



Australian Government

Australian Maritime Safety Authority

2025–26 Corporate Plan

Covering the period 1 July 2025 to 30 June 2029

Acknowledgment of Country

The Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present as well as the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

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Statement of preparation

As Chair of the Australian Maritime Safety Authority Board (the accountable authority), I present our four-year corporate plan, prepared for the period 1 July 2025 to 30 June 2029, as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Part 4, Section 25 of the *Australian Maritime Safety Authority Act 1990* (AMSA Act).

The plan is prepared in accordance with the *Public Governance Performance and Accountability Rule 2014* and considers future trends and potential changes to our operating environment during the period.

Captain Jeanine Drummond
Chair
25 June 2025



Chair's foreword

Safe and clean seas, saving lives

The Australian Maritime Safety Authority (AMSA) has an unwavering commitment to maritime safety, environmental protection, and rescuing people in distress. Through strong stakeholder partnerships and a focus on operational excellence, we deliver services that support Australia's domestic commercial vessel and shipping industries, and the broader community.

As Chair, I take great pride in AMSA's achievements and its well-earned reputation as a respected maritime safety regulator and search and rescue (SAR) agency. Our frontline capabilities – particularly in SAR coordination – save lives every year, ensuring timely assistance for those in distress. Each year, AMSA responds to hundreds of incidents, demonstrating the essential role we play in safeguarding people at sea and in remote regions.

We have continued to strengthen our regulatory oversight to ensure vessels operating in Australian waters meet the highest standards of safety and environmental performance, including working towards greenhouse gas emission targets. Through targeted compliance programs and proactive stakeholder engagement, we work closely with industry to drive improvements in vessel safety, pollution prevention, and seafarer welfare. Our implementation of international convention changes and ongoing modernisation of regulatory frameworks reflect our commitment to a safe and sustainable maritime sector.

AMSA supports the Australian Government to advance broader national and regional priorities. AMSA provides trusted advice, technical input, and practical support that enable effective policy implementation and strengthen maritime safety and resilience in line with Government objectives.

Innovation, technology, and stakeholder needs continue to shape our service delivery. We are expanding digital platforms, enhancing our education and awareness programs, and modernising operational systems to meet emerging risks. These include challenges associated with the increasing size and age of vessels entering Australian ports and the rise in transportation of volatile cargoes, such as lithium-ion batteries.

Australia's strategic dependence on maritime trade underpins the importance of AMSA's work. As an island nation, safe and clean shipping is critical to our prosperity, and our fragile marine ecosystems depend on effective environmental protection. Our nomination for re-election to the International Maritime Organization (IMO) Council (Category B, 2026–27) reaffirms our commitment to advancing global maritime standards and representing Australia's national interests.

We also acknowledge the financial challenges of recent years. The rising cost of service delivery has placed pressure on existing funding mechanisms, which now require review. AMSA remains focused on operating efficiently, delivering value for stakeholders, and working closely with Government on sustainable long-term funding arrangements.

Our people remain at the core of our success. Their expertise, dedication and resilience enable us to meet the evolving demands of the maritime and SAR sectors. AMSA's culture is built on cooperation, mutual respect, strong relationships, and staff connection to AMSA's mission. A new program of work called One AMSA is intended to build on the positive aspects of AMSA's culture over the term of this plan, ensuring the workplace is safe, respectful and inclusive. I thank our staff, industry partners, and stakeholders for their ongoing collaboration and support.

Looking ahead, AMSA is focused on building capability, embracing innovation, and strengthening our position as a respected maritime safety regulator and SAR agency. As the maritime environment continues to evolve, we remain resolute in our mission to protect lives, vessels, and the marine environment.

On behalf of the AMSA Board, I am pleased to present the 2025–26 Corporate Plan. I commend it to all those we work with, and for.

Captain Jeanine Drummond
Chair

Purpose

AMSA is a statutory authority established by the AMSA Act. Its purpose is to:

- ▶ promote maritime safety and protection of the marine environment
- ▶ prevent and combat ship-sourced pollution in the marine environment
- ▶ provide infrastructure to support safe navigation in Australian waters
- ▶ provide a national search and rescue service to the maritime and aviation sectors
- ▶ provide, on request, services to the maritime industry on a commercial basis.

Vision

Safe and clean seas, saving lives.

Mission

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

Values

Professional

We act with integrity and are pragmatic in our approach.

Collaborative

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

Dedicated

We are committed to AMSA's mission and responsive to the needs of our customers and stakeholders.

Accountable

We take responsibility for our decisions and actions.

Functions

AMSA has four divisions and an Office of Legal Counsel which deliver our functions. Three divisions – Operations, Policy and Regulation, and Response – deliver our core business of promoting maritime safety and environment protection, combating ship-sourced pollution, providing navigation infrastructure and a search and rescue service. As a small agency employing approximately 492 staff in 21 locations, the support provided by our Corporate Services Division and Office of Legal Counsel are key enablers to help us deliver our functions.

Our **Operations Division**:

- ▶ ensures regulatory compliance to enforce vessel safety, qualifications, marine pollution standards and coastal pilotage requirements are met
- ▶ provides a consistent and risk-based approach to the regulation and delivery of services for domestic commercial vessels operating in Australian waters
- ▶ trains people and organisations in our inspection and compliance operations.

Our **Policy and Regulation Division**:

- ▶ influences international standards and makes regulations to give legal effect to those standards
- ▶ develops policies and technical documentation that guide the development of domestic standards and regulations, and how we intend to enforce them
- ▶ engages with industry stakeholders to ensure they know what is expected of them, and to better fulfil our own roles as a contemporary regulator
- ▶ engages with maritime agencies in Australia and internationally to enhance our capabilities and roles as defined by international conventions.

Our **Response Division**:

- ▶ undertakes and coordinates search and rescue, maritime assistance and pollution response operations 24/7 consistent with Australia's obligations under international conventions and domestic arrangements
- ▶ contributes to safe navigation by maintaining our network of aids to navigation
- ▶ manages service contracts and resources to support our response operations.

