



Australian Government
Australian Maritime Safety Authority

Annual Report 2023–24



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Images disclaimer

Aboriginal and Torres Strait Islander people are advised that this document may contain images of deceased people.

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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Transmittal letter



Australian Government
Australian Maritime Safety Authority

CHAIR

The Hon Catherine King MP
Minister for Infrastructure, Transport, Regional Development, and Local Government
Parliament House
CANBERRA ACT 2600

Dear Minister

On behalf of the Australian Maritime Safety Authority (AMSA), I present to you the Annual Report for the reporting year 1 July 2023 to 30 June 2024.

The report provides a detailed description of AMSA's operations during the year as well as financial statements and the Auditor-General's report on those financial statements. This report has been prepared in accordance with the requirements set out in the *Public Governance, Performance and Accountability Act 2013*, the Public Governance, Performance and Accountability Rule 2014, and in accordance with the *Australian Maritime Safety Authority Act 1990*.

The report is made in accordance with a resolution on 25 September 2024 of the Directors who are responsible, under section 46(1) of the *Public Governance, Performance and Accountability Act 2013* for its preparation and content.

Yours sincerely

Captain Jeanine Drummond
Chair

25 September 2024

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Reporting requirements and responsible minister

The Public Governance, Performance and Accountability Act 2013 (PGPA Act) requires that corporate Commonwealth entities prepare an annual report in accordance with the relevant rule.

The AMSA Annual Report 2023–24 is presented in accordance with the Public Governance, Performance and Accountability Rule 2014 and the *Australian Maritime Safety Authority Act 1990* (AMSA Act).

The report is to be presented to the responsible minister by 15 October and requires the minister to table the report in both Houses of the Parliament as soon as practicable after receiving it. It is the government's preferred policy that the reports be tabled by 31 October. AMSA will also publish its annual report on the Transparency Portal (transparency.gov.au) using the digital reporting tool (section 17BCA of the PGPA Rule).

AMSA reports to the Australian Parliament and Government through the Minister for Infrastructure, Transport, Regional Development and Local Government the Hon Catherine King.

Under the PGPA and AMSA Acts, members of the AMSA Board, as the accountable authority, are responsible for this annual report.

This report provides a review of activities undertaken in 2023–24, using the reporting arrangements set out in the Portfolio Budget Statements 2023–24 and the AMSA Corporate Plan 2023–24 (covering the period 2023–24 — 2026–27).



The Hon. Catherine King,
Minister for Infrastructure,
Transport, Regional Development
and Local Government

Chair's foreword

Maritime safety underpins everything that we do here at the Australian Maritime Safety Authority (AMSA) – from our robust and internationally reputed ship inspection regime to our strategic oversight of vessel traffic services around the country, our world-leading under keel clearance management system in the Torres Strait and Great Barrier Reef, our work with the domestic commercial vessel fleet to make work safer for seafarers, and our coordination of search and rescue. In 2023–24, the AMSA made significant strides in improving maritime safety and environmental protection through several initiatives and rigorous enforcement of safety regulations.



Captain Jeanine Drummond,
Chair

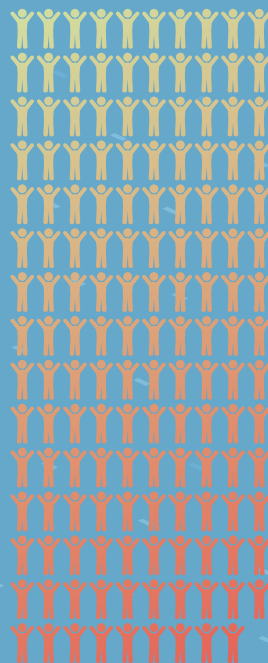
- **Increased inspection and detention efforts:** AMSA intensified its inspection efforts, focusing on vessels with higher risks, resulting in a notable increase in deficiency and detention rates. This focus was driven by data showing rising deficiencies, particularly in areas like planned maintenance and emergency preparedness. This enforcement approach aims to ensure that both domestic commercial vessels (DCVs) and foreign-flagged ships comply with safety standards, thereby improving overall maritime safety.
- **Safety Management System (SMS) revisions:** AMSA introduced revisions to the Safety Management Systems, especially targeting smaller domestic vessels with simplified requirements that better reflect their operational risks. This included enhanced focus on issues such as fatigue management, handling dangerous goods, and emergency planning to reduce the risk of accidents and improve safety for crew and passengers.
- **Improved seafarer working conditions:** AMSA's commitment to upholding seafarer rights led to a decrease in detainable deficiencies related to labour conditions on foreign-flagged vessels. This outcome reflects the positive impact of AMSA's enforcement on improving the living and working conditions of seafarers.
- **National Compliance Plan (NCP) 2024–25:** The release of the NCP for 2024–25 outlined AMSA's continued focus on inspection efforts and compliance activities. The plan aims to address ongoing issues such as lifejacket wear, risk assessments, and pollution control, emphasizing the importance of maritime safety and environmental outcomes.

These initiatives underscore AMSA's ongoing efforts to maintain high standards in maritime safety and environmental protection in Australian waters.

AMSA highlights



Seafarer welfare:
more than 950
MLC deficiencies
detected by AMSA
inspectors



155
international ships
detained after PSC
inspection

0
Pollution
incidents



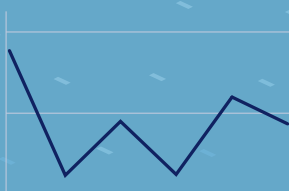
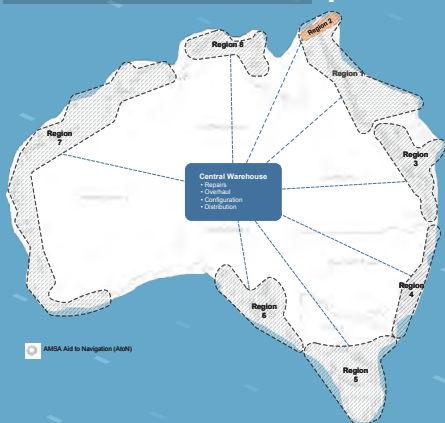
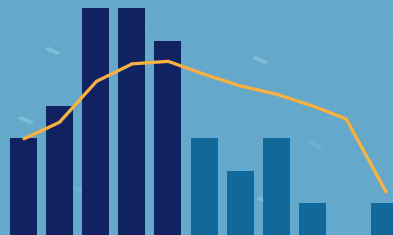
149
lives saved from
coordinating
search and rescue



Conducted 6,951
vessel inspections
(all types)

8 new
regional AtoN
maintenance contracts

Five-year rolling
average crew fatality
rate on domestic
commercial vessels
trending
downwards



Average number of
domestic commercial
vessel passenger
fatalities since 2018
trending
downwards

A new approach to AToN maintenance

AMSA manages a network of approximately 480 marine aids to navigation (AToN) located at 360 sites around Australia's coastline and has been the custodian this network for the last 33 years, safeguarding the lives of seafarers and our precious seas and coastlines in accordance with international obligations.

Our management of these aids to navigation involves a significant number of specialist contractors, including for maintenance, communications, and major refurbishments, underpinned by our own in-house expertise in contract management, engineering, information technology, property management, and navigation.

In February 2024, AMSA commenced an open market approach which included a total of nine tender opportunities released to support AMSA's new AtoN regional maintenance model.

The new regional approach is more diverse and has opened opportunities for more Australian businesses to increase the skills and experience of their workforce through this incredibly rewarding work.

50 years of the National Plan

From oil spills to marine salvage, the National Plan for Maritime Environmental Emergencies (National Plan) has steered us through some of Australia's most devastating marine pollution incidents. In October 2023 we recognised its contribution to protecting our nation's marine environments during the past 50 years.

The National Plan commenced on 1 October 1973 in response to the grounding of the Liberian-flagged oil tanker, *Oceanic Grandeur*, in the Torres Strait on 3 March 1970 which resulted in an estimated 1,100 tonnes of crude oil spilling into the ocean. The incident highlighted Australia's lack of preparedness (at the time) to deal with a major oil spill, providing the catalyst for the inception of the National Plan.

The National Plan sets out national arrangements, policies, and principles for the management of maritime environmental emergencies. It aims to minimise the impacts of oil and other noxious or hazardous substances on Australia's marine environments. AMSA manages the National Plan, leading governance arrangements and a review process every 10 years with key stakeholders. The latest review commenced in 2023 and is expected to conclude in 2024–25.

Although incidents have been less frequent in recent years, innovations in technology and shipping bring a whole new set of challenges for the National Plan to contend with. For example, the increasing size of container ships, fires on ships and changing fuel types.

Emergency towage arrangements

The National Plan sets out a minimum level of emergency towage capability around the Australian coastline. Emergency towage is the initial response to assist a ship that is incapacitated and in danger of grounding, sinking or other types of casualty at sea.

AMSA manages a contract to supply and operate a dedicated emergency vessel. Until 30 June 2024, the *Coral Knight* operated out of Cairns to provide a dedicated 24/7 vessel and crew for emergency towage and first strike emergency response in the sensitive sea areas of the Torres Strait, northern Great Barrier Reef and Coral Sea.

With the contract due to expire, AMSA conducted an approach to market to procure delivery of the emergency towage capability. Smit Lamnalco was the successful tenderer and was awarded a 10-year contract which commenced on 1 July 2024.

Re-election to Category B of the International Maritime Organisation (IMO) Council

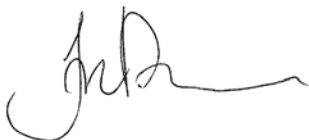
On 1 December 2023, during the 33rd session of the International Maritime Organization (IMO) Assembly – the IMO’s highest governing body – Australia was re-elected to Category B of the IMO Council for the 2024–25 biennium.

Countries are voted into Council under one of three categories, with Category B representing 10 countries with the largest interest in international seaborne trade.

Although Australia is a longstanding Council member and the world’s largest bulk commodities exporter, re-election to Category B is never guaranteed.

Australia’s re-election to the IMO Council means we will continue to shape and influence international maritime policy and standards for sea transport, contributing to safer shipping, protection of the marine environment, and more efficient supply chains. It also means we are at the forefront of discussions about ways to decarbonise and digitalise the industry, drive gender equity initiatives, and navigate the opportunities presented by emerging technology, global trade trends, and increasing environmental standards.

I wish to extend my sincere appreciation to my colleagues on the AMSA Board for their work throughout the year, including recruitment activities in preparation for the transition following our long-standing CEO’s departure at the end of September 2024. Additionally, on behalf of the Board, I thank AMSA’s employees and management who have delivered significant accomplishments this year, as outlined in this report. I am looking forward to another exciting year ahead for maritime in Australia.



Captain Jeanine Drummond
Chair

Financial summary

AMSA recorded an operating deficit for 2023–24 of \$7.8 million compared to an operating deficit for 2022–23 of \$4.6 million. The 2023–24 result was predominantly driven by increases in employee benefits and depreciation, partially offset by a rise in departmental appropriation.

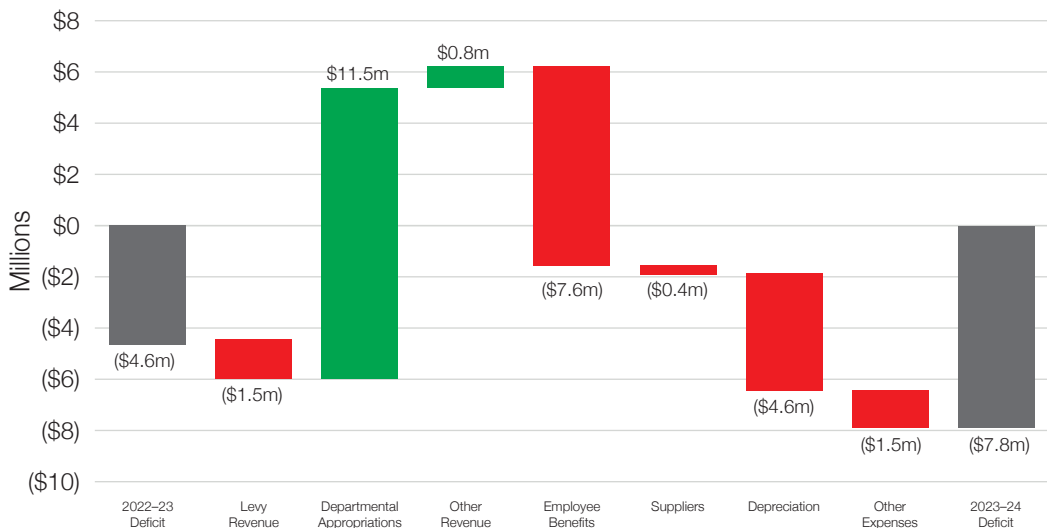
Table 1 summarises the 2023–24 year-end actual results with comparison to the previous financial year.

Table 1 – Summary of 2023–24 financial year results

	2023–24 Actual (\$'000)	2022–23 Actual (\$'000)	Variance to 2022–23 (\$'000)
Revenue	255,537	244,729	10,808
Expenses	263,383	249,377	(14,006)
Net surplus / (deficit)	(7,846)	(4,648)	(3,198)
Average staffing levels	476.5	453.4	23.1

Figure 1 shows the net movements in revenue and operating expenses by classification for 2023–24 against 2022–23 with cumulative and sequential effect.

Figure 1 – Waterfall diagram of net movements for 2023–24



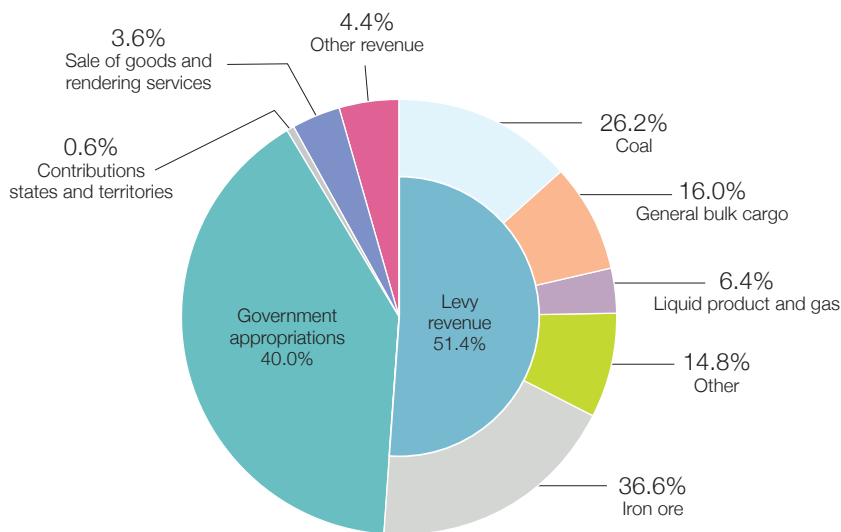
Comprehensive income

Revenue

Total revenue for 2023–24 was \$255.5 million, including live search and rescue (SAR) departmental appropriation funding. This is a total increase of \$10.8 million (or 4.4%) compared to 2022–23.

Figure 2 shows the sources of revenue for 2023–24, with levy revenue broken down into main commodity and vessel classifications.

Figure 2 – Source of revenue for 2023–24



Levy revenue

Net registered tonnage of vessels contributing to levy revenue decreased from 338.4 million in 2022–23 to 334.8 million in 2023–24 (1.1%) with a corresponding decrease in the quantity of vessels liable for levies. This highlights the ongoing challenge facing AMSA's revenue with the cessation of continued growth.

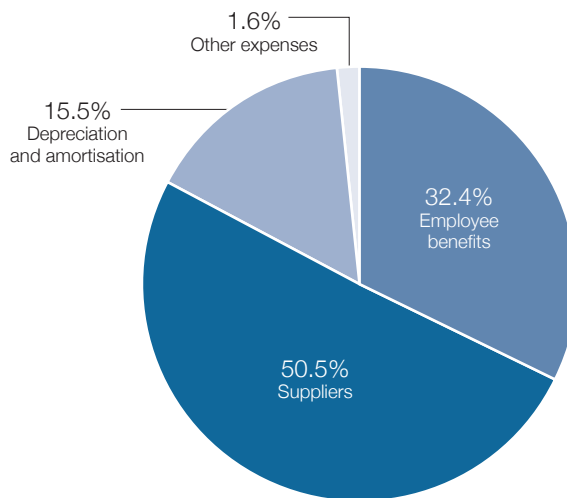
Operating expenses

Total operating expenses for 2023–24 was \$263.4 million (including live SAR expenditure), compared to \$249.4 million in 2022–23.

This represents an increase of \$14.0 million (or 5.6%) from 2022–23. The rise in expenses was mainly driven by an increase in employee benefits (\$7.6 million) corresponding to a growth in average staffing levels to 476.5 in 2023–24 and the impact of the new 2024–27 Enterprise Agreement. In addition, there was an increase in depreciation (\$4.6 million) predominately due to the lease of the new Canberra office.

Figure 3 shows the breakdown of total operating expenditure for 2023–24 by expense classification.

Figure 3 – Operating expenditure breakdown for 2023–24



Financial outlook

AMSA is budgeting for an unadjusted operating deficit of \$15.6 million in 2024–25, with minor surpluses in forward year estimates. The budgeted deficit is driven by a combination of reduction in anticipated cost-recovered levy revenue, and the need to sustain services for the domestic commercial vessel industry noting cessation of interim National System funding for 2024–25.

AMSA's operating results are highly dependent on the stability of levy revenue and risks of potential global disruptions influenced by externalities outside AMSA's control. Risks include impacts of international events on global trade and demand for Australian commodity exports, especially iron ore and coal. There is downside risk to levy revenue for 2024–25 and beyond.

AMSA will continue to invest in our people, initiatives, and projects to enhance our capabilities through the development of a comprehensive and robust regulatory platform to service the future needs of industry, including adoption of new and emerging technologies. This may result in significant expenditure outlays and temporary deficits in the forward years. AMSA will work with the Australian Government to ensure that regulatory services are compliant with maritime safety standards, delivered efficiently, effectively and in a sustainable manner, and funding arrangements are sustainable.





2023–24
Annual
performance
statements

Statement by the accountable authority

As the Accountable Authority of the Australian Maritime Safety Authority (AMSA), the Board presents AMSA's 2023–24 Annual Performance Statements, as required under sub-sections 39(1)(a) and 39(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In the opinion of the Board, the annual performance statements accurately reflect AMSA's performance and comply with subsections 39(1) and 39(2) of the PGPA Act.



Captain Jeanine Drummond
Chair
25 September 2024

Annual Performance Statements

The annual performance statements describe how AMSA performed against the core non-financial performance measures set out in the 2023–24 Portfolio Budget Statements, and the broader non-financial measures in the 2023–24 Corporate Plan. Essentially, the annual performance statements are the 'bookend' to the non-financial measures in both documents (available at amsa.gov.au/about).

AMSA's purpose, vision and mission are described below.

Performance measures are grouped under the three elements of AMSA's vision – safe seas, clean seas, savings lives – and regulatory performance. Together, the measures cover all facets of AMSA's purpose.

Purpose

As Australia's national maritime safety regulator, we are responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution, and search and rescue nationally.

Vision

Safe and clean seas, saving lives.

Mission

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

Role

AMSA is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act). Reflecting the purpose of the AMSA Act, and the functions of AMSA under the Act, our primary role 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 of a maritime nature on a commercial basis to the Commonwealth and/or states and territories

Outcomes and planned performance

AMSA's outcomes and planned performance are detailed in the Portfolio Budget Statement https://www.infrastructure.gov.au/sites/default/files/documents/2023-24_infra_pbs_07_amsa.pdf and Corporate Plan <https://www.amsa.gov.au/corporate-plan-2023-24> for the relevant reporting period.

Outcome 1 – PBS

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.

Related performance measures: 1 and 5.

Related strategic priorities: 1; 2; 3; and 4.

Key activities

- Promote maritime safety
See Strategic priorities 1, 2 and 3 and performance measures 1 and 5
- Protect the marine environment from pollution from ships; and other environmental damage caused by shipping
See Strategic priority 2 and performance measures 4 and 5

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. As Australia’s national maritime regulatory body, AMSA promotes the safety and protection of our marine environment and combats ship-sourced pollution. AMSA provides the infrastructure for safety of navigation in Australian waters and maintains a national search and rescue service for the maritime and aviation sectors.

Related performance measure: 6.

Related strategic priority: 2.

Key activities

- Provide for a national search and rescue service
See performance measure 6

Separate to the annual performance statements, the Annual Report also includes a summary of progress against key initiatives listed in the 2023–24 Corporate Plan – see pages 46–52.

Analysis of performance

In accordance with section 16F(2) of the PGPA Rule, the annual performance statement must include an analysis of factors affecting an entity’s performance in achieving its purposes in the reporting period.

Overall, of the 16 performance measures (including sub-measures) in the annual performance statement, 15 were achieved, and one was not achieved. Of the reportable measures, this represents 93.75% achievement of measures.

Reading the AMSA 2023–24 annual performance statements

Performance measures

The annual performance statements are introduced by a ‘traffic light’ summary of performance against quantitative measures where appropriate, followed by tables providing the detailed results including relevant case studies. Case study topics were selected before the reporting period to avoid bias.

See below for how to read the tables.

How to read the performance tables

Performance measure	Target	Results ¹							
		2020–21		2021–22		2022–23		2023–24	
Name of measure			●		●		●		●
RATIONALE:									
TRAFFIC LIGHT ² : ● Red: ● Amber: ● Green:									
ANALYSIS OF PERFORMANCE ³ :									
CASE STUDY ⁴ :	SOURCE ⁵ :							RPG ⁶ :	
FOOTNOTE ⁷ :									

1. Sets out the result for the measure. For comparative purposes, the past three years' results are also provided where available
2. Where appropriate, traffic light definitions have been established for each performance measure and are explained here.
3. Contextual commentary for the result. If the result is 'green', then this section may be omitted
4. Link to case studies that help illustrate the impact of the measure (where available)
5. The page number from either the 2023–24 Corporate Plan or Portfolio Budget Statements where the measure is described
6. The measure's relationship to the Regulator Performance Guidance principles:
 - Principle 1: Continuous improvement and building trust
 - Principle 2: Risk-based and data-driven
 - Principle 3: Collaboration and engagement
7. The footnotes are drawn from the 2023–24 AMSA Corporate Plan as well as where additional clarification of the results is required.

