Australian Government

Australian Maritime Safety Authority

CORPORATE PLAN
2005-2006 – 2007-2008

"Safety is Our Business"

OUR VISION

To be a superior provider of maritime safety, marine environment protection, and maritime and aviation search and rescue.

MISSION STATEMENT

AMSA is committed to continuous improvement in provision of its safety, environment protection and search and rescue services and maintaining constructive relations with our stakeholders in government, industry and the community.

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AUSTRALIAN MARITIME SAFETY AUTHORITY
CORPORATE PLAN 2005/2006 – 2007/2008

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"Safety is Our Business"

OVERVIEW 2005-2006

The AMSA Corporate Plan for 2005/2006 to 2007/2008 has been prepared in accordance with the requirements of the *Australian Maritime Safety Authority Act 1990* (AMSA Act) and the *Commonwealth Authorities and Companies Act 1997* (CAC Act).

The Plan identifies major priority areas being pursued over the coming financial year for each of AMSA's five major outputs

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS

- Representing Australia's interests at the International Maritime Organization (IMO) technical and operational committees in relation to international standard development, implementation and enforcement, with particular attention to:

    - Progressing the associated protective measure of compulsory pilotage with the provisional declaration of Torres Strait as a Particularly Sensitive Sea Area.

    - Implementing the Model Audit Scheme to promote flag State enforcement of IMO maritime convention standards.

    - Pursuing measures to improve the safety of ships and in particular:

        ➢ Tankers, bulk carriers and passenger ships.

        ➢ Design familiarisation and use of ships safety equipment.

        ➢ Crew training and certification.

    - Contributing to measures to promote acceptance and thereby bring into force the Torremolinos Protocol of 1993 relating to the Torremolinos International Convention for the Safety of Fishing Vessels 1977 and the International Convention on Standards of Training, Certification and Watchkeeping for Fishing Vessel Personnel (STCW-F) 1995.

    - Promoting re-election of Australia to the IMO Council at the IMO Assembly meeting in November 2005.

- Continuing to take a leadership role in the Asia-Pacific (Tokyo) and Indian Ocean Memoranda of Understanding (MOUs) on Port State Control including:

    - contributing to measures improving regional port State control including:

        ➢ promoting risk based ship inspection targeting.

        ➢ improving information sharing.

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- Maintaining currency of Australia's shipping regulatory framework by:

  - Advancing amendments to shipping legislation, in consultation with the Department of Transport and Regional Services (DOTARS), including:

    ➢ *Navigation Act 1912:* amendments to implement compulsory pilotage in Torres Strait and review penalties in line with the Commonwealth Criminal Law Policy.

    ➢ *Shipping Registration Act 1981*: amendments to restructure the Act in line with recommendations of the 1997 review.

    ➢ Assisting DOTARS with operational and technical advice for implementing maritime reforms requiring legislative amendment, with priority to seeking the upgrade of penalties for ship safety and pollution offences.

  - Progressing environment protection legislation to adopt new and amended international standards, in consultation with DOTARS, by assisting in the development of legislation and procedures to implement the:

    ➢ International Convention on the Control of Harmful Anti-Fouling Systems on Ships 2001.

    ➢ International Convention on Civil Liability for Bunker Oil Pollution Damage 2001.

    ➢ International Convention for the Control and Management of Ships' Ballast Water and Sediments, 2004.

    ➢ Annex VI, *Prevention of Air Pollution from Ships*, and revised Annexes I, *Oil,* and II *Noxious Liquid Substances,* of the International Convention for the Prevention of Pollution from Ships (MARPOL).

    ➢ Supplementary Protocol to the International Convention on the Establishment of an International Fund for Compensation for Oil Pollution Damage.

  - Reviewing Marine Orders to ensure relevance and currency, including:

    ➢ Making amendments to Marine Orders Part 43, *Cargo and Cargo Handling – Livestock* arising from implementation of the Australian Code for the Export of Livestock.

    ➢ Capturing new and amended international and national requirements in the appropriate manner.

- Reviewing implementation of the revised training and certification standards under the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers 1995 (STCW95).

- Progressing requirements, in consultation with DOTARS, for Australia to become a party to the Torremolinos Protocol and STCW-F Convention.

- Enhance mechanisms for enforcement of environmental standards in Australian waters, including improving evidence gathering and oil spill analysis techniques, supporting IMO initiatives to develop international guidelines, and monitoring the outcomes of legal action taken in all Australian jurisdictions.

OUTPUT 1.2: MONITORING COMPLIANCE WITH SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS

- Advancing port State control compliance monitoring techniques for foreign ships visiting Australian ports, by:

  – Refining risk-based ship inspection targeting techniques to concentrate on high-risk ships, reduce the inspection burden on low risk ships, and aim for inspection of all single-hull tankers.

  – Continuing the focused and concentrated inspection campaigns giving special attention to particular ship safety and pollution prevention issues.

  – Enhancing AMSA's ship inspection database and data exchange.

  – Encouraging ship charterers and cargo owners to consider the quality of shipping carrying their cargo, including continued promotion of independent vetting as an integral part of chartering procedures to prevent the entry of substandard ships into the Australian trade.

- Implementing measures agreed in regional and international forums to strengthen port State control performance including:

  - Promoting risk based ship inspection targeting, sharing ship inspection data and participating in concentrated regional inspection campaigns.

  - Addressing relevant policies and programs recommended by the Ministerial Declaration issued by the Second Joint Ministerial Conference on Port State Control in Canada in November 2004.

- Strengthening the regulatory framework for coastal pilotage services and addressing related issues, including responding to the findings of AMSA commissioned fatigue management research, monitoring the operation of the check pilot system and consolidating the revised training program.

OUTPUT 1.3:   MARINE POLLUTION RESPONSE

- Contributing to the National Plan Management Committee's consideration of strategic management issues in consultation with major stakeholders in the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances (National Plan).

- Chairing National Plan Operations Committee meetings and participating in Working Groups, to progress operational issues involved with pollution preparedness and response under the National Plan.

- Participating in exercises and training programs testing response arrangements under the National Plan, including promoting the practical application of the National Maritime Place of Refuge Risk Assessment Guidelines.

- Contributing technical/operational advice to DOTARS in the development of long-term arrangements for national emergency response towage capability.

OUTPUT 1.4:   AIDS TO NAVIGATION

- Participating in the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) in the development of international standards for aids to navigation and navigation systems.

- Consulting with key stakeholders in the Navigational Services Advisory Committee (NSAC) on strategic issues with the aids to navigation network.

- Reviewing the aids to navigation network and carrying forward planned improvements, particularly in the Great Barrier Reef and Torres Strait.

- Consolidating the upgrade of REEFREP to a Coastal Vessel Traffic Service and the integration of technological and communications advances to improve ship monitoring in the Great Barrier Reef and Torres Strait.

- Progressing deployment of the Automatic Identification System (AIS) infrastructure within the Great Barrier Reef and Torres Strait under a three-year rolling plan in cooperation with relevant stakeholders.

OUTPUT 2.1:   SEARCH AND RESCUE COORDINATION

- Continuing implementation of the initiatives included in the 2004 and 2005 Federal Budgets' funding to enhance AMSA's search and rescue capability:

    - Establishing the dedicated search and rescue services using twin turbine-engine aircraft, with the aircraft in Darwin arising from the 2004 Budget due to commence by October 2005 and the four additional dedicated aircraft arising from the 2005 Budget due to commence after mid 2006.

- Upgrading AMSA's Rescue Coordination Centre (RCC) to an Emergency Response Centre (ERC) to improve communications with other search and rescue agencies around Australia, including State and Territory police.

- Supporting development and manufacture of a drop system for deploying rescue equipment from pressurised twin turbine-engine aircraft with capital funding over the two years.

- Assisting Search and Rescue Unit operators to meet increased regulatory requirements of the Civil Aviation Safety Authority (CASA) for search and rescue operations, including increased training and the development of standard operations manuals.

- Conducting regular meetings, workshops and exercises aimed at strengthening coordination, including examination of automated data exchanges, between participating agencies in maritime and aviation search and rescue.

- Progress public education campaigns for phasing out by 2009 of satellite processing of 121.5 MHz distress beacons and facilitating uptake of 406 MHz beacons including management of the registration data base.

- Contributing to maritime safety awareness and aviation search and rescue awareness and education targeting specific safety issues.

CORPORATE LEVEL

- Ensuring compliance with the corporate governance and reporting requirements under the AMSA Act and CAC Act, with particular emphasis on Commonwealth Cost Recovery Guidelines for Information and Regulatory Agencies.

- Assisting DOTARS in implementing corporate governance measures arising from the *Review of Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Report), including the application to AMSA of the template of governance principles.

- Optimising engagement of stakeholders through AMSA's communication and consultation processes, including regular AMSA Advisory Committee meetings and coordination of a regional shipping workshop in 2005 and planning for the Spillcon Conference in 2007.

1:   AMSA'S VALUES, FUNCTIONS AND STRUCTURE

OUR CORPORATE VALUES

AMSA is committed to the following values in the delivery of safety and environmental services and fulfilment of its statutory functions:

- *A **safety** emphasis in everything we do.*

- *A commitment to **protecting the environment.***

- *Being **responsive** to our **stakeholders' requirements**.*

- *Demonstrating **trust**, **honesty,** and **integrity** in our conduct**.***

- *A **continuous improvement** culture in service provision.*

- *Aspiring to **excellence in performance**.*

- *Recognising the **rights, needs** and **contribution of staff** in the overall success of the organisation.*

OUR ROLE AND FUNCTIONS

AMSA's primary role is in maritime safety, protection of the marine environment and maritime and aviation search and rescue services.

AMSA commenced operations on 1 January 1991 under the *Australian Maritime Safety Authority Act 1990* and is a Commonwealth Authority governed by the *Commonwealth Authorities and Companies Act 1997*.

AMSA's main areas of responsibility include:

- Participating in the development and implementation of national and international maritime safety and environment protection standards.

- Enforcing operational standards for ships in Australian waters to promote their seaworthiness, safety and pollution prevention.

- Enforcing training standards and competency of seafarers and coastal pilots.

- Providing the national aids to navigation network and navigational systems, including development and application of international navigational safety policy and standards.

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- Managing the National Plan that coordinates the national strategy for preparedness and response coordination to marine pollution incidents and protection of the marine environment from oil and chemical pollution.

- Operating the Australian Emergency Response Centre to coordinate the location and rescue of persons in maritime and aviation distress situations throughout the internationally agreed Australian Search and Rescue Region of some 53 million square kilometres (one tenth of the earth's surface).

- Maintaining maritime distress and safety communications services to discharge Australia's responsibility under the Global Maritime Distress and Safety System.

- Providing two ground stations and a Mission Control Centre for the Cospas-Sarsat satellite distress beacon detection system.

- Administering the Australian Ship Reporting system (AUSREP) identifying and tracking ships at sea as a safety measure and to provide a database of ships that may be in a position to respond to an emergency.

- Delivering related services including:

  - Public awareness and education in marine safety and pollution prevention.

  - Administration of Australia's ship registration system.

  - Exercising occupational health and safety inspectorate functions.

  - Publication of, and public access to, ship safety and environmental standards.

OUR CORPORATE GOVERNANCE PRINCIPLES

The Board, Chief Executive Officer and senior management discharge their duties within the framework of the *Australian Maritime Safety Authority Act 1990* and the *Commonwealth Authorities and Companies Act 1997*.

The *Australian Maritime Safety Authority Act 1990* provides that AMSA is a Commonwealth statutory authority with the primary role to:

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

- Promote maritime safety.

- 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.

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- Provide, on request, services of a maritime nature on a commercial basis to the Commonwealth, States and the Territories.

The Board performs three key roles:

- Provides strategic oversight of AMSA on behalf of the responsible Minister by determining the overall manner in which the various functions entrusted to AMSA should be performed. In doing so, the Board expresses its understanding of the expectations of the Minister within the context of technological change and the external environment, directs high level risk management in AMSA and monitors the performance of the Chief Executive Officer and senior management.

- Takes responsibility for AMSA's resources by monitoring the major components in AMSA's statement of financial performance and balance sheet and takes responsibility for approving expenditure on major capital works.