Our **Corporate Services Division** and **Office of Legal Counsel** provide enabling services to the organisation across all operational divisions:

- ▶ provides professional legal services to manage AMSA's legal risk, including legal advice on all legislation applicable to AMSA, drafting services for sub-ordinate legislation, general legal advice and management of privacy and freedom of information matters
- ▶ provides organisation-wide strategic advice on finance, governance, information technology, workforce and communications activities
- ▶ provides financial management services to the organisation and ensures compliance with the Commonwealth budgetary and financial reporting framework
- ▶ ensures we will be equipped with data, information and communications technology capabilities that enable our operational and business needs
- ▶ ensures we have a dynamic and well managed workforce to meet our responsibilities
- ▶ ensures delivery of timely, effective and relevant communication with stakeholders and the regulated community to enable them to meet their maritime safety obligations.

AMSA's outputs and outcomes are depicted on our Plan-on-a-Page (Appendix 2).

Our operating environment

AMSA operates in a dynamic global, regional, and domestic maritime environment. Our ability to deliver our vision of *safe and clean seas, saving lives* is influenced by emerging global trends, regulatory developments, technological innovation, environmental pressures, and domestic complexities.

As an island nation, Australia's economic prosperity has a significant strategic reliance on safe and efficient maritime trade. Australia's maritime and marine ecosystems are intrinsically tied to AMSA's role in promoting safe shipping, preventing ship sourced pollution and rescuing people in distress.

Over 99% of Australia's international trade by volume is transported by sea. Each year, more than 6,000 foreign ships make around 30,000 port calls. In 2023–24 alone, Australia's bulk ports exported over 1 billion tonnes of cargo, reinforcing the critical role of maritime transport. Ships arriving at Australian ports also transported over 8.5 million shipping containers and 1.25 million cruise passengers.¹ This reliance requires AMSA to continually evolve to ensure maritime safety, environmental protection, and effective incident coordination.

The global shipping industry is undergoing significant change:

- ▶ **Fleet modernisation** is delivering larger, more complex ships with improved fuel efficiency and automation.
- ▶ **Cargo volatility** is increasing, with growing volumes of hazardous materials such as lithium-ion batteries.
- ▶ **Decarbonisation and climate imperatives** are shaping vessel operations, particularly under the IMO's 2050 greenhouse gas emission reduction targets.²

Globally the maritime industry will benefit from fleet modernisation, including the construction of larger, technology enabled and greener vessels. Due to vessel capacity restrictions at Australian ports, many new vessels will be unable to operate on Australian routes. This may increase the likelihood of sub-standard vessels visiting Australian shores as the existing maritime fleet continues to age. AMSA's challenge is to maintain high safety and environmental standards while adapting to an industry moving toward a cleaner, more digitalised future.

As Australia's national maritime regulator and a member of the IMO, AMSA plays an active role in shaping global standards. Australia is committed to implementing and enforcing global maritime standards, helping shape international regulatory developments to reflect Australia's interests and uphold high standards in ship safety, crew competency, and environmental protection.

Australia's domestic commercial vessel fleet – comprising around 32,000 vessels – includes a wide range of craft from hire-and-drive kayaks to tugs, large trawlers and passenger ferries. This operational diversity requires a regulatory approach that is flexible and proportionate to varying levels of risk. Our challenge is to streamline regulations while maintaining strong safety outcomes for vessels, crews, and the environments in which they operate.

Adding to this, is the challenge of attracting people to join the maritime workforce. The shortage is driven by a rising demand for seaborne trade, an ageing seafarer population and the challenge in attracting and retaining new and diverse talent. These challenges are placing new demands on workplace practices, regulatory oversight, inspection regimes, and risk management frameworks.

¹ Economics (BITRE), 2023, Yearbook 2023: Australian Infrastructure and Transport Statistics, Statistical Report, BITRE, Canberra ACT.

² [2023 IMO Strategy on GHG Emissions from Ships](#)

Our global context is increasingly shaped by emerging risks:

- ▶ **Climate change** is intensifying extreme weather events, heightening risks to vessels and navigation infrastructure, and may increase demand for pollution response and SAR services.
- ▶ **Cybersecurity threats** pose vulnerabilities across navigation systems, cargo handling, and ship operations – requiring robust digital risk management across the entire maritime ecosystem.
- ▶ **Geopolitical uncertainty** is disrupting supply chains and altering trade routes, impacting international collaboration and industry stability, including the increase in the “dark fleet”, vessels evading detection and regulation.

The Indo-Pacific region is vital to advancing Australia’s national interests. It houses major sea lanes that are essential for global trade. Australia has a critical role to play in fostering maritime safety and stability through cooperation, capacity building, and environmental protection in the region.

AMSA supports our neighbouring nations, reflecting Australia’s responsibility as a maritime regulator, pollution response and search and rescue partner in the region. We conduct joint exercises, share maritime domain awareness, and provide pollution response support under cooperative agreements with our regional partners.

Australia’s maritime environment includes iconic and sensitive areas, including the Great Barrier Reef Marine Park and other numerous marine parks. Protecting these areas from ship-sourced pollution is one of AMSA’s core responsibilities. We manage the National Plan for Maritime Environmental Emergencies, which involves risk mitigation, capability development, training, and pollution response coordination.

Australia’s search and rescue responsibilities span a region of over 53 million square kilometres – 10% of the Earth’s surface. This physical scale presents unique logistical challenges for search and rescue coordination, pollution response, and navigation infrastructure. AMSA manages 480 aids to navigation, including heritage lighthouses, and helps coordinate a national network of over 11,000 aids maintained by ports and state agencies.

Search and rescue operations rely on strong national and international collaboration. With growing risks from remoteness, extreme weather, and operational complexity, AMSA’s search and rescue coordination capability must remain agile and well-coordinated with partners across jurisdictions and regions.

Delivering our broad remit requires a capable, adaptable, and future-focused workforce. The evolving maritime and search and rescue landscapes – characterised by digitalisation, automation, decarbonisation, and increasing environmental and operational risks – demands new technical skills, regulatory expertise, and leadership capabilities. Our One AMSA program is designed to ensure our people are supported by clear values, capable leadership, and safe, respectful workplace practices. It will foster a culture that will benefit our people and this organisation well into the future and will enable us to remain responsive to stakeholder needs and uphold high standards of service and professionalism.

