator.
- ▶ To maintain close engagement with existing stakeholders.
- ▶ To establish relationships with a growing number of new stakeholders under the single national regulator role.
- ▶ To develop systems and programs to transition to and effectively implement the national regulator role.
- ▶ To ensure effective legislation is in place to support the Government's reform agenda.

Our longer term strategic challenges to 2025 are:

- ▶ Sustaining on-going regulatory management as the national regulator for all commercial vessels.

5. Maritime Workforce

Our Vision is to:

- ▶ have a skilled maritime workforce operating within the Australian shipping industry.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

- ▶ An ageing maritime workforce.
- ▶ Increased competition in the domestic and international maritime job markets.
- ▶ Responding to the organisation’s widening role under the Government’s national maritime reform.

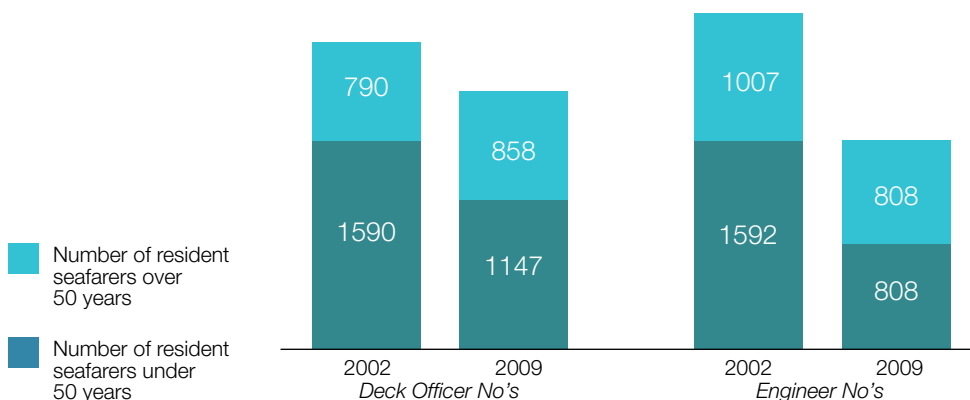
Our Responses

- ▶ Contribute to the Government’s skilled migration programs and recognition of qualifications, both nationally and internationally.
- ▶ To provide alternative pathways to qualifications for seafarers.
- ▶ To maintain strong partnerships with all stakeholders involved in seafarer training.
- ▶ To ensure certification is provided in a timely manner.
- ▶ To ensure appropriate standards of training delivery are maintained.

Our longer term strategic challenges to 2025 are:

- ▶ Exploring the use of new technology and different approaches to training delivery.

The graph below illustrates both the decline since 2002 in the Australian maritime workforce and its ageing work profile.



6. AMSA's Strategic Position

Our Vision is to:

- ▶ be recognised and respected as the primary authority responsible for the development and implementation of Australia's strategy and regulatory policy for maritime safety, environmental protection, and maritime and aviation search and rescue.

Our challenges to 2016 and our responses to meet these challenges are:

Our Challenges

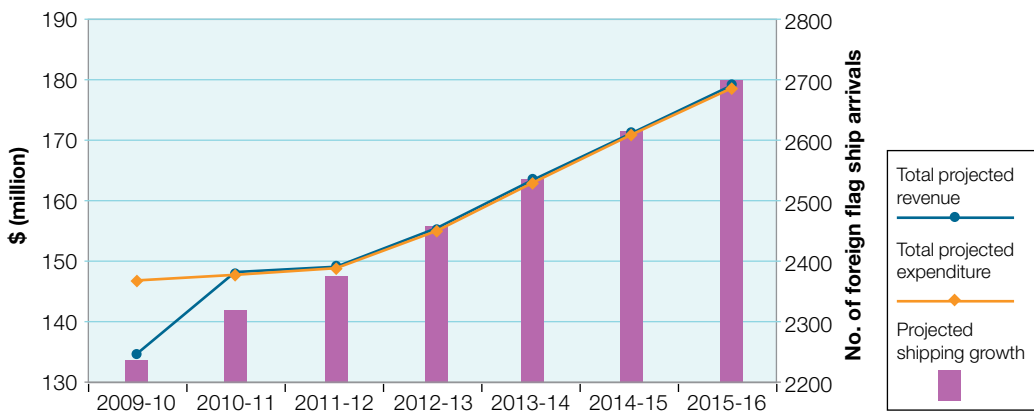
- ▶ Maintaining AMSA's standing as a recognised and respected agency during the transition to the national maritime regulator.
- ▶ Maintaining national leadership in search and rescue, and pollution response.
- ▶ Maintaining strong and confident strategic partnerships.
- ▶ Ensuring high level technical competence through developing a strong skill base across the organisation and the industry.
- ▶ Maintaining sound corporate governance arrangements.

Our Responses

- ▶ To build an AMSA which is better known, better understood and more accessible to a wider range of stakeholders.
- ▶ To strengthen AMSA's service culture and expand its presence in key coastal communities.
- ▶ To build on AMSA's role as a national competent authority and Registered Training Organisation to provide leadership to industry in skills development.
- ▶ To enhance our active involvement in IMO to ensure delivery of new and existing instruments.
- ▶ To continue sound corporate governance processes.
- ▶ To ensure our people are highly skilled and equipped to achieve long term strategic goals, satisfy stakeholders, and comply with legal and regulatory requirements.
- ▶ To ensure we adopt technological advancements.

Appendix 1 – Medium Term Financial Implications

Projected AMSA Revenue, Expenditure and Growth in Shipping Activity - 2010 to 2016



Ship Safety and Environment Protection

Levy revenue is expected to continue to increase in 2010-11 before stabilising at a more moderate rate of increase. Expenditure on the other hand is projected to increase by between 4 per cent and 6 per cent per annum over the next 5 years, with a possible one-off increase in 2009-10 relating to extraordinary costs associated with incident responses.

Maritime and Aviation Search and Rescue

The number of air search missions is projected to increase gradually over the next 6 years due to significant increases in recreational boating and sports aviation. The percentage increase of required searches is however expected to slow as we improve our rate of beacon registration, leverage improving technologies, and provide more effective surface picture information. In contrast, revenue and expenditure are projected to increase by around 3 per cent per annum. Small expenditure savings may be realised over this time due to the lessening number of actual searches needing to be performed.

Single National Regulator for all Commercial Vessels

Preparatory groundwork required to create a single national jurisdiction for the regulation of commercial shipping will continue over a three year period to 2012-13. Work to implement the regulatory framework will require additional on-going operating costs and will need to be separately funded from 2013-14.



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