- Executes good governance by ensuring compliance with the *Commonwealth Authorities and Companies Act 1997* and the *Australian Maritime Safety Authority Act 1990*; while promoting careful, diligent and ethical conduct throughout AMSA.

The AMSA Board maintains close attention to its governance responsibilities and receives regular updates on corporate governance issues. In 2005-2006, it will continue to monitor AMSA's performance in this area against contemporary standards, including the Government response to the report of the Prime Minister's Review of Corporate Governance of Commonwealth Statutory Authorities and Office Holders.

The Chief Executive Officer is appointed by the Minister after receiving the recommendation of the Board and, under the Board's strategic guidance, manages AMSA. It is the role of management to manage resources to produce outcomes that achieve the strategic objectives established by the Board and to provide prompt and regular advice to the Board on any matter relevant to the discharge of its duties.
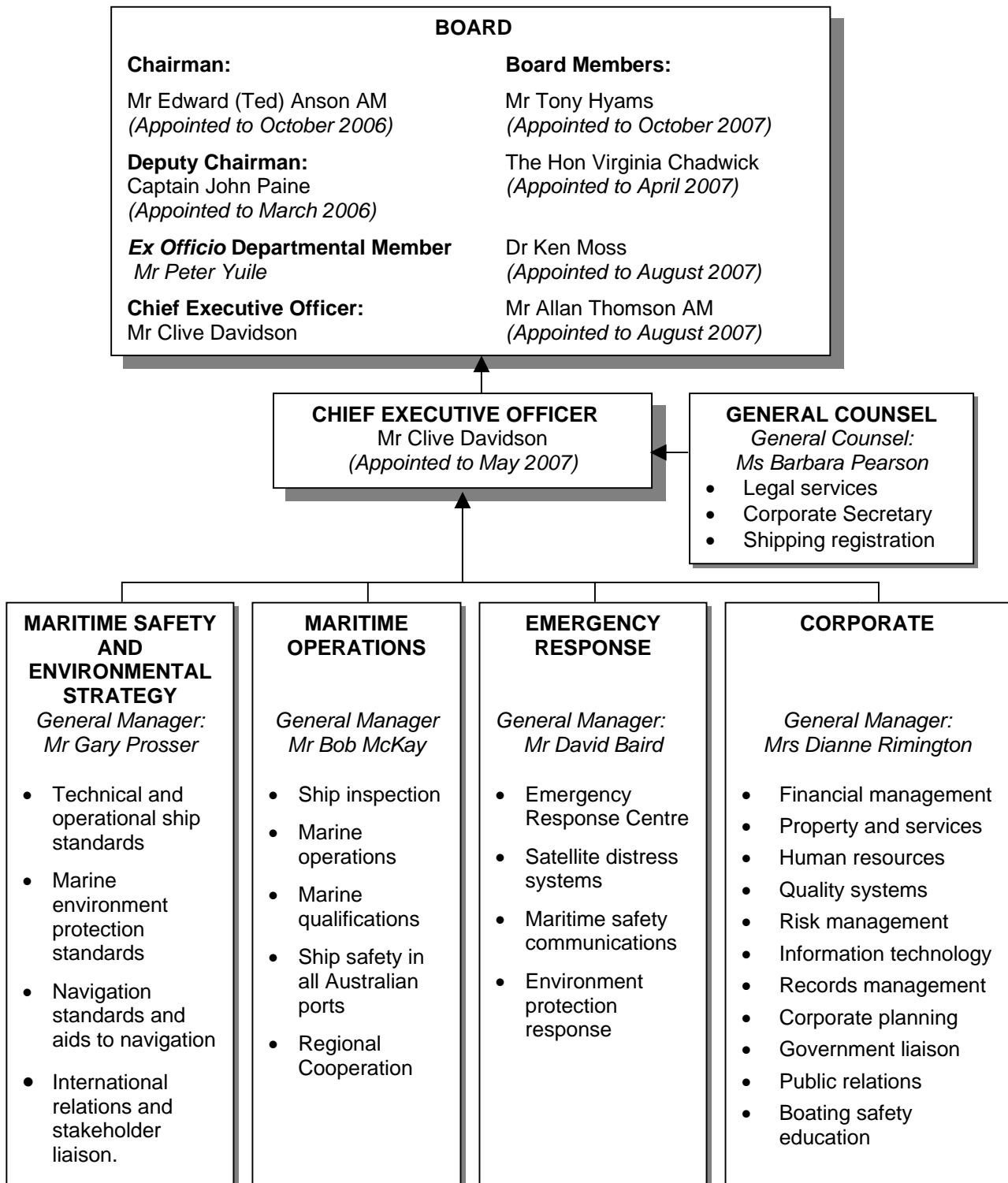
Senior managers and staff are required to maintain the highest standards of integrity, accountability and responsibility in the exercise of their duties and their dealings with stakeholders.

AMSA has established an effective system of internal and external audits to assist in the ongoing review of its performance.

OUR CORPORATE STRUCTURE

AMSA's corporate structure as at May 2005 is based on three operational business units, Maritime Safety and Environmental Strategy, Marine Operations and Emergency Response, supported by the Corporate business unit providing common corporate services. The General Counsel provides legal and shipping registration services and the Corporate Secretary's office providing services to the Board.

AMSA CORPORATE STRUCTURE – MAY 2005

BOARD

Chairman:	**Board Members:**
Mr Edward (Ted) Anson AM *(Appointed to October 2006)*	Mr Tony Hyams *(Appointed to October 2007)*
Deputy Chairman: Captain John Paine *(Appointed to March 2006)*	The Hon Virginia Chadwick *(Appointed to April 2007)*
***Ex Officio* Departmental Member** *Mr Peter Yuile*	Dr Ken Moss *(Appointed to August 2007)*
Chief Executive Officer: Mr Clive Davidson	Mr Allan Thomson AM *(Appointed to August 2007)*

CHIEF EXECUTIVE OFFICER
Mr Clive Davidson
(Appointed to May 2007)

GENERAL COUNSEL
General Counsel:
Ms Barbara Pearson
- Legal services
- Corporate Secretary
- Shipping registration

MARITIME SAFETY AND ENVIRONMENTAL STRATEGY
General Manager:
Mr Gary Prosser

- Technical and operational ship standards
- Marine environment protection standards
- Navigation standards and aids to navigation
- International relations and stakeholder liaison.

MARITIME OPERATIONS
General Manager
Mr Bob McKay

- Ship inspection
- Marine operations
- Marine qualifications
- Ship safety in all Australian ports
- Regional Cooperation

EMERGENCY RESPONSE
General Manager:
Mr David Baird

- Emergency Response Centre
- Satellite distress systems
- Maritime safety communications
- Environment protection response

CORPORATE
General Manager:
Mrs Dianne Rimington

- Financial management
- Property and services
- Human resources
- Quality systems
- Risk management
- Information technology
- Records management
- Corporate planning
- Government liaison
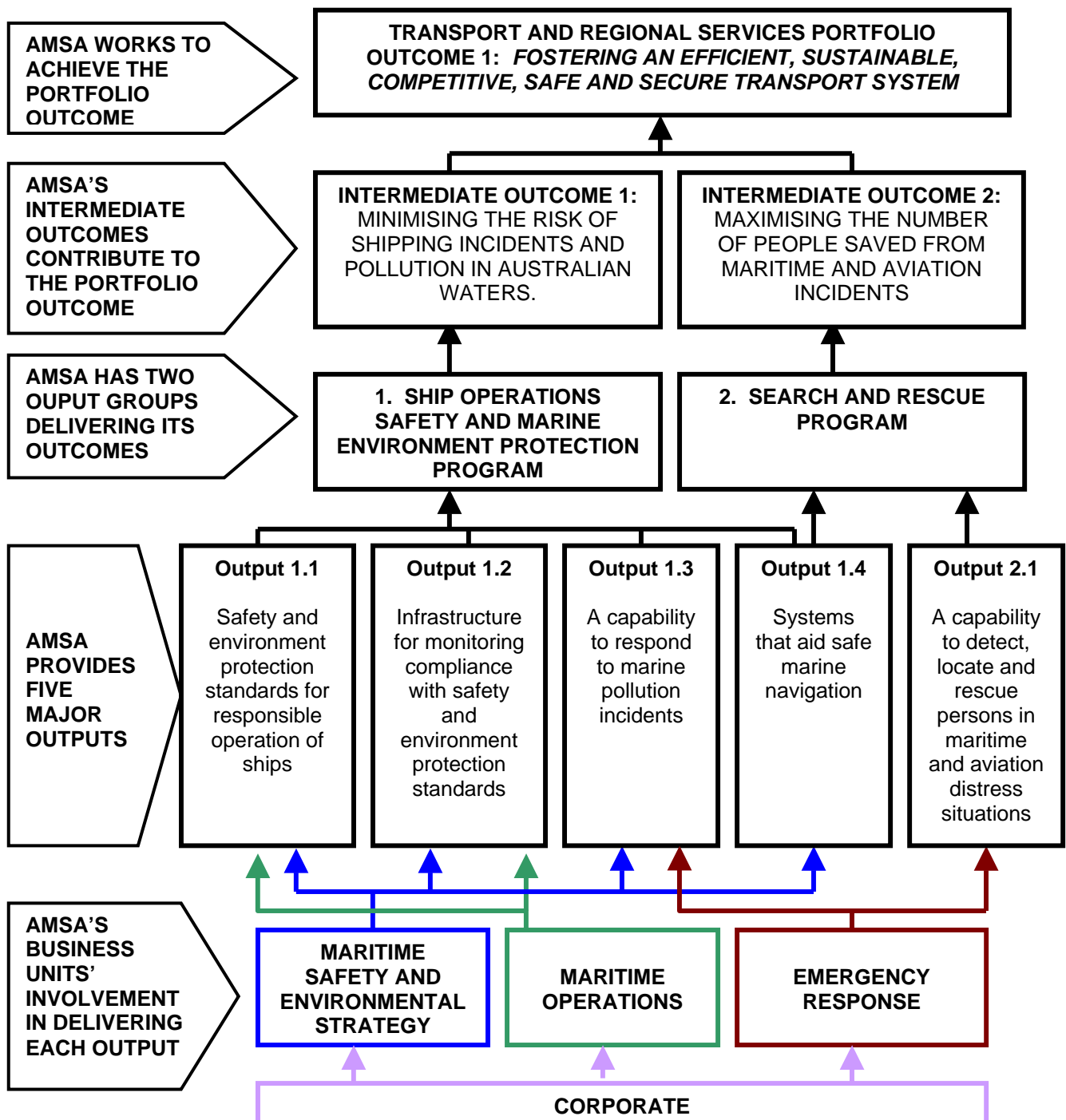- Public relations
- Boating safety education

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2: OUTCOMES, OUTPUTS AND PERFORMANCE

AMSA'S OUTCOMES AND OUTPUTS STRUCTURE

AMSA is an agency within the Transport and Regional Services portfolio and contributes to the portfolio outcome of *fostering an efficient, sustainable, competitive, safe and secure transport system*. AMSA has established two intermediate outcomes reflecting the benefit that AMSA seeks to achieve for the Australian community. AMSA has five outputs representing the external services produced by AMSA on behalf of the Government to achieve results consistent with AMSA's intermediate outcomes.

AMSA WORKS TO ACHIEVE THE PORTFOLIO OUTCOME

TRANSPORT AND REGIONAL SERVICES PORTFOLIO OUTCOME 1: *FOSTERING AN EFFICIENT, SUSTAINABLE, COMPETITIVE, SAFE AND SECURE TRANSPORT SYSTEM*

AMSA'S INTERMEDIATE OUTCOMES CONTRIBUTE TO THE PORTFOLIO OUTCOME

INTERMEDIATE OUTCOME 1: MINIMISING THE RISK OF SHIPPING INCIDENTS AND POLLUTION IN AUSTRALIAN WATERS.

