



Australian Government
Australian Maritime Safety Authority



2026-27

AMSA Corporate Plan



For the period covering financial years 2026-27 to 2030-31

Acknowledgment of Country

In the spirit of reconciliation, the Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We acknowledge and pay our respects to the Traditional Custodians of the lands on which our organisation operates, across Australia.

Aboriginal and Torres Strait Islander peoples have occupied Australia for tens of thousands of years, and their cultures, laws, ceremonies and connection to the land are strong and enduring. We pay our respect to their Elders past and present and the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

Copyright

The Australian Maritime Safety Authority encourages the dissemination and exchange of information provided in this publication.

Except as otherwise specified, all material presented in this publication is provided under Creative Commons Attribution 4.0 International licence. This excludes:

- the Commonwealth Coat of Arms
- AMSA's logo
- content attributed to third parties.

The Creative Commons Attribution 4.0 International Licence is a standard form licence agreement that allows you to copy, distribute, transmit and adapt this publication provided that you attribute the work. The details of the version 4.0 of the licence are available on the Creative Commons website, as is the full legal code for that licence.

Attribution

AMSA's preference is that you attribute this publication (and any material sourced from it) using the following wording:

Source: Australian Maritime Safety Authority Corporate Plan 2026–27

Images

All photographs and images contained within this publication must also be attributed using the following wording:

Cover: Description of image or photograph, location (if necessary). Name of source e.g. Shutterstock.

Page 7: Description of image or photograph. Any images or photographs provided by a specific organisation (or individual) relating to the document's contents must be attributed e.g. 'Courtesy of the Australian Maritime Safety Authority (AMSA)'.

Note – Description of graphics (vectors), graphs, charts or icons are not necessary unless provided by a specific organisation (or individual) relating to the document's contents must be attributed e.g. 'Courtesy of the Australian Maritime Safety Authority (AMSA)'.

More information

For inquiries regarding copyright including requests to use material in a way that is beyond the scope of the terms of use that apply to it, please contact us.

Table of contents

01	Chair's foreword	1
02	Purpose	2
	Vision, Mission, and Values	2
03	Operating context	3
	Operating environment	4
	Key drivers shaping AMSA's operating environment	5
	Capability	7
	Risk	8
	Cooperation	9
04	Key activities	10
	Government priorities	10
	Safe seas	10
	Clean seas	11
	Saving lives	11
	Delivering our mission – the next five years	11
05	Performance	12
	Appendix 1: Strategic risks	15
	Appendix 2: Changes to performance information	20
	Appendix 3: List of requirements	21
	PGPA Act compliance	21
	AMSA Act compliance	22



01 Chair's foreword

As Chair of the Australian Maritime Safety Authority Board (the accountable authority), I am pleased to present AMSA's Corporate Plan for 2026-27 (the Plan).

The Plan covers the period 1 July 2026 to 30 June 2031, as required under paragraph 35(1)(a) and (b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), Part 4 Section 25 of the *Australian Maritime Safety Authority Act 1990* (AMSA Act) and in accordance with the Public Governance, Performance and Accountability Rule 2014.

The Plan outlines how we will continue to fulfil our enduring purpose – to promote maritime safety, protect the marine environment, support safe navigation and provide national search and rescue services – while responding to a more complex and fast-changing operating environment. It also reflects AMSA's deep commitment to serving the Australian community and the maritime industries that rely on safe, effective and trusted regulation and response services.

The year ahead will bring both significant challenges and important opportunities. Decarbonisation, emerging technologies, cyber risk, climate impacts and geopolitical disruption are reshaping the maritime sector and increasing expectations of regulators. At the same time, government priorities on productivity, regulatory efficiency and improved digital services call on us to deliver in ways that are simpler, more effective and more transparent. In this context, AMSA will continue to focus its effort, capability and investment to deliver the greatest value to our stakeholders, while maintaining financial discipline and supporting long-term sustainability.

The Plan also reflects our commitment to responsible stewardship, sound governance and practical delivery. It sets out how we will strengthen capability, modernise service delivery and continue to meet the expectations of government, industry and the Australian community, such as our efforts to increase the number of services delivered through the myAMSA portal.