In a vast and complex operating environment – shaped by global emissions targets, digital disruption, geopolitical uncertainty, and diverse local safety and compliance cultures – AMSA must remain adaptable, capable and strategically aware to safeguard Australia’s maritime future.

Delivering our mission

AMSA's mission – to ensure safe vessel operations, combat marine pollution, and rescue people in distress – remains at the heart of everything we do. Consistent with our mission, our statutory functions are not expected to change significantly. However, the way we deliver our mission will continue to evolve.

AMSA is committed to meeting the expectations set out in the 2024 Statement of Expectations issued by our Portfolio Minister. This includes upholding high standards of governance, transparency, and accountability while delivering efficient, risk-based regulation that supports maritime safety, environmental protection, and responsiveness to stakeholder needs. AMSA will continue to build strong industry partnerships, reducing regulatory burden where appropriate, and aligning its operations with whole-of-government priorities.

We will take a measured, incremental approach to implementing major changes – minimising disruption to service delivery while maximising outcomes for the maritime industry and the Australian community.

Clear and timely communication will remain a priority. We are committed to sharing our direction and progress in a way that informs stakeholders, supports sound decision-making, and demonstrates the value we deliver.

To realise our future vision, AMSA will continue to:

- ▶ Attract, retain, and support a highly capable, respected, and resilient workforce to support the transition to future operating models and service delivery needs.
- ▶ Maintain a safe, healthy, and inclusive workplace culture where all employees feel valued, respected and empowered to contribute to our mission.
- ▶ Work with our portfolio Department to implement review recommendations³ aimed at modernising domestic maritime regulation and establishing sustainable long-term funding arrangements.
- ▶ Build trust and credibility across our stakeholders, including the maritime industry, government agencies – both domestic and international – and the Australian public.
- ▶ Maintain a fit-for-purpose regulatory framework that supports innovation and leverages modern compliance and enforcement tools.
- ▶ Stay aware of emerging technologies to remain a responsive, efficient, and forward-looking regulator.
- ▶ Adapt to changes in our operating environment, including government policy and industry initiatives, while remaining agile in our regulatory and response functions.
- ▶ Deliver services in line with our [Statement of Regulatory Approach 2025](#), ensuring consistency, transparency, and fairness in how we regulate.
- ▶ Progressively improve our digital service offerings, workforce capability, and business systems to ensure they are scalable, efficient, and responsive to changing needs.
- ▶ Prioritise work in line with our organisational capacity and focus our efforts where we can most effectively support Australia's national interests and a safe and sustainable maritime sector.
- ▶ Ensure our response capabilities and navigation infrastructure can meet the growing impacts of climate change, including extreme weather events and maritime environmental emergencies.
- ▶ Support the transition to alternative fuels and technology by engaging on decarbonisation policy, with our Portfolio Department, to ensure our regulatory framework enables industry adoption.

Through these efforts, AMSA will remain a modern, effective, and trusted maritime safety regulator and search and rescue agency, delivering real value to the maritime industry, the Government, and the Australian community.

³ Government reviews: Independent Review of Domestic Commercial Vessel Safety Legislation and Costs and Charging Arrangements, the Australian Transport Safety and Investigation Bodies Financial Sustainability Review and the Strategic Fleet Taskforce.

Key activities, risk and performance

AMSA's vision of safe and clean seas, saving lives provides the high-level grouping to communicate our key activities, risks and performance measures for the period of this plan.

Our efforts are focused on efficient and effective service delivery to the regulated community and ensuring we maintain our capability to respond to maritime environmental incidents and to people in distress.

Some of the key activities included in this plan will enhance our internal capabilities to improve delivery of services to our regulated community and the Australian community. Careful selection and prioritisation of key activities will be critical across the period of this plan.

We recognise the importance of collaborating and engaging with the breadth of our stakeholders to deliver our vision. Our collaboration and engagement section of this plan contains those key activities focused on our stakeholder engagement, which is critical to our success as a regulator and as a response agency.

This Plan contains four elements under the high-level groupings of safe seas, clean seas and saving lives:

Enterprise risks

- ▶ Mapping of our most significant enterprise risks. A summary of our enterprise risk register is provided at **Appendix A**.

Key activities 2025–26

- ▶ A table detailing the key activities AMSA will progress in the 2025–26 financial year. New capabilities are identified by the suffix [🧠].

Focus areas 2025–26 to 2028–29

- ▶ A narrative describing our focus areas over the period of the plan to ensure our work contributes to achievement of our strategic priorities and implementing the required enabling capabilities.

Measures 2025–26

- ▶ Details of non-financial performance measures and their targets. These measures are monitored through quarterly reporting, with full year results published in our annual report and performance statements.

1. Safe seas

AMSA is responsible for maintaining the regulatory framework that promotes the safety of shipping and domestic commercial vessels in Australian waters. The regulatory framework aims to enhance all aspects of maritime safety – for seafarers, navigation, vessel construction and operations. Guided by our [Statement of Regulatory Approach](#) and the [AMSA Compliance Strategy 2023-2027](#), we apply a risk-based, proportionate approach to safety regulation and value the practical insights shared by our regulated community to ensure effective outcomes without unnecessary burden.

Related enterprise risks:

1 – AMSA is an ineffective regulator.

1a. 2025–26 key activities

Description
1.1 Deliver the Annual Regulatory Program to give effect to risk-based and data informed regulatory changes and international convention amendments to improve vessel safety and environmental performance in Australian waters. Our Annual Regulatory Program is published on AMSA's website.
1.2 Deliver the National Compliance Plan 2025–26 to monitor and enforce domestic and international regulations administered through AMSA's regulatory framework. Our National Compliance Plan is published on AMSA's website.
1.3 Guided by AMSA's Technology Roadmap, progress modernisation of AMSA's regulatory service delivery arrangements by streamlining AMSA's processes and systems to achieve efficient regulatory outcomes for our stakeholders and our operations. 🧠
1.4 Continue to develop policy and guidance to support the safety of navigation in relation to digital maritime services and the introduction of standards for sharing and using digital maritime data. This work underpins advancements in the Electronic Chart Display and Information Systems (ECDIS), and the operation of maritime autonomous surface ships (MASS).
1.5 Continue to develop policy and standards to support industry innovation and adoption of new and emerging vessel technologies and prepare AMSA's regulatory framework and operating models for the regulation of new technologies.