Snapshot summary – Quantitative

Number	Description	Result
1	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	●
2	Port State control (PSC) risk-based inspection targets are met	●
3	Improvement in the standard of domestic commercial vessels is demonstrated through:	
3.1	The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards	●
3.2	The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia	●
4	Reducing trend in the number of significant pollution incidents	●
5	Timeliness of response to significant oil spill incidents	●
6	Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk	99.4%
7	Specific activities and performance that contribute to continuous improvement and building trust	●
7.1	Satisfaction with the resolution of inquiries through AMSA Connect	●
7.2	Maintenance of ISO certification	●
7.3	Case studies of business process improvement projects	N/A
8	Specific activities and performance that contribute to collaboration and engagement:	●
8.1	Effective communication to stakeholders	●
8.2	Level of regulated community awareness of their obligations and responsibilities	●
8.3	Consultation with our regulated community and key stakeholders is open, transparent, and timely	●
8.4	Regulator Stakeholder Survey	●

Performance measures

Safe seas

Performance measures are grouped under the three elements of AMSA's vision – safe seas, clean seas, savings lives – and regulatory performance. Together, the measures cover all facets of AMSA's purpose.

AMSA's core business supports **safe seas** through activities including but not limited to:

Great Barrier Reef and Torres Strait Vessel Traffic Service (REEFVTS)

REEFVTS enhances navigational safety in the Torres Strait and the inner route of the Great Barrier Reef by interacting with shipping to provide information on potential traffic conflicts and other navigational information.

REEFVTS is provided by the Australian and Queensland governments through arrangements between AMSA and Maritime Safety Queensland (MSQ). The service operates 24 hours a day from the VTS centres operated by MSQ in Townsville and Gladstone. The delivery of REEFVTS has reduced the incidence of groundings in the Great Barrier Reef and Torres Strait by more than 90 per cent since introduction in 2004.

Coastal Pilotage

Coastal pilotage has been compulsory in the Great Barrier Reef since 1991. In 2006, pilotage also became compulsory for the Torres Strait (including the Great North East Channel). Vessels more than 70 metres in length, loaded oil tankers, loaded chemical carriers and loaded liquefied gas carriers (irrespective of length) are required to embark an AMSA-licensed coastal pilot when transiting coastal pilotage areas.

Coastal pilotage passages are defined in Marine Order 54 (Coastal Pilotage) 2014, and include transits conducted throughout the Great Northern East Channel, Torres Strait, Hydrographers Passage and Inner Route pilotage areas, including transits via One and Half Mile passage through the Great Barrier Reef Marine Park.

Port State Control

Port State control inspections are the internationally accepted method to ensure that foreign ships are in a seaworthy condition and operated in accordance with international safety and environmental protection conventions when in the port of another State. AMSA applies the same standards to Regulated Australian Vessels subject to the *Navigation Act 2012* through a flag State control inspection program.

Under the port State control program, AMSA checks that ships are crewed and that crew hold the required certification in accordance with flag State requirements. All port and flag State control inspections include checks for compliance with *Maritime Labour Convention 2006*.

AMSA has around 65 marine surveyors and inspectors at major ports around Australia's coastline. AMSA typically conducts over 3000 port state and flag state control inspections annually.

Incident Reporting and Analysis

AMSA encourages operators to take responsibility for safety outcomes through implementation of effective safety managements systems, safe operations and appropriately trained crew.

In the event of a reportable incident, commercial vessel owners and masters must report the incident to AMSA within 72 hours. Reportable incidents include deaths or serious injuries, loss of a vessel, loss of a person from a vessel, grounding, sinking, flooding or capsize, significant damage to or fouling of a vessel, structural failure, collisions and close quarters situations.

The information provided in incident reports is analysed to identify patterns and connections between incidents that take place across Australia, and informs the development, prioritisation and implementation of safety strategies.

Performance measure 1

Performance measure	Target	Results							
1		2020–21		2021–22		2022–23		2023–24	
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%	1.16%	● (target was <0.5%)	0.81%	● (target was <0.5%)	0.79%	● (target <1.5%) ^[1]	1.08%	● (target <1.5%)
<p>RATIONALE: Indicates whether standards are being met.</p> <p>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.</p>									
<p>TRAFFIC LIGHT:</p> <p>● more than 1.5%</p> <p>● between 1.3% and 1.5%</p> <p>● less than 1.3%</p>									
<p>ANALYSIS OF PERFORMANCE:</p> <p>In 2023–24 there has been an increase in reported very serious and serious marine incidents, however this remains proportionate with port arrivals and within target tolerances. AMSA has observed an increase in reported serious injuries in 2023–24 captured within the serious marine incidents category. As a result, AMSA has included this as a focus area (Risk Area 2.1) in the 2024–25 National Compliance Plan. AMSA will continue to monitor this measure.</p> <p>AMSA continues to work with industry to address the reasons for the historical culture of non-reporting. The subsequent increase in reporting since 2016, combined with the increased inspection numbers, represents an improvement in safety in the 2023-24 reporting period.</p>									
<p>CASE STUDY:</p> <p>N/A</p>	<p>SOURCE: 2023–24 Portfolio Budget Statement: https://www.infrastructure.gov.au/sites/default/files/documents/2023-24_infra_pbs_07_amsa.pdf</p> <p>2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial</p>							<p>RPG:</p> <p>Principle 2</p>	
<p>FOOTNOTE:</p> <p>[1] Change to target: an increase in reporting (encouraged by AMSA), more accurate reporting and coding of severity of incident data since 2017 has identified that this performance measure tracks above the previous <0.5% target. The four-year rolling average is tracking at 0.98%. Additionally, there has been a significant increase (45%) in reporting between 2015–16 and 2020–21. To ensure that the target is effective, realistically reflects current trends and improvement in data reporting and noting the result of this performance measure in the last three years, the target has been changed to <1.5% from 2022–23 onwards.</p>									

Performance measure 2

Performance measure	Target	Results						
2		2020–21	2021–22		2022–23		2023–24	
Port State control (PSC) risk-based inspection targets are met	100%	<i>Measure not in place</i>	100%	●	100%	●	100%	●
<p>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.</p>								
<p>TRAFFIC LIGHT:</p> <ul style="list-style-type: none"> ● below 97% of inspection target met ● more than 97%, but below 100% of inspection target met ● 100% of inspection target met 								
<p>ANALYSIS OF PERFORMANCE:</p> <p>Port State Control (PSC) Targeting Risk Category (RC) status reflects Inspection rates are on track.</p> <p>RC1: 59.4%</p> <p>RC2: 27.7%</p> <p>RC3: 17%</p> <p>RC4: 15.6%</p> <p>RC5: 15.7%</p> <p>In September 2023 a new PSC targeting model was implemented. This model replaced the previous CSIRO Priority 1 – 4 method and provides a richer source of information using global datasets which were not previously available to AMSA. This allows AMSA to better focus our finite resources on the most appropriate ships on a given day.</p> <p>This new algorithm focuses on the chance of a casualty as well as the chance of being detained. A casualty is defined by the IMO Casualty Investigation Code.</p> <p>The new algorithm is weighted 75% towards the risk of a casualty. Each ship's risk is relative to the global shipping fleet calculated at every port arrival.</p> <p>Using this new algorithm AMSA's detention rate has increased, to 6.7%, against a 10-year average of 6.0%.</p> <p>Inspections are identifying more deficiencies on the highest risk ships (61% of the highest risk ships inspected have deficiencies), and fewer deficiencies on the lowest risk ships (45% of lowest risk ships inspected have deficiencies).</p> <p>This shows that the algorithm is helping focus AMSA's resources on the most appropriate ship in a port. The algorithm however is only one tool, and AMSA surveyors also consider local intelligence and MLC complaints to determine which ship to inspect.</p>								
<p>CASE STUDY:</p> <p>Ineffective remote surveys by Recognised Organisations (page 21)</p>		<p>SOURCE: 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial</p>					<p>RPG:</p> <p>Principle 2</p>	

Case study

Ineffective remote surveys by Recognised Organisations

During COVID-19 remote surveys were adopted as there was no option to have an in-person survey. After COVID-19, the prevalence of remote surveys by Recognised Organisations (ROs) has expanded in the maritime industry for both Classification and Statutory services. AMSA observed that remote surveys are being used as an alternative due to commercial reasons, primarily cost saving.

The use of a remote survey over an in-person physical survey has additional risks. A remote survey may not detect as many defects or issues on a vessel that an in-person survey may do.

There are instances where remote surveys are not appropriate such as when the vessel has been detained. A detained vessel has a serious defect which poses a risk to the crew, vessel, or environment.

AMSA has found several instances where a remote survey was conducted on detained vessels finding no deficiency or that the defect has been rectified, however when AMSA returned to inspect, the serious defect had not been repaired, and the risk still remained.

An example of ineffective remote surveys is shown at figure 1. A Port State control inspection identified deficiencies in the generator – the alternator exploded during testing.



Figure 1: Components ejected from alternator (part of the generator) when tested

After the inspection, the RO undertook a remote survey attesting that the generator was fully operational, while the AMSA Port State Control Office (PSCO) was holding pieces of the generator (pictured above). The remote survey was ineffective and did not ensure that the defect was rectified.










To address this issue, AMSA determined that remote surveys would not be accepted if a vessel has been detained. The policy was published on the AMSA website for all stakeholders to understand AMSA's position, and the policy was provided directly to all AMSA ROs.

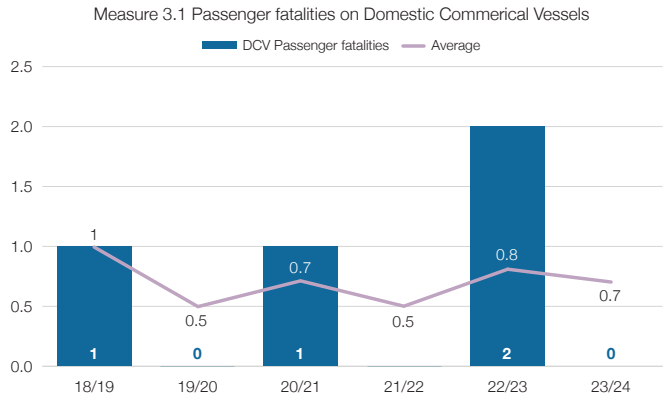
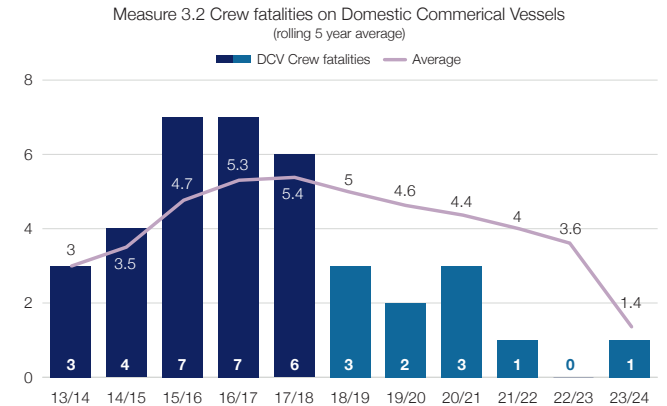
Several flag States expressed their appreciation of AMSA taking a firm stance in ensuring ship safety and protection of the marine environment.

Outcome

AMSA's published policy has assisted in ensuring robust discussions over the efficacy of remote surveys undertaken by ROs. AMSA has clearly articulated our expectations to ensure maritime safety, seafarer welfare and to protect the marine environment.

Performance measure 3

Performance measure	Target	Results							
3		2020–21	2021–22	2022–23	2023–24				
Improvement in the standard of domestic commercial vessels is demonstrated through:									
3.1 The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards	Trending downwards	1	 (target changed to less than rolling average since 2013)	0.5		0.8	 ^[1]	0.7	
3.2 The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia	Less than or equal to 7	Measure not in place	Measure not in place	1.8		1.4			
<p>RATIONALE: Both sub-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.</p> <p>For 3.2, AMSA’s target is less than the average of comparative industries (n=7) – agriculture; forestry and fishing and transport; postal and warehousing (as at 2020 Safe Work Australia data). AMSA will continue to monitor and review to ensure selected industries remain relevant.</p>									
<p>TRAFFIC LIGHT:</p> <p> Absolute number of deaths in a given year is above the average</p> <p> Absolute number of deaths in a given year is equal to the average</p> <p> Absolute number of deaths in a given year is less than the average</p>									

Performance measure	Target	Results																																				
ANALYSIS OF PERFORMANCE:																																						
<p>3.1: There were no passenger fatalities reported in the 2023–24 financial year. This measure is currently trending downwards and reported as 'green'. The average operational passenger fatalities since 1 July 2018 is 0.7, a decrease from 0.8 reported in 2022–23 financial year.</p>																																						
<p>Measure 3.1 Passenger fatalities on Domestic Commerical Vessels</p>  <table><thead><tr><th>Financial Year</th><th>DCV Passenger fatalities</th><th>Average</th></tr></thead><tbody><tr><td>18/19</td><td>1</td><td>1.0</td></tr><tr><td>19/20</td><td>0</td><td>0.5</td></tr><tr><td>20/21</td><td>1</td><td>0.7</td></tr><tr><td>21/22</td><td>0</td><td>0.5</td></tr><tr><td>22/23</td><td>2</td><td>0.8</td></tr><tr><td>23/24</td><td>0</td><td>0.7</td></tr></tbody></table>			Financial Year	DCV Passenger fatalities	Average	18/19	1	1.0	19/20	0	0.5	20/21	1	0.7	21/22	0	0.5	22/23	2	0.8	23/24	0	0.7															
Financial Year	DCV Passenger fatalities	Average																																				
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22/23	2	0.8																																				
23/24	0	0.7																																				
<p>3.2 There was one operational crew fatality in the 2023–24 financial year. The fatal incident involved a small (<7.5m) vessel that capsized with three persons onboard. Two survivors were located, and the third person was found deceased. The average DCV operational crew fatalities since the 2019–20 financial year is 1.4, this has continued to decline from a peak of 5.4 in the 2017–18 financial year. Of the 37 operational crew fatalities that have occurred since 1 July 2013, only 10 occurred after 1 July 2018 (commencement of service delivery by AMSA).</p>																																						
<p>Measure 3.2 Crew fatalities on Domestic Commerical Vessels (rolling 5 year average)</p>  <table><thead><tr><th>Financial Year</th><th>DCV Crew fatalities</th><th>Average</th></tr></thead><tbody><tr><td>13/14</td><td>3</td><td>3.0</td></tr><tr><td>14/15</td><td>4</td><td>3.5</td></tr><tr><td>15/16</td><td>7</td><td>4.7</td></tr><tr><td>16/17</td><td>7</td><td>5.3</td></tr><tr><td>17/18</td><td>6</td><td>5.4</td></tr><tr><td>18/19</td><td>3</td><td>5.0</td></tr><tr><td>19/20</td><td>2</td><td>4.6</td></tr><tr><td>20/21</td><td>3</td><td>4.4</td></tr><tr><td>21/22</td><td>1</td><td>4.0</td></tr><tr><td>22/23</td><td>0</td><td>3.6</td></tr><tr><td>23/24</td><td>1</td><td>1.4</td></tr></tbody></table>			Financial Year	DCV Crew fatalities	Average	13/14	3	3.0	14/15	4	3.5	15/16	7	4.7	16/17	7	5.3	17/18	6	5.4	18/19	3	5.0	19/20	2	4.6	20/21	3	4.4	21/22	1	4.0	22/23	0	3.6	23/24	1	1.4
Financial Year	DCV Crew fatalities	Average																																				
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CASE STUDY: N/A	SOURCE: 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial	RPG: Principles 1 and 2																																				
FOOTNOTE: [1] Average 2021–22 = 0.5, 2022–23 = 0.8.																																						

Clean seas

Performance measures are grouped under the three elements of AMSA's vision – safe seas, clean seas, savings lives – and regulatory performance. Together, the measures cover all facets of AMSA's purpose.

AMSA's core business supports **clean seas** through activities including but not limited to:

Marine Environment Incident Response

AMSA prepares for and responds to marine pollution incidents from shipping. The National Plan for Maritime Environmental Emergencies (National Plan) sets down arrangements for Federal, State and Territory cooperation in response to pollution incidents. The National Plan applies to pollution of the marine environment by oil or hazardous and noxious substances, originating from vessels and offshore petroleum activities.

Oil spill response in the Pacific

AMSA represents Australia in the Pacific Islands Regional Marine Spill Contingency Plan (PACPLAN). The plan provides the framework for cooperative regional responses to major marine spills in the Pacific Islands region and sets out how Pacific Island countries can request assistance from Australia, New Zealand, France or the United States.

Regional cooperation on transboundary pollution

AMSA has bilateral non-binding arrangements with France, Indonesia, Papua New Guinea, New Caledonia, and New Zealand to facilitate cooperation during significant marine pollution events. These agreements are intended to ensure that AMSA and our regional partners can coordinate joint responses effectively during incidents with a risk of transboundary marine pollution.

Marine pollution response activities outside of Australian waters are cost recovered by AMSA.

Emergency Towage

The National Plan sets out a minimum level of emergency towage capability around the Australian coastline.

Emergency towage is the initial response to assist a ship that is incapacitated and in danger of grounding, sinking or other types of casualty at sea.

AMSA has a contract to supply and operate a primary dedicated emergency vessel in the Great Barrier Reef Marine Park and also holds a number of secondary contracts for emergency towing around Australia's entire coastline.

Performance measure 4

Performance measure	Target	Results							
4		2020–21		2021–22		2022–23		2023–24	
Reducing trend in the number of significant pollution incidents	Trending downwards	0	●	2	●	0	●	0	●
<p>RATIONALE: AMSA's operations, such as ship inspections, safety education and regulation, are 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.</p> <p>A significant pollution incident is now defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies.</p>									
<p>TRAFFIC LIGHT:</p> <p>● One or more level 2 incident reported to AMSA</p> <p>● N/A for this measure</p> <p>● No level 2 incidents reported to AMSA</p>									
<p>ANALYSIS OF PERFORMANCE:</p> <p>There were no significant pollution incidents reported in the 2023–24 financial year.</p>									
CASE STUDY: N/A	<p>SOURCE: 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9</p>							<p>RPG: Principle 1</p>	

Performance measure 5

Performance measure	Target	Results							
5		2020–21		2021–22		2022–23		2023–24	
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.	Met	●	Met	●	Met	●	Met	●
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.									
TRAFFIC LIGHT: <div><div>●</div> Response time is greater than four hours</div> <div><div>●</div> N/A</div> <div><div>●</div> Response time is equal to or less than four hours</div>									
ANALYSIS OF PERFORMANCE: There were no incidents this year. AMSA has arrangements in place to activate response personnel and equipment stockpiles within four hours of notification should a Level 2 or higher incident occur. There is a testing regime in place to ensure the capability is available when required.									
CASE STUDY: N/A	SOURCE: 2023–24 PBS: https://www.infrastructure.gov.au/sites/default/files/documents/2023-24_infra_pbs_07_amsa.pdf 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9							RPG: N/A	

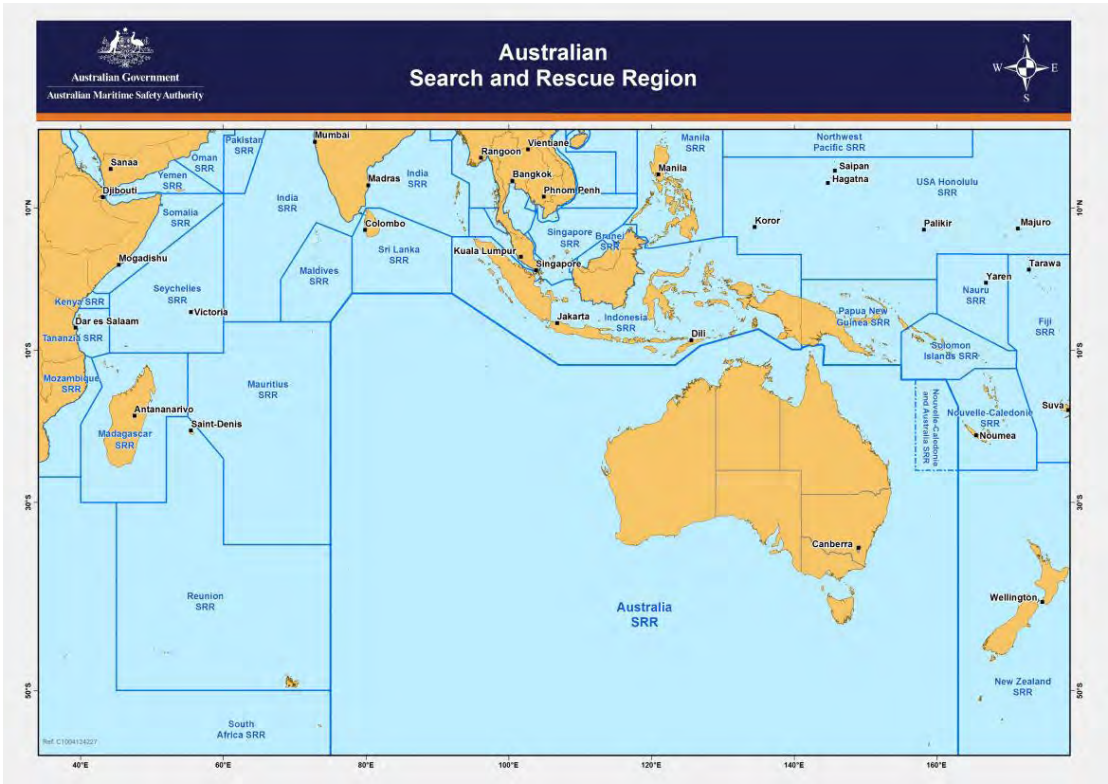
Saving lives

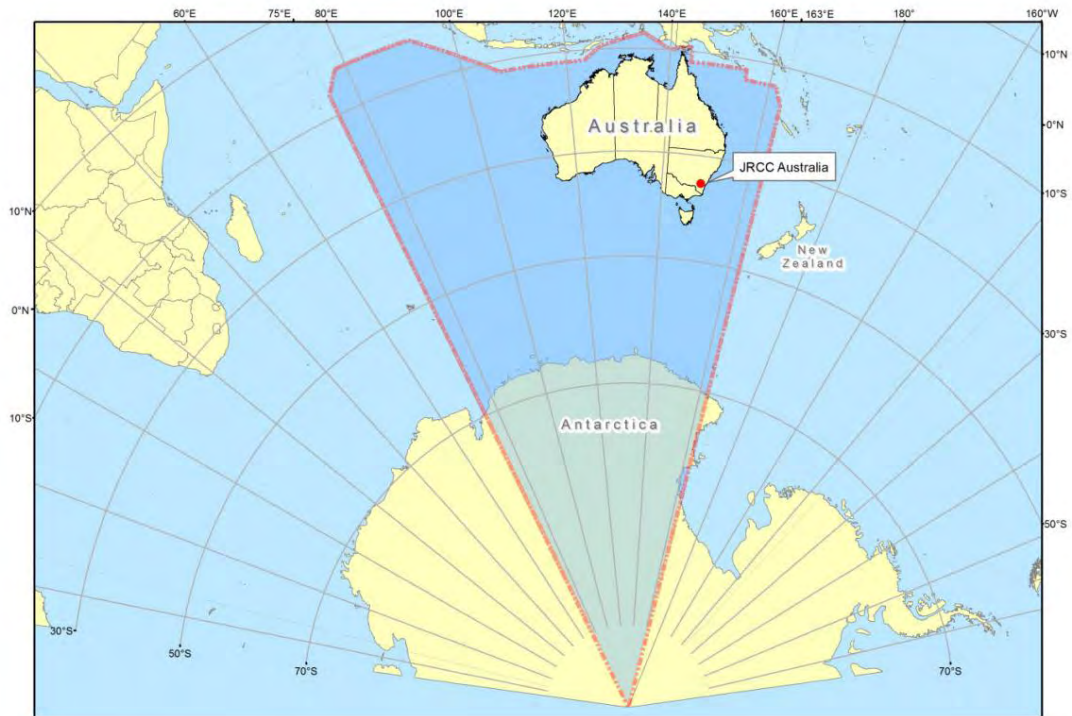
Performance measures are grouped under the three elements of AMSA's vision – safe seas, clean seas, savings lives – and regulatory performance. Together, the measures cover all facets of AMSA's purpose.