INTERMEDIATE OUTCOME 2: MAXIMISING THE NUMBER OF PEOPLE SAVED FROM MARITIME AND AVIATION INCIDENTS

AMSA HAS TWO OUPUT GROUPS DELIVERING ITS OUTCOMES

1. SHIP OPERATIONS SAFETY AND MARINE ENVIRONMENT PROTECTION PROGRAM

2. SEARCH AND RESCUE PROGRAM

AMSA PROVIDES FIVE MAJOR OUTPUTS

Output 1.1 Safety and environment protection standards for responsible operation of ships

Output 1.2 Infrastructure for monitoring compliance with safety and environment protection standards

Output 1.3 A capability to respond to marine pollution incidents

Output 1.4 Systems that aid safe marine navigation

Output 2.1 A capability to detect, locate and rescue persons in maritime and aviation distress situations

AMSA'S BUSINESS UNITS' INVOLVEMENT IN DELIVERING EACH OUTPUT

MARITIME SAFETY AND ENVIRONMENTAL STRATEGY

MARITIME OPERATIONS

EMERGENCY RESPONSE

CORPORATE

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AMSA Corporate Plan 2005/2006 to 2007/2008

AMSA'S PERFORMANCE FRAMEWORK

Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters.

In assessing the effectiveness of overall performance in the achievement of the first intermediate outcome, *minimising the risk of shipping incidents and pollution in Australian waters*, AMSA's effectiveness measure is seeking to reduce over time the ratio of reports to AMSA under the *Navigation Act 1912* and *Protection of the Sea (Prevention of Pollution from Ships) Act 1983* of serious pollution incidents, and significant ship operational incidents compared to the total number of ship port visits to Australia and the average number of deficiencies per ship inspection.

The table below shows the targets for 2004-2005 and 2005-2006 and performance at 31 March 2005 compared with the previous year's performance over the same time:

Type of Incident	Target		Performance		
	2005-2006	2004-2005	2002-2003	2003-2004	2004-2005*
Pollution incidents:	0.7%	1.3%	1.47%	1.4%	0.72%
Average number of deficiencies per inspection	2.3	2.3	2.51	2.33	2.37
Ship operational incidents:	0.2%	0.2%	0.33%	0.30%	0.56%

* 2004-2005 is as at 31 March 2005.

Intermediate Outcome 2: Maximising the number of people saved from maritime and aviation incidents

In assessing the effectiveness of overall performance in the achievement of the second intermediate outcome, *maximised number of people saved from maritime and aviation incidents*, AMSA's effectiveness measure is increasing over time the percentage of saved lives as a proportion of lives at risk.

The target is 100% and the performance in 2004-2005 was 97%, as at 31 March 2005, compared to 98% in 2003-2004, 92% in 2002-2003 and 95% in 2001-2002.

AMSA's five outputs have a series of high-level performance indicators for each component sub-output for the forthcoming financial year 2005-2006 and these are detailed at the end of each output section.

Performance Review for 2004-2005

The review of performance against the indicators in the previous Corporate Plan for the financial year 2004-2005 to 31 March 2005 is included in chapter 4 of the Corporate Plan commencing at page 48.

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OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS

OUTPUT 1.1:   SAFETY AND ENVIRONMENT PROTECTION STANDARDS FOR RESPONSIBLE OPERATION OF SHIPS

This output covers AMSA's responsibility for providing a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.
It comprises the following three Sub-Outputs:

Sub-Output 1.1.1: Provision of an Australian regulatory framework and operational standards for maritime safety and marine environment protection that encourages industry to improve its safety and environmental performance.

This Sub-Output covers AMSA's development of Australia's maritime regulatory framework based upon international standards mainly promulgated by the International Maritime Organization (IMO) and contemporary safety management systems primarily through the making of subordinate legislation, Marine Orders, under the Commonwealth *Navigation Act 1912* and *Protection of the Sea (Prevention of Pollution from Ships) Act 1983.*

Sub-Output 1.1.2: Promotion of a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices.

This Sub-Output covers AMSA's promulgation of policies and guidelines for the discharge of the range of powers and functions allocated to AMSA under relevant Commonwealth legislation, particularly relating to ship construction standards, ship survey and safety, crewing, seafarers' qualifications and welfare, occupational health and safety, carriage and handling of cargoes, passengers and marine pollution prevention.

Sub-Output 1.1.3: Participation and influence in international and regional maritime forums and partnerships.

This Sub-Output covers AMSA's representation of Australia at the International Maritime Organization (IMO) in the development, implementation and enforcement of international standards governing ship safety, navigation, marine environment protection, ship operations, maritime security, crew competency, training, and fatigue management. It also covers AMSA's participation in other international forums, including the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA), which aims to harmonise aids to navigation worldwide, and regional forums, the Tokyo and Indian Ocean MOUs on Port State Control, which aim to strengthen regional port State control.

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SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS

AMSA's Maritime Safety and Environmental Strategy Business Unit delivers this output by:

- Representing Australia at the International Maritime Organization (IMO) and other international forums in the development, implementation and enforcement of international standards governing ship safety, navigation, marine environment protection, ship operations, maritime security, crew competency, training, and fatigue management.

- Developing Australia's maritime regulatory framework based upon these international standards and contemporary safety management systems primarily through the making of subordinate legislation, Marine Orders, under the Commonwealth *Navigation Act 1912* and *Protection of the Sea (Prevention of Pollution from Ships) Act 1983.*

- Promulgating policy and guidelines for the discharge of the range of powers and functions allocated to AMSA under relevant Commonwealth legislation, particularly relating to ship construction standards, ship survey and safety, crewing, seafarers' qualifications and welfare, occupational health and safety, carriage and handling of cargoes, passengers and marine pollution prevention.

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence AMSA's delivery of the ship safety and environmental standards output over the next financial year.

International Developments

- Australia's continued **support in the IMO and regional forums** for improving ship safety and environment protection standards, including:

- Implementation and enforcement of new and existing standards and regulations by flag States and port States, including continued support for the IMO's **Model Audit Scheme** and strengthening **regional port State control.**

- Continued promotion of a **maritime industry safety culture**, primarily through application of the International Safety Management (ISM) Code under International Convention on Safety of Life at Sea (SOLAS).

- Greater emphasis on the **human element in ship safety** by maintaining **crew competency** standards in accordance with STCW95 and progressing guidelines for addressing **fatigue-management** issues in the maritime industry.

- Strengthening **tanker safety**, **pollution prevention and compensation standards**, particularly in response to the European incidents involving the tankers *Erika* and *Prestige* and other recent shipping incidents.

- Reviewing the safety of **bulk carriers** and **passenger ships**.

- Implementing and enforcing **maritime safety and security** measures in relation to ships and crews under the SOLAS Convention, in particular:

  - Monitoring the operation and effectiveness of the **Global Maritime Distress and Safety System (GMDSS)** arrangements on board ships.

  - Promoting use of the **Automatic Identification System** (AIS) by all ships over 500 gross tonnage on international voyages.

  - Promoting the mandatory introduction of Electronic Chart Display and Information System (ECDIS).

  - Assisting with technical and operational issues arising from enforcement of the **International Ship and Port Facility Security (ISPS) Code.**

  - Improving **information exchange** on ships, cargoes and ownership.

  - Promoting **technical cooperation and capacity building**.

National Developments

Within Australia, the following factors will influence AMSA's work:

- Australian Government support for maintaining **Australia's representation** in international and regional maritime forums promoting ship safety and marine pollution prevention.

- Stakeholders' demands for a **contemporary national regulatory framework** for shipping that facilitates their business operations and supports prosecution and conviction and punishment of law breakers.

- Government and community interest in providing the highest level of protection from shipping activities for the unique environmental and cultural values of the **Great Barrier Reef and Torres Strait** and other areas of environmental sensitivity and cultural significance.

- Coordination required between national and State/Territory regulatory frameworks for shipping and marine environment protection.

- Australian Government support for development of long-term arrangements for national emergency response towage capability.

- Community expectation of **conviction and effective punishment of offenders against ship safety and pollution legislation** within the Australian jurisdiction.

- Requirements for operational and technical advice from Australian Government Departments and agencies when considering issues related to ship safety, maritime security and marine environment protection.

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SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.1.1: Provision of an Australian regulatory framework and operational standards for maritime safety and marine environment protection that encourages industry to improve its safety and environmental performance.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having a regulatory framework of ship safety and environment protection standards consistent with international treaties and contemporary safety management systems.

AMSA's response: AMSA to expeditiously **adopt new international safety and environment protection standards into the Australian regulatory framework**

Priority Actions for 2005-2006:

- Implement IMO instruments relating to **environment protection** and **pollution compensation**:
  - International Convention **on Civil Liability for Bunker Oil Pollution** Damage 2001.
  - International Convention on the **Control of Harmful Anti-fouling Systems** on Ships 2001.
  - **Annex VI (air pollution)** and revised **Annexes I (Oil) and II (Noxious Liquid Substances)** of the MARPOL Convention.
  - Ship safety elements of the International Convention for the Control and **Management of Ships' Ballast Water** and Sediments.
  - Supplementary Protocol to the International Convention on the Establishment of an International Fund for **Compensation for Oil Pollution Damage** 1992.
  - IMO **environment conventions and standards** changes.

AMSA's response: AMSA to ensure the regulatory framework is responsive to emerging ship safety and pollution prevention issues.

- Update the national regulatory framework, with a focus on:
  - Assisting DOTARS to advance **legislative amendments** to the *Navigation Act 1912* to implement compulsory pilotage in Torres Strait and to review penalties in line with Commonwealth Criminal Law Policy.
  - Working with the Department of Agriculture, Fisheries and Forestry (DAFF) in implementing the Australian Code for the Export of Livestock with a view to consolidating certain **animal welfare regulations** in the Code and removing them from Marine Orders Part 43.
  - Developing, reviewing and amending **Marine Orders** to capture new and amended ship safety and pollution prevention standards in line with the **performance-based** regulatory approach where applicable.
- Monitor the application of STCW95 to the Australian **marine qualifications** system.
- Assist DOTARS with technical/operational advice on maritime reform legislative issues, with priority to upgrading penalties for ship safety and pollution offences.

SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.1.2: Promotion of a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having a coordinated regulatory framework for shipping and environment protection between the Commonwealth, States and Territories, which is responsive to community needs.

AMSA's response: AMSA to actively contribute to regulatory and administrative developments required to implement the Commonwealth's ship safety jurisdiction **in cooperation with other Commonwealth agencies and the States and Territories.**

Priority Actions for 2005-2006:

- Participate in the National Marine Safety Committee with State and Territory marine administrations to develop and implement the **National Standard for Commercial Vessels** and associated framework to provide for nationally consistent marine safety administration between jurisdictions.

- Facilitate harmonisation of AMSA and State/Territory systems for issuing seagoing certificates of competency.

- Cooperate with the NMSC, the Australian Transport Safety Bureau and the Australian Seafood Industry Council in promoting **fishing boat safety**, particularly in relation to avoiding collisions between fishing vessels and merchant ships in Australian waters.

- Monitor ship safety and pollution prevention aspects of the Australian Government's **Oceans Policy** and **Integrated Coastal Zone Management** programs**.**

- Participate in the **Australian Maritime Group**'s consideration of ship safety and marine environment protection issues.

- Progress with the States/Territories, in consultation with DOTARS, requirements for Australia to be a party to the Torremolinos Protocol and STCW-F Convention.

- Cooperate with State/Territory jurisdictions and other Australian Government agencies in improving evidence gathering and oil spill analysis techniques to enhance mechanisms for enforcement of pollution standards in Australian waters.

- Contribute technical/operational advice to governments' consideration of long-term arrangements for **emergency response towage** capability.

- Improve effectiveness and efficiency in the delivery of **occupational health and safety services** to the shipping industry through cooperation with, and participation in, the Seafarers Safety, Rehabilitation and Compensation Authority (Seacare).

- Provide technical and operational advice to the development and implementation of international and Federal and State/Territory maritime **security** arrangements.

- Coordinate **educational** campaigns and **information sharing** measures.

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SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS (continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.1.3: Participation and influence in international and regional maritime forums and partnerships.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia contributing to the development, implementation and enforcement of improved international standards in ship safety and environment protection.

AMSA response: AMSA to be involved in the **IMO**, contributing to the development of international standards and measures to encourage flag State implementation and enforcement, and in **Tokyo and Indian Ocean MOUs** to strengthen port State control.