On behalf of the Board, I want to acknowledge and thank AMSA's people and partners for the professionalism, expertise and dedication they bring to this important work. Together, we will remain focused on AMSA's mission of safe and clean seas, saving lives.

Captain Jeanine Drummond
Chair

26 June 2026

02 Purpose

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

- promote maritime safety
- protect the marine environment from pollution and other environmental damage caused by shipping
- 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, Mission, and Values

We are focused on shaping our future together – as One AMSA – guided by our vision, mission, and values, to deliver public value and achieve our objectives.

Vision

Safe and clean seas, saving lives.

Mission

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

Values

Our values represent who we are and how we work:

Collaborative – we value and respect others and work together to achieve our objectives

Accountable – we take responsibility for our decisions and actions

Inclusive – we create an environment where everyone belongs and can contribute

Innovative – we look ahead and act with creativity and courage

Respectful – we treat everyone with kindness and engage thoughtfully with different perspectives

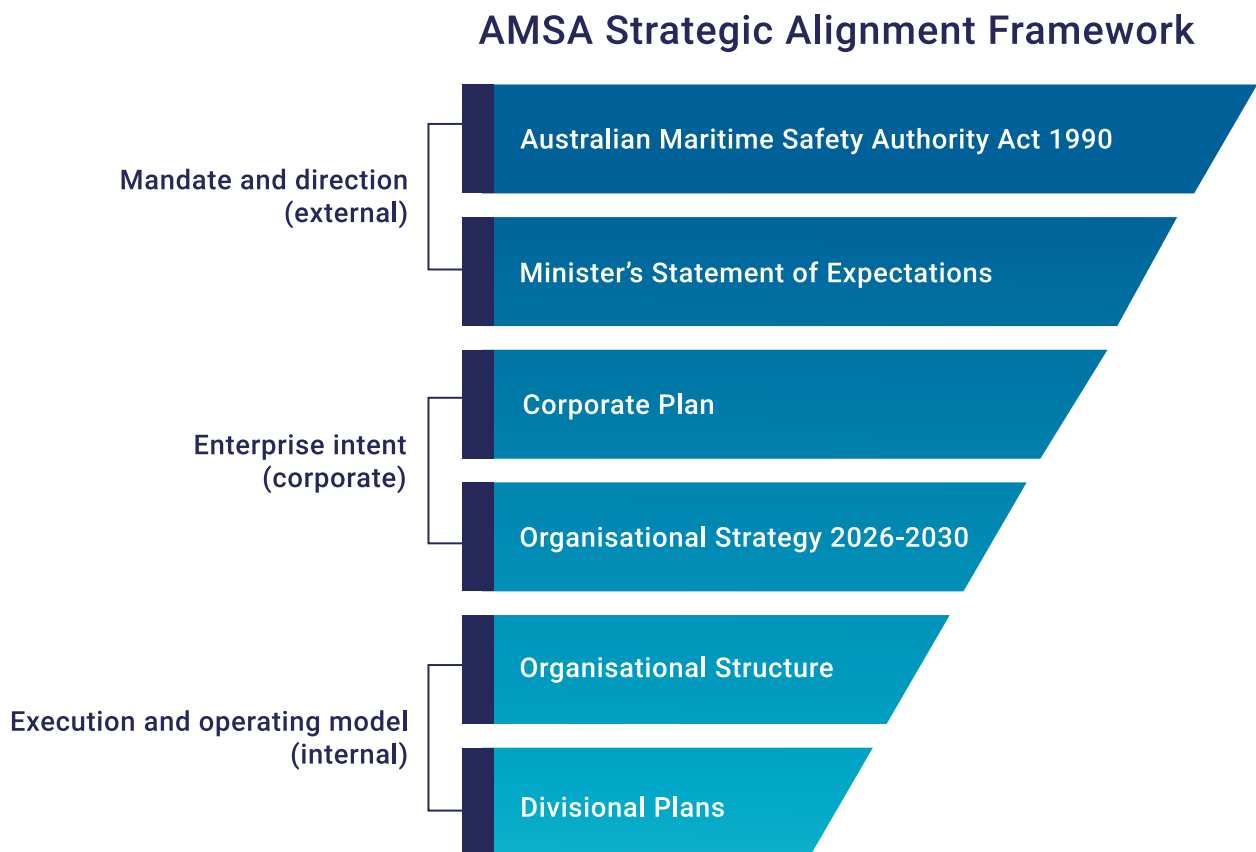
(((ONE AMSA)))

Shaping our future together

03 Operating context

Our key activities in this plan are undertaken within our operating context which includes:

- the environment in which we operate
- our statutory responsibilities and Government priorities and expectations
- the capability required to undertake our key activities and achieve our purpose
- the key risks and how we will manage these risks
- who we cooperate with, and how they help to achieve our purpose.