AMSA's core business supports **saving lives** through activities including but not limited to:

Search and rescue coordination

Australia is responsible for an internationally agreed search and rescue region which covers Australia, large areas of the Indian, Pacific and Southern oceans, the Coral and Timor seas, and most of the Australian Antarctic territories to the South Pole. This is almost 53 million square kilometres (or about 10 per cent of the earth's surface).





Cooperative arrangements with other search and rescue agencies support international and national coordination of maritime and aviation search and rescue.

AMSA meets Australia's search and rescue obligations under the:

- *International Civil Aviation Convention* (Chicago Convention);
- *International Convention for the Safety of Life at Sea* (SOLAS Convention) 1974; and
- *International Convention on Maritime Search and Rescue* 1979.

AMSA provides coordination of a national search and rescue service for both maritime and aviation search and rescue incidents. Responses are coordinated by the 24-hour AMSA Response Centre in Canberra.

AMSA does not own resources to conduct search and rescue operations. AMSA contracts aviation assets and relies on ships to assist. The state and territory police and the Australian Defence Force (ADF) also assist.

The National Search and Rescue Council is a cooperative body comprised of AMSA, the ADF and state and territory police services, which is responsible for national search and rescue response arrangements.

Search and Rescue Aircraft

AMSA contracts a fleet of dedicated search and rescue aircraft located at strategic locations around Australia and also contracts general aviation operators for search and rescue on a panel managed 'as needs' basis. Under a 12-year contract to the value of \$640 million, Leidos provides four Bombardier Challenger CL-604 jets converted for their search and rescue role.

The aircraft have a response time of 30 minutes during the day and 60 minutes at night. The aircraft have a crew composition of five: two pilots, a mission coordinator and two search observers. The aircraft capabilities include:

- a range of more than 6000 kilometres and a top speed of 900 kilometres per hour
- ability to air drop equipment to survivors (enough life rafts for 200 people in the water); and
- a suite of modern sensors and equipment including satellite communications, high definition colour and infra-red cameras, and a visual anomaly detection system designed to identify search targets under the aircraft.

In addition to the dedicated SAR aircraft, AMSA maintains a panel of contracted fixed-wing and rotary-wing aircraft available for SAR.

- Rotary wing rescue
Rescue capable and winch-equipped helicopters and crew for rescue, homing to distress beacons, visual search, and limited supply dropping
- Rotary wing search
Helicopters and crew for homing to distress beacons and visual search
- Fixed wing search
Fixed wing aircraft and crew for homing to distress beacons, visual search and communications relay

Distress Beacons

Australia has the second largest distress beacon register and the largest distress beacon ownership per capita in the world. There are currently around 756,000 beacons registered and on average AMSA registers 57,000 beacons each year.

There are three types of 406MHz distress beacons:

- Emergency Position Indicating Radio Beacons (EPIRBs) used in ships and boats;
- Emergency Locator Transmitters (ELTs) used in aircraft; and
- Personal Locator Beacons (PLBs) which are hand-held, multi-purpose beacons that have utility across remote areas.

AMSA provides education and advice to industry about the purchase, disposal, registration, activation and requirements for a distress beacon.

Satellite Distress Beacon Detection System

The detection and processing of distress beacons uses the medium-altitude earth orbit search and rescue (MEOSAR) satellite system. This replaces the low-altitude system and is designed to reduce beacon detection times and improve accuracy. Australia and New Zealand's MEOSAR systems work cooperatively to support seamless data transfer between respective Rescue Coordination Centre's in the event of a beacon activation. AMSA has contractual arrangements with TechnoSciences Inc for the management of beacon alerting.

Performance measure 6

Performance measure	Target	Results							
6		2020–21		2021–22		2022–23		2023–24	
Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk ^[1]	100% ^[2]	98%	●	92%	●	99.14%	●	99.4%	N/A (see below)
<p>RATIONALE: Measures AMSA's overall search and rescue (SAR) coordination capability to respond to persons at risk within the Australian search and rescue region.</p> <p>A person at risk includes both the NATSAR 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.</p> <p>A life is considered to have been saved (as defined by NATSAR and AMSA) “when the person has been retrieved from a distress situation, provided for initial medical or other needs, and delivered to a place of safety.”</p> <p>Lives assisted are defined by NATSAR and AMSA 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.”</p>									
<p>TRAFFIC LIGHT:</p> <p>Before 2022–23, a result of anything less than 100 percent delivered a ‘red’ result. Given the challenges associated with live SAR and performance year-on-year consistently above 90 percent, management determined that a ‘red’ result was not an accurate reflection of performance. AMSA now reports the percentage only.</p>									
<p>ANALYSIS OF PERFORMANCE:</p> <p>AMSA continues to deliver efficient and effective national search and rescue services across the Australian Search and Rescue Region.</p>									
<p>CASE STUDY:</p> <p>Case study 1: Cessna C421 (Light Aircraft) ditching - Northeast of Brisbane p31</p> <p>Case study 2: Emergency distress beacon - yacht with two people onboard aground on Eves Reef p32</p>	<p>SOURCE: 2023–24 PBS: https://www.infrastructure.gov.au/sites/default/files/documents/2023-24_infra_pbs_07_amsa.pdf</p> <p>2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9</p>							<p>RPG:</p> <p>N/A</p>	
<p>FOOTNOTE:</p> <p>[1] Replaces previous measure 6: ‘Save as many lives as possible of those at risk’. The change reflects the reality that while AMSA is the coordinating authority for rescue efforts in Australia’s search and rescue region, the rescue may be executed by one of our public or private sector partners.</p> <p>[2] AMSA’s intention is to coordinate the response to save all lives at risk (100 per cent). In practicality, the circumstances surrounding individual incidents — for example, severe medical conditions requiring specialist treatment, or bad weather— affect the possibility of success of a search and rescue response. This reality is reflected in the previous results, ranging between 95-99 per cent annually.</p>									

Search and rescue case studies

Case studies demonstrating AMSA's search and rescue activities have been randomly selected to remove the potential for bias in reporting.

Case study 1

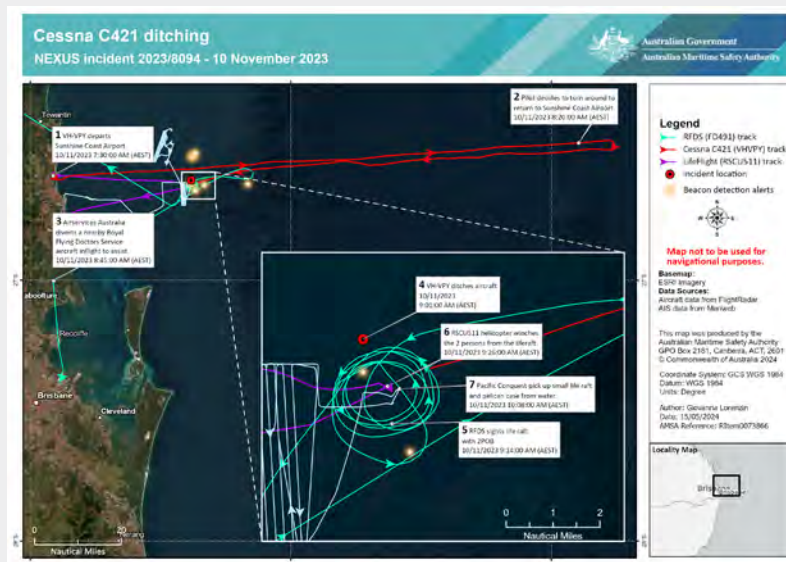
Cessna C421 (Light Aircraft) ditching – Northeast of Brisbane

During the morning of Friday 10 November 2023, the AMSA Response Centre was advised that a twin engine aircraft (VH-VPY C421) with two crew on board, en route to Pago Pago, American Samoa from the Sunshine Coast, reported an engine failure approximately 100NM (180km) east of the Sunshine Coast and was attempting to return to the airport.

Shortly after however, the aircraft was forced to commence descent, the crew called an emergency and feared a ditching into the water was likely. Within 15 minutes, the AMSA Response Centre assumed coordination of the response, and tasked two rescue helicopters, the Cairns based AMSA Challenger, and a Royal Flying Doctor Service aircraft, as well as a Queensland Water Police vessel to respond.

The aircraft crew were able to successfully ditch the aircraft and evacuate to a life raft. One of the rescue helicopters was able to winch both crew members to safety within approximately 25 minutes following the ditching (within an hour of the incident). Both crew members were taken to the Sunshine Coast University Hospital for assessment. The aircraft was observed by the rescue helicopter to have sunk shortly after retrieving the crew.

The story was reported in the Guardian Australia newspaper: <https://www.theguardian.com/australia-news/2023/nov/10/queensland-plane-crash-mooloolaba-lifeflight-rescue>



Case study 2

Emergency distress beacon – Yacht with two people onboard aground on Eves Reef

On the morning Friday of 16 February 2024, the AMSA Response Centre detected an emergency distress beacon associated with the vessel SV *Andromeda* approximately 12 NM (23 kilometres) off Cape Melville.

The AMSA Response Centre was unable to contact the vessel, but emergency contacts confirmed the vessel was on a voyage to Cairns with two people onboard. Within 15 minutes of the beacon detection, a broadcast to shipping was issued and Queensland Water Police were requested to assist with a surface search response. A Defence aircraft was tasked to investigate the location of the beacon detection who located the yacht aground and taking on water on Eves Reef. Due to a lack of rescue-capable aircraft in the area and the distance the Water Police vessel had to travel, the AMSA Response Centre diverted the nearby MV *Northern Diamond* to respond.

Once on scene the MV *Northern Diamond* launched a rescue boat and was able to safely rescue both crew members from the SV *Andromeda*. The two crew remained onboard MV *Northern Diamond* until they could be safely disembarked the following day.



SV *Andromeda* aground



Rescue boat from MV *Northern Diamond* approaching SV *Andromeda*

Regulatory performance

As a regulator, AMSA is required to report against our regulatory performance.

Our measures are predominantly at an outcome level and measure the achievement of our purpose and vision – safe and clean seas, saving lives. AMSA also include some measures that demonstrate our performance against the three principles of regulator best practice described in the Department of Prime Minister and Cabinet's Regulator Performance Guide (June 2021):

- continuous improvement and building trust (see also performance measures 4 and 7)
- risk-based and data-driven (see performance measures 1, 2, 3)
- collaboration and engagement (see performance measure 8 below)

Performance measure 7

Regulator best practice Principle 1: Continuous improvement and building trust

Performance measure	Target ^[1]	Results							
7		2020–21		2021–22		2022–23		2023–24	
Specific activities and performance that contribute to continuous improvement and building trust									
7.1 Satisfaction with the resolution of inquiries through AMSA Connect	90%	91.3%	●	90.3%	●	91.2%	●	90.9%	●
7.2 Maintenance of ISO certification	Maintained	Measure not in place		Achieved	●	Achieved	●	Achieved	●
7.3 Case studies of business process improvement projects	See case studies	Measure not in place						See case studies	
<p>RATIONALE: Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.</p> <p>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 that AMSA understands the issues, are listening and evolving our systems and capabilities to improve.</p> <p>A focus on continuous improvement is a key requirement of ISO certification, evidenced by case studies.</p>									
<p>TRAFFIC LIGHT:</p> <p>Results of sub-measures are given the following weightings:</p> <p>7.1 – 0.3. Data is available, auditable and defensible. Quantity of data is substantial</p> <p>7.2 – 0.5. Maintenance of ISO certification is determined by an external, independent body. Results are demonstrable and defensible</p> <p>7.3 – 0.2. Case studies, while demonstrating achievement, could be viewed as biased. AMSA tries to address bias by selecting case studies at the start of the reporting period so the outcomes are unknown at the time of selection.</p> <p>● Cumulative targets of sub-measures not achieved.</p> <p>● Cumulative targets of sub-measures are largely achieved</p> <p>● Cumulative targets of sub-measures are achieved</p>									

Performance measure	Target ^[1]	Results
ANALYSIS OF PERFORMANCE: Cumulative performance: ACHIEVED 7.1: Satisfaction with the resolution of enquiries 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 that AMSA understands the issues, are listening and evolving our systems and capabilities to improve. 7.2: Maintenance of ISO certification AMSA was certified against three ISO standards: <ul style="list-style-type: none">• ISO 9001:2015: Quality Management Systems – Requirements• ISO 1400:2015 Environmental Management Systems – Requirements and guidance for use• ISO 45001:2018 Occupational Health and Safety Management System – Requirements and guidance for use AMSA management has elected not to maintain certification against these standards, and in September 2024 certification ceased. This sub-measure has been removed from the 2024-25 AMSA Corporate Plan. 7.3: Case studies of business process improvement projects See case studies below		
CASE STUDY: Inspections Targeting Solution (page 35) Domestic Stakeholder Engagement (page 36) National System Costing (page 37) Diversity and Inclusion Strategy (page 38)	SOURCE: 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9	RPG: Principle 1
FOOTNOTE: [1] Each demonstration activity is different. Not all have quantifiable targets currently or are suitable candidates for quantifiable targets.		

Case studies: business process improvement

AMSA is committed to providing the highest quality services, enhancing environmental performance, upholding exemplary standards of workplace health and safety, and continually improving the way it does business.

A culture of improvement drives staff engagement and efficiency, promotes customer and stakeholder respect as a regulator, and enables AMSA to grow and innovate. The following case studies were identified in the 2023–24 Corporate Plan, provide a snapshot of the types of business improvement projects undertaken by AMSA in the reporting period and demonstrate commitment to principle 1 of the Regulator Performance Guide: continuous improvement and building trust.

Case study: Inspections targeting solution

In September 2023 AMSA introduced a new inspection targeting solution (algorithm).

This solution, which considers both the chance of a casualty and the chance of being detained, allows us to better focus our finite resources on the highest risk ships on a given day.

A casualty is defined by the IMO Casualty Investigation Code. The new algorithm is weighted 75% towards the risk of a casualty. Each ship's risk is relative to the global shipping fleet calculated at every port arrival. The algorithm has been partly implemented to date, with the initial indications that its implementation has been positive.

AMSA staff received training in the use of the new algorithm prior to its launch.

The results over the time period show that AMSA is using its resources more effectively and targeting higher risk vessels. This is demonstrated by the slight increase in the detention rate and the increase in deficiencies found on vessels perceived as higher risk.

Outcome

Using this new algorithm our detention rate has increased, to 6.7 per cent, against a 10-year average of 6.0 per cent. Inspections are identifying more deficiencies on the highest risk ships (61 per cent of the highest risk ships inspected have deficiencies). We find fewer deficiencies on the lowest risk ships (45 per cent of lowest risk ships inspected have deficiencies). This shows that the algorithm is helping focus our resources on the most appropriate ship in a port. The algorithm however is only one tool, and AMSA Surveyors also rely upon local intelligence and MLC complaints on which ship to inspect.

Case study: Domestic Stakeholder Engagement – Improve AMSA's domestic stakeholder engagement capabilities

The recent Phase 1 review of Marine Order 504 (Certificates of operation and operation requirements – national law) 2018 strengthened the lifejacket wear requirements for domestic commercial vessels. It improved a range of other operational safety requirements including strengthening fatigue management, clarifying the minimum crewing requirements and ensuring ongoing alignment with the recently remade Marine Order 505 (Certificates of competency – national law) 2022.

AMSA established an industry working group made up of representatives from different sectors of the domestic commercial vessel industry to co-design the proposed amendments and ensure that they were practical, proportionate and fit-for-purpose.

In addition, two rounds of wider industry consultation were conducted on the proposed changes. The first round explored the safety benefits and feasibility of strengthening lifejacket wear requirements for domestic commercial vessels to minimise the risk of drowning. In total 1,375 submissions were received. Industry feedback showed a strong preference for a risk-based approach where operators would be required to include lifejacket wear in their risk assessment as part of the Safety Management System.

The second round of consultation sought feedback on the full suite of final proposed changes. AMSA received 46 submissions, which were largely supportive of the changes.

To help industry understand and comply with the new requirements under the revised marine order, and ahead of its implementation, AMSA ran an education campaign which outlined the changes and provided guidance to help industry review their current operational practices and make amendments to align with the new requirements where appropriate. Commencing in May 2023, the education campaign included a series of online and face-to-face information sessions held during July and August 2023. These sessions were organised in cooperation with Seafood Industry Australia and a total of 390 people attended. These sessions encouraged dialogue between AMSA and industry operators, which enriched the learning experience and aided in achieving understanding and compliance with the new requirements. AMSA intends to continue to adopt this approach for future complex, nuanced regulatory changes.



Photo: Claire Cunningham, Liaison Officer – Tasmania, presenting at Lakes Entrance information session

A focused inspection campaign conducted between October and November 2023 on a total of 289 vessels (Class 1, 2 and 3) identified a consistent level of compliance across the fleet. Additional education will be undertaken to target areas of lowest compliance.

Industry feedback is a key driver in our endeavour to continue improving our stakeholder engagement capabilities. At the completion of the campaign a user research engagement survey was undertaken to look at ways to improve how AMSA communicate important changes to industry.

Survey results indicated that 81 percent of respondents were aware of the changes, 56 percent recalled seeing campaign material and 52 percent were positive or very positive about the campaign.

Based on feedback received during the recent review of Marine Order 504, AMSA will be looking to develop more industry specific guidance, explore options for more online information sessions (webinars) and continue to work closely with industry groups and representatives.

The strong relationship between AMSA and industry highlights the effectiveness of our stakeholder engagement, and together we can continue to ensure safe vessel operations.

Case study: National System Costing

AMSA committed to undertake a National System costing review as a business improvement initiative in its 2023–24 Corporate Plan. Subsequently, during the 2023–24 Budget, the Australian Government announced the *Australian Transport Safety and Investigation Bodies Financial Sustainability Review* (the Review) to consider operations, potential efficiencies, and options for future funding and regulatory charging arrangements for Australia's transportation agencies, which included AMSA. This Review considered matters from *Independent Review of Domestic Commercial Vessel Safety Legislation and Costs and Charging Arrangements* (National Law Review) on delivery costs of National System and future funding options that commenced in 2022.

As part of the Review, an independent external consultant was engaged by the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to review and enhance AMSA's activity-based costing (ABC) model. The consultant improved AMSA's model by dissecting activities into distinct and more robust granular levels with functions across more than 6,000 tasks and 400 activities. Senior managers provided inputs on estimated time for each task of a specific activity, with estimated volumetric data applied to build-up costs using a bottom-up approach to ABC.

The output of this enhanced ABC model is the first step in identifying AMSA's efficient costs of service delivery, including regulatory functions and fee-based activities of the domestic commercial vessel sector (National System).

AMSA is planning to undertake a more thorough enhancement to its ABC model in 2024–25, including potential of using timesheets for specific functions, measuring efficiency through benchmarking direct and overhead activities, and will aim in the long-run to reduce administrative burden and costs to regulated entities without compromising on safety. This will provide management and AMSA's external stakeholders with better understanding of the efficient costs required for service delivery across all AMSA's activity outputs.

Case study: Diversity and Inclusion strategy

Guided by a shared vision – safe and clean seas, saving lives, as Australia's national maritime regulatory body, our work spans across cities, regions, time zones, land, sea and sky. The scale of our operations means that representing the demographics and perspectives of the broader Australian community in our workforce and in the services we provide is paramount to the ongoing success of our organisation.

AMSA continues to move forward with our diversity and inclusion goals. Our continued designation as an Inclusive Employer, since 2021, by the Diversity Council of Australia demonstrates our significant progress towards embedding inclusive values and fostering a cohesive organisational culture at AMSA. AMSA is proud of our achievements and acknowledge that there is more work to do. AMSA is passionate about growing a workforce that is respectful, connected and purpose-driven, where individuals feel valued and recognised for their contributions.

The maritime sector has traditionally struggled to engage a diverse range of candidates, particularly women and Indigenous peoples. As an industry leader, AMSA is committed to working to address the challenges around talent attraction, development and retention. Since 2019 AMSA has offered 25 domestic scholarship opportunities through the University of Tasmania and the University of Wollongong with 16 of these scholarships offered to female students. AMSA continues to support opportunities for women and other underrepresented groups seeking to enter the industry. AMSA has recently added two new scholarships for indigenous students to its scholarship portfolio. Additionally through our international scholarship program AMSA has been able to support 10 women from the Indo-Pacific region to complete a Master of Science in Maritime Affairs through the World Maritime University.

AMSA developed the Diversity and Inclusion Strategy 2023–27 to reaffirm our commitment to embedding diversity and inclusion in all facets of our organisation. The Strategy provides a clear strategic direction for our diversity and inclusion activities over the next four years. Moreover, it outlines comprehensive governance arrangements to ensure visibility and accountability for our diversity and inclusion efforts.

Aligned with our Strategy 2030, Corporate Plan, and Core Capability Framework, over the next four years AMSA will continue to focus on creating a diverse and cohesive workforce that has a thriving culture of inclusion. Our diversity and inclusion strategy has been purposefully linked to our priorities outlined in our Strategic Workforce Plan 2022 – 2027, to ensure that our diversity and inclusion activities support our organisation's ambition to create a workforce that is future ready.








Through our guiding Diversity and Inclusion Strategy 2023–2027, AMSA outlined our dedication towards promoting a culture of diversity, equity, and inclusion, ensuring that everyone feels valued and respected. Additionally, work has commenced to craft an Accessibility Action Plan, which outlines specific strategies and actions to improve accessibility and inclusiveness within our organisation.

An example of AMSA's recognising the unique abilities of each of our employees is our partnership with Koomari, an organisation supporting people with a disability to be actively involved in their local community and connect with organisations. Our most recent Koomari employee expressed, 'Joining and contributing to the weekly team meetings, doing tasks I'm capable of. I keep coming back to AMSA as I feel appreciated'.