Priority Actions for 2005-2006:

- Develop measures to **improve flag State responsibility and accountability** and the **effectiveness of regional port State control.**
- Ensure effective international application of the **ISM Code**, including participation in proposed reviews by the IMO.
- Promote implementation of new requirements under the SOLAS Convention relating to **safety of navigation**, including effective utilisation of **new technology**.
- Continue to facilitate implementation internationally of the **STCW95 Convention.**
- Improve **management of fatigue** standards in the maritime industry.
- Facilitate increased use by ships of ECDIS by seeking IMO rescission of requirement for paper charts as a backup.
- Contribute to strengthening of **maritime security measures** for ships and crews in cooperation with DOTARS.

AMSA response: AMSA to be actively involved in the IMO and other forums in addressing issues and ongoing development of measures relating to **protection of the marine environment**.

Priority Actions for 2005-2006:

- Progress IMO endorsement of the related protective measure of **compulsory pilotage** to its provisional designation of **Torres Strait as a Particularly Sensitive Sea Area.**
- Participate in development of controls over **greenhouse gas** emissions from ships.
- Participate in the development of improved standards for discharge of sewage from ships under Annex IV of MARPOL 73/78.
- Provide advice on ship operational aspects involved with the development of Guidelines for, and implementation of, the International Convention for the Control and Management of **Ships' Ballast Water and Sediments** 2004**.**
- Support IMO initiatives to develop **international guidelines on standard procedures for enforcement of environmental standards**.

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SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS (continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.1.3: Participation and influence in international and regional maritime forums and partnerships (continued)

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia contributing to the development, implementation and enforcement of improved international standards in ship safety and environment protection.

AMSA response: AMSA to participate in the IMO's implementation of safety standards specifically addressing **shipping issues of interest to Australia**.

Priority Actions for 2005-2006:

- Participate in the review of **passenger ship** safety and development of measures to improve **tanker safety**.

- Implement the **High Speed Craft Code.**

- Support mandating internationally the revised Code of Safe Practice for Solid Bulk Cargoes.

- Progress specific regulatory standards for **Floating Production, Storage and Offloading** (FPSO) units and **Floating Storage Units** (FSU) in the offshore industry where applicable.

- Review progress in implementing IMO resolution on the **safe testing of lifeboats and life rafts**, including examining factors in lifeboat incidents, the quality of equipment, training, crew competency and conduct of lifeboat drills.

- Continue to promote standards for anchoring, mooring and towing equipment and safety of ships' gangways.

- Contributing to measures to promote acceptance by IMO Members and thereby entry into force of the Torremolinos Protocol and STCW-F Convention.

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS

Performance Measures for 2005-2006

Portfolio Outcome: *Fostering an efficient, sustainable, competitive, safe and secure transport system*	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.1: Safety and environment protection standards for responsible operation of ships: AMSA provides a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.	
Measure	**Target**
Sub-Output 1.1.1: Provision of an Australian regulatory framework and operational standards for maritime safety and marine environment protection that encourages industry to improve its safety and environmental performance	
Currency and relevance of the Australian regulatory framework (Quality)	All relevant international standards implemented.
Proportion of accepted recommendations actioned from audit/incident investigation of Australian flagged vessels (Quality)	100% of recommendations actioned in an appropriate manner and timeframe.
Cost to provide the framework (Price)	2005-06 estimates: $3.2 million
Sub-Output 1.1.2: Promotion of a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices	
Improvement in the standard of foreign flag ships operating in Australian waters (Quality)	Declining trend in average number of deficiencies per inspection
Cost of promotion of a safety culture in the maritime industry (Price)	2005-06 estimates: $1 million
Sub-Output 1.1.3: Participation and influence in international and regional maritime forums and partnerships	
Proportion of issues of significance to Australia identified and actively pursued to influence outcomes (Quality)	100%
Cost of participation in international and regional maritime forums and partnerships meetings (Price)	2005-06 estimates: $2.5 million

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OUTPUT 1.2: MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

OUTPUT 1.2: **INFRASTRUCTURE FOR MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS**

This output covers AMSA's responsibility for monitoring compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, overseeing ship operations in Australian waters, including coastal pilotage in Torres Strait and the Great Barrier Reef and issuing certificates of competency to seafarers.
It comprises the following two Sub-Outputs:

Sub-Output 1.2.1: Improve compliance with standards covering ship condition, operation and handling of cargoes, through maintaining and enhancing strategic relationships increased public and industry awareness on compliance matters.

This Sub-Output covers AMSA's inspection of ships, cargoes and related equipment to monitor compliance with standards for the condition of ships, compliance with operational, occupational health and safety and coastal pilotage requirements and the correct handling and loading of certain cargoes. It also covers AMSA's implementation of initiatives arising from Australia's participation in regional forums, principally the Tokyo and Indian Ocean Memorandums of Understanding on Port State Control, to promote consistency in ship inspection standards and exchange of ship inspection data. Further, this sub-output covers AMSA's liaison with industry stakeholders on ship safety and environmental protection issues.

Sub-Output 1.2.2: Maintain a high standard of seafarer qualifications.

The sub-output covers AMSA's responsibility for ensuring safety training and maritime qualifications of crew on ships operating under the *Navigation Act 1912* meet the standards of the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW95) and the administration of the licensing system for coastal pilots and safety regulation of coastal pilotage services under the *Navigation Act 1912*.

MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

AMSA's Maritime Operations Business Unit delivers this output by:

- Conducting inspections of ships, cargoes and related equipment to monitor compliance with standards for the condition of ships, compliance with operational, occupational health and safety and coastal pilotage requirements and the correct handling and loading of certain cargoes.

- Monitoring compliance by Australian flag ships and their operators with the International Safety Management (ISM) Code under the SOLAS Convention.

- Exercising rights under international conventions to inspect foreign flag ships visiting Australian ports through the port State control program to monitor their compliance with international standards.

- Implementing initiatives agreed in regional forums, principally the Tokyo and Indian Ocean Memorandums of Understanding on Port State Control.

- Exercising the occupational health and safety Inspectorate functions under the *Occupational Health and Safety (Maritime Industry) Act 1993.*

- Ensuring safety training and maritime qualifications of crew on ships operating under the *Navigation Act 1912* meet the standards of the STCW95 Convention.

- Administering the licensing system for coastal pilots and safety regulation of coastal pilotage services under the *Navigation Act 1912*.

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence AMSA's delivery of this output over the next year:

- **Enforcement of ship safety and environment protection standards** and regulations by flag State and port State control programs, particularly having regard to international and regional trends in response to specific incidents.

- Effectiveness of ships' **safety management systems** at sea and on shore through application of the International Safety Management (ISM) Code.

- Addressing the **human element** in ship safety, including ship operational practice, crew competency and fatigue management.

- Monitoring **crew competency standards** in accordance with STCW95.

- Ongoing Australian support for initiatives promoting ship safety agreed in **regional forums**, such as the Tokyo and Indian Ocean Memoranda of Understanding on Port State Control.

- Enforcement of the International Ship and Port Facility Security (ISPS) Code promulgated under the SOLAS Convention.

MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.2.1: Improve compliance with standards covering ship condition, operation and handling of cargoes, through maintaining and enhancing strategic relationships increased public and industry awareness on compliance matters.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having rigorous ship inspection programs and promoting improved regional port State control to deter substandard ships operating in the region.

AMSA's response: AMSA to continue to administer **active and rigorous flag and port State control programs targeting inspections** at high-risk ships and specific ship operational practices.

Priority Actions for 2005-2006

- Refine targeting processes using **risk management techniques** to tailor ship inspections so higher risk ships are subject to more detailed and more frequent inspection and reduce inspection requirements on ships with a record of consistently sound operation and management.

- Continue campaigns of **focused and concentrated inspections** on specific issues covering ship safety standards and operational practices.

- Continue close scrutiny of **single hull tankers.**

- Monitor safe loading of **grain shipments** in line with ship stability requirements.

- Liaise with **charterers** to encourage adoption of high standards in their ship selection and use of independent vetting procedures as an integral part of their chartering process to prevent substandard ships entering the Australian trade.

- Close surveillance of shipments of **dangerous goods.**

- Seek **more timely and accurate data on ship movements to and from** Australian ports with a view to anticipating higher risk ships operating in Australia waters.

AMSA's response: AMSA to maintain effectiveness of its compliance services by **strengthening delivery of its ship inspection program**.

Priority Actions for 2005-2006

- Regular review of **inspection resources** to ensure adequate coverage of remote ports where higher risk ships may visit.

- Continue the **internal audit program** of port State control inspections to maintain high standards and consistency.

- Improve **analysis of shipping incidents** using more comprehensive data systems to provide better feedback to the inspection program.

- Maintain the quality of **occupational health and safety Inspectorate** functions by continuing higher-level training for AMSA inspectors.

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MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.2.1: Improve compliance with standards covering ship condition, operation and handling of cargoes, through maintaining and enhancing strategic relationships increased public and industry awareness on compliance matters.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having rigorous ship inspection programs and promoting improved regional port State control to deter substandard ships operating in the region.

AMSA's response: AMSA to implement initiatives arising from **regional forums** of the Tokyo and Indian Ocean MOUs to **promote cooperation in ship inspection, data exchange, and targeting high-risk ships**.

Priority Actions for 2005-2006

- **Contribute expertise** to improve regional port State control standards, encourage targeted inspection programs and assist in expanding electronic data interchange.

- Participate in **concentrated inspection campaigns** focusing on ship issues.

- Improve intelligence about **the quality of ships transiting Australian waters** through data exchange with other maritime administrations.

- Address relevant policies and programs recommended by the Second Joint Ministerial Conference on Port State Control in November 2004.

Sub-Output 1.2.2: Maintain a high standard of seafarer qualifications.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining systems of seafarer training and certification conforming to international standards and high quality safety regulation of coastal pilotage services.

AMSA response: AMSA to maintain high standards of coastal pilot licensing and safety regulation of **coastal pilotage** services in consultation with coastal pilots, pilotage service providers and the shipping industry.

Priority Actions for 2005-2006

- Maintain high standards in **coastal pilots' training.**

- Monitor **safety systems** approach adopted in the Great Barrier Reef Pilotage Safety Management Code, in particular the check pilot and pilot audit schemes.

- Respond to the AMSA-commissioned research **study of coastal pilots' fatigue management** and risk based fatigue management strategies.

- **Redevelop information systems** to improve quality and timeliness in monitoring coastal pilotage operations in relation to fatigue management and other safety regulatory requirements.

MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.2.2: Maintain a high standard of seafarer qualifications.
Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining systems of seafarer training and certification conforming to international standards and high quality safety regulation of coastal pilotage services.
AMSA response: AMSA to ensure **Australia's system of seafarers' qualifications continues to conform to STCW95 requirements**
Priority Actions for 2005-2006:   - Review implementation of revised training and certification standards under STCW1995 to identify trends in AMSA's regulatory role and test these through consultation and experience sharing with other maritime administrations within the Tokyo and Indian Ocean MOUs.   - Issue STCW95 **endorsements on relevant marine qualifications** issued by State and Territory marine administrations.   - Monitor and audit approved **courses of study** at tertiary colleges to ensure they meet required standards for AMSA issued marine qualifications.
AMSA response: AMSA to maintain the **effectiveness of the delivery of crew qualification services**
Priority Actions for 2005-2006:   - Continue the internal audit and training programs to maintain quality control of AMSA's **oral examination system**;   - Investigate introduction of **computer-based, pre-oral examination** screening to assess candidates knowledge in specific areas before they are allowed to present for their oral examinations of competency.

OUTPUT 1.2: MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

Performance Measures for 2005-2006

Portfolio Outcome: *Fostering an efficient, sustainable, competitive, safe and secure transport system*	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.2: An infrastructure for monitoring compliance with safety and environment protection standards: AMSA monitors compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, oversighting ship operations in Australian waters (including coastal pilotage in Torres Strait and the Great Barrier Reef) and issues certificates of competency to seafarers.	