1b. Focus areas

Over the next four years our focus areas for our vision of safe seas include:

- ▶ collaborating with Government to modernise the regulatory framework and establish a sustainable funding model to continue to deliver value to the maritime industry and Australian community
- ▶ maturing our practices and using our analytical capability to strengthen risk based regulatory decision-making.

1c. Non-financial performance measures

Measure 1	Target	Method and System
Safety of foreign-flagged ships and Australian-flagged ships (under the Navigation Act 2012) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents to total port arrivals	<1.5%	Quantitative Shipsys

Portfolio Budget Statement measure

Rationale: Indicates whether standards are being met.

Marine incidents are classified by AMSA into one of three severity levels: (1) very serious; (2) serious; and (3) less serious. Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include, fatalities, serious injuries, loss of vessel, damage to vessel and equipment; serious pollution and other incidents that result in serious consequences (i.e. fire; grounding; collisions etc.) Incidents are categorised individually.

Measure 2	Target	Method and System
Port State Control (PSC) risk-based inspection targets are met	100% of inspection targets met	Quantitative Shipsys

RPP: 2. Risk-based and data driven

Rationale: Demonstrates that AMSA's PSC inspections are focused on higher risk ships which ensures resources are concentrated on those ships that pose the greatest threat to safety and the environment.

Using the risk profile of individual ships as a basis, our inspection regime – as a preventative measure – ensures we concentrate our resources on those ships that pose the greatest threat to safety and the environment.

Measure 3	Target	Method and System
Improvement in the safety of domestic commercial vessels is demonstrated through:		
3.1 The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards	Trending downward	Quantitative Incident Reporting
3.2 The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia	$\leq 7^4$	Qualitative Incident reporting and seafarer population data

RPP: 1. Continuous improvement and building trust and 2. Risk based and data driven

Rationale: Both measures indicate whether AMSA's regulatory regime and compliance monitoring are increasingly preventing serious safety incidents. The monitoring of this data focuses AMSA on regulatory changes to those areas which will have the greatest impact and our compliance activities to the highest risk operations.

⁴ AMSA target is less than the average of comparative industries (n=7) – agriculture; forestry and fishing and transport; postal and warehousing. AMSA will continue to monitor and review to ensure selected industries remain relevant.

2. Clean seas

AMSA is committed to preventing and responding to ship-sourced pollution to preserve our marine environment, by maintaining the maritime regulatory framework and Australia's capability to respond to maritime environmental emergencies.

The Australian Government's environment protection priorities on matters such as decarbonisation and preventing marine plastic pollution, inform and guide AMSA's 'clean seas' policies and operations. AMSA will continue to promote sustainable maritime practices and implement pollution prevention measures to reduce the impact of shipping on the marine environment.

Decarbonisation of the maritime industry will occur over many years. Our role in supporting decarbonisation focusses on preparing our regulatory framework for decarbonisation of the maritime industry and the use of alternative fuels and technologies and adapting operational capability to respond to a broader spectrum of hazards.

Related enterprise risks:

- 1 – AMSA is an ineffective regulator
- 2 – AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources.

2a. 2025–26 key activities

Description
2.1 Support the Portfolio Department to implement recommendations agreed by the Infrastructure and Transport Senior Officials Committee (ITSOC) arising from the Review of the National Plan for Maritime Environmental Emergencies with a focus on addressing issues identified in recent accident reviews and incident evaluations.
2.2 Support progression of actions under the IMO Action Plan to address marine plastic litter from ships that support Australia's priorities for preventing plastic pollution, including actions related to improving waste reception facilities for ships.

2b. Focus areas

Over the next four years our focus areas for our vision of clean seas include:

- ▶ supporting the Portfolio Department in discussions at the IMO on the Greenhouse Gas Strategy, including further development of the Net Zero Framework and review of the strategy in 2028
- ▶ implementing the Government's decarbonisation initiatives and regulations to address climate change, in line with legislated targets and taking into account the IMO Greenhouse Gas Strategy
- ▶ enhancing pollution prevention measures and response capabilities to address emerging environmental risks, including alternative energy sources and severe weather patterns.

2c. Non-financial performance measures

Measure 4	Target	Method and System
Reducing trend in the number of significant pollution incidents	Trending downward	Quantitative Shipsys/ NEMO

RPP: 1. Continuous improvement and building trust

Rationale: AMSA's operations, such as ship inspections, safety education, regulation, and preventative measures that reduce the risk of a significant pollution incident. A reducing trend in the number of significant pollution incidents is an indicator of the success of these measures, which collectively contribute to preventing marine pollution.

A significant pollution incident is defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies.

Measure 5	Target	Method and System
Timeliness of response to significant oil spill incidents	AMSA services, resources or managed capabilities are ready to deploy ⁵ (when required by AMSA or state/territory control agencies) within 4 hours of an incident being assessed as a Level 2 (or higher) oil spill incident. ⁶	Quantitative NEMO and audit reports

Portfolio Budget Statement measure

RPP: 1. Continuous improvement and building trust

Rationale: The time taken to ready AMSA oil spill response equipment and response personnel for mobilisation to a Level 2 (or higher) oil spill incident is an indicator of the effectiveness and efficiency of AMSA's marine pollution response arrangements. AMSA's powers extend to combating pollution in the marine environment and that these powers are not limited to oil (for example, pollution from containers overboard), but this measure focuses on oil spill response.

⁵ Ready to deploy definition: the tasking request for services, resources or managed capabilities are ready to be deployed to fulfil operational taskings within four hours.

⁶ [National Plan for Maritime Environmental Emergencies](https://www.amsa.gov.au/sites/default/files/national-plan-maritime-environmental-emergencies-2020.pdf) – 2020, p 49. <https://www.amsa.gov.au/sites/default/files/national-plan-maritime-environmental-emergencies-2020.pdf>

3. Saving lives

AMSA provides a national SAR coordination service to the maritime and aviation sectors.