Our diversity and inclusion success will be achieved through measurable action plans tailored for specific diversity groups. AMSA has already implemented plans to support our goals around gender equity and Indigenous engagement through the AMSA Gender Equity Action Plan and Reconciliation Action Plan, and the organisation is committed to developing and implementing cultural inclusion, LGBTQIA+ and accessibility action plans within the life of this strategy. Moreover, AMSA recognises that data collection, analysis and evaluation need to be prioritised as a crucial tool for measuring the performance of our diversity and inclusion actions.



Performance measure 8

Performance measure	Target ^[1]	Results							
8		2020–21		2021–22		2022–23		2023–24	
Specific activities and performance that contribute to collaboration and engagement									
8.1 Effective Communication to stakeholders ^[2]	Annual increase in audience reach and engagement across AMSA's digital channels	<i>Measure not in place</i>		<i>Measure not in place</i>		<i>Measure not in place</i>			2022-23 data used as baseline – see analysis. During the 2023–24 financial year, audience reach and engagement rates across AMSA's main channels increased compared to last financial year.
8.2 Level of regulated community awareness of their obligations and responsibilities	10% or more of website users and sessions have resulted from campaign	<i>Measure not in place</i>		<i>Measure not in place</i>		<i>Measure not in place</i>			During the 2023–24 financial year, 8% of website users and 7% of website sessions resulted from communication campaigns.
8.3 Consultation with our regulated community and key stakeholders is open, transparent, and timely	target 100% of regulatory changes publicly consulted with impacted stakeholders and outcomes informed by industry feedback	<i>Measure not in place</i>		<i>Measure not in place</i>		<i>Measure not in place</i>			Consultations were held across the regulatory changes (see below), which are listed as scheduled in the Annual Regulatory Program 2023–24
8.4 Regulator stakeholder survey	Average greater than or equal to 3 on a scale of 1-6 ^[5]	3.37%		4.1%		3.16%			4.1 (see analysis)
<p>RATIONALE: It is important that AMSA provides stakeholders with the opportunity to influence regulation that impacts on them through open, transparent and timely consultation.</p> <p>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.</p> <p>Feedback from our stakeholders helps us to improve, including understanding how effective and practical the regulation was to implement and apply.</p>									

Performance measure	Target ^[1]	Results																									
TRAFFIC LIGHT: The final result is an amalgamation of the results for the four sub-measures. The sub-measures have the following weightings: 8.1 – 0.3 – largest audience reach (followers and users) across each channel; engagement is high across each channel compared to the other sub-measures; channels are the primary sources of information for our stakeholders; effort to maintain our channels is high. 8.2 – 0.3 – medium audience reach but communication is targeted to identified audiences; engagement is high; communication aims to convert users (encourage action, raise awareness, change behaviour); effort to produce output is high and supports strategic objectives. 8.3 – 0.3 – audience engagement is important in shaping policy and understanding impacts; strongest alignment to the RPG principle ‘collaboration and engagement’; reputational risk if consultation is not conducted correctly; effort is high. 8.4 – 0.1 – smallest audience reach and engagement; not representative of all stakeholders; effort is minimal <div><div></div> Cumulative targets of sub-measures not achieved. <div></div> Cumulative targets of sub-measures are largely achieved. <div></div> Cumulative targets of sub-measures are achieved.</div>																											
ANALYSIS OF PERFORMANCE: Overall result: ACHIEVED 8.1: During the 2023–24 financial year, audience reach and engagement rates across AMSA's main channels increased compared to last financial year. <table><tr><th></th><th>2022–23</th><th>2023–24</th><th>Variance</th></tr><tr><td>Website sessions</td><td>1,639,361</td><td>1,956,034</td><td>+19.3%</td></tr><tr><td>Website users</td><td>969,166</td><td>1,169,057</td><td>+20.6%</td></tr><tr><td>Social media followers</td><td>109,555</td><td>117,798</td><td>+7%</td></tr><tr><td>Engagement average</td><td>4.9%</td><td>4.4%</td><td>-0.5% (within range)</td></tr><tr><td>Email open rate</td><td>45%</td><td>51.8%</td><td>+6.8%</td></tr></table>					2022–23	2023–24	Variance	Website sessions	1,639,361	1,956,034	+19.3%	Website users	969,166	1,169,057	+20.6%	Social media followers	109,555	117,798	+7%	Engagement average	4.9%	4.4%	-0.5% (within range)	Email open rate	45%	51.8%	+6.8%
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8.2: Sub-measure target not achieved. In the 2023–24 financial year, 8% of website users and 7% of website sessions resulted from communication campaigns. The target was 10%. AMSA set the 10% target based on the previous year's results, rather than any industry benchmark or standard. This is the first year a target has been established to measure the effectiveness of AMSA's communication in driving stakeholders to the website for more information. While the target is ambitious, it encourages AMSA to be innovative in publishing engaging content, rather than simply sharing information without evaluating its performance. It also allows AMSA to explore various tactics for engaging with our audience.																											

Performance measure	Target ^[1]	Results
<p>8.3 Consultations closed during the year:</p> <ul style="list-style-type: none"> Proposed changes to National Standard for Commercial Vessels (NSCV) C7A (Safety Equipment Carriage Standards for Domestic Commercial Vessels). Consultation open 3 October to 7 November 2023 (5 weeks) Proposed changes to Marine Order 27 (Safety of navigation and radio equipment). Consultation open 11 September to 8 October 2023 (4 weeks) Proposed changes to Marine Order 12 (Construction – subdivision and stability, machinery and electrical installations). Consultation open 31 July to 10 September 2023 (6 weeks) Proposed new Marine Order 55 (Vessels carrying industrial personnel) Consultation open 19 February to 14 April 2024 (8 weeks) Proposed changes to the Surveyor Accreditation Guidance Manual Part 2. Consultation open 1 February to 2 April 2024. (9 weeks) Proposed changes to Marine order 11 (Living and working conditions on Australian regulated vessels). Consultation open 3 June to 28 July 2024 (8 weeks) Proposed changes to Marine order 504 (Safety management systems). Consultation open 28 May to 28 July 2024 (9 weeks). Additional consultation was held for: 2023–24 Budget Cost Recovery Implementation Statement (CRIS) Consultation. Consultation open 28 May to 18 June 2024. (3 weeks) <p>Consultation feedback reports provided during the year:</p> <ul style="list-style-type: none"> Marine Order 55 (Vessels carrying industrial personnel) (14 April 2024) Marine Surveyors Accreditation Guidance Manual–Part 2 – Survey of vessels – Edition 3 (2 April 2024) Marine Order 501 (Administration) (14 July 2023) Marine Order 27 (Safety of navigation and radio equipment) (8 October 2023) Marine Order 12 (Construction – subdivision and stability, machinery and electrical installations) (10 September 2023) <p>All consultations were supported with communication to targeted stakeholders.</p> <p>8.4 The overall satisfaction score for the 2023–24 financial year was 4.01, an improvement on the 2022–23 score of 3.16. The overall result is basically neutral – straddling the somewhat disagree (3) to somewhat agree (4) range. AMSA continues to promote the regulator survey through its social media channels, which has resulted in 320 surveys completed for the year – more than double the responses received the previous year and one of the best response rates since the survey was commenced.</p> <p>The questions with the highest positive response were: ‘AMSA helps vessel owners and seafarers safely work on a vessel without getting in the way’ (4.1) and ‘Communications I get from AMSA are clear and useful’ (4.3).</p> <p>The questions with the lowest positive response were: ‘Given the risks involved in what I do, the level of AMSA regulation is about right’ (3.8) and ‘AMSA’s compliance and monitoring arrangements are well organised and efficient’ (3.8).</p> <p>Respondents to the survey can either respond anonymously or request a call back or follow up with AMSA, and this process has been automated through our customer relationship management tool.</p>		
CASE STUDY: N/A	SOURCE: 2023–24 Corporate Plan https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9	RPG: Principle 3

Performance measure	Target ^[1]	Results
FOOTNOTE: [1] Each demonstration activity is different. Not all have quantifiable targets currently or are suitable candidates for quantifiable targets. [2] New sub-measure. Replaces previous sub-measure 8.1 Number and duration of consultations available. [3] New sub-measure. Replaces previous sub-measure 8.2 Engagement rates (e.g. email open rates). [4] New sub-measure. Replaces previous sub-measure 8.3 Analysis of consultation feedback, and publishing outcomes. [5] The purpose of the Commonwealth 2015 Regulator Performance Framework (RPF) was to encourage regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting cultural change. The RPF consisted of six outcomes-based key performance indicators (KPIs) which set the Government's overarching expectations of regulator performance: 1. regulators do not unnecessarily impede the efficient operation of regulated entities; 2. communication with regulated entities is clear, targeted and effective; 3. actions undertaken by regulators are proportionate to the risk being managed; 4. compliance and monitoring approaches are streamlined and coordinated; 5. regulators are open and transparent in their dealings with regulated entities; 6. regulators actively contribute to the continuous improvement of regulatory frameworks. AMSA implemented an online survey in 2015 for stakeholders based on the six KPIs with a six-point scale (1. strongly disagree to 6. strongly agree) and has maintained the survey since. In 2021 the RPF was superseded by the Regulator Performance Guide (RPG) which has three principles. Due to strong alignment between the six previous RPF KPIs and the RPG principles, AMSA has maintained the same survey question set throughout, providing continuity and the opportunity to identify trends over a longer time period.		





2023–24 Corporate Plan – progress against key initiatives

Key initiatives

Organised under the 5 strategic priorities outlined in our 2023–24 Corporate Plan, the following provides progress reports on our key initiatives. New capabilities are identified with the **[CAP]** mark.

Strategic priority 1: Risk-based regulation

Our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those regulated. Improving safety must be at the core of what AMSA does.

Demonstrating achievement – key initiatives for the 2023–24 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

SP1: Risk-based regulation

	Title	Status	Commentary
1.1	Continue to work in parallel with the Department of Infrastructure, Transport, Regional Development, Communications and the Arts on the Independent Review of Australia's Domestic Commercial Vessel Safety (DCV) Legislation and Costs and Charges. AMSA will position itself to respond to the Government's response to the Independent Review recommendations by: (a) developing a regulatory work program to address the Government's response and (b) enhancing AMSA's financial model by implementing a robust bottom-up activity-based costing methodology to allow for determination of cost efficiencies and benchmarking.	In progress	AMSA continues to work with the Department on next steps associated with the findings and recommendations from Stage 1 of the Independent Review. The Department, with input from AMSA, prepared the draft Government response and proposed implementation plan for addressing the findings and recommendations.

	Title	Status	Commentary
1.2	Develop and implement policy, specific requirements and guidance in relation to navigation safety matters to assist proponents of Offshore Renewable Energy Installations (OREI's).	Complete	AMSA's internal and external policies are finalised and are available on the relevant website: Offshore renewable energy infrastructure policy Australian Maritime Safety Authority (amsa.gov.au)
1.3	Lead Australia's participation in the worldwide trial of the Very High Frequency (VHF) Data Exchange Service (VDES) to test the feasibility of exchanging new digital maritime services over VHF terrestrial and satellite radio channels.	Complete	<p>VDES equipment for receiving digital maritime services has been installed onboard two ships that transit the Great Barrier Reef and Torres Strait region on a regular basis.</p> <p>A prototypical service for the provision of digital maritime services has been developed, specifically for navigational warnings (S-124).</p> <p>Trial transmissions have been delayed indefinitely due to a satellite failure, preventing realisation of the project's objectives. With the project's budget expiring, efforts will now shift to realising benefits through the hardware and software obtained during the trial and identification of alternative satellite systems if possible.</p>

Strategic priority 2: Incident management capabilities

AMSA wants to take full advantage of improving capability in the areas of search and rescue by investing in our people and integrating new systems and technologies into our existing capabilities.

Demonstrating achievement – key initiatives for the 2023–24 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

SP2: Incident management capabilities

	Title	Status	Commentary
2.1	Conduct a review of the National Plan for Maritime Environmental Emergencies in collaboration with the Department of Infrastructure, Transport, Regional Development, Communication, and the Arts to improve incident response capability across Australia.	In progress	<p>Four workshops were held with relevant stakeholders to consider changes in the hazards and impacts on scope of the National Plan (workshop 1); operational effects needed (workshop 2) and accountabilities (workshop 3); and governance and funding (workshop 4). The draft report was reviewed by National Plan stakeholder groups and feedback synthesised into the version to be shared at the October 2024 meeting of the Infrastructure Transport Senior Officials Committee (ITSOC).</p> <p>The report of the Review of the National Plan for Maritime Environmental Emergencies was released for formal consultation with jurisdictions and industry in June 2024. It is expected that the recommendations of the Report will be considered by ITSOC in September 2024.</p>

Strategic priority 3: Navigation services

The IMO has agreed goals that will significantly reduce greenhouse gas emissions from international shipping. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. Broader environmental impacts from shipping and a changing risk landscape due to alternative fuels as the industry decarbonises will also be a focus.

Demonstrating achievement – key initiatives for the 2023–24 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

SP3: Navigations services

	Title	Status	Commentary
3.1	Contribute to the revision of the IMO Greenhouse Gas Strategy for shipping, including new levels of ambition for emission reduction, and to the development of mid- and long-term technical measures to help meet these ambitions.	In progress	Revised IMO Greenhouse Gas Strategy agreed October 2023 with an ambition of net zero emissions by close to 2050. Focus is now on agreeing the mid-term measures, to be debated at IMO Marine Environment Protection Committee (MEPC) in October 2024 and agreed in April 2025, entering into force in 2027.
3.2	Influence planned IMO regulations that will require fishing gear to be marked and for operators to report gear lost or discharged into the sea.	In progress	Subject to IMO timelines and priorities, which now plan to progress this issue at both January and April 2025 IMO meetings. In the interim, AMSA is ensuring domestic fishing industry stakeholders are kept apprised of the planned regulations, with roundtables run late July 2024.
3.3	Establish a nationally consistent framework to enable ships to discharge clean segregated recyclable materials at Australian ports to divert this waste from landfill.	In progress	AMSA is preparing a report on a trial of recycling at ports, which will inform a biosecurity risk assessment by Department of Agriculture Fisheries and Forestry and development of the national framework. The report is scheduled to be delivered in September 2024.

Strategic priority 4: Engagement

Our stakeholder engagement is a critical element of our business. AMSA engages with a diverse range of domestic and international stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. It's crucial that all our communication and engagement activities are effective, that is, coordinated, targeted, customised and fit-for-purpose. Our multilateral international engagement aims to shape global standards and agreements to meet Australia's maritime interests. Our engagement with our bilateral partners serves two purposes: to collaborate to share information, knowledge and technology; and to work with key partners to help build their capability and resilience in maritime safety, environment pollution response, and search and rescue.

Demonstrating achievement – key initiatives for the 2023–24 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

SP4: Engagement

	Title	Status	Commentary
4.1	Conduct an analysis and review of AMSA's website and digital presence to determine the extent to which AMSA can meet the needs of stakeholders accessing our online information and services. The review will inform a potential website redevelopment project.	Not started	Funding and project approval has not been provided to commence this initiative.
4.2	Commence the development of an annual stakeholder survey to measure stakeholder satisfaction and inform continuous improvement action plans.	Not started	Funding and project approval has not been provided to commence this initiative.

	Title	Status	Commentary
4.3	Deliver AMSA's technical cooperation program of work to support development of maritime and search and rescue capability in the Asia-Pacific region including provision of support to Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA).	In progress	<p>Indonesia</p> <ul style="list-style-type: none"> Commenced the Indonesia Domestic Ferry Safety Assistance Project. Attended (as observers) the Indonesian annual MARPOLEX held in Jakarta in October 2023. Trialled a new 2-week Intensive English training for the Indonesian Search and Rescue National Agency (BASARNAS) staff. Delivered a Women in Maritime seminar in Jakarta on 15 November 2023. Facilitated the Australia – Indonesia search and rescue exercise in December 2023. <p>Papua New Guinea (PNG)</p> <ul style="list-style-type: none"> Completed phase 1 of the PNG National Maritime Safety Authority (NMSA) capacity diagnostic, with a focus on small craft safety and data analytics capabilities. <p>Indian Ocean</p> <ul style="list-style-type: none"> With Department of Foreign Affairs and Trade funding, the Indian Ocean memorandum of understanding (MOU) on Port State Control (IO MOU) delivered a pilot training program for fishing vessel safety in the Indian Ocean in South Africa in April 2024. Two in-country regional training programs are scheduled to follow in 2024–25. <p>Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA)</p> <ul style="list-style-type: none"> The 24th session of APHoMSA was cancelled in 2024, at the request of the China Maritime Safety Authority. Solomon Islands is scheduled to host the forum in 2025.

Strategic priority 5: Business transformation

Demonstrating achievement – key initiatives for the 2023–24 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

SP5: Business transformation

	Title	Status	Commentary
5.1	Modernise AMSA's service delivery arrangements by implementing self-service application and payment capabilities and streamlining AMSA's internal systems to achieve consistent and efficient regulatory outcomes for our stakeholders and our operations.	In progress	<p>A pilot program has been commenced to deliver an improved customer experience and efficient internal business processes through:</p> <ul style="list-style-type: none"> • Development of an online portal for Near Coastal Seafarers • Digitisation of the application process for Near coastal Seafarer Certificates of Competency, which will include digital identification and online payment processes <p>The key objectives of the project are to:</p> <ul style="list-style-type: none"> • Improve user experience • modernise application processing • streamline internal AMSA business processing • enable digital self-service • keep personal information safe. <p>The project to deliver a portal for near coastal seafarer certification remains on track, with an expected completion date of May 2025.</p>
5.2	Relocate AMSA's head office ensuring new arrangements support flexible work practices and ways of working through property, people and technology refresh	Complete	<p>Practical Completion of the new Canberra Office Project at 18 Marcus Clarke St, Civic, was achieved 24 May 2024. AMSA staff commenced working in the building on 11 June 2024.</p> <p>The project was delivered on time and within budget.</p> <p>With 30 percent less floorspace than the previous office at 82 Northbourne Ave, Braddon, the new office is sustainable and designed to support contemporary and flexible ways of working.</p> <p>The uplift in technology ensures that the new office can support current and future national operations and drive connection and engagement across AMSA's geographically dispersed workforce.</p>
5.3	Complete an assessment to understand AMSA's current security environment and establish a baseline for the physical and governance security forward work program.	Complete	<p>The Agency Security and Threat Risk Assessment (ASTRA) was substantially complete by 30 June 2024. Management are reviewing the results and considering options for the security forward work program.</p>

	Title	Status	Commentary
5.4	Develop a 'fit-for-purpose' portfolio, program and project management (P3M) capability to help AMSA improve how it selects, prioritises, governs and deliver projects. [CAP]	In progress	As at 30 June 2024 the P3M Capability Project was on track to conclude by end-August 2024 as planned. A foundation AMSA Project, Program and Portfolio Management (P3M Framework), including Portfolio Board processes and portfolio reporting has been delivered. A strategic prioritisation framework has also been implemented, and a Portfolio Management Office (PfMO) established. The next 12 months will see the products delivered by the project transitioned to and embedded by the PfMO, and a new forward work program developed to continue to lift maturity.
5.5	Continue developing user requirements to support business case development for a future incident management system, which is capable of supporting a multi-hazards and whole-of-organisation approach to data integration and analysis. Establish source of funding to progress approach to market.	In progress	Detailed delivery planning from previous quarters has been consolidated with development of options to explore potential funding arrangements. Continued engagement with the Department of Infrastructure, Transport, Regional Development, Communication and the Arts and the Digital Transformation Agency to ensure the development project documentation aligns to, and is synchronised with, the government planning cycle and budget process.





Governance

Organisational profile

Enabling legislation

As Australia's national maritime safety regulatory body, AMSA is responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution, and search and rescue nationally.

AMSA is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act), and as a corporate Commonwealth entity it is subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appendix 7: Our functions and powers outlines AMSA's functions and powers under the *AMSA Act*.

A list of enabling legislation for AMSA in the areas of vessel operations, registration, marine pollution and levies collection is available on our website [<http://amsa.gov.au/>].

Significant activities and changes affecting the operations or structure of the entity during the period

AMSA's operating environment continues to evolve.

Key recent changes to AMSA's environment include:

- Disestablishment of the the Future Capability Program (FCP). In June 2023 AMSA established the FCP to develop a comprehensive business case and robust project management plan outlining a pathway to successfully develop a digital portal to support seafarers with their certification process. In March, the FCP presented a business case which sees AMSA investing in technology, resources, and capability to transform our paper-based seafarer certification process into a modern online self-service digital offering. As the project enters the implementation phase, it was decided that a dedicated taskforce was no longer required, and the FCP was disbanded.
- Updated Marine Order 71 (Masters and deck officers) 2023. The main changes include:
 - Removing the 'Master less than 24 metres foreign going' certificate
 - Updating and clarifying transitional arrangements in Division 3, relating to the expired Marine Order 3–Seafarer Certification
 - Updating the naming in Marine Order 71, to reflect the naming of new certificates of competency in Marine Order 505 (Certificates of competency–national law)

- New Marine Order 27 (Safety of navigation and radio equipment) came into effect on 1 January 2024. The new marine order contains the following key changes:
 - incorporating amendments to SOLAS Chapter IV ‘Radiocommunications’ from IMO Resolution MSC.496(105)
 - incorporating amendments to SOLAS Chapter V ‘Safety of Navigation’ from IMO Resolution MSC.496(105)
 - updating SOLAS requirements, including their application to regulated Australian vessels and foreign flagged vessels
 - removing Schedule 2 IMO Resolutions
 - minor updates to Schedule 3 GMDSS¹ *equipment for vessels to which Chapter IV of SOLAS does not apply*
 - removing Schedule 4 *Station frequencies for GMDSS distress and safety communications*
 - including mandatory registration of EPIRBs² on regulated Australian vessels (RAVs)
 - including penalty units for turning off some equipment, including Automatic Identification System (AIS) and Long-Range Identification and Tracking (LRIT)
 - updating definitions, including EPIRB, qualified compass adjuster and NAVAREA X³
 - updating Division 4 to improve consistency with the Radio Regulations and remove duplication
- New Marine Order 12 (Construction – subdivision and stability, machinery and electrical installations) took effect on 1 January 2024. The new marine order contains the following key changes:
 - New requirement to have ship-specific towing and mooring arrangements plans and keep them on board for the Master’s reference
 - New requirement for regulated Australian vessels that are under 24m in Load Line Length and constructed on, or after 1 January 2024, to comply with watertight and weathertight integrity standards in the [National Standard for Commercial Vessels](#)
 - Updated references to provisions of SOLAS relating to openings in watertight bulkheads

¹ Global maritime distress and safety system

² Emergency position-indicating radio-beacon

³ NAVAREA X is the geographical sea area designated for Australia for broadcasting navigational warnings.