Measure	Target
Sub-Output 1.2.1: Improve compliance with standards covering ship condition, operation and handling of cargoes through maintaining and enhancing strategic relationships, increased public and industry awareness on compliance matters	
Inspection rate of risk assessed eligible ships under the port State control program covering all ships and single visit ships (Quantity)	• Single-hull tankers – 100% • Other high risk ships – 80% • Medium to high risk - 60% • Low to medium risk - 40% • Low risk - 25% • Overall target = > 50%
AMSA allocation of priority to older high risk ships (15 or more years) when eligible for inspection	90% of inspections of ships in this risk group within first two port visits after the ship becomes eligible
Improvement in the standard of foreign flag ships operating in Australian waters (Quality)	Declining trend in the average deficiencies per inspection
Extent of industry compliance (Quality)	Declining trend in average number of non-conformances per ISM audit
Number of Port State Control inspections (Quantity)	PSC inspections 2005 estimate: 3,150
Number of Flag State Control inspections (Quantity)	FSC inspections 2005 estimate: 95
Average cost of undertaking port and flag State control inspections (Price)	• Port State inspections: 2005-06 estimates: $650/inspection • Flag state inspections 2005-06 estimates: $450/inspection
Cost of providing compliance monitoring infrastructure and industry awareness of compliance matters (Price)	2005-06 estimates: $14.7 million
Sub-Output 1.2.2: Maintain a high standard of seafarers' qualifications	
IMO endorsement of seafarer qualifications system as being compliant with international standards (Quality)	Maintain Australia's inclusion on IMO "White List" of STCW95 compliant administrations.
	Australia's involvement in IMO assessments of Flag administrations' "White List" status.
Number of certificates issued (Quantity)	2005-06 estimate: 600 certifications, 450 oral examinations
Person hours spent (Quantity)	2005-06 estimate: 19,000 hours
Percentage of PSC inspections at which there are deficiencies relating to crew qualifications (Quantity)	Declining trend in the average number of deficiencies per inspection
Cost of maintaining marine qualifications and certification system (Price)	2005-06 estimate: $1.5 million

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OUTPUT 1.3: RESPONSE TO MARINE POLLUTION INCIDENTS

OUTPUT 1.3: A CAPABILITY TO RESPOND TO MARITIME POLLUTION INCIDENTS

This output covers AMSA's responsibility for managing the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances, including provision of oil and chemical spill preparedness and response capabilities in consultation with State/Northern Territory Government, port corporations and authorities, the shipping, oil, exploration and chemical industries and emergency services.
It comprises the following Sub-Output:

Sub-Output 1.3.1: Provide a level of response capability consistent with National Plan requirements.

This Sub-Output covers AMSA's activities in providing a level of response capability consistent with National Plan requirements and particularly participating in meetings of the National Plan Management Committee, which provides strategic management of the National Plan and monitors provision of National Plan services, and the National Plan Operations Group ensuring the availability of trained personnel, support resources and equipment to respond to marine pollution.

AMSA's Emergency Response and Maritime Safety and Environmental Strategy Business Units deliver this output by:

- Managing the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances (the National Plan) providing oil and chemical pollution preparedness and response services, in consultation with State/Northern Territory governments, port corporations and authorities, shipping, oil, exploration and chemical industries, and emergency services.

- Participating in the National Plan Management Committee to strategically manage the National Plan by setting broad policy directions, recommending funding arrangements to Ministers, and monitoring provision of services by National Plan participants in accordance with the National Plan Inter-Governmental Agreement.

- Chairing the National Plan Operations Group and participating in its three working groups on oil operations, chemicals and environment, as well as discharging the Group's responsibility for the ongoing day-to-day operational aspects of the National Plan.

- Contributing to environment protection initiatives and education and information sharing on marine pollution prevention.

RESPONSE TO MARINE POLLUTION INCIDENTS (Continued)

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence AMSA's delivery of this output over the next year:

- Implementation of the Protocol on Preparedness, Response and Co-operation to **Pollution Incidents by Hazardous and Noxious Substances**, 2000.

- Development and implementation of competency based training principles into the national training program.

- Testing of the **National Maritime Place of Refuge Risk Assessment Guidelines** for disabled and damaged vessels.

- Conduct of **national chemical spill risk assessments**.

- Maintenance of nine National Plan regional response **equipment stockpiles**.

- Australian Government support for development of long-term arrangements for national emergency response towage capability.

- Ongoing change in Australia's **marine pollution risk profile** with new and expanded port developments and increased importation of oil and chemical cargoes.

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.3.1: Provide a level of response capability consistent with National Plan requirements.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining effective emergency response arrangements to shipping incidents and to combat ship sourced marine pollution.

AMSA's response: AMSA to **manage the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances.**

Priority Actions for 2005-2006

- Manage response to any marine pollution incidents coming within the National Plan jurisdiction.

- Incorporate competency based training principles into the national training program, in cooperation with State/Northern Territory and industry stakeholders.

- Participate in the **National Plan Management Committee** consideration of strategic management issues in consultation with major stakeholders in the National Plan.

- Participate in the **National Plan Operations Group**, including Working Groups, on operational issues in consultation with major stakeholders in the National Plan.

- Participate in State/Northern Territory **marine pollution committees.**

- Respond to recommendations and feedback from **incident response** assessment reports and National Plan exercise reports.

- Regularly review and assess **risk profiles** in consultation with the States and Northern Territory and industry in relation to changes in port operations, including new port developments and import levels of potential pollutants.

RESPONSE TO MARINE POLLUTION INCIDENTS (continued)

Sub-Output 1.3.1: Provide a level of response capability consistent with National Plan requirements (continued).

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining effective emergency response arrangements to shipping incidents and to combat ship sourced marine pollution.

AMSA's response: AMSA to **promote international cooperation** in improving responsiveness to ship sourced pollution.

Priority Actions for 2005-2006

- Involvement in **exercises and training programs** to give effect to international cooperative agreements with the South Pacific Regional Environment Program (SPREP), New Zealand, Indonesia, New Caledonia and Papua New Guinea.

- Participate in relevant IMO working groups, including the OPRC/OPCR-HNS Convention Technical Group, and contribute to the implementation of the OPRC Convention and the Hazardous and Noxious Substances Protocol.

AMSA's response: AMSA to contribute to the **ongoing improvement of emergency response** arrangements aimed at reducing the risk of ship-sourced marine pollution.

Priority Actions for 2005-2006

- Ongoing testing of the **National Maritime Place of Refuge Risk Assessment Guidelines** for determining places of refuge for disabled and damaged ships and promoting the practical application of the Guidelines with relevant parties.

- Testing of response arrangements through a major biennial exercise with the next simulation to be held in 2006.

- Participate in the development of the new Emergency Response Centre (ERC) for the management of multi-disciplinary incidents.

- Contribute technical/operational advice to governments' consideration of long-term arrangements for **emergency response towage** capability.

OUTPUT 1.3: RESPONSE TO MARINE POLLUTION INCIDENTS

Performance Measures for 2005-2006

<table>
<tr>
<td colspan="2">Portfolio Outcome: <i>Fostering an efficient, sustainable, competitive, safe and secure transport system</i></td>
</tr>
<tr>
<td colspan="2">Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters</td>
</tr>
<tr>
<td colspan="2">Output Group 1: Ship Operations Safety and Marine Environment Protection Program</td>
</tr>
<tr>
<td colspan="2">Output 1.3: Capability to respond to marine pollution incidents: AMSA manages the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances, which involves providing oil and chemical spill preparedness and response capabilities in consultation with State and Northern Territory Governments, port corporations and authorities, shipping, oil, exploration and chemical industries and emergency services.</td>
</tr>
<tr>
<td align="center">Measure</td>
<td align="center">Target</td>
</tr>
<tr>
<td colspan="2">Sub Output 1.3.1: Provide a level of response capability consistent with National Plan requirements.</td>
</tr>
<tr>
<td>Availability of support resources and equipment (Quality)</td>
<td>95% availability</td>
</tr>
<tr>
<td>Implementation of recommendations from reviews of exercises and responses to spills (Quality)</td>
<td>100% implementation of accepted recommendations</td>
</tr>
<tr>
<td>Number of trained and adequately equipped personnel (Quantity)</td>
<td>40 National Response Team personnel available/200 personnel trained each two year cycle</td>
</tr>
<tr>
<td>Cost of maintaining a response capability (Price)</td>
<td>2005-06 estimates: $4.7 million</td>
</tr>
</table>

OUTPUT 1.4: SYSTEMS AIDING SAFE MARINE NAVIGATION

OUTPUT 1.4: SYSTEMS THAT AID SAFE MARINE NAVIGATION

This output covers AMSA's responsibility for providing technical, maintenance and engineering project management services supporting the provision of the national network of integrated aides to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation. AMSA also provides a safety communications network under the International Convention for the Safety of Life at Sea (SOLAS).
It comprises the following Sub-Output:

Sub-Output 1.4.1: Enhancement of systems that aid safe navigation.

This Sub-Output covers AMSA's management of the national network of integrated aids to navigation and coastal traffic management measures so it operates at international standards and meets commercial shipping requirements for safe and efficient coastal navigation. It also covers AMSA's provision of Australia's maritime safety communications service broadcasting and receiving safety of navigation information to and from ships at sea.

AMSA's Maritime Safety and Environmental Strategy Business Unit and Emergency Response Business Unit deliver this output by:

- Providing the national network of integrated aids to navigation and coastal traffic management measures that meet the requirements of commercial shipping for safe and efficient coastal navigation.

- Participating in the development and application of international navigation safety policy and standards, principally through the IMO and International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA).

- Providing a maritime safety communications service that broadcasts and receives safety of navigation information to and from ships at sea.

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence AMSA's delivery of this output over the next year:

- Development of **international standards and operational practices** in the provision of aids to navigation **by IALA.**

- Impact of **technological developments** on provision of aids to marine navigation including the expansion in global satellite navigation services providing highly accurate positioning fixing systems and availability of low cost remote monitoring systems.

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- Effects of changes in AMSA's delivery of marine aids to navigation services by **external service providers**, including the need to review future AMSA service requirements beyond the current contract.

SYSTEMS AIDING SAFE MARINE NAVIGATION

AMSA's priority actions in response to the identified external factors:

Sub-Output 1.4.1: Enhancement of systems that aid safe navigation.
Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining a national network of integrated marine aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation.
AMSA's response: AMSA to maintain worlds best practice **availability for marine aids to navigation network** in line with IALA standards.
Priority Actions for 2005-2006: • Actively participate in **IALA** in contributing to international development of standards for aids to navigation and navigation systems. • Update and continue to implement AMSA's **Five-Year Strategic Plan** for Marine Aids to Navigation developed in consultation with the shipping industry, State and Territory administrations and other stakeholders. • Develop purchasing strategy including refined future service requirements to secure maintenance and shipping support services for the national aids to navigation. • Consolidate operation of the Great Barrier Reef and Torres Strait **Ship Reporting System** (REEFREP) as a Coastal Vessel Traffic System (REEFVTS) in line with IALA guidelines and develop strategies to enhance the capability of REEFVTS to interact with ships to enhance navigation safety. • Assist in the Australian application of **new ship tracking and communications technologies** (Automatic Identification Systems) and ship polling via the INMARSAT C satellite system.

OUTPUT 1.4:   SYSTEMS AIDING SAFE MARINE NAVIGATION

Performance Measures for 2005-2006

Portfolio Outcome: *Fostering an efficient, sustainable, competitive, safe and secure transport system*	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations, Safety and Marine Environment Protection Program	
Output 1.4: Systems that aid safe marine navigation: AMSA provides technical, maintenance and engineering project management services supporting the provision of the national network of integrated aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation. AMSA also provides a safety communications network under the International Convention for Safety of Life at Sea (SOLAS).	
Measure	**Target**
Sub-Output 1.4.1: Enhancement of systems that aid safe navigation	
National Aids to Navigation Network Marine navigation aids network meets requirements of the five-year Navigation Strategic Plan for Marine Aids to Navigation (Quality)	100% of priority strategies executed on time and within budget.