Operating environment

- **Operating context is materially more complex:** decarbonisation, rapid technology change, climate impacts, geopolitical and economic disruption are increasing maritime risk and regulatory expectations.
- **Decarbonisation is changing risk:** alternative fuels and new vessel designs introduce new safety and incident response requirements alongside an ageing conventional fleet.
- **Digital and autonomous systems require new assurance:** Automation and Artificial Intelligence (AI) enabled operations increase complexity and cyber risk; autonomy challenges approaches to liability, inspections, and incident response.
- **Climate change is amplifying impacts:** severe weather may increase damage to navigation assets and increase search and rescue (SAR) and pollution response pressures while environmental protection expectations remain high.
- **Geopolitics is elevating safety and environmental threats:** trade-route disruption and the expanding “dark fleet” increase incident likelihood and regulatory-integrity challenges.
- **Domestic expectations are increasing:** productivity and cost-of-living pressures are driving greater scrutiny of regulatory costs borne by industry, and digital service performance.

What this means for the 2026–27 Corporate Plan

- **Targeted capability uplift:** seek and share global expertise in alternative fuels, evolving vessel technologies and cyber assurance.
- **Modernise assurance and response models:** review inspection, compliance and incident response approaches for higher complexity and new hazards.
- **Maintain readiness for concurrent events:** strengthen planning for overlapping SAR and environmental response demands driven by extreme weather.
- **Intelligence-led and regional engagement:** monitor across government the evolving security, dark fleet and regulatory integrity risks.
- **Improve regulatory efficiency:** reduce duplication and delay through clearer requirements, risk-based assurance and fit-for-purpose digital services.
- **Workforce strategy:** address emerging skill requirements through inhouse capability development and attracting talent for specialist roles where necessary.

Implementation of our Organisational Strategy to drive progress toward the priorities is outlined in Delivering our mission – the next 5 years.



Key drivers shaping AMSA's operating environment

Global trade dependence and strategic role

- **Driver:** Australia's high dependence on maritime trade increases exposure to global disruption and regulatory fragmentation.
- **Implication:** AMSA faces heightened expectations to support industry and influence global standards, as more than 99 per cent of Australia's international trade (by volume) moves by sea.
- **Response:** Prioritise risk-based assurance and targeted international engagement to shape outcomes and manage emerging threats.

Decarbonisation and alternative fuels

- **Driver:** Transition to alternative fuels and new designs introduces both environmental and operational benefits alongside unfamiliar hazards and different failure modes.
- **Implication:** With the IMO Net Zero Framework and its related global regulatory drivers delayed, the pace of regulatory change may vary at regional and national levels, increasing complexity for operators and regulators.
- **Response:** Build and sustain technical capability across fuels, vessel systems and emergency response, and update guidance and assurance approaches as the fleet mix changes.

Digitalisation, AI, cyber and autonomy

- **Driver:** AI-enabled operations and autonomy increase system complexity and cyber exposure, raising the consequence of technology failure or compromise.
- **Implication:** Current approaches to inspections, liability, SAR obligations and incident response may not remain fit for purpose as autonomous vessel trials scale, and workforce capability and regulatory frameworks evolve.
- **Response:** Strengthen cyber assurance and modernise regulatory and operational models for AI and autonomy, including guidance, training and targeted compliance activity.

Climate impacts and environmental response

- **Driver:** More frequent and severe weather increases the likelihood and complexity of incidents, lifting demand for SAR and pollution response, and increases the likelihood of damage to the aids to navigation (AtoN) network.
- **Implication:** AMSA must remain ready for concurrent events while maintaining high expectations for environmental protection, including in sensitive areas such as the Great Barrier Reef. AtoN design and maintenance must respond to the challenge.
- **Response:** Maintain readiness under the National Plan for Maritime Environmental Emergencies through planning, exercises, capability investment and partner coordination. Deliver a program of proactive AtoN design and maintenance.