Structure and location

Figure 1: AMSA Organisational structure

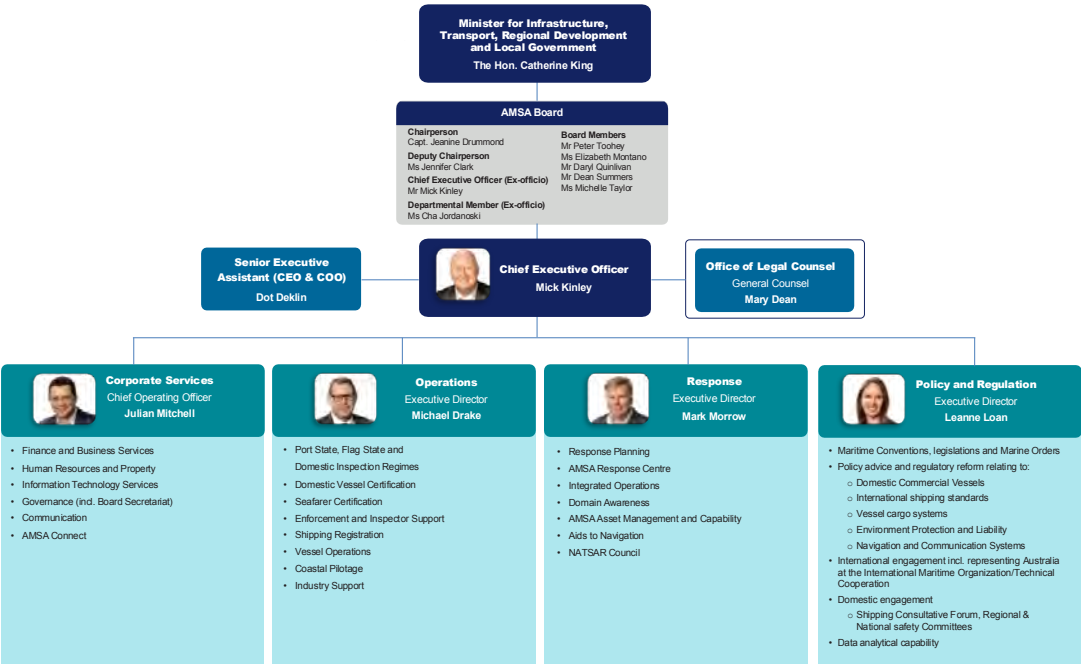


Figure 2: AMSA Office locations



AMSA office locations		
Australian Capital Territory		
Canberra	Levels 7-8, 18 Marcus Clarke Street	Canberra ACT 2601
New South Wales		
Sydney	Level 14, 300 Elizabeth Street	Haymarket NSW 1240
Coffs Harbour	Level 2, 28 Gordon Street,	Coffs Harbour NSW 2450
Newcastle	8 Cowper Street South	Carrington NSW 2294
Port Kembla	Unit 28, 249 Shellharbour Road	Warrawong NSW 2505
Northern Territory		
Darwin	Level 1, Unit C107, 19 Kitchener Drive, Wharf One	Darwin Waterfront Precinct NT 0820

AMSA office locations

Queensland

Brisbane	Level 11 310 Anne Street.	Brisbane QLD 4000
Airlie Beach	Level 1, Office 29 228–230 Shute Harbour Road	Cannonvale QLD 4802
Cairns	Suite 3, Level 2, 88 Abbott Street	Cairns QLD 4870
Gladstone	Level 7, 21 Yarroon Street	Gladstone QLD 4680
Mackay	Level 1, 123 Victoria Street	Mackay QLD 4740
Thursday Island	Level 1, 80-82 Douglas Street	Thursday Island QLD 4875
Townsville	Mezzanine Level, Suncorp Tower, Suite 1, 61–73 Sturt Street	Townsville QLD 4810

South Australia

Adelaide	Level 2, Customs House 220 Commercial Road	Port Adelaide SA 5015
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Tasmania

Hobart	Level 4, 2–8 Kirksway Place, Battery Point	Hobart TAS 7004
Devonport	115 Don Road	Devonport TAS 7310

Victoria

Melbourne	Level 3, 655 Collins Street	Docklands VIC 3008
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Western Australia

Fremantle	Level 3, Atwell Arcade, 3 Cantonment Street	Fremantle WA 6959
Geraldton	Unit 2, 270 Foreshore Drive	Geraldton WA 6530
Karratha	The Quarter, Suite 1, Level 3 20 Sharpe Avenue	Karratha WA 6714
Port Hedland	74 Anderson Street	Port Headland WA 6721

Main governance practices

Accountable Authority

Under the PGPA Act, the AMSA Board is the agency's Accountable Authority. The Board discharges its governance obligations through its involvement in AMSA's planning, performance reporting and risk management activities.

The Board provides clear direction on the operational application of relevant legislation by issuing Accountable Authority Instructions which must be followed by all AMSA staff.

More information on the Board, its committees and meetings can be found below and on our website [<http://www.amsa.gov.au/>].

Arrangements

Governance arrangements must be fit for purpose. The AMSA Board determines the precise nature of our governance arrangements and structures, including monitoring and reporting compliance.

Planning

AMSA has integrated planning, budgeting, and performance reporting—informed by risk.

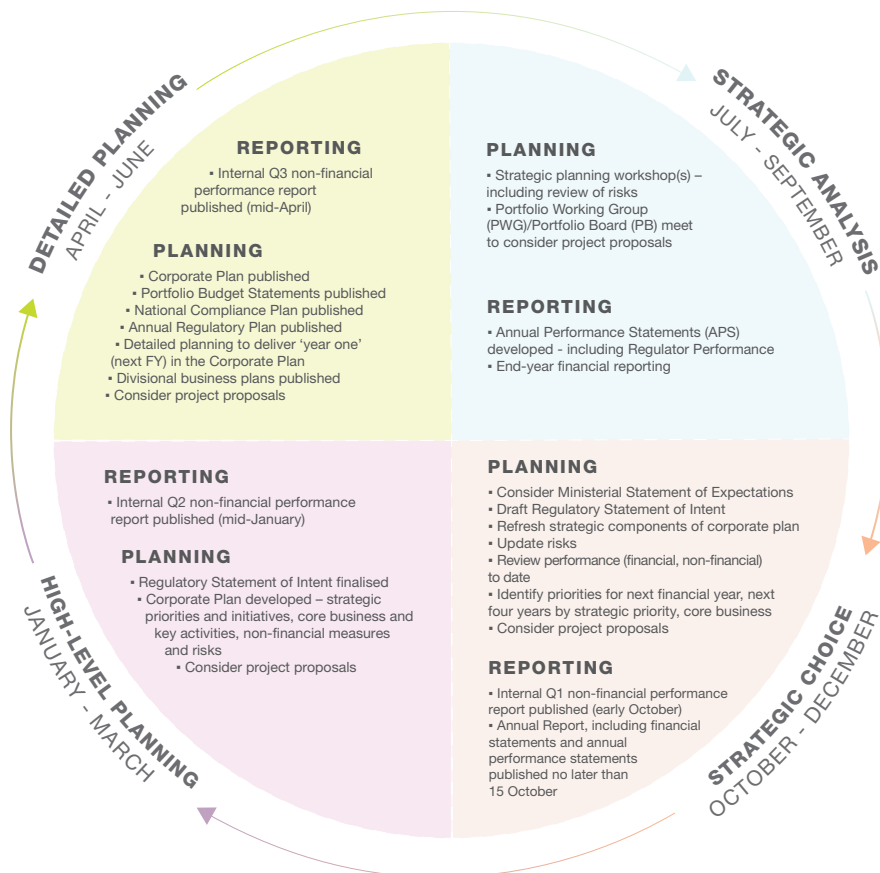
There is a four-phase annual planning cycle at AMSA (Figure 3: Integrated planning, budgeting and reporting process). During phase one, strategic analysis, the operating environment is assessed using a structured 'STEEPLED' approach, which looks at social, technological, economic, environment, political, legal, ethical, and demographic factors.

This helps to identify new, or validate current strategic objectives and risks; and informs phases two to four, in which specific responses, resourcing, and performance measures are determined.

Planning culminates in the annual publication of AMSA's:

- Budget/Portfolio Budget Statements (PBS), which set out resourcing arrangements and performance measures over the forward estimates (four years).
- Corporate plan, inclusive of the 'plan on a page' and non-financial performance measures for the same four-year period.

Figure 3: Integrated planning, budgeting and reporting process



AMSA's Board oversees this process and is directly involved at key junctures. See Performance reporting for details of AMSA's performance reporting framework.

Board and Committees

As the Accountable Authority, the Board's duties are to:

- govern AMSA in a way that promotes the:
 - proper use and management of public resources for which AMSA is responsible
 - achievement of AMSA's purpose
 - financial stability of AMSA
- establish and maintain appropriate systems of risk oversight and management, and internal control including for preventing, detecting and dealing with fraud

- encourage cooperation with others to achieve common objectives
 - keep the relevant Ministers informed.

The Board continues to:

- provide significant strategic oversight of AMSA's business by determining the overall way various functions should be performed including through:
 - strategy setting and approval
 - embedding effective risk management
 - communication and stakeholder relationships
 - reviewing the performance of the Chief Executive Officer and senior management
- take responsibility for AMSA's resources with the financial oversight of AMSA's budget and fiscal outlook, its financial statements and reporting, compliance; and approving major expenditure
- execute good governance by ensuring compliance with the PGPA Act, the PGPA Rule, the AMSA Act, and operational legislation with corporate governance implications, while promoting careful, diligent, transparent and ethical conduct throughout the organisation.

The Chair and Board members are appointed by the Minister for Infrastructure, Transport, Regional Development and Local Government. Current Board members have been appointed with experience relevant to the maritime industry, financial management and government institutions. All members work on a part-time basis, with the exception of the Chief Executive Officer.

During formal Board meetings, Board members have been briefed on the legislative requirements for Commonwealth agencies including Work, Health and Safety responsibilities. The Board again highlighted the importance of industry engagement when they visited Launceston, Tasmania in March 2024. The Board toured the Australian Maritime College campus and received presentations on maritime autonomous surface ships and vessels, integrated human behaviour in technologically advanced maritime systems and how emerging digitalisation and technology impact maritime vessel operations and management.

The Board throughout the year had the following presentations:

- National Anti-Corruption Commission implementation
- PGPA framework matters
- AMSA's corporate document hierarchy, reporting cycles and implementation of strategic priorities
- AMSA's stakeholder engagement framework

Appendix 2 lists Board members, their qualifications and experience, and attendance at Board meetings.

Board Audit and Risk Committee

The Board has established an audit committee in compliance with section 45 the PGPA Act and section 17 of the PGPA Rule 2014. The Board Audit and Risk Committee (the Committee) assists the Board to fulfil its responsibilities under the AMSA Act and the PGPA Act. The legislative functions of the Committee include reviewing the appropriateness of AMSA's financial reporting, performance reporting, system of risk oversight and management, and the system of internal control. A copy of the Committee Charter can be found on the AMSA website [<https://www.amsa.gov.au/about/corporate-publications/amsa-board-audit-risk-and-finance-committee-charter>].

The Committee provides independent advice to the AMSA Board and is independent from management.

The Committee comprises of three people, the deputy Chair of the AMSA Board is Chair of the Committee, one Board member and one external member. All members have the appropriate qualifications, knowledge, skills and experience to assist the Committee to perform its functions. The Chair of the Committee and members are appointed by the Board. The Australian National Audit Office and AMSA's internal auditors have been represented at all Committee meetings and other Board members have attended Committee meetings during the year as observers.

The Committee conducted five meetings in the reporting period 2023–24 and reported directly to the Board after each.

Appendix 2 lists Committee members, their qualifications and experience, remuneration and attendance at Committee meetings.

Remuneration Committee

The Remuneration Committee assists the Board in considering senior executive remuneration matters and issues arising from the Remuneration Tribunal. The Remuneration Committee reports its findings and recommendations to the Board.

The Remuneration Committee conducted two meetings in 2023–24 with overall outcomes advised to relevant Government authorities and Ministers.

Risk management

AMSA has a well-established and mature risk management culture. Risk management is central to our purpose.

Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the international standard of risk management (ISO 31000: 2018) and the Commonwealth Risk Management Policy 2023. Further, AMSA revalidates our risk management practices yearly to ensure they support our obligations under the PGPA Act.

Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm, and optimise resource use.

Enterprise risk is a standing agenda item for our Board and Board Audit and Risk Committee. Additionally, during the year management conducted two formal reviews of AMSA's enterprise risks; maintained the currency of division risk registers; and conducted several operational and project risk assessments in support of AMSA's business.

AMSA's enterprise risks can be found in the current corporate plan on our website [<https://www.amsa.gov.au/about/corporate-publications#443>].

Fraud control

AMSA has a zero tolerance for fraud and corruption and takes all reasonable steps to prevent, detect, report and deal with fraud.

The AMSA Fraud and Corruption Control Plan 2021 (Plan) outlines our commitment to effectively manage and mitigate fraud and corruption. The purpose of the Plan is to provide a framework for managing and monitoring fraud and corruption risks identified in the AMSA fraud risk assessment.

The Plan complies with the Commonwealth Fraud Control Framework 2017, including section 10 of the Rule 2014, the Commonwealth Fraud Control Policy, and Resource Management Guide No. 201 — Preventing, Detecting and Dealing with Fraud. At the time of publication, AMSA was developing a revised Plan which complies with the Commonwealth Fraud Control Framework 2024. The revised plan was expected to be published in late September 2024.

AMSA participated in the annual fraud survey conducted by the Attorney-General's Department and reported all relevant fraud data to the Australian Institute of Criminology.

During the 2023–24 financial year:

- there was one matter reported to AMSA via the independent confidential reporting hotline and was managed in line with applicable policy and procedure
- there were no bribery attempts on AMSA's officials. AMSA has a policy of reporting all attempted bribes to the Australian Federal Police or state police.

New AMSA employees are required to complete fraud awareness training during their induction. All employees are required to complete an annual refresher training which covers key compliance areas including fraud control and awareness topics.

Regular staff communications were also provided on a range of ethical topics including:

- disclosing material interest
- fraud control reporting processes
- gifts and benefits and official hospitality.

Ethical culture

AMSA has a wide range of interventions and controls that individually and collectively influence culture and the way employees work. Guided by our values, systems such as confidential reporting, risk management, training and awareness, and our integrated management system all contribute to embedding a culture of ethical behaviour.

Indemnities and insurance premiums

Insurance cover is provided to Board members and other officers in line with the PGPA Act. AMSA is required by the Australian Government to use Comcover for insurance coverage. Comcover's relevant insurance policy covers legal liability (including legal costs) for Board members and employees (directors and officers liability). Staff are indemnified from liability when acting in good faith (without recklessness or gross negligence) while employed by AMSA. AMSA's premium for Professional Indemnity was \$40,001.46 and for Directors' and Officer's Liability was \$31,988.

Performance reporting

AMSA's non-financial performance measures are detailed in both the Portfolio Budget Statements and the corporate plan. They include several measures that meet the agency's performance reporting obligations under the Regulator Performance Guidance (see regulatory performance, p33).

AMSA produces quarterly internal reports on its non-financial performance. These reports provide the Accountable Authority with assurance of progress towards our targets and support the development of the annual performance statements. Each quarterly non-financial performance report is presented at the Board Audit and Risk Committee meeting following the end of the respective quarter.

Financial performance is reported separately through monthly internal finance reports to management, and to every Board meeting. AMSA's performance reporting culminates in the publication of the annual report—inclusive of the financial statements and annual performance statements.

Several other mechanisms assist the Board and management to monitor performance in a wider context:

- the Board Audit and Risk Committee annual rolling work program requires management to regularly provide evidence of performance against the mandatory elements of the PGPA Act and other relevant legislation
- AMSA's internal audit program, informed by risk and directed by the Board Audit and Risk Committee, has audits focused on compliance, and on our performance delivering operational outputs and outcomes. During 2023–24 our internal audit provider undertook audits on:
 - WHS including management of high-risk operations
 - Operations compliance activity following Marine response
 - ICT disaster recovery and business continuity planning.

Related entity transactions

During the reporting period there were no reportable related entity transactions.

Public interest disclosure

Under section 76 of the *Public Interest Disclosure Act 2013* (PID Act), the Commonwealth Ombudsman is required to prepare a report to Parliament each year on the operation of the PID Act. AMSA contributes to this report by completing the Ombudsman’s annual PID survey.

AMSA received one PID Act disclosure in the reporting period. The disclosure was assessed by an Authorised Officer under s26 of the PID Act, but was not allocated as the incident was more appropriately investigated under another law or power.

Diversity and Inclusion at AMSA

Guided by our *Diversity and Inclusion Strategy 2023–2027*, in 2023–24, AMSA continued to focus on nurturing a culture of collaboration and respect, where individuality is celebrated, and diversity is embraced as our strength. This commitment was recognised by the Diversity Council Australia who designated AMSA as an Inclusive Employer for the second year in a row.

Our Diversity Profile

The table below demonstrates how AMSA has improved our workforce diversity over the past two financial years.

Identity	2022–2023	2023–2024
Identifying as Aboriginal and/or Torres Strait Islander	0.4%	0.6%
Caring responsibilities	42%	44%
from a non-English speaking background	31%	30%
living with a disability	9%	8%
identifying as women	42%	58%
identifying as LGBTQIA+	10%	10%
under 30 years of age	4%	7%
over 55 years of age	16%	18%

Based on data provided by Diversity Council Australia’s Inclusive Index Survey as at September 2023.

Demonstrating leadership in Diversity and Inclusion

Our Diversity and Inclusion Champion actively advocates for and promotes an inclusive culture throughout the organisation. This is achieved through regular updates and feedback to the staff body on progress against action plan targets as well as hosting various Diversity and Inclusion calendar events including the recent International Women's Day event.

Working alongside the Diversity and Inclusion Champion, AMSA's Diversity Working Group (DWG) is an important employee-led group that collaborates across the organisation to drive progress on diversity and inclusion. This group of 26 passionate individuals promotes the benefits of an inclusive and diverse workforce, and supports AMSA in achieving the objectives outlined in the [AMSA Diversity and Inclusion Strategy 2023-2027](https://www.amsa.gov.au/about/corporate-publications/diversity-and-inclusion-strategy-2023-2027) [https://www.amsa.gov.au/about/corporate-publications/diversity-and-inclusion-strategy-2023-2027]. AMSA began its diversity and inclusion journey in 2014 with the launch of our first Diversity and Inclusion Strategy. Since then, we have undertaken numerous activities to support the growth of diversity and inclusion within our workplace. AMSA recently created and appointed a dedicated Diversity and Inclusion Officer – a role that is crucial in supporting us to achieve our diversity and inclusion goals. Further demonstrating our dedication to embedding inclusive values, AMSA became a member of the Diversity Council of Australia and undertook their Inclusive Employers Index survey to enable us to build a more complete picture of our workplace culture and diversity demographics.

Delivering on our commitments

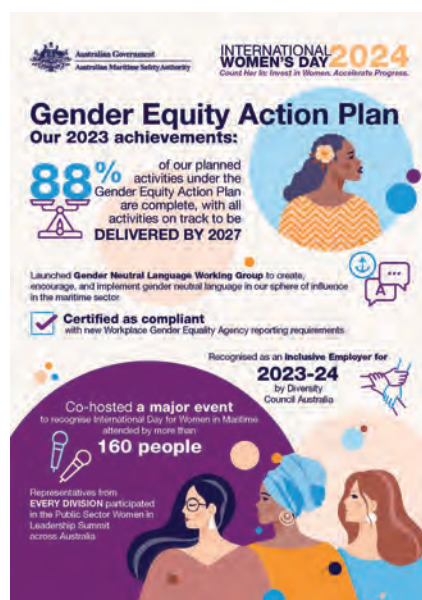
Gender equity

As the regulator for Australian maritime safety and a member of the Council for the International Maritime Organisation, AMSA is leading by example to address the gender pay gap, focusing on our role as a convenor and influencer of the maritime sector to ensure that we create space and visibility for women.

Through our Gender Equity Action Plan (GEAP) AMSA is focused on what matters most to take the organisation towards a more gender equitable future. This includes objectives and measures around the following areas: recruitment, leadership accountability, workforce design, promotion, flexible workplace arrangements, industry leadership, gender-based bullying, harassment or discrimination and investment into gender equality education.

To support the delivery of this action plan, a Gender Equity Working Group was established with 10 gender diverse staff from across the organisation who work with their divisions to champion gender inclusion and drive staff engagement in activities under the action plan.

The infographic [right] shows some highlights of the work that was undertaken as part of this plan over the 2023–24 financial year.



Reconciliation Action Plan (RAP)

The AMSA Reconciliation Action Plan (RAP) is an important step forward in the agency's diversity and inclusion work. AMSA recognises that caring for Country includes the marine environment, and our vision of safe and clean seas aligns with the important role that Aboriginal and Torres Strait Islander peoples already take in caring for sea, coast and sky.

Launched in July 2022, the Reflect RAP formally recognised AMSA's commitment to reconciliation and outlined tangible actions to deliver as an organisation. It represented the first step in our reconciliation journey, helping us develop a vision for reconciliation and establish a foundation for future RAPs and reconciliation initiatives.



AMSA commissioned artwork titled *Navigating the Tides* by Alysha Menzel

Our Reflect RAP yielded significant outcomes and insights and allowed us to deepen our relationships with Aboriginal and Torres Strait Islander communities and organisations. Through our dedicated Safety Liaison Advisor for Aboriginal and Torres Strait Islander matters, AMSA continued our maritime safety commitments embedding the Torres Strait marine safety program and engagement with the National Indigenous Australians Agency.

AMSA has implemented cultural awareness training throughout the organisation and continues to support immersive cultural awareness programs such as Jawun. Our people enthusiastically take part in national Reconciliation week and NAIDOC week celebrations and play a key role in furthering our reconciliation journey.

The infographic [right] summarises some of many achievements made under the Reflect RAP.

AMSA's second RAP – *Innovate* will be launched in August 2024.



Driven by the Reconciliation Working Group (RWG) alongside extensive staff and stakeholder consultation, the Innovate RAP will be a two-year action plan (2024–26) that will further guide and refine AMSA's reconciliation journey for the shared benefit of the organisation and First Nations people. The Innovate RAP will be launched in August 2024 and we look forward to reporting on our progress against our commitments in the next annual report.

Disability, LGBTQIA+ and CALD Networks and Action Plans

AMSA continues to make positive progress surrounding gender and Indigenous inclusion; however, we recognise that there is work to be done to support those with other identities. As such, AMSA has commenced crafting action plans with specific strategies, actions and measurable outcomes to improve disability, Culturally and Linguistically Diverse (CALD) and LGBTQIA+ inclusion with the view of launching these plans and establishing supporting networks within the next three years.