Australia’s size, sparse population, economic reliance on sea and air transport, and our active lifestyle present a range of challenges for our SAR function. These challenges are often realised in Australia’s remote areas, and the vast oceans within our broader SAR region.

Our 24/7 SAR capabilities allow us to respond quickly to people in distress across our region. We use advanced response and satellite technology, contracted equipment, an emergency towage vessel, and jet aircraft to assist those in distress.

Related enterprise risks:

2 – AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources.

3a. 2025–26 key activities

Description
3.1 Continue to implement reform initiatives for national search and rescue arrangements agreed by the National Search and Rescue Council and continue to develop internal systems in the AMSA Response Centre.

3b. Focus areas

Over the next four years our focus areas for our vision of saving lives include:

- ▶ continuing to strengthen capability in our SAR functions through reasonable investment in our people and systems to ensure we can respond to the increasingly complex SAR needs. We will incrementally uplift our capability with a focus on:
 - maturing our lessons capability to ensure identified improvement opportunities are implemented and monitored for effectiveness
 - investing in interagency collaboration, training and equipment to adapt the SAR workforce and cooperation arrangements in a technology-enabled environment
 - engaging with stakeholders to minimise the number of false alerts from 406 MHz distress beacons, the management of which can have a significant resource impact
 - updating arrangements to reflect technological advancements and
 - identify requirements and options for response capability for extreme and remote environments.

3c. Non-financial performance measures

Measure 6	Target	Method and System
Coordinate incident responses within the Australian SAR region to save as many lives as possible of those at risk	100%	Quantitative Nexus

Portfolio Budget Statement measure

Rationale: Measures AMSA's overall SAR coordination capability to respond to persons at risk within the Australian search and rescue region.⁷

AMSA's intention is to save all lives at risk (100%). In practice, the circumstances surrounding individual incidents – for example, severe medical conditions requiring specialist treatment, bad weather – affect the possibility of success of a SAR response. This reality is reflected in the previous results, ranging between 95-99 per cent annually.

7 A person at risk includes both the NATSAR Council defined “person in distress” (A person is considered to be in distress when threatened by grave and imminent danger and requiring immediate assistance); and any person who, without a SAR response, is in danger of being in distress.

A life is considered to have been saved (as defined by NATSAR Council) “when the person has been retrieved from a distress situation, provided for initial medical or other needs, and delivered to a place of safety.”

Lives assisted are defined by NATSAR Council as, “persons that were not in distress but were provided assistance and, if not assisted, would be at risk of exposure to grave and imminent danger”.

Collaboration and engagement

Our approach

As Australia's national agency responsible for maritime safety, protection of the marine environment, and maritime and aviation SAR, our work affects a broad range of stakeholders.

Strong stakeholder relationships are the foundation of our engagement activities. Our interaction with people, groups and organisations across the domestic and international spectrum improves our decision-making, builds trust, and contributes to better maritime safety, environmental and operational outcomes..

We will collaborate with the domestic commercial vessel sector to identify practical regulatory approaches for emerging technologies – such as autonomous systems, digital navigation aids, and remote monitoring – and alternative fuels including biodiesel, hydrogen, ammonia, and battery-electric propulsion. We will also explore opportunities to streamline compliance processes, simplify certification pathways, and align regulatory settings with vessel risk profiles, all while maintaining a safe and healthy working environment for seafarers. Internationally, we will work through the IMO to promote Australia's national interests and ensure international standards are robust to support improved seafarer safety and shipping operations and prevent ship-sourced pollution in the marine environment.

Our domestic and international cooperative arrangements are of enduring importance. We collaborate with stakeholders and agree on ways of working together through memoranda of understanding, intergovernmental agreements, and interagency agreements.

AMSA's most significant relationships can be grouped into four broad categories:

- ▶ industry committees
- ▶ international engagement
- ▶ intergovernmental committees
- ▶ Commonwealth collaboration.

Evidence of our Commonwealth collaboration is provided by the linked programs detailed in our Portfolio Budget Statements.

A full list of our cooperative arrangements and our engagement principles are available on [our website](#).

AMSA will continue its efforts to undertake meaningful engagement with stakeholders. A non-exhaustive list of key activities and focus areas over the period of this plan are included below.

Related enterprise risks:

- 3 – AMSA does not effectively engage with customers and stakeholders including those with influence.
- 7 – AMSA fails to have the right capability to respond appropriately to the changing environment.

2025–26 key activities

Description
C1. Undertake a review of AMSA's stakeholder committees and groups to strengthen transparency, responsiveness, and collaboration, and to support better maritime safety, environmental, and operational outcomes across domestic and international shipping.
C2. Consistent with Government priorities, cooperate with national and regional maritime and incident response agencies to improve maritime safety, environment and incident response outcomes in our region. Strengthening capability and cooperation between maritime administrations will improve enforcement of international maritime standards and the quality of shipping throughout our region.
C3. Seek re-election to the IMO Council Category B for the 2026–27 biennium to support industry to meet the challenges arising from emerging technologies, expanding global trade and environmental changes.

Focus areas

Over the next four years our focus areas to collaborate with our stakeholders include:

- ▶ using our stakeholder engagement framework to ensure our engagement is consistent, appropriate and meaningful to all stakeholders and ensure they find value in participating in engagement activities, including regulatory development
- ▶ maintaining Australia's international reputation and negotiate global standards that meet our needs as a shipper and coastal state
- ▶ prioritising and aligning collaboration, cooperation and capacity building to support the Australian Government's broader maritime safety and security objectives throughout the Indo-Pacific region
- ▶ prioritising technical cooperation initiatives aligned with Australia's foreign policy priorities and maritime interests.

Non-financial performance measures

Measure 7	Target	Method and System
Specific activities and performance that contribute to continuous improvement and building trust	Various	Qualitative Various

RPP: 1. Continuous improvement and building trust

Rationale: Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.

Information from stakeholders through reported issues, difficulties and inquiries, assists AMSA to refine its guidance, understand industry concerns and improve accessibility of materials and systems. This in turn, demonstrates we understand the issues, are listening and evolving our systems and capabilities to improve.