Availability of the marine navigational aids network (Quality):	• Visual: Cat 1 - 99.8%
	        Cat 2 - 99.0%
	        Cat 3 - 97.0%
	• Racons: 99.6%
	• Tide gauges: 99.6%
	• DGPS: 99.6%
	• Ship Reporting System: 98%
	• Unlit Beacons: 95%
	• Topmarks or daymarks: 95%

Cost to provide a network of aids to navigation (Price)	2005-06 estimates: $18.4 million
Safety Communications Network	
Median time taken to distribute safety information messages (Quality)	2 hours
Capability to monitor successful transmission of safety messages (Quantity)	100%
Cost to provide maritime safety messages (Price)	2005-06 estimates: $0.4 million

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OUTPUT 2.1:   MARITIME AND AVIATION SEARCH AND RESCUE

OUTPUT 2.1:   A CAPABILITY TO DETECT, LOCATE AND RESCUE PERSONS IN MARITIME AND AVIATION DISTRESS SITUATIONS

This output covers AMSA's responsibility for maintenance of safety communications services and provision of a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.
It comprises the following five sub-outputs:

Sub-Output 2.1.1: Provide a 24-hour Emergency Response Centre

This Sub-Output covers AMSA's provision of the infrastructure and trained search and rescue personnel for Australia's national Emergency Response Centre (ERC) with capability of receiving and responding to notification of distress incidents, coordinating searches for persons in maritime and aviation distress incidents, and administering the AUSREP ship reporting service.

Sub-Output 2.1.2: Provide distress and safety communications services

This Sub-Output covers AMSA's provision of maritime distress and safety communications services that meet the requirements of the Global Maritime Distress and Safety System (GMDSS) under the Safety of Life at Sea (SOLAS) Convention and also can be used by suitably equipped non-SOLAS vessels for the rapid alerting of search and rescue authorities to a distress situation at sea.

Sub-Output 2.1.3: Provide trained and equipped search and rescue assets
This Sub-Output covers AMSA's provision of training and specialist search and rescue equipment to selected general aviation operators designated as Search and Rescue Units around Australia which can be tasked by AMSA's Emergency Response Centre to undertake search and rescue operations.

Sub-Output 2.1.4: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues

This sub-output covers AMSA's contribution to significant international and national issues concerning maritime and aviation search and rescue, liaising with other agencies to strengthen cooperation and coordination of search and rescue services, and undertaking education campaigns on maritime safety and aviation search and rescue issues, particularly general aviation and recreational boating.

Sub-Output 2.1.5: Provide an effective response to search and rescue incidents.

This Sub-Output covers AMSA's use of the preparedness measures provided under Sub-outputs 2.1.1 (ERC), 2.1.2 (distress communications) and 2.1.3. (search and rescue assets) to provide an effective response to people in distress situations.

MARITIME AND AVIATION SEARCH AND RESCUE (Continued)

AMSA's Emergency Response Business Unit delivers this output by:

- Providing a 24 hour Emergency Response Centre servicing the internationally agreed Australian Search and Rescue Region for the aviation and maritime sectors to fulfil Australia's obligations under international conventions.

- Assuming coordination of maritime and aviation distress incidents.

- Maintaining maritime distress and safety communications services that meet the requirements of the Safety of Life at Sea (SOLAS) Convention and also can be used by suitably equipped non-SOLAS vessels.

- Providing satellite detection of distress beacons through provision of the Australian Cospas-Sarsat ground segment.

- Maintaining a ship reporting system (AUSREP) that meets the requirement of the SOLAS Convention and the International Convention on Maritime Search and Rescue.

- Providing training and specialist search and rescue equipment to selected general aviation operators designated as Search and Rescue Units (SRUs) around Australia.

- Contributing to international and national issues of significance concerning maritime and aviation search and rescue, maintaining and enhancing strategic relationships and increasing public awareness of maritime safety and aviation search and rescue issues.

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence AMSA's delivery of this output over the next year:

- International decision to **cease satellite processing of 121.5 MHz distress beacon alerts** from 2009;

- Increased **uptake of 406 MHz distress beacons** requiring management of a larger registration data base;

- Impact of **changes in the aviation environment** on search and rescue operations, including aviation regulatory reform and airspace management;

- Potential demand for **search and rescue response at the extent of Australia's search and rescue region** with increased Antarctic flights and adventurers travelling to more remote locations;

- Increased demand for **vessel location information** and its integration with other information for purposes of security and safety and development of ship monitoring/communication technologies;

- Community demand to maintain effective coordination between search and rescue agencies;

- Stakeholder demand for **improved efficiency** in providing search and rescue resources and **incorporation of developing technologies** into the search and rescue system;

- Availability of aircraft positional data from external sources to improve delivery of search and rescue services.

- Continued need to **improve safety awareness** for fishing vessels and small craft to reduce search and rescue demand from these sectors.

MARITIME AND AVIATION SEARCH AND RESCUE

AMSA's priority actions in response to the identified external factors:

Sub-Output 2.1.1: Provide a 24 hour Emergency Response Centre
Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia providing an effective search and rescue service over the Australian search and rescue region in accordance with its international convention obligations.
AMSA's response: AMSA to ensure its **accommodation, systems and communications technology** provide optimal support for its emergency response functions**.**
Priority Actions in 2005-2006 • Develop a new Emergency Response Centre to replace the Rescue Coordination Centre, with improved accommodation, systems and communications technology, to enhance capability in multi-disciplinary emergency response operations. • Enhance **staff skills and knowledge** and strengthen internal administrative and operational procedures. • Promote **operational procedures and protocols** describing the means of coordinating multiple participants in search and rescue activities. • Conduct **regular meetings, workshops and exercises** aimed at improving coordination between participating agencies in search and rescue operations, and examine measures to automate data exchanges to support coordination.

MARITIME AND AVIATION SEARCH AND RESCUE (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 2.1.1: Provide a 24 hour Emergency Response Centre (continued)

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia providing an effective search and rescue service over the Australian search and rescue region in accordance with its international convention obligations.

AMSA's response: AMSA to adopt and promote **new technologies** to improve effectiveness of search and rescue services

Priority Actions in 2005-2006

- Address **data base management** issues from increased 406 MHz beacon usage.

- Contribute to the introduction of **ship monitoring and communications** technologies, including satellite polling.

- Provide operational and technical advice to CASA and Airservices Australia regarding search and rescue aspects of their development projects, particularly *AeroBank* and *ADS-B*.

- Examine potential of new equipment (eg **Self Locating Search and Rescue Marker Buoys, electronic/optical search systems and specialised distress beacon direction finding** equipment), to enhance search and rescue.

Sub-Output 2.1.2: Provide distress and safety communications services

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia providing distress and safety communications services meeting its international convention obligations for rapid alerting of distress situations at sea.

AMSA's response: AMSA to deliver distress and safety communications services in line with international standards**.**

Priority Actions in 2005-2006

- Manage contracts with external providers to ensure maximum availability of distress and safety communication services in line with international standards.

- Review developing technologies and international developments impacting on future provision of distress and safety communications services.

MARITIME AND AVIATION SEARCH AND RESCUE (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 2.1.3: Provide trained and equipped search and rescue assets.

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia maintaining appropriate level of search and rescue assets to respond effectively to maritime and aviation distress situations within Australia's search and rescue region.

AMSA's response: AMSA to continue addressing issues and **improving its delivery** of search and rescue services.

Priority Actions in 2005-2006

- Respond to search and rescue issues arising from **changes to the aviation environment**, including regulatory reform and airspace management changes.

- Administer **Search and Rescue Unit Program** providing different levels of responsiveness and capability including resourcing dedicated fixed-wing units.

- Establish **dedicated search and rescue twin turbine-engine aircraft services,** with one aircraft operating in Darwin by October 2005 and the four additional aircraft in other locations around Australia operating after mid 2006.

- Support development and manufacture of **drop system for deploying from pressurised twin turbine-engine aircraft**.

- Assist SRU operators to meet **increased regulatory requirements** of the Civil Aviation Safety Authority (CASA) for search and rescue operations.

Sub-Output 2.1.4: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues

Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having an effectively coordinated search and rescue service between Australian agencies and promoting safety awareness to reduce the incidence of people in maritime and aviation distress situations requiring search and rescue services.

AMSA's response: AMSA to continuously improve its **search and rescue coordination with other agencies** and promote safety awareness on specific issues relevant to reducing the number of search and rescue incidents**.**

Priority Actions in 2005-2006

- Work with the Australian Antarctic Division, CASA, Airservices Australia and the ADF to ensure continued **effectiveness of search and rescue in remote areas.**

- Progress staged **public education campaign** for **phasing out of satellite processing of 121.5 MHz distress beacons** and promoting 406 MHz beacons.

- Contribute to **maritime and aviation safety awareness and education campaigns** including working with CASA on aviation safety initiatives

MARITIME AND AVIATION SEARCH AND RESCUE (Continued)

AMSA's priority actions in response to the identified external factors:

Sub-Output 2.1.5: Provide an effective response to search and rescue incidents.
Portfolio Objective: *Fostering an efficient, sustainable, competitive, safe and secure transport system* by Australia having a search and rescue service available to respond effectively to people in maritime and aviation distress situations.
AMSA's response: AMSA to ensure its resources and systems provide optimal support to the effectiveness of its search and rescue response.
Priority Actions in 2005-2006 • Maintain a program of post-incident review and feedback to support continuous improvement in performance of search and rescue operations.

OUTPUT 2.1: MARITIME AND AVIATION SEARCH AND RESCUE

Performance Measures for 2005-2006

Portfolio Outcome: *Fostering an efficient, sustainable, competitive, safe and secure transport system*	
Intermediate Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in maritime and aviation distress situations: AMSA maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Target**
Sub-Output 2.1.1: Provide a 24 hour Emergency Response Centre (ERC)	
Availability of the ERC (Quality)	100%
An ERC established that can handle a number of incidents, searches and AUSREP reports distributed evenly over year (Quantity)	15,000 incidents 500 searches 240,000 AUSREP reports
Cost of providing ERC (Price)	2005-06 estimates: $8.8 million
Sub-Output 2.1.2: Provide distress and safety communications services	
Availability of each system (Quality)	99.5%
Number of COSPAS/SARSAT ground segments and Mission Control Centre (MCC) (Quantity)	2 ground stations/1 MCC
Number of Maritime Communications terrestrial and satellite stations (Quantity)	2 terrestrial stations at Wiluna, Western Australia, and Charleville, Queensland and 1 satellite station at Perth
Cost of the strategy (Price)	2005-06 estimates: $5.4 million
Sub-Output 2.1.3: Provide trained and equipped search and rescue response assets	
Availability of Search and Rescue Units (SRUs) (Quality)	4 dedicated and 58 on an opportunity basis
Number capable of deploying equipment, searching, rescuing (Quality)	13 to deploy equipment 62 to search 21 to rescue
Number of trained SRUs (Quantity)	62
Number of trained pilots and crew (Quantity)	345
Cost of the strategy (Price)	2005-06 estimates: $11.6 million

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OUTPUT 2.1: MARITIME AND AVIATION SEARCH AND RESCUE

Performance Measures for 2005-2006 (continued)

Portfolio Outcome: *Fostering an efficient, sustainable, competitive, safe and secure transport system*	
Intermediate Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in maritime and aviation distress situations: AMSA maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Target**
Sub-Output 2.1.4: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues	
Number of issues/problems identified in agreements or programs (Quality)	0
Number of agreements developed or varied satisfactorily (Quantity)	4
In conjunction with States and Territories, number of education programs supported (Quantity)	5
Cost of the strategy (Price)	2005-06 estimates: $1.3 million
Sub-Output 2.1.5: Provide an effective response to search and rescue incidents	
Median time for ERC initiate response (Quality)	30 minutes
Median time for first unit to commence response action (Quality)	30 minutes
Median time until asset on scene (Quality)	
• Incident within < 50 nautical miles of search base	30 minutes
• Incident within 50-200 nautical miles of search base	60 minutes
• Incident within 200-500 nautical miles of search base	90 minutes
A capability to respond to incidents (Quantity)	Maintain above capability
Median cost per search (Price)	$3,700 median cost per search

3.   CORPORATE SERVICES

AMSA's Corporate Business Unit supports delivery of AMSA's outputs by providing cost effective, efficient and timely corporate services:

- Financial management: financial reporting, processing financial transactions, international travel arrangements and management of AMSA revenue and investments;

- Property and services: property management, provision of general business services, contract management and insurance and risk management;

- Human resources: human resource management, industrial relations, occupational health and safety, staff development, compensation and remuneration management;

- Corporate documentation: AMSA's quality and environmental management systems, corporate business planning and performance reporting, budget and coordination/production of other corporate documents;

- Information services: information management and management of AMSA's information technology infrastructure including systems development, maintenance, user support and IT equipment and stores;

- Corporate strategy: strategic planning, international relations and Government liaison;

- Public relations: community relations, incident management, publications, conference coordination, education campaigns and media liaison.