Advertising and market research

Section 311A of the *Commonwealth Electoral Act 1918* requires certain reporting on advertising and market research by Commonwealth agencies, including those covered by the PGPA Act. In 2023–24 the following payments were made for advertising:

Online and social media

Channel	Spend	Purpose
Facebook	\$16,031.44	Promotion generally across seafarer wellbeing and safety, maritime safety, public consultations on regulatory changes, marine environment protection, search and research awards nominations, and Australia's IMO re-election
LinkedIn	\$11,182.66	
Google	\$2,464.48	
Total	\$29,678.58	

Publications

Outlet	Cost	
Shipping Australia	\$6,600.00	<ul style="list-style-type: none"> Full page advertisement promoting seafarer wellbeing and safety, and support services and resources available. Display advertisement promoting regional tender opportunities to maintain AMSA's aids to navigation network.
Torres Strait News	\$2,400.00	Promoted boating safety (lifejackets, beacons and weather conditions) as part of the Torres Strait Marine Safety Program
Tasmanian Seafood Industry News Magazine	\$3,300.00	Bimonthly AMSA article providing industry an update on marine orders and inspections
Daily Cargo News	\$1,650.00	Display advertisement promoting regional tender opportunities to maintain AMSA's aids to navigation network
Construction Magazine	\$9,999.00	Full page advertisement promoting regional tender opportunities to maintain AMSA's aids to navigation network
Circuit Magazine	\$3,168.00	Display advertisement promoting regional tender opportunities to maintain AMSA's aids to navigation network
Maritime Australia Ltd	\$275.00	Display advertisement promoting regional tender opportunities to maintain AMSA's aids to navigation network
Total	\$27,392.00	

Market research

In 2023–24, \$16,500 (ex GST) was spent on market research for:

- Electrical Safety Campaign – using focus group research (\$5,500 ex GST)
- Lifejacket Safety Campaign – using focus group research (\$11,000 ex GST)

AMSA conducted user research to inform its planned maintenance and electrical safety campaigns, ensuring they were evidence-based and that the content resonated with audiences to achieve safety outcomes.

Statement of significant non-compliance

AMSA acknowledges responsibility for ensuring compliance with the provisions of the PGPA Act and requirements related to finance law.

AMSA complies with the provisions and requirements of the:

- *Public Governance, Performance and Accountability Act 2013*
- Public Governance, Performance and Accountability Rule 2014
- Appropriation Acts
- any other instrument defined as finance law including relevant ministerial directions.

There were no significant non-compliance issues with finance law during the reporting period.

Where immaterial non-compliances were identified they were managed in accordance with AMSA's policies and procedures, including analysis to detect and rectify any breakdowns of internal controls.

Judicial decisions and reviews by outside bodies

Reports (Auditor-General, Parliament, Ombudsman)

The Australian National Audit Office (ANAO) published the report: 2022–23 Aids to Navigation Maintenance Procurement on 3 June 2024. Aids to Navigation (AtoN) are navigational tools which support coastal navigation safety. Types of AtoN include: traditional lighthouses, beacons and buoys. Since 2001, the Australian Maritime Safety Authority (AMSA) has contracted for the maintenance of the network of AtoN.

The audit was undertaken in response to a request from the Minister for Infrastructure, Transport, Regional Development and Local Government.

The ANAO found that⁴:

AMSA's management of the 2022–23 AtoN maintenance procurement was largely effective. Achieving value for money is the core rule of the Commonwealth Procurement Rules (CPRs) and the result of the open tender conducted by AMSA identified that the tender received for AtoN maintenance services did not demonstrably represent value for money. Accordingly, and consistent with the CPRs, it was not in the public interest for AMSA to award a contract for AtoN maintenance services. In its debriefing of the unsuccessful tenderer for the AtoN maintenance services contract, and its public statements about the tender outcome, AMSA did not clearly communicate the reasons for not awarding the AtoN contract.

The report contained four recommendations related to: improving procurement processes; ensuring communication aligns with tender evaluation results; and better planning for and managing of probity risk. AMSA agreed to all four recommendations

See appendix 5 for details of the recommendations and AMSA's proposed approach to implementation.

The Rural and Regional Affairs and Transport Legislation Committee published the report: [Performance of the Australian Maritime Safety Authority](#) on 17 June 2020. The final report contains four recommendations. During 2023–24 AMSA continued to support the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to respond to the recommendations, including the independent review of the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* currently underway. See also key activity 1.1, page 46 for more detail.

Judicial decisions/decisions of administrative bodies

In 2023–24 AMSA was not party to any matters before the Federal Court or the Federal Circuit Court. AMSA had two matters in the Administrative Appeals Tribunal – one later withdrawn and one still in progress.

Coronial inquests

In June 2024, the Coroners Court of Victoria released its findings into a death without inquest. The final report included a finding requesting that AMSA investigate lifejackets.

At the time of publication AMSA was compiling a response to the Coroner on this recommendation.

AMSA is committed to increased transparency in our response to coroner's findings. AMSA has established a process for tracking the implementation of findings, which is monitored by the Executive. Appendix 6 shows the numbers of coronial inquiries that involved AMSA in each year from 2015–16 to 2023–24.

⁴ [2022–23 Aids to Navigation Maintenance Procurement | Australian National Audit Office \(ANAO\)](#)

Ministerial decisions, and government policy orders

Under section 8 of the AMSA Act, the Minister may give AMSA written direction with respect to the performance of our functions. The Minister did not issue any directions during 2023–24.

The Minister did not issue any notices about AMSA's strategic direction under section 9A of the AMSA Act, or any directions to give documents and information under section 9B.

The Finance Minister did not issue any government policy orders under section 22 of the PGPA Act during the reporting period. The existing Public Governance, Performance and Accountability (Charging for Regulatory Activities) Order 2017 [<https://www.legislation.gov.au/Details/F2017L01073>] applies to AMSA.

Regulator performance

To promote regulator performance and best practice, the Regulator Performance Guide was refreshed in July 2021. The guide outlines the principles of best practice that underpin regulator performance. These principles are:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

AMSA's key performance measures (see pp 12–43) are linked to the principles where appropriate.

In addition, the framework includes the requirement that agency performance objectives are set through Ministerial Statements of Expectations. These statements provide clarity about government policies relevant to each agency, in line with its statutory objectives, and the priorities the Minister expects the agency to focus on and deliver. Statements are expected to be updated with every change in Minister, change in Commonwealth policy, or every two years.

Work health safety and environment

AMSA is committed to meeting our obligations under the *Work Health and Safety Act 2011* and recognises the importance of staff health, safety and wellbeing in building an engaged and productive workforce. The AMSA Work Health and Safety Management System, internationally accredited to ISO 45001 standards, reflects AMSA's commitment to:

- Training and competency
- Risk management
- Communication and consultation.

WHS incidents

AMSA continues to work to prevent health and safety incidents, understand the importance of preventative measures and apply timely and appropriate corrective actions when incidents or hazards occur. During 2023–24, 27 incidents in total were reported: 23 involved AMSA employees and labour hire workers and four were related to contractors. There were four (4) Lost Time Injuries (LTI) reported.

Time lost to injury

	2020–21	2021–22	2022–23	2023–24
Size of workforce	433	457	495	495
Total incidents	42	24	36	27
Total incident (AMSA employees)	32	17	27	23
Total days lost to injury	227	7	35	31
Number of lost time incidents	3	1	1	4
Number of workers compensation claims	3	1	1	4
Number of notified Comcare incidents	1	1	1	2

Workers' compensation premium

AMSA's workers' compensation premium has increased from \$426,339 (financial year 2022–23) to \$588,265 for financial year 2023–24. The increase was due to four (4) new claims, each with a different mechanism of injury and four (4) historical claims remaining open.

AMSA's premium rate was 0.79 per cent, which is lower than the overall scheme premium of 0.84 per cent. AMSA will continue to focus on injury prevention and the early and sustainable return to health and work of injured employees.

Health and wellbeing initiatives

In 2023–24, staff were again supported to make healthy choices and maintain their physical and mental wellbeing through AMSA's Healthy Choices Program. This program includes:

- a structured consultation and communication program with our employees and their Health and Safety Representatives, in particular bi-monthly Health Safety and Environment Committee (HSEC) meetings.
- regular work health and safety inspections in all AMSA offices.
- annual flu vaccinations available to all employees and labour hire workers.
- participation in a Comcare Proactive Psychosocial Inspection to align with WHS legislative changes and SafeWork's Model Code of Practice: Managing Psychosocial Hazards at Work (2022). The inspection did not raise any non-conformances. Twenty-two recommendations were made and an action plan to implement them has been developed.
- the continuation of the \$300 reimbursement for health, fitness and wellbeing related activities for AMSA employees.
- in September 2023, a new employee assistance program (EAP) provider was introduced, Telus Health, with a broader range and more flexible delivery of services available to all AMSA employees and their families.
- a working group of HSEC members was established to begin the development of the AMSA Mental Health and Wellbeing Plan for implementation in 2025. This Plan is also a policy commitment arising from AMSA's Enterprise Agreement negotiations.

Environmental performance

AMSA actively promotes the requirements of an internationally recognised Environmental Management System (ISO 14001). Part of this process involves reviewing activities annually to identify any potential risks those activities may pose to the environment. To identify and evaluate environmental impacts of AMSA's activities, we also evaluate the requirements of relevant environmental legislation, including the *Environment Protection and Biodiversity Conservation Act 1999*.

AMSA's head office at 82 Northbourne Avenue was reaccredited with a 4.8 NABERS rating. NABERS is a national rating system that measures the environmental performance of Australian buildings. More information on the NABERS rating system can be found [here](#). AMSA's head office is also fitted with a range of environmentally sound equipment and systems, including:

- a rooftop PV System 36.45 KW
- live energy reporting through the building management system
- sensor lighting controls which detect levels of natural light and automatically adjust electric lighting
- coffee cup, can and battery disposal units and separation stations
- organic waste collection bins
- multifunction devices which replace the need for separate printers and photocopiers
- water-saving bathroom devices; and
- energy-efficient appliances.

APS NetZero by 2030

APS Net Zero 2030 is the Government's policy for the Australian Public Service (APS) to reduce its greenhouse gas emissions to net zero by 2030, and transparently report on its emissions. As part of the Net Zero in Government Operations Strategy, non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory presents greenhouse gas emissions over the 2023–24 period. Results are presented based on Carbon Dioxide Equivalent (CO₂-e) emissions. Greenhouse gas emissions have been calculated in line with the APS Net Zero Emissions Reporting Framework, consistent with the Whole-of-Australian Government approach as part of the APS Net Zero 2030 policy. Not all data sources were available at the time of the report and amendments to data may be required in future reports.

Domestic hire car data

Emissions from hire cars for 2023–24 is unavailable due to a lack of robust data. The availability and quality of data is expected to improve over time as emissions reporting matures.

Solid Waste data

Emissions from waste includes AMSA's Canberra office, and Brisbane office (11 out of 12 months) meaning, emissions data from waste for 2023–24 is incomplete. The availability and quality of data is expected to improve over time as emissions reporting matures.

2023–24 Greenhouse gas emissions inventory– location-based method

Emission Source	Scope 1 t CO ₂ -e	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e
Electricity (Location Based Approach)	N/A	1,385.297	129.170	1,514.468
Natural Gas	0.000	N/A	0.000	0.000
Solid Waste*	N/A	N/A	59.480	59.480
Refrigerants*†	0.000	N/A	N/A	0.000
Fleet and Other Vehicles	164.726	N/A	41.507	206.233
Domestic Commercial Flights	N/A	N/A	587.932	587.932
Domestic Hire Car*	N/A	N/A	0.000	0.000
Domestic Travel Accommodation*	N/A	N/A	158.385	158.385
Other Energy	3.794	N/A	0.935	4.729
Total t CO₂-e	168.520	1,385.297	977.409	2,531.226

Note: the table above presents emissions related to electricity usage using the location-based accounting method. CO₂-e = Carbon Dioxide Equivalent.

*indicates emission sources collected for the first time in 2023–24. The quality of data is expected to improve over time as emissions reporting matures.

†indicates optional emission source for 2023–24 emissions reporting.

2023–24 Electricity greenhouse gas emissions

Emission Source	Scope 2 t CO ₂ -e	Scope 3 t CO ₂ -e	Total t CO ₂ -e	Percentage of electricity use
Electricity (Location Based Approach)	1,385.297	129.170	1,514.468	100.00%
Market-based electricity emissions	482.987	59.628	542.615	27.50%
Total renewable electricity	-	-	-	72.50%
Mandatory renewables ¹	-	-	-	18.72%
Voluntary renewables ²	-	-	-	53.78%

Note: the table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO₂-e = Carbon Dioxide Equivalent.

1 Mandatory renewables are the portion of electricity consumed from the grid that is generated by renewable sources. This includes the renewable power percentage.

2 Voluntary renewables reflect the eligible carbon credit units surrendered by the entity. This may include purchased large-scale generation certificates, power purchasing agreements, GreenPower and the jurisdictional renewable power percentage (ACT only).





Appendices

Appendix 1: Financial Statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Infrastructure, Transport, Regional Development and Local Government

Opinion

In my opinion, the financial statements of the Australian Maritime Safety Authority (the Entity) for the year ended 30 June 2024:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2024 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2024 and for the year then ended:

- Statement by the Directors, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising material accounting policy information and other explanatory information.

Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Australian Maritime Safety Authority Board (the Board) is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601
38 Sydney Avenue, Forrest ACT 2603
Phone (02) 6203 7300

Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Summer Wesche

Senior Director

Delegate of the Auditor-General

Canberra

25 September 2024

Australian Maritime Safety Authority

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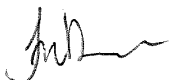
Australian Maritime Safety Authority

STATEMENT BY THE DIRECTORS, CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2024 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Maritime Safety Authority will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.



Jeanine Drummond
Chair of the Board

25 September 2024



Michael Kinley
Chief Executive Officer

25 September 2024



Stephanie Wahren
Chief Financial Officer

25 September 2024

Australian Maritime Safety Authority
Statement of Comprehensive Income
for the period ended 30 June 2024

		2024	2023	Original Budget 2024
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	4.1A	85,321	77,741	80,239
Suppliers	1.1A	133,073	132,694	136,961
Depreciation and amortisation	2.2A	40,831	36,234	36,160
Finance costs	1.1B	3,054	2,032	969
Impairment on trade and other receivables		9	40	-
Write-down and impairment of other assets	1.1C	1,095	636	-
Total expenses		263,383	249,377	254,329
Own-source income				
Own-source revenue				
Revenue from contracts with customers	1.2A	9,131	7,670	12,419
Interest		6,542	4,760	4,801
Rental income	1.2B	111	168	247
Recovery of pollution incident costs and insurance claims		93	-	-
Contributions from states and territories		1,484	3,034	1,484
Other revenue	1.2C	4,107	5,040	75
Total own-source revenue		21,468	20,672	19,026
Gains				
Reversal of impairment loss on trade and other receivables		2	3	-
Total gains		2	3	-
Total own-source income		21,470	20,675	19,026
Net cost of services		(241,913)	(228,702)	(235,303)
Revenue from Government	1.2D	234,067	224,054	235,341
Surplus / (Deficit) on continuing operations		(7,846)	(4,648)	38
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		13,285	2,773	-
Total other comprehensive income		13,285	2,773	-

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

Australian Maritime Safety Authority
Statement of Financial Position
as at 30 June 2024

		2024	2023	Original Budget 2024
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial assets				
Cash and cash equivalents	2.1A	40,841	22,952	29,869
Investments		92,000	111,000	85,000
Trade and other receivables	2.1B	8,820	11,261	11,239
Total financial assets		141,661	145,213	126,108
Non-financial assets¹				
Land	2.2A	5,748	5,716	4,808
Buildings	2.2A	50,450	31,565	110,933
Plant and equipment	2.2A	194,204	198,614	209,284
Computer software	2.2A	4,108	6,074	4,433
Inventories	2.2B	4,697	4,485	4,457
Prepayments		3,730	2,602	2,738
Total non-financial assets		262,937	249,056	336,653
Total assets		404,598	394,269	462,761
LIABILITIES				
Payables				
Suppliers	2.3A	29,831	32,469	21,757
Other payables	2.3B	4,294	3,785	1,573
Total payables		34,125	36,254	23,330
Interest bearing liabilities				
Leases	2.4A	93,260	83,087	162,085
Total interest bearing liabilities		93,260	83,087	162,085
Provisions				
Employee provisions	4.1B	24,725	23,710	29,886
Other provisions	2.5A	26,584	30,753	24,925
Total provisions		51,309	54,463	54,811
Total liabilities		178,694	173,804	240,226
Net assets		225,904	220,465	222,535
EQUITY				
Contributed equity		37,986	37,986	37,986
Reserves		122,170	108,885	106,112
Retained earnings		65,748	73,594	78,437
Total equity		225,904	220,465	222,535

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

1. Right-of-use assets are included in land, buildings and plant and equipment.

Australian Maritime Safety Authority
Statement of Changes in Equity
as at 30 June 2024

			Original Budget 2024 \$'000
	Notes	2024 \$'000	2023 \$'000
CONTRIBUTED EQUITY			
Opening balance as at 1 July		37,986	37,986
Closing balance as at 30 June		37,986	37,986
RETAINED EARNINGS			
Opening balance		73,594	78,242
Comprehensive income			
Surplus / (Deficit) for the period		(7,846)	(4,648)
Closing balance as at 30 June		65,748	73,594
ASSET REVALUATION RESERVE			
Opening balance		108,885	106,112
Comprehensive income			
Non-financial asset revaluation increment		9,279	9,945
Provision for restoration assessment		4,006	(7,172)
Total comprehensive income		13,285	2,773
Closing balance as at 30 June		122,170	108,885
TOTAL EQUITY			
Opening balance		220,465	222,340
Comprehensive income			
Surplus / (Deficit) for the period		(7,846)	(4,648)
Other comprehensive income		13,285	2,773
Total comprehensive income		5,439	(1,875)
Closing balance as at 30 June		225,904	220,465

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

Australian Maritime Safety Authority
Cash Flow Statement
for the period ended 30 June 2024

			Original Budget 2024 \$'000
	Notes	2024 \$'000	2023 \$'000
OPERATING ACTIVITIES			
Cash received			
Receipts from Government		235,753	225,079
Sale of goods and rendering of services		10,288	8,090
Interest		6,173	3,586
Net GST received		16,896	16,722
Other		5,821	8,325
Total cash received		274,931	261,802
Cash used			
Employees		83,465	76,439
Suppliers		150,139	152,804
Interest payments on lease liabilities		1,928	1,287
Total cash used		235,532	230,530
Net cash from operating activities		39,399	31,272
INVESTING ACTIVITIES			
Cash received			
Investments ¹		60,000	58,000
Total cash received		60,000	58,000
Cash used			
Investments ¹		41,000	59,000
Purchase of property, plant, equipment and intangibles		19,239	18,953
Total cash used		60,239	77,953
Net cash used by investing activities		(239)	(19,953)
FINANCING ACTIVITIES			
Cash used			
Principal payments of lease liabilities		21,271	21,567
Total cash used		21,271	21,567
Net cash used by financing activities		(21,271)	(21,567)
Net increase / (decrease) in cash held		17,889	(10,248)
Cash and cash equivalents at the beginning of the reporting period		22,952	33,200
Cash and cash equivalents at the end of the reporting period		40,841	22,952

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

1. Due to a prior period error the reporting of cash flows from investments was changed from a net basis in the prior year to a gross basis in the current year. To ensure consistency between reporting periods the 2023 comparative financial information was also restated. Cash received from investments was restated from \$Nil to \$58,000,000 and cash used for investments was restated from \$1,000,000 to \$59,000,000 in the comparative year.

Australian Maritime Safety Authority

Budget Variances

The following high level commentary of major variances between budgeted information for the Australian Maritime Safety Authority (AMSA) published in the Department of Infrastructure, Transport, Regional Development, Communications and the Arts 2023-24 Portfolio Budget Statements (PBS) and the 2023-24 final outcome are presented in accordance with Australian Accounting Standards.

Major variances are those deemed relevant to the analysis of AMSA's performance and are not necessarily focused on numerical differences between budget and actual amounts.

Affected line item	Variance to budget \$'000	Explanation of variance
Statement of Comprehensive Income		
Employee benefits	5,082	Employee benefits were higher than expected primarily due to employment termination payments, lower than anticipated workforce attrition and impact of an uplift from new 2024-2027 Enterprise Agreement including one-off payments.
Depreciation and amortisation	4,671	Variance is primarily due to depreciation on lease for a new office which AMSA took possession of earlier than anticipated in the PBS.
Statement of Financial Position		
Cash and cash equivalents	10,972	Reduced capital expenditure on office fitouts and replacement of aids to navigation equipment.
Investments	7,000	Long-term investment of surplus cash of \$7 million.
Buildings	(60,483)	Variance is due to both reduced capital expenditure on office fitouts and reprioritisation of projects to 2024-25 and smaller than originally planned portfolio of leased right-to-use assets due to a revision in business requirements.
Plant and equipment	(15,080)	Reduced capital expenditure on replacement of aids to navigation equipment and reprioritisation of projects to 2024-25.
Suppliers	8,074	This is due to higher than budgeted trade creditors and accruals at the end of the financial year, primarily related to outstanding payments for search and rescue contracts.
Leases	(68,825)	Portfolio of leased right-of-use assets is smaller than originally planned due to revision in business requirements for assets used in supporting AMSA's operations and shorter lease terms for right-of-use assets acquired.
Statement of Changes in Equity		
Reserves	16,058	The variance relates to both an increase in the fair value of plant and equipment from this years valuation and the adjustment to the provision for restoration for aids to navigation sites which are held at fair value.
Cash Flow Statement		
Employees	4,511	The variance is in line with higher employee benefits expenses incurred during the year.
Suppliers	10,542	The variance primarily relates to a difference in the presentation of GST in the financial statements and the budget of \$17 million, with suppliers grossed up to include GST in the financial statements and GST excluded in the budget. The residual variance of \$6 million is due to lower than budgeted supplier expenses for the year.
Purchase of property, plant, equipment and intangibles	(15,694)	Reduced capital expenditure on office fit-outs, replacement of aids to navigation equipment and reprioritisation of projects to 2024-25.

Australian Maritime Safety Authority

Overview

The basis of preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Australian Maritime Safety Authority (AMSA) is an Australian Government controlled and not-for-profit entity.

The financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
- Australian Accounting Standards and Interpretations - including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

Taxation

AMSA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

New accounting standards

Adoption of new Australian Accounting Standard requirements

No new, revised and amending standards or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period had a material effect on AMSA's financial statements.

Notes to and forming part of the financial statements

Financial Performance

This section analyses the financial performance of AMSA for the financial year.

Note 1.1: Expenses

	2024	2023
	\$'000	\$'000

Note 1.1A: Suppliers**Goods and services supplied or rendered**

Travel and transport	4,730	5,146
Material and services	113,685	113,409
Communications	4,703	4,702
Administration	7,410	6,963
Audit fees (paid) ¹	97	105
Total goods and services supplied or rendered	130,625	130,325

Goods supplied	1,294	1,479
Services rendered	129,331	128,846
Total goods and services supplied or rendered	130,625	130,325

Other suppliers

Workers compensation expenses	633	484
Variable lease payments	1,815	1,885
Total other suppliers	2,448	2,369
Total suppliers	133,073	132,694

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2B, 2.2A, 2.4A.