Composite measure: contributing measures include: satisfaction with the resolution of inquiries through AMSA Connect (quantitative – target 90%); business improvement case studies⁸ (qualitative)

Measure 8	Target	Method and System
Specific activities and performance that contribute to collaboration and engagement	Various	Qualitative Various

RPP: 3. Collaboration and engagement

Rationale: It is important that AMSA provides stakeholders with the opportunity to influence regulation that impacts on them through open, transparent and timely consultation.

It is also important that AMSA provides clear, up-to-date guidance and information so our regulated community understand their obligations and responsibilities, which in turn encourages voluntary compliance.

Feedback from our stakeholders helps us to improve, including understanding how effective and practical the regulation was to implement and apply.

Composite measure: contributing measures include: effective communication to stakeholders (quantitative – target annual increase in audience growth across AMSA's main digital channels); level of regulated community awareness of their obligations and responsibilities (quantitative – target 7.5% of website users and 5% of websites sessions have resulted from communication activities); consultation with our regulated community and key stakeholders is open, transparent, and timely (Quantitative – target 100% of regulatory changes publicly consulted with impacted stakeholders); regulator stakeholder survey (quantitative – target average greater than or equal to 3).

⁸ Business improvement case studies will be agreed by the AMSA Board Audit and Risk Committee at their August 2025 meeting.

Governance

Portfolio Budget Statements and performance measures

The Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (our Portfolio Department) sets AMSA's high-level direction through the following program and sub-programs.

Outcome 1 – Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination.

- ▶ Program 1.1 – Seafarer and ship safety, environment protection and search and rescue.
 - Sub-program 1.1.1 – Seafarer and ship safety and environment protection aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.
 - Sub-program 1.1.2 – Search and rescue aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue.

AMSA operates with finite financial and human resources. Our financial performance is monitored in accordance with the PGPA Act. Non-financial performance is measured at both the PBS and agency level. This includes three PBS measures and five agency performance measures, detailed in the “Key activities, risk and performance” section of this plan.

Ministerial Statement of Expectations and AMSA Statement of Intent

The current *Ministerial Statement of Expectations* (SoE) applies from 1 October 2024 to 30 September 2026. AMSA's responding *Statement of Intent* (Sol) was approved by the Board on 19 December 2024.

The Sol outlines how AMSA will meet the Minister's expectations while delivering on our legislated functions. It reaffirms our strategic commitment to a modern, risk-based, and collaborative approach to regulation and highlights our focus on investing in workforce and capability uplift to meet emerging challenges.

This Plan incorporates key activities which AMSA will undertake to meet the SoE.

Regulator best practice principles

As a regulator, under the PGPA Act, we are required to reconcile performance outcomes, through the corporate plan and annual report, against the regulator best practice principles (RMG 128).

1. Continuous improvement and building trust: Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
2. Risk based and data driven: Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
3. Collaboration and engagement: Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

AMSA's key activities and non-financial performance measures are aligned with these principles, and the reporting in the Annual Performance Statements in our Annual Report demonstrate our progress in addressing them.

Statement of Regulatory Approach

AMSA's Statement of Regulatory Approach outlines how we deliver our regulatory responsibilities. It is shaped by the expectations set out in the SoE, and our commitment to our legislated purpose as described in the Sol.

This approach also incorporates guidance from the *Regulator Performance Guide* and the *Guide to Policy Impact Analysis*, ensuring consistency with broader Commonwealth best practice.

Risk management

Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the Commonwealth Risk Management Policy (CRMP) 2023.

We define our enterprise risks (Appendix 1) as those risks which will prevent or hinder the delivery of our statutory functions. Our enterprise and developing risks are monitored by the AMSA Executive and reported to each Board Audit and Risk Committee. Risk reports are also tabled at each Board meeting for discussion.

AMSA uses appetite and tolerance bands across risk categories to inform everyday risk decisions. The AMSA Board regularly reviews, and where required, adjusts appetite and tolerance bands to reflect changes in the operating environment. AMSA then adapts processes, controls and treatments as required to mitigate risks and meet the expectations of our stakeholders and the public.

Core business


Aligned with our vision – *safe and clean seas, saving lives* – AMSA's purpose and functions are presented in the Plan-on-a-Page at **Appendix 2**. The Plan-on-a-Page summarises our purpose, vision, mission, core and enabling functions, and key activities deliver against our legislated purpose, portfolio outcome, and program as set out in the PBS.

Compliance

The below tables demonstrate our compliance with the corporate plan requirements under the PGPA Act and Rule, and the AMSA Act.

PGPA Act compliance

Compliance with subsection 16E(2) the PGPA Rule, subsection 35(1) of the PGPA Act, and Resource Management Guide 132 – Corporate Plans for Corporate Commonwealth Entities.

Topic	Matters to be included	Reference
Introduction	<p>The following:</p> <ul style="list-style-type: none"> • a statement that the plan is prepared for section 35(1)(b) of the PGPA Act • the reporting period for which the plan is prepared, and • the reporting periods covered by the plan. 	Pg 1
Purposes	The purposes of the entity	Pg 3
Key activities	Key activities that an entity will undertake during the entire period of the corporate plan to achieve its purpose.	Pg 8–17
Environment	The environment in which the entity will operate for each reporting period covered by the plan.	Pg 5–6
Performance	<p>For each reporting period covered by the plan, a summary of:</p> <ul style="list-style-type: none"> • how the entity will achieve the entity's purpose, and • how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period. 	Pg 8–17
Regulatory Performance	Integration of regulatory performance, regulatory principles and Statements of Expectations and Statements of Intent.	Pg 18–19
Capability	<p>Entities are expected to describe an entity's current capability and assess how its capability needs may change over the term of the corporate plan. They may also outline the strategies they will put in place to build the capability they need.</p> <p>The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.</p>	
Risk oversight and management	<p>A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including:</p> <ul style="list-style-type: none"> • how risk management underpins their approach to achieving their purposes, and • identify specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfil its purposes. 	Pg 19 and Appendix 1
Cooperation	Discussion of any organisations or bodies with which the entity cooperates that make a significant contribution to achieving the entity's purpose.	Pg 15–17

AMSA Act compliance

This Plan meets the general requirements of the AMSA Act as follows.