Geopolitical disruption and regulatory integrity

- **Driver:** Route disruption, sanctions evasion and the expanding dark fleet reduce transparency and increase substandard operations, risk of casualties and spills.
- **Implication:** Higher safety and environmental risks coincide with greater need for regulatory coordination and integrity to deter non-compliance.
- **Response:** Expand intelligence-led inspection targeting, maintain a fit for purpose regulatory framework and strengthen international engagement and domestic enforcement to maintain regulatory integrity.

Government priorities and sustainable funding

- **Driver:** AMSA is part of a broader government ecosystem and must balance government and stakeholder priorities with available funding and its approach to risk.
- **Implication:** a focus on productivity and cost-of-living pressures. Greater scrutiny of regulatory costs borne by industry, demand for reduced regulatory burden, and increased digital service delivery expectations from stakeholders.
- **Response:** tangible improved performance for stakeholders through the myAMSA online portal, improved visibility of service delivery metrics, investigating use of AI and automation to improve processing times for stakeholders and reduce cost to industry, while improving internal efficiencies.

Capability

AMSA's capability is enabled by our governance, systems and people. Under the stewardship of the AMSA Board and Executive, our workforce brings diverse skills and specialist expertise to deliver regulatory, operational and corporate services nationwide. We are strengthening a values-led, inclusive culture and investing in systems, professional development and workforce planning to ensure we have the right capability and leadership for our challenging operating environment.

This section provides a high-level description of the key capabilities we need – and the strategies and plans we will implement to incrementally grow those capabilities – so we can deliver safe shipping through efficient and trusted regulatory services, maintain search and rescue and incident response readiness, and continue to protect the marine environment from ship sourced pollution.

- **Digital, data and regulatory capability uplift:** strengthen enterprise capability in digital, data and regulatory delivery, supported by clear governance and disciplined prioritisation.
- **Modern information and communications technology (ICT) foundations:** expand ICT capacity to modernise high volume services, adopt cloud and enterprise platforms, and maintain a strong cyber security posture.
- **Data and AI for risk-based regulation:** build data and investigate how AI capability can support risk-based regulation, consistent decision-making and improved stakeholder experiences.
- **Service design and performance management:** apply service design and performance management so digital-by-default changes translate into measurable outcomes, reduced manual effort and transparent service standards.
- **Workforce and leadership transition:** deliver strategic workforce planning and a structured transition approach to realign skills (including software delivery, analytics, regulatory design and cyber risk), invest in targeted development and mobility, and support redeployment where transactional work reduces, within a constrained funding environment.
- **Change and stakeholder management:** strengthen change management, stakeholder engagement and communication to maintain trust with staff, industry, government and international partners as inspection and certification models evolve and AMSA influences global standards.
- **Continuous improvement and surge capacity:** build enduring capability in collaboration, decision-making and continuous improvement to learn from incidents, sustain delivery and respond to emerging priorities.
- **Digital Investment Plan:** in collaboration with the Digital Transformation Agency, AMSA has developed its first Digital Investment Plan to guide service delivery improvements. The plan responds to systems reaching end of life and leverages new capabilities to deliver services efficiently, effectively and consistently to end users.
- **Aids to navigation infrastructure:** AMSA works with states and territories to ensure the national aids to navigation network is maintained and fit for purpose to support safe navigation across around Australia's vast coastline.
- **Responsible data and AI governance:** strengthen governance and assurance arrangements that support safe, transparent and accountable use of data and AI in service delivery and regulatory decision-making, including ensuring cyber security and data stewardship keep pace with increased online transactions and modernised operating models.
- **Shaping our future together:** Through our One AMSA program, we are investing in clear values and behaviours, capable leadership, and safe, respectful workplace practices – strengthening a culture that supports our people and positions AMSA for the future.



Risk

AMSA actively manages risks that may affect the achievement of our purpose, the delivery of our key activities and the creation of public value. In 2026–27, we will continue to embed a renewed enterprise risk management approach that supports decision-making and the achievement of business objectives. As a regulator and incident response organisation, our actions must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. AMSA manages key risks (Appendix 1) through embedded risk appetite and tolerance settings, supported by controls, assurance, monitoring and reporting. Our focus is on maintaining assurance that risks are identified, assessed, monitored and actively managed, and on ensuring risk-based decision-making is integrated into planning, budgeting and reporting processes across AMSA.