1. Financial statement audit services were provided to AMSA by KPMG under contract from the Australian National Audit Office.

Other services provided by KPMG during the reporting period

Fringe benefits tax services	30	30
Total other services provided by KPMG during the reporting period	30	30

Accounting Policy**Short-term leases and leases of low value assets**

AMSA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). AMSA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Note 1.1B: Finance costs

Interest on lease liabilities	1,928	1,287
Unwinding of discount	1,126	745
Total finance costs	3,054	2,032

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.2B, 2.2A, 2.4A.

Note 1.1C: Write-down and impairment of other assets

Write-down of property, plant and equipment	1,008	636
Write-down of inventory	87	-
Total write-down and impairment of other assets	1,095	636

Notes to and forming part of the financial statements

Note 1.2: Own-source income

	2024	2023
	\$'000	\$'000

Own-source revenue**Note 1.2A: Revenue from contracts with customers**

Sale of publications	94	99
Regulatory services	8,671	7,328
Other	366	243
Total revenue from contracts with customers	9,131	7,670

Accounting Policy

Revenue from contracts with customers is recognised when control has been transferred to the buyer.

AMSA identifies that a contract is within the scope of AASB 15 *Revenue from Contracts with Customers* when an enforceable agreement exists, including where enforceable rights and obligations arise through statutory requirements, where the performance obligations are sufficiently specific to enable AMSA to determine when they have been satisfied and where it is probable that AMSA will collect payment in exchange for the goods or services.

Where these criteria are not met and the consideration to acquire the asset is significantly less than fair value principally to enable AMSA to further its objectives it will be within the scope of AASB 1058 *Income of Not-for-Profit Entities* and revenue is recognised when AMSA has a right to receive payment.

AMSA principally generates its revenue from contracts with customers through the delivery of regulatory services, where the performance obligations are satisfied at a point in time when the regulatory process is finalised and the outcome is provided to the customer.

The transaction price is the total amount of consideration to which AMSA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. Consideration for regulatory services is primarily received up front and recognised as a contract liability until the performance obligations are satisfied by AMSA.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

Note 1.2B: Rental income

Operating lease		
Lease income	27	-
Subleasing right-of-use assets	84	168
Total rental income	111	168

Operating leases

AMSA leases its residential properties to employees in remote regions and to external parties when not required by employees. AMSA subleases a small part of its warehouse and office space to its contractors and subleases car parking spaces to employees. AMSA manages the risks associated with any rights it retains in the underlying asset through the use of commercial arrangements to manage the lease and appropriate insurance coverage.

Notes to and forming part of the financial statements

Note 1.2: Own-source income (continued)

	2024 \$'000	2023 \$'000
Maturity analysis of operating lease receivables:		
Within 1 year	53	24
1 to 2 years	10	20
2 to 3 years	-	10
Total undiscounted lease payments receivable	63	54

Operating lease receivables are GST inclusive where relevant.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 2.2A, 2.4A.

Note 1.2C: Other revenue

Fines	181	145
Funding from other Commonwealth entities for the delivery of programs	2,551	2,566
Other	1,375	2,329
Total other revenue	4,107	5,040

Note 1.2D: Revenue from Government**Department of Infrastructure, Transport, Regional Development, Communications and the Arts**

Corporate Commonwealth entity payment item		
Levy revenue: <i>Section 48, Australian Maritime Safety Authority Act 1990</i>		
Marine Navigation Levy	37,017	37,539
Marine Navigation (Regulatory Functions) Levy	56,566	57,193
Protection of the Sea Levy	37,676	38,075
Services provided on behalf of the Government	102,278	90,757
Other	530	490
Total revenue from Government	234,067	224,054

Accounting Policy

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the Department of Infrastructure, Transport, Regional Development, Communications and the Arts as a corporate Commonwealth entity payment item for payment to AMSA) is recognised as revenue from government by AMSA unless the funding is in the nature of an equity injection or a loan.

Notes to and forming part of the financial statements

Financial Position

This section analyses AMSA's assets used to conduct its operations and the operating liabilities incurred as a result.

Note 2.1: Financial assets

	2024	2023
	\$'000	\$'000

Note 2.1A: Cash and cash equivalents

Cash on hand or on deposit	40,841	22,952
Total cash and cash equivalents	40,841	22,952

Accounting Policy

Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand, and demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

Note 2.1B: Trade and other receivables

Goods and services	653	1,495
Department of Infrastructure, Transport, Regional Development, Communications and the Arts - levies receivable	2,340	4,026
Other receivables		
GST receivable from the Australian Taxation Office	3,767	4,028
Interest	1,759	1,390
Other	388	414
Total trade and other receivables (gross)	8,907	11,353
Less expected credit loss allowance	(87)	(92)
Total trade and other receivables (net)	8,820	11,261

Accounting Policy

Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

Notes to and forming part of the financial statements

Note 2.2: Non-financial assets**Note 2.2A: Reconciliation of the opening and closing balances of property, plant, equipment and intangibles**

	Land \$'000	Buildings \$'000	Plant and equipment \$'000	Computer software \$'000	Total \$'000
As at 1 July 2023					
Gross book value	6,081	56,462	217,592	19,762	299,897
Accumulated depreciation, amortisation and impairment	(365)	(24,897)	(18,978)	(13,688)	(57,928)
Total 1 July 2023	5,716	31,565	198,614	6,074	241,969
Additions					
Purchase or internally developed	-	313	14,124	-	14,437
Right-of-use assets	-	29,475	242	-	29,717
Revaluations and impairments recognised in other comprehensive income	205	560	8,514	-	9,279
Depreciation					
Depreciation and amortisation	-	(638)	(14,339)	(1,966)	(16,943)
Depreciation on right-of-use assets	(118)	(9,815)	(13,955)	-	(23,888)
Other movements	-	-	1,643	-	1,643
Other movements of right-of-use assets	(55)	(992)	1,201	-	154
Write-down and disposal of assets	-	(18)	(1,799)	-	(1,817)
Write-down and disposal of right-of-use assets	-	-	(41)	-	(41)
Total 30 June 2024	5,748	50,450	194,204	4,108	254,510
Total represented by:					
Gross book value	6,228	56,142	202,014	19,250	283,634
Accumulated depreciation, amortisation and impairment	(480)	(5,692)	(7,810)	(15,142)	(29,124)
Total 30 June 2024	5,748	50,450	194,204	4,108	254,510
Carrying amount of right-of-use assets included in total above	2,098	37,810	48,392	-	88,300

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 1.2B, 2.4A.

Revaluations of non-financial assets

On 30 June 2024 an independent valuer conducted the revaluation of land, buildings and plant and equipment owned by AMSA (excluding right-of-use assets).

The fair value of assets was measured by the approaches recognised by AASB 13 *Fair Value Measurement* including the market approach, the current replacement cost approach, with inputs used including adjusted market transactions, current acquisition prices, replacement costs, consumed economic benefits and the obsolescence of the asset. These approaches are consistent with generally accepted valuation methodologies utilised by the valuation profession.

Contractual commitments for the acquisition of property, plant and equipment

	2024 \$'000	2023 \$'000
Property, plant and equipment	2,575	4,514
Total contractual commitments for the acquisition of property, plant and equipment	2,575	4,514

AMSA's capital commitments are predominantly for the purchase of aids to navigation and infrastructure requirements. Commitments are GST inclusive where relevant.

There were no contractual commitments for the purchase of computer software (2023: \$Nil).

Notes to and forming part of the financial statements

Note 2.2: Non-financial assets (continued)**Accounting Policy****Acquisition of assets**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

Property, plant and equipmentAsset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$3,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in land, buildings, furniture and fittings and aids to navigation taken up by AMSA where there exists an obligation to make good at the end of any lease term. These costs are included in the value of AMSA's assets with a corresponding provision for the make good recognised.

Leased right-of-use assets

Leased right-of-use assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right-of-use asset that shows indication of impairment and an impairment loss is recognised against any right-of-use asset that is impaired. Right-of-use assets continue to be measured at cost after initial recognition.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding right-of-use assets) are carried at fair value (or an amount not materially different from fair value) less subsequent depreciation and impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. An independent valuation is undertaken annually, with a comprehensive valuation undertaken every three years and a desktop valuation undertaken in the other years.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the operating result. Revaluation decrements for a class of assets are recognised directly in the operating result except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to AMSA using, in all cases, the straight-line method of depreciation.

Depreciation rates applying to each type of depreciable asset are based on the following useful lives:

Asset type	2024	2023
Buildings on freehold land	10 to 72 years	10 to 68 years
Plant and equipment	1 to 102 years	2 to 102 years
Leasehold improvements (in plant and equipment)	Lease term (4 to 20 years)	Lease term (3 to 19 years)

Notes to and forming part of the financial statements

Note 2.2: Non-financial assets (continued)

Accounting Policy (Continued)

The depreciation rates for right-of-use assets are based on the commencement date to the end of the useful life of the right-of-use asset. Depreciation rates applying to each type of right-of-use asset are based on the following useful lives:

Right-of-use asset type	2024	2023
Land	2 to 100 years	2 to 100 years
Buildings	1 to 18 years	1 to 16 years
Plant and equipment	1 to 12 years	1 to 13 years

Impairment

All assets were assessed for impairment at 30 June 2024. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its current replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Heritage assets

Certain aids to navigation assets (such as heritage lighthouses) are primarily held as operational assets rather than being held for cultural, environmental or historical significance value and accounted for in accordance with AASB 116 *Property, Plant and Equipment*.

Intangibles

AMSA's intangibles comprise purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of AMSA's software is 2 to 13 years (2023: 2 to 10 years).

All software assets were assessed for indications of impairment as at 30 June 2024.

Notes to and forming part of the financial statements

Note 2.2: Non-financial assets (continued)

	2024	2023
	\$'000	\$'000

Note 2.2B: Inventories

Inventories held for distribution	4,697	4,485
Total inventories	4,697	4,485

Inventory recognised as an expense during the period was \$233,000 (2023: \$221,000).

Impairment losses recognised in profit and loss during the period was \$87,000 (2023: \$Nil).

The loss of service potential on inventories held for distribution is based on an assessment of whether the current replacement cost is lower than the original acquisition cost and an assessment of whether there is any loss of operating capacity due to obsolescence.

Accounting Policy

Inventory is valued at cost, adjusted for any loss of service potential. Inventory acquired at no cost or at nominal consideration is initially measured at current replacement cost at the date of acquisition.

AMSA's inventory is largely for its own consumption or distribution at nil cost. While AMSA does not ordinarily hold inventory for sale, if sales are made they represent the distribution of inventory at a nominal value.

Note 2.3: Payables**Note 2.3A: Supplier payables**

Trade creditors and accruals	29,831	32,469
Total supplier payables	29,831	32,469

AMSA's standard payment terms are 30 days. Settlement was generally made within this period.

Note 2.3B: Other payables

Salaries and wages	2,618	1,815
Superannuation	351	284
Separations and redundancies	296	232
Contract liabilities from contracts with customers	943	1,275
Other	86	179
Total other payables	4,294	3,785

Notes to and forming part of the financial statements

Note 2.4: Interest bearing liabilities

	2024 \$'000	2023 \$'000
Note 2.4A: Leases		
Lease liabilities	93,260	83,087
Total leases	93,260	83,087
Maturity analysis - contractual undiscounted cash flows		
Within 1 year	17,569	22,389
1 to 5 years	56,302	52,160
More than 5 years	31,843	13,692
Total leases	105,714	88,241

Total cash outflow for leases for the year ended 30 June 2024 was \$23,199,000 (2023: \$22,854,000).

AMSA in its capacity as lessee has lease arrangements in place for the lease of office space, warehouse space, aids to navigation sites and equipment, search and rescue aircraft and equipment, emergency towage vessel and equipment and motor vehicles.

Variable lease payments not included in the measurement of the lease liability are used to ensure delivery against contractual requirements and will vary in accordance with the level of performance against key performance measures, including the availability of the underlying assets.

Variable lease payments are made in relation to two lease arrangements, which for the reporting period represented 8 per cent (2023: 8 per cent) of total lease payments.

Extension options are included in the measurement of the lease liability where it is reasonably certain that AMSA will exercise the option. There were no extension options exercised in 2024 that were not included in the initial measurement of the lease liability.

AMSA in its capacity as lessee has leasing arrangements with State and Territory governments for land at 152 sites around the Australian coastline for the operation of aids to navigation with below market terms. These leases allow AMSA to establish, operate and maintain marine navigational aids on the sites and have lease terms of between 20 and 100 years.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 1.2B, 2.2A.

Accounting Policy

For all new contracts entered into, AMSA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if the rate is readily determinable, or the incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

Notes to and forming part of the financial statements

Note 2.5: Other provisions**Note 2.5A: Other provisions**

	Other provisions			
	Restoration \$'000	Lead paint \$'000	Asbestos \$'000	Total \$'000
As at 1 July 2023	16,953	13,433	367	30,753
Additional provisions made	383	248	8	639
Amounts used	-	(1,141)	(19)	(1,160)
Amounts reversed	(4,388)	(235)	(171)	(4,794)
Other movements	720	394	32	1,146
Total as at 30 June 2024	13,668	12,699	217	26,584

Provision for restoration

AMSA has an obligation contained in leases or legislation for the making good of 13 property leases and 164 aids to navigation sites to their original condition at the conclusion of the lease. AMSA has therefore made a provision to reflect the present value of this obligation which will be settled over the next 78 years.

Provision for lead paint and asbestos removal

AMSA has a constructive obligation to undertake treatment and removal work in relation to lead paint and asbestos contaminants located at various aids to navigation sites. AMSA has therefore made a provision to reflect the present value of this obligation which will be settled over the next 20 years.

Accounting Policy

Where AMSA has a present obligation, either legal or constructive, it determines an estimate of that obligation in accordance with Australian Accounting Standard AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* by determining a range of possible outcomes from which a sufficiently reliable estimate of the obligation can be made.

In determining an estimate of the obligation AMSA considers reliable available information, advice from independent experts, experience with similar incidents and AMSA's reasonable expectation of the probability of occurrence.

Accounting Judgements and Estimates

In the process of applying the accounting policies listed in this note, AMSA has made the following judgements that have the most significant impact on the amounts recorded in the financial statements.

Provision for lead paint and asbestos removal

The uncertainty in determining the provision arises due to the number of assumptions used in determining estimates, the judgement required by management and the possibility of identifying new sites, or new areas within existing sites with lead paint or asbestos contamination.

Notes to and forming part of the financial statements

Funding

This section identifies AMSA's funding structure.

Note 3.1: Regulatory charging summary

	2024 \$'000	2023 \$'000
Amounts applied		
Payments from Department of Infrastructure, Transport, Regional Development, Communications and the Arts	132,945	133,832
Own-source revenue	8,764	7,928
Total amounts applied	141,709	141,760
Expenses		
Regulatory charging activities	147,945	133,975
Total expenses	147,945	133,975
External revenue		
Payments to Department of Infrastructure, Transport, Regional Development, Communications and the Arts	131,259	132,807
Own-source revenue	8,764	7,928
Total external revenue	140,023	140,735
Total amounts written-off	2	-

Regulatory charging activitiesNavigation infrastructure

Supporting the national network of integrated aids to navigation and traffic management measures in Australian waters to ensure safe, efficient, and effective coastal navigation for the commercial shipping industry.

Environmental marine protection

Resources the National Plan for Maritime Environmental Emergencies and preparedness to combat pollution by ensuring adequate capability to respond to incidents through: training of personnel in response techniques; acquisition, maintenance, and stockpiling of relevant equipment and supplies at key sites around Australia; and provision of emergency towage capability.

Seafarer and ship safety under Navigation Act 2012

Conducting a range of maritime safety and regulatory activities on international and domestic commercial shipping operations, consisting of: compliance inspections and audits undertaken on a risk based approach; port and flag State control inspections; marine surveys; cargo and handling inspections; marine qualification duties; accreditations and audits of registered training organisations; promotion of a culture of safety in the maritime industry; development of Australia's maritime regulations and standards; and participation in international and regional maritime forums.

Marine services and ship registration under Navigation Act 2012

Range of fee-based activities comprising: seafarer and coastal pilot qualifications, including approvals, issuing permits, authorisations, certifications, and licensing for domestic and international recognised marine qualifications; inspections and surveys requested by ship owners (or agents); shipping registration of Australian flagged vessels, including ensuring ships are maintained and crewed to a suitable standard; and other activities, such as determinations and exemptions.

Marine services under National System for domestic commercial vessel and seafarers

Range of fee-based activities, including: assessing applications and issuing approvals and certificates of operation, survey and competency of near coastal qualifications; administering, monitoring and maintaining network of accredited marine surveyors; and assessing applications for exemptions from applications of National Law and equivalent means of competency.

Documentation (Cost Recovery Implementation Statement) for the above activities is available on the AMSA website.

Notes to and forming part of the financial statements

People and Relationships

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

Note 4.1: Employee benefits

	2024 \$'000	2023 \$'000
Note 4.1A: Employee expenses		
Wages and salaries	63,196	58,198
Superannuation		
Defined contribution plans	8,511	7,993
Defined benefit plans	2,585	2,689
Leave and other entitlements	9,090	7,562
Separations and redundancies	1,307	557
Other employee benefits - Fringe Benefits Tax	632	742
Total employee expenses	85,321	77,741
Note 4.1B: Employee provisions		
Leave	24,725	23,710
Total employee provisions	24,725	23,710

Accounting PolicyEmployee benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and 'termination benefits' due within 12 months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave, professional leave, surveyors leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including AMSA's employer superannuation contribution rates, to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2024 using the Department of Finance shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy

Provision is made for separation and redundancy benefit payments. AMSA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those affected employees that it will carry out the terminations.

Superannuation

AMSA staff are members of the Public Sector Superannuation Scheme (PSS), the PSS Accumulation Plan (PSSap), or other superannuation funds held outside the Australian Government.

The PSS is a defined benefit scheme for the Australian Government. The PSSap and other schemes are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

AMSA makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of AMSA's employees. AMSA accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

Notes to and forming part of the financial statements**Note 4.1: Employee benefits (continued)****Accounting Judgements and Estimates**

In the process of applying the accounting policies listed in this note, AMSA has made judgements that have the most significant impact on the amounts recorded in the financial statements in relation to the use of estimates for on cost factors that are applied in calculating long service leave entitlements.

Note 4.2: Key management personnel remuneration

	2024	2023
	\$'000	\$'000
Short-term employee benefits	2,378	2,488
Post-employment benefits	366	389
Other long-term employee benefits	68	67
Termination benefits	-	145
Total key management personnel remuneration expenses¹	2,812	3,089

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of AMSA, directly or indirectly. AMSA has determined the key management personnel to be its Portfolio Minister, members of the AMSA Board and AMSA Executive.

The total number of key management personnel included in the table above is 12 (2023: 14). The number of personnel includes long-term acting arrangements and employees who have commenced or ceased during the reporting period, therefore more than one individual may have filled a single position over the course of the year.

1. The above key management personnel remuneration does not include the Portfolio Minister and one AMSA Board member in the current year as they did not receive payments from AMSA.

Note 4.3: Related party disclosures**Related party relationships**

The parent entity to AMSA is the Australian Government. AMSA is an Australian Government controlled entity. Related parties to AMSA are key management personnel, as defined above in Note 4.2, and other Australian Government entities.

Transactions with related parties

Given consideration to relationships with related parties, and transactions entered into during the reporting period by AMSA, it has been determined that there are no related party transactions to be separately disclosed.

Notes to and forming part of the financial statements

Managing Uncertainties

This section analyses how AMSA manages financial risks within its operating environment.

Note 5.1: Contingent assets and liabilities

	2024 \$'000	2023 \$'000
	Claims for damages or costs	
Contingent assets		
Balance from previous period	543	543
New contingent assets recognised	154	-
Re-measurement	67	-
Assets realised	(93)	-
Total contingent assets	671	543
Quantifiable contingencies		

The total contingent assets include insurance claims for damages to a number of aids to navigation of \$671,000 (2023: \$543,000) and pollution incidents of \$Nil (2023: \$Nil). The estimate is based on the expected settlements for these claims.

There were no contingent liabilities at 30 June 2024 (2023: \$Nil).

Unquantifiable contingencies

In the normal course of operations, AMSA is responsible for the provision of funds necessary to meet the clean-up costs arising from ship-sourced marine pollution, and in all circumstances is responsible for making appropriate efforts to recover costs of any such incidents. In accordance with the accounting policy on pollution incident costs, where quantifying a reasonable estimate of the cost to remediate ship sourced marine pollution has not been possible, no amount has been included.

There were no unquantifiable contingencies at 30 June 2024 (2023: \$Nil).

AMSA has established a pollution response financial capability of \$50 million, backed by liquid investments, to provide funds for clean-up costs (which may be across a range of concurrent incidents) to cover expenditure pending recoveries.

Accounting Policy

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

Accounting Judgement and Estimates**Contingent liability for pollution incidents**

Where a contingent liability arises for pollution incidents it represents a possible obligation whose existence will only be confirmed by the occurrence or non-occurrence of future uncertain events outside AMSA's control, resulting in significant uncertainty whether the contingent liability will crystallise into a provision in future years and result in the outflow of resources.

The uncertainty in estimating a contingent liability for pollution incidents results in a significant risk that a material adjustment to the contingent liability may be required in future years. The uncertainty arises due to the complex judgement required by management in the estimation of the clean-up costs for pollution incidents and limited experience with similar pollution incidents.

AMSA will seek to recover all costs incurred for pollution incidents.

AMSA does not have any possible obligations in relation to pollution incidents at 30 June 2024 (2023: \$Nil)

Notes to and forming part of the financial statements

Note 5.2: Financial instruments

	Notes	2024 \$'000	2023 \$'000
Note 5.2A: Categories of financial instruments			
Financial assets at amortised cost			
Cash and cash equivalents		40,841	22,952
Investments		92,000	111,000
Receivables for goods and services	2.1A	566	1,403
Other receivables	2.1A	2,147	1,804
Total financial assets at amortised cost		135,554	137,159
Financial liabilities measured at amortised cost			
Trade creditors and accruals	2.3A	29,831	32,469
Total financial liabilities measured at amortised cost		29,831	32,469
Note 5.2B: Net gains or losses on financial assets			
Financial assets at amortised cost			
Interest revenue		6,542	4,760
Reversal of impairment loss		2	3
Impairment loss allowance		(9)	(40)
Net gain on financial assets at amortised cost		6,535	4,723

The total interest income from financial assets not at fair value through profit and loss was \$6,542,000 (2023: \$4,760,000). The total interest expense from financial liabilities not at fair value through profit and loss was \$Nil (2023: \$Nil).