OPERATING ENVIRONMENT IN 2005-2006

The following external factors are expected to influence Corporate's provision of services over the next year in support of AMSA's delivery of its outputs:

- Australian Government adoption of **International Accounting Standards** from 1 January 2005.

- Review of **Cost Recovery Guidelines** for Regulatory Agencies.

- Increasing pressure on information technology and systems to cope with the changing security environment.

- Emphasis on public and private sector organisations adopting strong corporate governance frameworks.

- Stakeholder needs for information and consultation about safety and environmental protection developments in the maritime industry;

- Stakeholder expectations for involvement in AMSA's strategic planning.

AMSA'S RESPONSE

AMSA will continue to strengthen its corporate service capability in 2005-2006 to respond to these influences and in line with its continuous improvement policy:

Financial and Business Services

Financial Services

- Consolidating the implementation of new systems in financial, activity and human resource management to ensure that they continue to meet AMSA's business needs.

- Consolidating new requirements of International Accounting Standards into the new systems and AMSA's statutory and financial statement reporting.

Risk Management

- Continue to apply a uniform risk management approach to identifying risks and their drivers and focusing planning on risk management activities linked to Business Unit plans and the Corporate Plan;

- Review regularly at the corporate level AMSA's risk management system, which incorporates business continuity planning and testing, with each Business Unit examining its risk management profile and strategies to align with the systematic analysis carried out at the corporate level;

- Refine AMSA's internal control systems, policies and practices to ensure compliance with corporate governance guidelines and relevant standards.

Information Services

- In consultation with business units, undertake or support, as appropriate, development and ongoing maintenance of business systems supporting AMSA outputs including taking advantage of business delivery functionality available through Web services;

- Improve delivery of appropriate information and documents on line and through AMSA's Internet;

- Consolidate management of records and documents while meeting requirements under the legislation on freedom of information, privacy and archives, through the Electronic Document Management (EDM) system;

- Ensure AMSA's security arrangements meet any changed requirements flowing from implementation of maritime security arrangements and the National Office for the Information Economy (NOIE) and other initiatives.

- Strengthen infrastructure framework to support improved performance and accessibility of data, information and knowledge across AMSA at a reduced cost through use of appropriate technology, including the Intranet.

- Continue improvement of the AMSA Information Technology Governance framework that supplies appropriate and effective planning and management of the Information Services environment.

- Establish robust disaster recovery arrangements for AMSA's information services.

Human Resources

Following implementation of the new human resources system continue to review and strengthen delivery of services within the five pathways:

1. Human Resources Framework: Providing AMSA with employment arrangements that are lawful, ethical and competitive. In 2005-06, this will include the re-negotiation of the AMSA certified agreement prior to its nominal term concluding in November 2005.

2. Workforce dynamics: Ensuring AMSA has the right mix of people, skills and experience available to assist in achieving its outputs.

3. Performance enhancement: Promoting the achievement of corporate objectives by all staff.

4. Health and safety: Meeting AMSA's statutory requirements to have a safe and healthy working environment.

5. Administration: Providing systems underpinning the employment arrangements (payments and records) to support the relationship between AMSA and its staff.

Corporate Strategy

- Optimising engagement of stakeholders via consultation and communication processes, including coordinating AMSA's regional shipping conference in Darwin in September 2005, planning for the Spillcon Conference in 2007 and AMSA's contribution to industry workshops and major boat and air shows.

- Providing secretariat services to the Australia New Zealand Safe Boating Education Group (ANZSBEG) and contributing to the work of the AMSA Advisory Committee;

- Promoting the role of the AMSA Advisory Committee and key stakeholder interests in providing strategic advice on developments in the maritime industry and their potential impact on AMSA;

- Coordinating AMSA's response and input to a range of maritime policy and regulatory matters.

CORPORATE SERVICES

Performance Measures for 2005-2006:

MEASURE	TARGET 2005-2006
Financial Services	
Effectiveness: Increase in cost effectiveness of AMSA services to stakeholders	
Strategy: Comply with Government accounting and cost recovery arrangements	
Adopt International Accounting Standards in financial statement and other statutory reporting requirements.	2004/05 financial statements to meet reporting requirements
Risk Management	
Effectiveness: Major risks identified and appropriate minimization strategies developed and implemented	
Strategy: Develop an integrated risk management framework tailored to AMSA's business operations	
Undertake regular business risk assessments including review of Business Continuity Plans (BCP)	Six monthly risk assessment review and BCP testing
Adjust as necessary internal control systems, policy and practices to mitigate risk and to ensure compliance with corporate governance standards.	Maintain AMSA certification to ISO9001 and 14001 standards during 2005-06.
Information Services	
Effectiveness: Optimal balance between business requirements and information technology opportunities*.*	
Strategy: Optimise use of information services	
Improve performance and accessibility to business data and information	Eliminate potential critical single points of infrastructure failure during 2005 and implement improved long term organisation system planning.
Human Resources Services	
Effectiveness: A closer alignment between AMSA's corporate objectives and its employment policies	
Strategy: Develop new AMSA certified agreement facilitating workforce flexibility and productivity	
New AMSA certified agreement ratified	By December 2005.
Corporate Strategy Coordination Services	
Effectiveness: Maintain strong government and stakeholder relations and AMSA's public reputation	
Strategy: Provide secretariat and conferencing services to support business unit objectives	
Provision of ANZSBEG secretariat services to assist it to fulfil its objectives.	Delivery of ANZSBEG outcomes on time and to members' satisfaction
Organisation of conferencing arrangements.	Delivery on time and on budget.

4.   PERFORMANCE REVIEW 2004-2005

The following tables compare performance against the measures and targets put forward in AMSA's Corporate Plan for 2004-2005 to 2006-2007, and provide an explanation where there is a significant variation:

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENT PROTECTION STANDARDS

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.1: Safety and environment protection standards for responsible operation of ships: AMSA provides a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.	
Measure	**Performance 2004-2005**
Strategy: Provide an Australian regulatory framework and operational standards for maritime safety and marine environment protection that encourages industry to improve its safety and environmental performance.	
Currency and relevance of the Australian regulatory framework (Quality) **Target:** *All relevant international standards implemented.*	During 2004-05 (up to 31 March 2005), the currency and relevancy of the regulatory framework was maintained by the issue, reissue or amendment of 5 Marine Orders and a further 5 Marine Orders are planned to be progressed by 30 June 2004.
Proportion of accepted recommendations actioned from audit/incident investigation of Australian flagged vessels (Quality) **Target:** *100% of recommendations actioned and reducing trend in number of non-conformance notices issued after ISM audits*	During 2004-05 (up to 31 March 2005), all accepted recommendations were or are being actioned. During 2004-05, there were 59 non-conformance notices issued from 55 ISM audits, compared with 53 notices from 33 audits in 2003-04 and 76 notices from 62 audits in 2002-03.
Cost to provide the framework (Price) **Target:** 2004-05 estimates: $4.364 million	During 2004-05 (up to 31 March 2005), the cost was $2.2 million
Strategy: Promoting a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices.	
Improvement in the standard of foreign flag ships operating in Australian waters (Quality) **Target:** Reducing trend in average number of deficiencies per inspection	During 2004, there were on average 2.33 deficiencies per inspection, compared to 2.4 in 2003 and 2.7 in 2002.
Cost of promoting a safety culture in the maritime industry (Price) **Target:** 2004-05 estimates: $1.239 million	During 2004-05, (as at 31 March 2005) the cost was $1.229 million.

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.1: Safety and environment protection standards for responsible operation of ships: AMSA provides a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.	
Measure	**Performance 2004-2005**
Strategy: Participation and influence in international and regional maritime forums and partnerships.	
Proportion of finalised issues of significance to Australia identified that are resolved to Australia's satisfaction (Quality) **Target:** 100%	During 2004-05, (as at 31 March 2005) there was 98% compliance. 14 issues were identified by Australia, supported by presentation of 25 papers, that were resolved or addressed. One issue of these issues on anchoring, mooring and towing equipment was not progressed to the extent sought by Australia. The major issues progressed included: - Issues progressing the protective measure of compulsory pilotage following provisional designation of Torres Strait as a PSSA - Updating ship sewage discharge standards. - Review of intact stability code - Improved loading/stability information for bulk carriers. - Measures to enhance lifeboat safety.
Cost of participation in international and regional maritime forums and partnerships meetings (Price) **Target:** 2004-05 estimates: $1.235 million	During 2004-05, (as at 31 March 2005) the cost was $1.953 million.

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Performance Review 2004-2005 (continued):

OUTPUT 1.2:   MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENTAL STANDARDS

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.2: An infrastructure for monitoring compliance with safety and environmental protection standards: AMSA monitors compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, oversighting ship operations in Australian waters (including coastal pilotage in Torres Strait and the Great Barrier Reef) and issues certificates of competency to seafarers.	
Measure	**Performance 2004-20054**
Strategy: Improve compliance with standards covering ship condition, operation and handling of cargoes through maintaining and enhancing strategic relationships, increased public and industry awareness on compliance matters.	
Inspection rate of risk assessed eligible ships under the port State control program covering all ships and single visit ships (Quality) **Target:** Single-hull tankers – 100% Other High risk ships – 80% Medium to high risk – 60% Low to medium risk – 40% Low risk – 25% Overall target = > 50%	During 2004, inspection rates of eligible ships were: Single-hull tankers – 100% High risk ships – 96% Medium to high risk – 86% Low to medium risk – 63% Low risk – 60% Overall rate - 79%
AMSA inspection rate of older high risk ships (15 or more years when eligible for inspection) **Target:** 90% within first two port visits after the ship becomes eligible.	During 2004, 97% of eligible older high risk ships were inspected within first two port visits to Australia.
Improvement in the standard of foreign flag ships operating in Australian waters (Quality) **Target:** Declining trend in average deficiencies per inspection	During 2004, there were on average 2.33 deficiencies per inspection, compared to 2.4 in 2003 and 2.7 in 2002.
Extent of industry compliance **Target:** Declining trend in average number of non-conformances per ISM audit	During 2004-05, there were on average 1.1 non-conformances per ISM audit, compared to 1.6 in 2003-04 and 1.2 in 2002-03.
Number of Port State Control (PSC) inspections (Quantity) **Target:** PSC inspections in 2004 estimates: 3,000	During 2004, 3,199 PSC inspections compared to 2,827 in 2003 and 2,842 in 2002.
Number of Flag State Control (FSC) inspections (Quantity) **Target:** FSC inspections in 2004 estimates: 100	During 2004, 95 FSC inspections compared to 88 in 2003 and 82 in 2002.
Average cost of PSC and FSC inspections (Price) **Target:** 2004-05 estimates $650/PSC inspection and $450/FSC inspection.	During 2004-05 (as at 31 March 2005), average cost was $600/PSC inspection and $420/FSC inspection.
Cost of providing a compliance monitoring infrastructure (Price) **Target:** 2004-05 estimates: $12.415 million	During 2004-05 (as at 31 March 2005), the cost was $9.544 million

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Performance Review 2004-2005 (continued):

OUTPUT 1.2:   MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENTAL STANDARDS (continued)

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program (continued)	
Output 1.2: An infrastructure for monitoring compliance with safety and environmental protection standards: AMSA monitors compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, oversighting ship operations in Australian waters (including coastal pilotage in Torres Strait and the Great Barrier Reef) and issues certificates of competency to seafarers.	
Measure	**Performance 2004-2005**
Strategy: Maintain a high standard of seafarers' qualifications.	
IMO endorsement of seafarer qualifications system as being compliant with international standards (Quality) **Target:** Maintain Australia's inclusion on IMO "White List" of STCW95 compliant administrations	During 2004-05, Australia maintained its inclusion on IMO "White List" of STCW95 compliant administrations.
Number of certificates issued (Quantity) **Target:** 2004-05 estimates: 500 certifications, 550 oral examinations	During 2004-05 (as at 31 March 2005), 1,598 certifications and 354 oral examinations were provided, compared with 1,946 and 496 in 2003-04 and 2,079 and 496 in 2002-03.
Person hours spent (Quantity) **Target:** 2004-05 estimates: 19,000 hours	During 2004-05 (as at 31 March 2005), 9,861 hours were recorded, compared with 17,201 hours in 2003-04 and 20,105 in 2002-03.
Cost of maintaining marine qualifications and certification system (Price) **Target:** 2004-05 estimates: $1.877 million	During 2004-05 (as at 31 March 2005) the cost was $1.504 million.