AMSA Act reference	Matters included	Reference
Part 4, Section 25 (5)	The plan must include details of the following matters: <ul style="list-style-type: none">• analysis of risk factors likely to affect safety in the maritime industry, and• human resource strategies and industrial relations strategies.	Pg 5–7
Part 4, Section 25 (6)	The plan must also cover any other matters required by the Minister, which may include further details about the matters in subsection (5).	Pg 18
Part 4, Section 25 (7)	In preparing the plan, the members must take account of notices given under section 9A.	Pg 18

Appendix 1: Enterprise Risks Summary

For the purpose of this Plan, enterprise risk ratings were reviewed at Board meeting 273 held on 25 June 2025.

(1) AMSA is an ineffective regulator.

Current risk rating:
Moderate

Target risk rating: Low

Key mitigation strategies

Annual compliance program, annual regulatory program, operations audit and review program, domestic commercial vessel regulatory scheme, ship inspection program, navigation services (Under Keel Clearance Management, Coastal Pilotage system, Vessel Traffic Services), IMO Greenhouse Gas reduction strategy, stakeholder engagement framework

Risk Appetite & Tolerance Category⁹

Risk Tolerance Statement



We have low tolerance for regulatory approaches that are inconsistent with our mandated obligations under the *AMSA Act 1990*.

We have low to moderate tolerance for risk in the pursuit of innovative regulatory approaches, e.g. alternative means of compliance - consistent with our Act and [AMSA's Statement of Regulatory Approach](#).

In very specific instances, we have **moderate tolerance** for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment. Where this occurs, we use a range of controls to mitigate risk, including stringent governance arrangements, developmental test-beds/sand-boxes, and wide consultation with industry.



We have **low tolerance** for practices that compromise safety and may lead to fatalities or injuries.

We recognise that maritime activities – commercial and recreational – involve risk. These risks are largely managed by the operators, and our regulatory and awareness activities are targeted to lower this risk to the lowest practical levels.

⁹ The tolerance range for each category type is described in tolerance statements and indicated within coloured arrows. The red end indicates an aversion to negative risk impacts and the green end indicates a risk tolerant attitude.

(2) AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources.

Current risk rating:
Moderate

Target risk rating: Low

Key mitigation strategies

National response capability statement, National Plan for Maritime Environmental Emergencies, craft track information systems, internal incident management arrangements, maritime safety, and distress communication services 24/7 response centre, beacon database, incident response asset management, emergency towage capability, aviation assets

Risk Appetite & Tolerance Category

Risk Tolerance Statement

Environmental Protection



We have **low tolerance** for activities and regulatory approaches which increase the risk of pollution in Australian waters.

We have **low tolerance** for risks to the timeliness of our response to significant oil spill incidents.

We have a **low tolerance** for risks associated with the conduct of environmental response operations, recognising that operations can occur in hazardous and sensitive environments.

We prioritise training and awareness for both our environmental response staff, and for our stakeholders, to minimise this risk.

Search & Rescue



We have **low tolerance** for practices which jeopardise the outcomes of our Search and Rescue operations – saving lives.

We have **low tolerance** for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.

We have **low to moderate tolerance** for providers we use on a non-panel tasking basis. Non-panel tasking involves using providers on an opportunity basis without a formal contract when our panel providers are unavailable. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against saving lives - and we have several specific controls in place to minimise the risk.

(3) AMSA does not effectively engage with customers and stakeholders including those with influence.**Current risk rating:**
Moderate**Target risk rating: Moderate****Key mitigation strategies**

Customer feedback processes, regional presence, AMSA connect, regulatory customer experience feedback, AMSA media and communication presence, stakeholder consultative forums, public and community engagement initiatives

Risk Appetite & Tolerance Category**Risk Tolerance Statement**

We have a **moderate tolerance** for risk as we nurture and develop our relationship and reputation with stakeholders.

We have a **low to moderate tolerance** for risk to delivery of effective and relevant communication with stakeholders and the regulated community to enable them to meet their maritime safety obligations.

We acknowledge that we will be subject to ongoing scrutiny, particularly from National System stakeholders.

We encourage feedback from stakeholders about how we can improve our service delivery.

(4) AMSA needs to engage with stakeholders in the short-term to obtain clarity on sustainable funding, driven by declining revenues and reserves.**Current risk rating:**
High**Target risk rating: Moderate****Key mitigation strategies**

Activity based costing, internal budgeting and reporting processes, Project, Program and Portfolio management arrangements, levy collection and review processes

Risk Appetite & Tolerance Category**Risk Tolerance Statement**

We have **low tolerance** for a systemic breakdown of financial controls, cash mismanagement or material errors in financial reporting.

Acknowledging that the introduction of innovative practices and ways of thinking can increase risk initially, we have **low to moderate tolerance** for financial risk in pursuit of improvement.

We recognise that AMSA is operating in a constrained financial environment, and that we are under increasing scrutiny to justify our costs and cost recovery arrangements to stakeholders. We must accept some risk to deliver improvements, while continuing to deliver our outputs and outcomes.

Where there is increased risk, we will use a range of controls in mitigation, including stringent governance arrangements and developmental test-beds/ sand-boxes. We may also develop specific future treatments to reduce risk.

(5) Fail to maintain a safe work environment.**Current risk rating:**
Low**Target risk rating:** Low**Key mitigation strategies**

WHS Management plans, remote working policies, fatigue risk management initiatives, bullying and harassment protections, diversity objectives, Health, Safety and Environment Committee and staff representation, AMSA's learning management systems, employee wellbeing programs, business continuity and other plans.

Risk Appetite & Tolerance Category**Risk Tolerance Statement****People**

We have a **low tolerance** for poor workplace safety practices (physical and psychosocial injuries) particularly those which adversely affect the health, safety and well-being of our employees.

We have rigorous systems to ensure that our employee's health and wellbeing is protected. We consider Safe Work Australia guidance for taking reasonably practicable steps in mitigating workplace health and safety risks to our employees.

(6) Ineffective internal systems of control.**Current risk rating:**
Low**Target risk rating:** Low**Key mitigation strategies**

Three lines of defence, Accountable Authority Instructions/Policies and procedures, fraud and corruption control program, HR and payroll processing, governance, compliance and assurance reporting framework, financial delegations, systems of risk and oversight, document control and assurance processes, review of non-financial performance measures, training and awareness programs.