A review of AMSA approach to enterprise risks was commenced in 2025-26 to ensure risk oversight and assurance systems remain fit-for-purpose and responsive to changes in our operating environment. It will be completed in 2026-27. The renewed enterprise approach will comprise of understanding and monitoring:

- **Strategic risks:** risks to the achievement of AMSA's core objectives.
- **Operational risks:** risks managed through day-to-day business activities.
- **Developing risks:** external and industry themes that AMSA is actively monitoring.

AMSA's risk oversight and assurance system is supported by its risk policy, framework and guidance, which are aligned with better practice and consistent with the *Commonwealth Risk Management Policy 2023*. Together, these arrangements support the consistent and systematic application of risk management to make the most of opportunities, manage uncertainty and minimise the impact of adverse events.

The Board biennially approves the risk policy, including risk appetite and tolerance statements and oversees the adequacy of AMSA's approach to managing risk. Enterprise and developing risks are monitored by the AMSA Executive and reported to the Board Audit and Risk Committee, with risk reports also tabled at Board meetings.

The Board Audit and Risk Committee provide written advice to the Board on the appropriateness of the enterprise risk management framework, systems of risk oversight and management, the approach in managing AMSA's major risks, and fraud and corruption control arrangements.

Through this approach, AMSA fosters a risk-aware culture that supports business improvement, innovation and measured risk-taking in response to changes in our operating environment.

Cooperation

As Australia's national agency responsible for maritime safety, protection of the marine environment from pollution by ships, and maritime and aviation SAR, AMSA works closely with a diverse range of domestic, regional and international stakeholders.

AMSA aims to be a trusted and transparent partner that supports compliance and strengthens confidence in its regulatory role. Strong relationships and partnerships are fundamental to achieving this. Through effective engagement and collaboration with industry, stakeholders, governments and partner organisations, we improve decision-making, build trust, and support better maritime safety, environmental and operational outcomes across the maritime sector.

Domestically, we will continue to work with the commercial vessel sector to identify practical regulatory approaches for evolving technologies – such as autonomous systems, digital navigation aids, and remote monitoring – as well as alternative fuels including biodiesel, hydrogen, ammonia, and battery-electric propulsion. This includes exploring opportunities to streamline compliance processes, simplify certification pathways, and better align regulatory settings with vessel risk profiles, while continuing to promote a safe and healthy working environment for seafarers.

Nationally, we work with our state and territory partners to deliver SAR and marine pollution response capabilities. We have Memoranda of Understanding and Intergovernmental Agreements in place with our partners to ensure arrangements are efficient and effective in protecting our vast coastline and rescuing people in distress.

Regionally, we work closely with counterparts across the Asia-Pacific and Indian Ocean to improve implementation and enforcement of global shipping standards. We support Government led multi-year programs with Papua New Guinea and Indonesia, reflecting our shared maritime history and close bilateral relationship. Our cooperation activities improve safety and environmental outcomes, increase regional prosperity, and strengthen supply chain security.

Internationally, we will continue to engage through relevant intergovernmental organisations, including the IMO to influence robust international technical standards that support seafarer safety and wellbeing, safe shipping operations and protect the environment from the impacts of shipping, including through decarbonisation.

Our cooperative arrangements, both domestic and internationally, are of enduring importance. We collaborate with stakeholders and partners through memoranda of understanding, intergovernmental agreements, and interagency agreements to establish shared objectives and clear ways of working together.

AMSA will continue to prioritise meaningful, constructive and transparent engagement to support delivery of our purpose and strategic priorities.

A full list of our cooperative arrangements and our engagement principles are available on our website. Our Commonwealth collaboration is reflected in the linked programs outlined in the Portfolio Budget Statements.





04 Key activities

AMSA plays an important role in supporting the Government's priorities and commitments to the maritime industry and the Australian community, alongside our commitment to *safe and clean seas, saving lives*. Together, these provide the high-level structure for the key activities we will progress over the first year of this plan.