Performance Review 2004-2005 (continued):

OUTPUT 1.3:   RESPONSE TO MARINE POLLUTION INCIDENTS

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program (continued)	
Output 1.3: Capability to respond to marine pollution incidents: AMSA manages the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances, which involves providing oil and chemical spill preparedness and response services in consultation with State and Northern Territory Governments, port corporations and authorities, shipping, oil, exploration and chemical industries and emergency services.	
Measure	**Performance 2004-2005**
Strategy: Provide a level of response capability consistent with National Plan requirements.	
Availability of support resources and equipment (Quality) **Target:** 95% availability	During 2004-05 (as at 31 March 2005), support resources and equipment availability was >95%.
Implementation of recommendations from reviews of exercises and responses to spills (Quality) **Target:** 100% implementation of accepted recommendations	During 2004-05, (as at 31 March 2005) all accepted recommendations were implemented.
Number of trained and adequately equipped personnel (Quantity) **Target:** 40 National Response Team personnel available/200 personnel trained each two year cycle	During 2004-05 (as at 31 March 2005), >40 National Response Team personnel were available and 399 personnel trained each two-year cycle.
Cost of maintaining a response capability (Price) **Target:** 2004-05 estimates: $4.712 million	During 2004-05 (as at 31 March 2005), the cost was $2.518 million.

Performance Review 2004-2005 (continued):

OUTPUT 1.4: SYSTEMS AIDING SAFE MARINE NAVIGATION

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.4: Systems that aid safe marine navigation: AMSA provides technical, maintenance and engineering services supporting the provision of the national network of integrated aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation. AMSA also provides a safety communications network under the International Convention for Safety of Life at Sea (SOLAS).	
Measure	**Performance 2004-2005**
Strategy: Enhancement of systems that aid safe navigation.	
Marine navigational aids network meets requirements of the five-year Navigational Strategic Plan for Marine Aids to Navigation (Quality) **Target:** 100% in priority projects completed on time and budget	During 2004-05(as at 31 March 2005), all priority projects were completed on time and budget.

Availability of navigational aids network (Quality):
 	
Target:
• Visual: Cat 1 - 99.8% Cat 2 - 99.0% Cat 3 - 97.0%
• Racons: 99.6%
• Tide gauges: 99.6%
• DGPS: 99.6%
• Ship Reporting System: 98%
• Unlit Beacons: 95%
• Topmarks and daymarks: 95%
	During 2004-05 (as at 31 March 2005), the network was available:
	• Visual: Cat 1 - 99.8%
	   Visual: Cat 2 - 99.9%
	   Visual: Cat 3 - 99.9%
	• Racons: 99.8%
	• Tide gauges: 99.4%
	• DGPS: 99.8%
	• Ship Reporting System: 94.2%
	• Unlit Beacons: 100%
	• Topmarks and daymarks: 100%

Cost to provide a network of aids to navigation (Price) **Target:** 2004-05 estimates: $17.982 million	During 2004-05 (as at 31 March 2005), the cost was $12.756 million
Median time taken to distribute safety information messages (Quality) **Target:** 2 hours	During 2004-05 (as at 31 March 2005), median time was 16 minutes
Capability to monitor successful transmission of safety messages (Quantity) **Target:** 100%	During 2004-05 (as at 31 March 2005), the capability was maintained 100%.
Cost to provide maritime safety messages (Price) **Target:** 2004-05 estimates: $0.349 million	During 2004-05 (as at 31 March 2005), the cost was $0.153 million

Performance Review 2004-2005 (continued):

OUTPUT 2.1:   MARITIME AND AVIATION SEARCH AND RESCUE

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2004-2005**
Strategy: Provide a 24 hours Rescue Coordination Centre (RCC).	
Availability of the RCC (Quality) **Target:** 100% An RCC established that can handle a number of incidents, searches and AUSREP reports distributed evenly over year (Quantity) **Target:** 15,000 incidents 500 searches 240,000 AUSREP reports Cost of the strategy (Price) **Target:** 2004-05 estimates: $9.806 million	During 2004-05 (as at 31 March 2005), RCC was 100% available. During 2004-05(as at 31 March 2005), the RCC handled: • 7,927 incidents • 393 searches • 199,411 AUSREP reports During 2004-05 (as at 31 March 2005), the cost was $7.747 million.
Strategy: Provide a distress and safety communications network.	
Availability of each system (Quality) **Target:** 99.5% Number of COSPAS/SARSAT ground segments and Mission Control Centre (Quantity) **Target:** 2 ground stations/1 MCC Number of Maritime Communications (terrestrial) and Land (satellite) stations (Quantity) **Target:** 2 terrestrial stations at Wiluna, Western Australia, and Charleville, Queensland, and 1 satellite station at Perth. Cost of the strategy (Price) **Target:** 2004-05 estimates: $4.619 million	During 2004-05 (as at 31 March 2005), availabilities were maintained: Cospas/Sarsat: 99.9% Terrestrial Radio: 99.95% Inmarsat: 99.91% During 2004-05 (as at 31 March 2005), 2 ground stations/1 MCC were maintained. During 2004-05 (as at 31 March 2005), 2 terrestrial stations at Wiluna, WA, and Charleville, Qld, and 1 satellite station at Perth, WA, were maintained. During 2004-05 (as at 31 March 2004), the cost was $4.221 million.

Performance Review 2004-2005 (continued):

OUTPUT 2.1:   MARITIME AND AVIATION SEARCH AND RESCUE

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2004-2005**
Strategy: Provide trained and equipped search and rescue response assets.	
Availability of Search and Rescue Units (SRUs) (Quality) **Target: 4** dedicated and 58 on an opportunity basis	During 2004-05 (as at 31 March 2005), 4 dedicated SRUs and 58 opportunity-based SRUs available.
Number capable of deploying equipment, searching, rescuing (Quality) **Target:** 14 to deploy equipment, 62 to search, and 21 to rescue	During 2004-05 (as at 31 March 2005), there were 12 SRUs to deploy equipment, 62 SRUs to search and 28 SRUs to rescue.
Number of trained SRUs (Quantity) **Target:** 62	During 2004-05 (as at 31 March 2005), there were 62 trained SRUs.
Number of trained pilots and crew (Quantity) **Target:** 356	During 2004-05 (as at 31 March 2005), 293 pilots and crew had been trained.
Cost of the strategy (Price) **Target:** 2004-05 estimates: $8.662 million	During 2004-05 (as at 31 March 2005), the cost was $5.422 million
Strategy: Provide an effective response to search and rescue incidents.	
Median time for RCC to initiate response (Quality) **Target:** 30 minutes	During 2004-05 (as at 31 March 2005), median time was 30 minutes.
Median time for first unit to commence response action (Quality) **Target:** 30 minutes	During 2004-05 (as at 31 March 2005), median time was 25 minutes.
Median time until asset on scene (Quality) **Target:** Incident within: • < 50 nautical miles of search base: 30 minutes • 50-200 nautical miles of search base: 60 minutes • 200-500 nautical miles of search base: 90 minutes	During 2004-05 (as at 31 March 2005), median time within each range was: • < 50 nautical miles: 10 minutes • 50-200 nautical miles: 43 minutes • 200-500 nautical miles: 111 minutes
A capability to respond to incidents (Quantity) **Target:** Maintain above capability	During 2004-05 (as at 31 March 2005), the above capability was maintained.
Median cost per search (Price) **Target:** $3,900 median cost per search	During 2004-05 (as at 31 March 2005), median cost per search was $3,720

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Performance Review 2004-2005 (continued):

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA maintains a safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2004-2005**
Strategy: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues.	
Number of issues/problems identified in agreements or programs (Quality) **Target:** 0	During 2004-05 (as at 31 March 2005), no new issues/problems were identified.
Number of agreements developed or varied satisfactorily (Quantity) **Target:** 7	During 2004-05 (as at 31 March 2005), 3 agreements were developed or reviewed.
In conjunction with States and Territories, number of education programs supported (Quantity) **Target:** 4	During 2004-05 (as at 31 March 2005), 7 education programs were supported.
Cost of the strategy (Price) **Target:** 2004-05 estimates: $1.311 million	During 2004-05 (as at 31 March 2005), the cost was $0.194 million

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Performance Review 2004-2005 (continued):

Corporate Services:

MEASURE	PERFORMANCE 2004-2005
Financial Services	
Effectiveness: Increase in cost effectiveness of AMSA services to stakeholders	
Strategy: Comply with Government accounting and cost recovery arrangements	
Adopt International standards in financial statements and other statutory reporting requirements **Target:** 2003-04 financial statements to meet first comparative reporting requirements	Areas of impact identified and interpretation on several issues sought from the Australian National Audit Office.
Risk Management	
Effectiveness: Major risks identified and appropriate minimization strategies developed and implemented	
Strategy: Develop an integrated risk-management framework tailored to AMSA's business operations	
Implement and test Business Continuity Plans (BCP) for business critical functions **Target:** Complete testing by August 2004 and reflect results in plan by December 2004 Review internal control systems, policy and practices to ensure compliance with better practice corporate governance guidelines and relevant standards **Target:** Update fraud assessment and associated control plan by August 2004. Maintain AMSA certification to ISO9001 and 14001 standards during 2004-05	BCP testing completed August 2004 and plan reviewed and consequential actions initiated by December 2004 with regular program of testing endorsed. Fraud assessment and associated control plan updated by April 2004. AMSA was recertified to ISO9001 for a period of three years in October 2004 and certification maintained for ISO14001 standards during 2004-05.
Information Services	
Effectiveness: Optimal balance between business requirements and information technology opportunities*.*	
Strategy: Optimise use of information services	
Redevelop Internet site taking advantage of advances in web services and better tailoring of user base. **Target:** Updated site by September 2004 Support development of web enabled business system. **Target:** First system to be scoped by December 2004	Internet and intranet updated by November 2004 improving usability and compliance to better practice guidelines. Project in progress to upgrade web infrastructure and systems architecture to support web services. Supported Emergency Response to identify system requirements and business processing workflow . System solution design and prototyping in progress.
Human Resources Services	
Effectiveness: A closer alignment between AMSA's corporate objectives and its employment policies	
Strategy: Develop a comprehensive workforce plan to guide future human resource policies in recruitment, training, performance, and succession planning	
Establish a tailored training and development program **Target:** Program developed by December 2004	Tailored training and development program developed by September 2004.

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AMSA Corporate Plan 2005/2006 to 2007/2008

Performance Review 2004-2005 (continued):

Corporate Services:

MEASURE	PERFORMANCE 2004-2005
Corporate Strategy Coordination Services	
Effectiveness: Maintain strong government and stakeholder relations and public reputation	
Strategy: Provide secretariat and conferencing services to support business unit objectives	
Provision of SMG and ANZSBEG secretariat services to assist each group to fulfil its objectives. **Target:** Delivery of SMG/ANZSBEG outcomes on time and to members' satisfaction	SMG report and ANZSBEG meeting papers and minutes distributed within required timeframes and to members' satisfaction.
Organisation of conferencing arrangements. **Target:** Delivery on time and on budget.	Spillcon2004 conference services delivered on time and under budget.