Risk Appetite & Tolerance Category**Risk Tolerance Statement****Fraud and Corruption**

We have **low tolerance** for fraudulent/corrupt conduct risks

Fraud and corrupt behaviour are unacceptable. Allegations of fraud and corruption will be investigated and appropriate action taken.

We support transparency in identifying and reporting instances of fraud and corruption and will rigorously investigate all allegations.

We have **low tolerance** for risks which jeopardise the appropriate investigation and due process for allegations of fraud and corruption.

We will take all reasonable steps to identify vulnerabilities and to prevent, detect and respond to fraud and corruption.

Governance: Compliance

We have **low tolerance** for breaches of our general legislative obligations as a corporate Commonwealth entity.

We have a **moderate tolerance** for working differently to improve AMSA's operational efficiency.

We must be able to demonstrate conformance with our statutory obligations under general legislation. We accept that accidental and non-systemic breaches may occur, but these must be followed by appropriate corrective action.

(7) AMSA fails to have the right capability to respond appropriately to the changing environment.**Current risk rating:**
High**Target risk rating:** Moderate**Key mitigation strategies**

Strategic workforce plan and capability framework, Corporate Plan, Digital plan, disaster recovery plans and testing, enterprise asset management, lessons management processes, data and business intelligence teams.

Risk Appetite & Tolerance Category**Risk Tolerance Statement****People capability and capacity**

We have a **moderate tolerance** for risk in our approach to recruiting, developing and engaging staff.

We acknowledge that it may be difficult to fill roles and meeting resource demands and have a moderate tolerance for temporary capability gaps.

We understand that to compete and secure good candidates in a resource constrained environment we must develop more efficient and innovative ways to attract and retain staff.

(8) Ineffective cyber security controls and protocols results in AMSA's critical, sensitive, or personal data sets being compromised.**Current risk rating:**
High**Target risk rating:** Moderate**Key mitigation strategies**

Strategic information roadmap, Information Technology Security advisor, procurement and contract management requirements, Change Advisory Board, privacy officer and privacy action plan requirements, ID verification frameworks, records management.

Risk Appetite & Tolerance Category**Risk Tolerance Statement****Data and Information Security**

In pursuit of innovative/streamlined ways of managing data, balanced against our general data custodian obligations, we have:

- **low to moderate tolerance** for data breaches related to vessel information, safety information, regulatory and compliance action, and intellectual property owned by AMSA.
- **moderate tolerance** for data breaches related to general operational and corporate administrative matters.

The majority of information we handle, and store does not need to be protectively marked, and this facilitates the free flow of information, people and assets between ourselves and our stakeholders when responding to incidents.

(9) Unintended consequences of the disapplication of the Navigation Act 2012 (offshore industry units).**Current risk rating:**
High**Target risk rating:** High**Key mitigation strategies**

Make rules which apply to offshore facilities to apply Marine Orders. Continue to monitor risk and engage with stakeholders.

Risk Appetite & Tolerance Category**Risk Tolerance Statement****Regulatory Approach**

We have **low tolerance** for regulatory approaches that are inconsistent with our mandated obligations under the AMSA Act.

We have **low to moderate tolerance** for risk in the pursuit of innovative regulatory approaches, e.g. alternative means of compliance - consistent with our Act and [AMSA's Statement of Regulatory Approach](#).

In very specific instances, we have **moderate tolerance** for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment. Where this occurs, we use a range of controls to mitigate risk, including stringent governance arrangements, developmental test-beds/sand-boxes, and wide consultation with industry.

AMSA uses the likelihood and consequence risk matrix to determine the risk rating.

	Consequences				
Likelihood	Negligible	Minor	Medium	High	Catastrophic
Almost certain	Moderate	Moderate	High	Extreme	Extreme
Likely	Low	Moderate	High	High	Extreme
Possible	Low	Low	Moderate	High	High
Unlikely	Very low	Low	Moderate	Moderate	High
Remote	Very low	Very low	Low	Moderate	Moderate

Appendix 2: AMSA Plan on a Page

One AMSA							
Purpose	Promote maritime safety and the protection of the marine environment					Provide a national search and rescue service to the maritime and aviation sectors	
			Prevent and combat ship sourced pollution in the marine environment				
	Provide infrastructure to support safe navigation in Australian waters						
	Provide, on request, services to the maritime industry on a commercial basis						
Vision	Safe Seas			Clean Seas		Saving Lives	
Mission	Ensuring safe vessel operations			Combatting marine pollution		Rescuing people in distress	
Core Functions	Education compliance and enforcement			Minimising pollution from shipping		Saving lives through search and rescue	
	Certification and registration services			Delivering an effective marine pollution response capability for pollution from shipping			
	Seafarer competency and welfare						
	Supporting safe navigation						
	Pre-emptively intervening to assure vessel safety						
	Delivering an efficient incident response capability						
	Maintaining a fit-for-purpose regulatory framework and contributing to and implementing international conventions						
Enabling Functions	Workforce safety, engagement and capability development	Sound financial management and funding sustainability	Professional legal services to manage AMSA's legal risk	Domestic, government and international collaboration and engagement	Effective governance, risk management and assurance	Responsive and reliable information and communication technology	Clear, concise and timely stakeholder communication
2025–26 Key Activities	1.1 Deliver the Annual Regulatory Program			2.1 Support the Portfolio Department to implement National Plan for Maritime Environmental Emergency review recommendations		3.1 Continue to work with NATSAR Council on reform initiatives and develop internal systems in the AMSA Response Centre	
	1.2 Deliver the National Compliance Plan			2.2 Support progression of actions under the IMO Action Plan to address marine plastic litter from ships			
	1.3 Progress modernisation of AMSA's regulatory service delivery						
	1.4 Continue to develop policy and guidance – digital maritime services and data standards						
	1.5 Continue to develop policy and standards for new and emerging vessel technologies						
	Collaboration and engagement						
C1. Review AMSA's stakeholder committees and groups							
C2. Consistent with Government priorities, cooperate with national and regional response agencies to improve outcomes in the region							
C3. Seek re-election to IMO Council Category B for the 2026-27 biennium							