Government priorities

AMSA will:

- assist the Government to develop a sustainable funding model for the delivery of regulatory services to the international and domestic commercial maritime industries.
- contribute to the Strategic Fleet initiative by providing advice to the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (Portfolio Department) on the *Shipping Registration Act 1981*.
- work in partnership with the Portfolio Department, the Department of Agriculture, Fisheries and Forestry, the Department of Home Affairs and the Australian Border Force towards the development of a Minimal Viable Capability Maritime Single Window (MVC MSW).

Safe seas

- 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 protection in Australian waters.
- Deliver the National Compliance Plan to monitor and enforce domestic and international regulations administered by AMSA.
- Continue to progress the modernisation of AMSA's regulatory service delivery arrangements by streamlining and automating AMSA's processes and systems to achieve efficient regulatory outcomes for our stakeholders and our operations.
- Progress Australia's technical standards priorities for maritime safety at the IMO including improved regulations for the carriage of bulk cargoes, improving seafarer welfare and training standards, promoting the safe introduction of alternative fuel technologies and influencing the global regulations for the operations of maritime autonomous surface ships.

Clean seas

- Continue to support the Portfolio Department to address funding requirements and 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.
- Progress Australia's technical standards priorities at the IMO to prevent pollution of the marine environment by ships, including enhanced sewage regulation and mandatory measures to regulate transport of plastic pellets by containers.

Saving lives

- Continue to strengthen search and rescue and incident management capability by applying proven domestic and international emergency management practices to improve response outcomes.
- Explore the use of technology to reduce search times and improve incident analysis capability.

Delivering our mission – the next five years

AMSA's mission is to ensure safe vessel operations, combat marine pollution, and rescue people in distress and our statutory functions are not expected to change over the period of this plan. We will continue to ensure our work meets the expectations of our Portfolio Minister.

Guided by AMSA's Organisational Strategy we will take a measured, incremental approach to implementing major changes – minimising disruption to service delivery and focusing on delivering tangible outcomes for the maritime industry and the Australian community.

Over the life of this plan, we will prioritise work that advances our eight strategic priorities:

- **Deliver government priorities** by focussing on productivity, decarbonisation, regulatory reform, and customer-centric services.
- **Streamline service delivery** by progressively moving to digital-by-default services, improving customer experience and reducing manual effort and processing times for high volume approvals and certifications to strengthen safety and environmental outcomes.
- **Enhance stakeholder engagement** through modern, transparent and purposeful engagement that strengthens trust, supports compliance, and improves understanding of stakeholder needs and expectations.

- **Modernise regulatory design** to ensure our framework maintains strong safety and environmental outcomes aligned with international convention standards, and responds to novel vessels, alternative fuels and evolving technologies.
- **Advance incident response excellence** by strengthening search and rescue and incident management frameworks, learning systems and workforce resilience to deliver timely and effective outcomes.
- **Optimise our risk-based regulatory approach** by continuing to mature risk-based decision-making and compliance targeting, including using data-driven insights to focus effort where risk is highest.
- **Enable digital and ICT capability** by strengthening secure, modern and scalable ICT foundations to support efficient service delivery, reduce manual processes and manage cyber security risk as online services expand.
- **Evolve workforce capability** through strategic workforce planning, capability uplift and mobility to ensure AMSA has the skills and leadership required to deliver current functions while transitioning to future operating models.



05 Performance

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 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.

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

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

Details of non-financial performance measures and their targets are detailed below. AMSA measures its performance against three Portfolio Budget Statement measures and three agency-specific measures. All measures are monitored through quarterly reporting, with full year results published in our annual report and performance statements.

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

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/System
Port State Control (PSC) risk-based inspection targets are met	100% of inspection targets met	Quantitative Shipsys

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/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	≤7	Qualitative Incident reporting and seafarer population data

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.

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

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 – PBS measure	Target	Method/System
Timeliness of response to significant oil spill incidents	AMSA services, resources or managed capabilities are ready to deploy (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.	Quantitative NEMO and audit reports

Rationale: The time taken to ready AMSA's 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 functions relate to combating pollution in the marine environment and this function is not limited to oil (for example, could cover pollution from containers overboard), but this measure focuses on oil spill response.

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

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

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

Appendix 1: Strategic risks

(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 and
Tolerance Category¹**

Risk Tolerance Statement

**Regulatory
Approach**



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.

**Maritime
Safety**



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.

¹ 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 and 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 and 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 and
Tolerance Category

Risk Tolerance Statement

Stakeholder
Engagement



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, levy collection and review processes.

Risk Appetite and
Tolerance Category

Risk Tolerance Statement

Financial



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 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 and 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 assurance, Accountable Authority Instructions, policies and procedures, fraud and corruption control program, HR and payroll processing, governance, financial delegations, systems of risk and oversight, document control and assurance processes, review of non-financial performance measures, training and awareness programs.

Risk Appetite and 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 and 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 and
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, Change Advisory Board, privacy officer and privacy action plan requirements, ID verification frameworks, records management.

Risk Appetite and
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.

Appendix 2: Changes to performance information

Corporate Plan 2024–25	Portfolio Budget Statements 2025–26	Corporate Plan 2025–26	Change	Detail and rationale for each change
No change	No change	No change	Removed two measures (see below):	To refocus performance reporting to AMSA's key priorities. AMSA will continue to report on our stakeholder engagement and customer satisfaction as part of our regulator performance obligations both internally and externally, but not as part of our Annual Performance Statement.

In 2025–26 AMSA conducted a review of our non-financial performance measures to streamline reporting and focus on core operational outputs. That review is ongoing, and a revised set of measures is likely to be introduced for the 2027-28 financial year.

In the interim we have decided to remove two non-financial performance measures for 2026–27:

7. Specific activities and performance that contribute to continuous improvement and building trust.

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

8. Specific activities and performance that contribute to collaboration and engagement

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).

AMSA will continue to report on activities that contribute to these goals in its broader non-financial reporting outside of the annual performance statements.

Appendix 3: List of requirements

PGPA Act compliance

PGPA Rule reference	Required element	Legislative requirement	Page number(s)
s16E(2) item 1 of the PGPA Rule	Introduction	The following: (a) a statement that the plan is prepared for paragraph 35(1)(a) and (b) of the Act; (b) the reporting period for which the plan is prepared; (c) the reporting periods covered by the plan.	1 Requirement met
s16E(2) item 2 of the PGPA Rule	Purposes	The purposes of the entity.	2 Requirement met
s16E(2) item 3 of the PGPA Rule	Key activities	For the entire period covered by the plan, the key activities that the entity will undertake in order to achieve its purposes.	10–11 Requirement met
s16E(2) item 4 of the PGPA Rule	Operating context	For the entire period covered by the plan, the following:	3–9 Requirement met
s16E(2) item 4(a) of the PGPA Rule	Environment	(a) the environment in which the entity will operate;	4–6 Requirement met
16E(2) item 4(b) of the PGPA Rule	Capability	(b) the strategies and plans the entity will implement to have the capability it needs to undertake its key activities and achieve its purposes;	7 Requirement met
s16E(2) item 4(c) of the PGPA Rule	Risk	(c) a summary of the risk oversight and management systems of the entity, and the key risks that the entity will manage and how those risks will be managed;	8 Requirement met
s16E(2) item 4(d) of the PGPA Rule	Cooperation	(d) details of any organisation or body that will make a significant contribution towards achieving the entity's purposes through cooperation with the entity, including how that cooperation will help achieve those purposes;	9 Requirement met
s16E(2) item 4(e) of the PGPA Rule	Subsidiaries	(e) how any subsidiary of the entity will contribute to achieving the entity's purposes.	Not applicable
s16E(2) item 5 of the PGPA Rule	Performance	For each reporting period covered by the plan, details of how the entity's performance in achieving the entity's purposes will be measured and assessed through: (a) specified performance measures for the entity that meet the requirements of section 16EA; and (b) specified targets for each of those performance measures for which it is reasonably practicable to set a target.	12–14 Requirement met

AMSA Act compliance

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

PGPA Rule reference	Matters included	Reference
Part 4, Section 25 (5)	The plan must include details of the following matters: • analysis of risk factors likely to affect safety in the maritime industry, and • human resource strategies and industrial relations strategies.	3–9 Requirement met
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).	N/A
Part 4, Section 25 (7)	In preparing the plan, the members must take account of notices given under section 9A.	1 Requirement met

2026-27)))