Accounting Policy**Financial assets**

AMSA classifies its financial assets as financial assets measured at amortised cost.

The classification depends on both AMSA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when AMSA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

Financial assets at amortised cost

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

Effective interest method

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

Impairment of financial assets

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial

Financial liabilities

Financial liabilities are classified as financial liabilities at amortised cost and are recognised and derecognised upon trade date.

Financial liabilities at amortised cost

Financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Notes to and forming part of the financial statements

Other Information

Note 6.1: Current / Non-current distinction for assets and liabilities

	2024 \$'000	2023 \$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	40,841	22,952
Investments	92,000	111,000
Trade and other receivables	8,820	11,261
Prepayments	3,575	2,446
Total no more than 12 months	145,236	147,659
More than 12 months		
Land	5,748	5,716
Buildings	50,450	31,565
Plant and equipment	194,204	198,614
Computer software	4,108	6,074
Inventories	4,697	4,485
Prepayments	155	156
Total more than 12 months	259,362	246,610
Total assets	404,598	394,269
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	29,831	32,469
Other payables	4,294	3,785
Leases	15,612	20,822
Employee provisions	7,298	6,842
Other provisions	1,812	3,955
Total no more than 12 months	58,847	67,873
More than 12 months		
Leases	77,648	62,265
Employee provisions	17,427	16,868
Other provisions	24,772	26,798
Total more than 12 months	119,847	105,931
Total liabilities	178,694	173,804

Appendix 2: Details of the Accountable Authority

Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Position held Executive / Non-Executive	Start Date (1 July 2023 or after)	End Date (30 June 2024 or before)	Number of meetings of accountable authority attended
Captain Jeanine Drummond	COC Master Unlimited GAICD BBus (MarMan) GCM (Mar) GDipMan (Mar) AdvDipAppSc (Nautical)	Capt. Jeanine Drummond works as an independent marine advisor, and is an experienced Harbour Master, Master Mariner and Maritime Industry Professional. Capt. Drummond has an extensive background across the maritime industry sectors, at sea, offshore oil and gas, and in the ports sector, in operations, development and governance, both in Australia and internationally.	Board Member Board Chair Non-Exec	01 July 2023 03 July 2023	02 July 2023 30 June 2024	7
Ms Jennifer Clark	FAICD	Ms Jennifer Clark has an extensive background in business, finance and governance through a career as a Non-Executive Director since 1991 and as an Investment Banker for over 22 years. Ms Clark has been a Board member and Chair of a number of audit, finance and risk committees in Commonwealth Government agencies and private sector companies over the past 33 years including in the maritime, defence and finance sectors.	Acting Board Chair Deputy Board Chair Non-Exec	01 July 2023 03 July 2023	02 July 2023 30 June 2024	7
Ms Elizabeth Montano	Bachelor of Arts/Law – UNSW FAICD	Ms Elizabeth Montano is an experienced non-executive director with a portfolio of positions and a consulting practice working in governance, strategic and business planning, performance assessment and reporting, change management, risk and assurance. Ms Montano has worked extensively in financial services regulation, financial intelligence, information technology strategy and governance, marine natural resource management and marine scientific research. Ms Montano is chair and a member of various public sector audit and audit and risk committees. She was the first woman to lead an Australian regulatory / law enforcement agency as Chief Executive Officer of the Australian Transaction Reports and Analysis Centre (AUSTRAC). Ms Montano was a financial services specialist at King & Wood Mallesons.	Board Member Non-Exec	01 July 2023	30 June 2024	7

Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Position held Executive / Non-Executive	Start Date (1 July 2023 or after)	End Date (30 June 2024 or before)	Number of meetings of accountable authority attended
Mr Peter Toohey	MAICD STCW III/2, Engineer Class 1 (Motor) Fitter & Turner Trade Certificate	Mr Peter Toohey was formerly Chief Engineer, Brisbane Tugs with Switzer Australia. He has participated in 18 salvages with United Salvage and Switzer Salvage as Salvage engineer since 1991 until 2015.	Board Member Non-Exec	01 July 2023	30 June 2024	7
Mr Daryl Quinlivan	BA Hons Monash BEC ANU	Mr Daryl Quinlivan was Secretary of the Federal Department of Agriculture and Water from 2015–2020. He has worked across a range of public policy areas including agriculture and trade, water, communications, transport and infrastructure, and competition policy. Mr Quinlivan was Head of Office at the Productivity Commission 2012–2015.	Board Member Non-Exec	01 July 2023	30 June 2024	7
Ms Michelle Taylor	LLB (James Cook University) LLM Maritime Law (University of Queensland, Dean's Honour Roll)	Ms Michelle Taylor is a partner of Sparke Helmore leads the firm's Maritime & Transport Group. Michelle is recognised internationally for her extensive experience in shipping casualties in the Asia Pacific region. During her career Michelle has acted for shipowners, charterers, transport and logistics operators, ports, insurers and governments. Michelle is the Immediate Past President and Board member of the Maritime Law Association of Australia & New Zealand. She is on the Executive of Australian Maritime and Transport Arbitration Commission and was a founding member of the Brisbane Port Welfare Committee. Michelle is a leading shipping lawyer in Chambers Asia-Pacific, Legal 500, Best Lawyers, Doyle's Guide and Who's Who Legal.	Board Member Non-Exec	03 July 2023	30 June 2024	7

Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Position held Executive / Non-Executive	Start Date (1 July 2023 or after)	End Date (30 June 2024 or before)	Number of meetings of accountable authority attended
Mr Dean Summers	MAICD Member of the Maritime Union of Australia Qualified Australian Integrated Rating	Mr Dean Summers has worked in the Australian maritime industry for almost 50 years. As a seafarer he worked in all of the maritime industries including tugs, offshore oil & gas and coastal shipping. Dean was the National Coordinator for the international transport worker's federation (ITF) for 20 years, developing and prosecuting the flags of convenience campaign in Australia and globally.	Board Member Non-Exec	03 July 2023	30 June 2024	6
Mr Mick Kinley	BAppSc BEng GradDip Leg Australian Chief Engineer Class 1 Certificate MAICD	Mr Mick Kinley became Chief Executive Officer of AMSA on 27 August 2014 after joining the organisation as a marine surveyor in 1994. Prior to joining AMSA, Mr Kinley had an extensive career with BHP. He started as an engineer cadet with BHP Transport and sailed with the BHP fleet before serving in various shore-based roles, including fleet safety instructor and project engineer.	Chief Executive Officer / Board Member	01 July 2023	30 June 2024	7
Ms Cha Jordanoski	B Com (Accounting) FCPA MAICD	Cha Jordanoski is the First Assistant Secretary / Chief Financial Officer of the Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts since February 2023. Cha has a career spanning over 20 years across the Australian Government, professional services, and commerce with an extensive background in finance, policy advice and program development, including the delivery of Federal Budgets. Cha has worked in various Commonwealth Portfolio Departments, Central Agencies and whole of government taskforces.	Board Member (ex-officio)	18 October 2023	30 June 2024	3

Board and Committee meetings

Board meetings

- 261 – 6 July 2023
- 262 – 16 August 2023
- 263 – 21 September 2023
- 264 – 13 December 2023
- Out of session Microsoft Teams meeting – 7 February 2024
- 265 – 14 March 2024
- 266 – 15 May 2024

Board Audit, and Risk Committee meetings

- 166 – 30 August 2023
- 167 – 13 September 2023
- 168 – 29 November 2023
- 169 – 28 February 2024
- 170 – 17 April 2024

Remuneration Committee meeting

- 18 September 2023
- 8 May 2024

Board Audit, Risk and Finance Committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional Information (including role on committee)
Ms Jennifer Clark	Ms Clark has an extensive background in business, finance and governance through a career as a Non-Executive Director since 1991 and as an Investment Banker for over 22 years. Ms Clark has been a Board member and Chair or member of a number of audit, finance and risk committees in Commonwealth Government agencies and private sector companies over the past 31 years including in the maritime, defence and finance sectors. She is a Fellow of the Australian Institute of Company Directors and is Deputy Chair of the AMSA Board.	5 Meetings as Audit Committee Chair	5 Meetings	N/A	As Deputy Chair of the Board, Ms Clark is not entitled to receive remuneration in accordance with the Remuneration Tribunal. Ms Clark was Acting Chair of the Board for three meetings and had relinquished membership on the Audit Committee aligned with RMG 202 (and the PGPA Rule) – a Chair of the entity's Board of the accountable authority is to be excluded from being a member on the Audit Committee.
Dr Russell Reichelt AO	Dr Reichelt is currently the Australian Prime Minister's representative for the High Level Panel for a Sustainable Ocean Economy; Chairman of NSW Marine Estate Management Authority; a Board member of the Climate Change Authority and the Great Barrier Reef Foundation Limited (pro-bono). He has served as Chairman of the Great Barrier Reef Marine Park Authority, the Chief Executive Officer and Board member of the Australian Institute of Marine Science and as Chairman of Australia's Fisheries Research and Development Corporation and Seafood Services Australia Limited; and Chairman of the Commonwealth's National Oceans Advisory Group.	5 Meetings as Audit Committee Member	5 Meetings	\$20,720.56	

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended	Total number of meetings held	Total annual remuneration (GST inc.)	Additional Information (including role on committee)
Ms Elizabeth Montano	<p>Ms Montano holds the degrees of Bachelor of Arts and Bachelor of Laws (UNSW) and is a Fellow of the Australian Institute of Company Directors.</p> <p>She has over twenty years' experience as chair, deputy chair and member of boards and audit committees across a range of government and not for profit entities. She has broad ranging experience in governance and the machinery of government including in financial and performance reporting, risk, assurance and program and project management and oversight.</p> <p>She is a former Chief Executive Officer in the Commonwealth and senior financial services lawyer with King & Wood Mallesons.</p>	5 Meetings as Audit Committee Member	5 Meetings	\$8,735.58	<p>The Remuneration Tribunal notes: A member (other than the Chair or Deputy Chair of the Board) who is appointed to an Audit Committee is entitled to additional fees – for a member of the Audit Committee.</p>

Appendix 3: Management of Human Resources

Management of Human Resources

All ongoing employees current report period (2023–24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	33	1	34	22	6	28	0	0	0	0	0	0	0	0	0	62
Qld	40	0	40	26	1	27	0	0	0	0	0	0	0	0	0	67
SA	6	0	6	1	0	1	0	0	0	0	0	0	0	0	0	7
Tas	11	0	11	2	0	2	0	0	0	0	0	0	0	0	0	13
Vic	17	0	17	6	2	8	0	0	0	0	0	0	0	0	0	25
WA	21	0	21	3	2	5	0	0	0	0	0	0	0	0	0	26
ACT	100	1	101	117	14	131	1	0	1	0	0	0	0	0	0	233
NT	3	0	3	1	1	2	0	0	0	0	0	0	0	0	0	5
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	231	2	233	178	26	204	1	0	1	0	0	0	0	0	0	438

All ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
NSW	33	0	33	17	4	21	0	0	0	0	0	0	0	0	54
QLD	40	1	41	23	0	23	0	0	0	0	0	0	0	0	64
SA	6	0	6	1	0	1	0	0	0	0	0	0	0	0	7
TAS	8	0	8	2	0	2	0	0	0	0	0	0	0	0	10
VIC	16	0	16	4	2	6	0	0	0	0	0	0	0	0	22
WA	18	0	18	4	2	6	0	0	0	0	0	0	0	0	24
ACT	109	1	110	118	16	134	1	0	1	0	0	0	0	0	245
NT	3	0	3	2	0	2	0	0	0	0	0	0	0	0	5
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Total	233	2	235	171	24	195	1	0	1	0	0	0	0	0	431

All non-ongoing employees current report period (2023–24)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term			Total
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	
NSW	2	0	2	2	0	2	0	0	0	0	0	0	0	0	0	4
Qld	9	0	9	2	0	2	0	0	0	0	0	0	0	0	0	11
SA	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Tas	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Vic	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0	3
WA	3	0	3	0	0	0	0	0	0	0	0	0	0	0	0	3
ACT	18	2	20	14	2	16	0	0	0	0	0	0	0	0	0	36
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0	1
Total	36	2	38	19	2	21	0	0	0	0	0	0	0	0	0	59

All non-ongoing employees previous report period (2022–23)

	Man/Male			Woman/Female			Non-binary			Prefers not to answer			Uses a different term		
	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total	Full time	Part time	Total
NSW	2	0	2	4	0	4	0	0	0	0	0	0	0	0	0
QLD	6	0	6	2	0	2	0	0	0	0	0	0	0	0	0
SA	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
TAS	2	0	2	0	0	0	0	0	0	0	0	0	0	0	0
VIC	2	0	2	1	0	1	0	0	0	0	0	0	0	0	0
WA	3	0	3	1	0	1	0	0	0	0	0	0	0	0	0
ACT	20	2	22	17	2	19	0	0	0	0	0	0	0	0	0
NT	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
External	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Overseas	1	0	1	0	0	0	0	0	0	0	0	0	0	0	0
Total	37	2	39	25	2	27	0	0	0	0	0	0	0	0	66

Appendix 4: Executive remuneration

Key Management Personnel

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of AMSA. AMSA has determined the KMP to be members of the AMSA Board and Executive.

Table 1: Key Management Personnel Remuneration

Name	Position Title	Period of Service	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits \$	Total remuneration \$
			Base salary \$	Bonuses \$	Other benefits and allowances \$		Long service leave \$	Other long-term benefits \$		
Jeanine Drummond	Chair	1/7/2023 to 30/6/2024	126,953	-	-	19,551	-	-	-	146,504
Jennifer Clark	Deputy Chair	1/7/2023 to 30/6/2024	95,225	-	-	14,665	-	-	-	109,889
Peter Toohey	Board Member	1/7/2023 to 30/6/2024	63,477	-	-	9,775	-	-	-	73,252
Elizabeth Montano	Board Member	1/7/2023 to 30/6/2024	72,179	-	-	11,116	-	-	-	83,294
Daryl Quinlivan	Board Member	1/7/2023 to 30/6/2024	63,477	-	-	9,775	-	-	-	73,252
Dean Summers	Board Member	3/7/2023 to 30/6/2024	63,477	-	-	9,775	-	-	-	73,252
Michelle Taylor	Board Member	3/7/2023 to 30/6/2024	63,477	-	-	9,775	-	-	-	73,252

Name	Position Title	Period of Service	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits \$	Total remuneration \$
			Base salary \$	Bonuses \$	Other benefits and allowances \$		Long service leave \$	Other long-term benefits \$		
Mick Kinley	Board Member and Chief Executive Officer	1/7/2023 to 30/6/2024	555,491	-	1,600	66,873	23,268	-	-	647,232
Mark Morrow	Executive Director Response	1/7/2023 to 30/6/2024	306,187	-	1,600	47,570	16,047	-	-	371,404
Michael Drake	Executive Director Operations	1/7/2023 to 30/6/2024	315,470	-	1,600	50,898	8,063	-	-	376,032
Leanne Loan	Executive Director Policy and Regulation	1/7/2023 to 30/6/2024	325,559	-	1,600	54,991	12,886	-	-	395,036
Julian Mitchell	Chief Operating Officer	1/7/2023 to 30/6/2024	317,858	-	2,743	45,467	8,098	-	-	374,167
Total			2,368,830	-	9,143	350,231	68,362	-	-	2,796,566

Table 2: Senior Executives

Senior Executives (Senior Managers) are employed under common law contracts which set out the core conditions and terms of employment, including remuneration.

The AMSA Executive, in consultation with the CEO, determine remuneration and conditions for Senior Executives (Senior Managers) having regard to the Government's Public Sector Workplace Relations Policy 2020 and relativity for comparable positions within AMSA, the APS and the wider employment market.

Senior Executives are defined as persons holding senior leadership positions within AMSA (Senior Managers) and are included below:

Total remuneration bands	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits \$	Total remuneration \$
		Average base salary \$	Average bonuses \$	Average other benefits and allowances \$		Average long service leave \$	Average other long-term benefits \$		
\$220,000 or less	8	98,773	-	846	15,765	7,119	-	8,172	130,675
\$220,001 – \$245,000	8	194,484	-	1,800	33,026	6,872	-	-	236,182
\$245,001 – \$270,000	12	200,878	-	2,076	31,373	7,814	-	12,476	254,617
\$270,001 – \$295,000	5	239,846	-	2,080	37,400	8,083	-	-	287,409
\$295,001 – \$320,000	2	252,688	-	1,600	41,678	7,322	-	-	303,288
\$395,001 – \$420,000	1	199,275	-	1,246	30,759	31,470	-	136,475	399,225
\$420,001 – \$445,000	1	237,194	-	146,258	39,647	3,686	-	-	426,785

Table 3: Other Highly Paid Staff

Other highly paid staff are employed under the Australian Maritime Safety Authority Enterprise Agreement 2024–27

Total remuneration bands	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits \$	Total remuneration \$
		Average base salary \$	Average bonuses \$	Average other benefits and allowances \$		Average long service leave \$	Average other long-term benefits \$		
\$250,000 - \$270,000	6	192,502	-	20,127	29,451	6,230	-	10,037	258,347
\$270,001 - \$295,000	3	169,508	-	-	24,848	24,511	-	60,225	279,092
\$295,001 - \$320,000	1	168,189	-	-	32,436	6,632	-	95,249	302,506
\$320,001 - \$345,000	1	115,119	-	-	21,314	4,608	-	182,592	323,633

Notes in relation to information contained in Table 1, 2 and 3

1. These tables were prepared on an accrual basis. Some of the amounts are impacted by the duration of service during the reporting period.
2. The base salary amount includes salary, allowances, annual leave paid and the movement in annual leave provision during the reporting period.
3. The bonuses are payable within 12 months.
4. The other benefits and allowances amount includes car parking, housing benefits, other benefits and the associated fringe benefits tax amount where it is reportable.
5. The superannuation contributions amount includes employer contributions, including the productivity component.
6. The long service leave amount includes long service leave paid and the movement in the long service leave provision during the reporting period.
7. The termination benefits amount excludes annual leave and long service leave paid out on cessation of employment.

Appendix 5: 2022–23 Aids to Navigation Maintenance Procurement

Implementation of findings from the ANAO audit: 2022–23 Aids to Navigation Maintenance Procurement

Recommendations	Response	Progress
1 The Australian Maritime Safety Authority strengthen its procurement controls and better inform the market by setting out in its request documentation the relative importance of the evaluation criteria that will be applied.	Agreed	Weightings of evaluation criteria are included in all request for quote and request for tender approaches to market. These weightings are mirrored in the evaluation plans and assessed subject to the provisions included in the plan. AMSA Procurement team will review procurement controls and request documentation for covered procurement to implement this recommendation. DEADLINE: January 2025
2 When re-tendering contracts, the Australian Maritime Safety Authority consider the benefits to encouraging competition by identifying any major changes proposed to the contractual arrangements in the request documentation.	Agreed	AMSA includes amended clauses from time-to-time based on new policy/ clauses released by the Department of Finance or new Procurement Connected Policies (e.g., Environmentally Sustainable Procurement Policy). AMSA will consider highlighting these changes to prospective tenderers.

Recommendations	Response	Progress
3 When debriefing tenderers and in any public statements on the results of procurement processes, the Australian Maritime Safety Authority promote transparency by ensuring the reasons it provides are consistent with the tender evaluation reports.	Agreed AMSA accepts that there has been inconsistency and inaccuracy in public statements on the results of the procurement process. This has not been deliberate and there is no reason for AMSA to have avoided transparency on this topic within the confines of the CPRs. However, AMSA certainly accepts that a more consistent approach to framing the explanation in line with the tender evaluation report findings would have improved understanding of the outcome.	AMSA Procurement can provide debriefing guidelines and are involved in some debriefs but this is largely left to the evaluation team who clearly have the specific knowledge regarding the findings and how the assessment indicated best value for money. AMSA Procurement team will review debriefing guidelines in consultation with the wider business to ensure that the guidelines stipulate that debriefings must be consistent with the tender evaluation reports. DEADLINE: January 2025
4 To effectively manage probity risks in procurement activities, the Australian Maritime Safety Authority: include an assessment of probity risks and identify how they should be managed within the risk register for large and/or complex procurements; and have in place a probity plan that governs any pre-procurement activities including industry engagement and addresses the way it will engage with any incumbent contractor(s) during the planning for, and conduct of, the procurement process.	Agreed	AMSA has reviewed its procurement documentation. For complex procurements (valued between \$50,000 and \$400,000) a procurement evaluation plan (PEP) is required which also includes a probity risk assessment. For covered procurements (more than \$400,000), the risk assessment is mandatory and involvement of AMSA's insurance and risk team is required if risks are rated moderate or above. PEPs include: <ul style="list-style-type: none"> • A section dedicated to probity that the Evaluation team acknowledge and agree to when they sign-off on the plan • Nomination of a Probity Advisor • A risk assessment. Any risks assessed as moderate or higher require involvement of the AMSA insurance and risk team and may require the engagement of an external probity advisor (as below) Procurement procedure states mandatory engagement of an external probity advisor where the contract is valued at \$2.5 million; where a moderate or higher risk is assessed; and for all procurement over \$5 million. AMSA Procurement will review the procurement documentation for covered procurement to implement recommendations relating to the probity plan. DEADLINE: January 2025

Appendix 6: Coronial inquiries 2015–16 – 2023–24

Year report released	Case name	Description	Number of findings	Number of findings implemented
2015–16	Wilson	On 26 July 2013 while fishing for coral trout from <i>Norlaus</i> , Glenn Wilson was found floating face down in the water near his overturned fishing dory. An autopsy revealed he died due to drowning. https://www.courts.qld.gov.au/_data/assets/pdf_file/0012/468759/cif-wilson-g-20160524.pdf	6	6
2015–16	Donoghue	Ryan Harry Donoghue died at 7.19 pm on 29 November 2013 aboard the fishing vessel <i>Newfish 1</i> situated in the Gulf of Carpentaria. The cause of death was ventricular defibrillation due to electrocution. https://justice.nt.gov.au/_data/assets/pdf_file/0005/281777/D02102013-Donoghue-including-attachment.pdf	4	4
2016–17	Llanto & Collado (<i>Sage Sagittarius</i>)	Cesar Llanto died on 30 August 2012 as a result of foul play, namely, that Mr Llanto was either thrown overboard or killed on the <i>MV Sage Sagittarius</i> and his body disposed of at a later time, by a person or persons unknown. Hector Collado died on 14 September 2012, in Newcastle Harbour aboard the <i>MV Sage Sagittarius</i> . The cause of his death was multiple injuries, which the coroner was satisfied he sustained as a result of being struck over the head by some kind of weapon or instrument by a person or persons unknown and then he was either thrown over the handrail outside the storeroom on the second deck or fell over the handrail to his death. https://coroners.nsw.gov.au/coroners-court/download.html/documents/findings/2017/Llanto%20and%20Collado%20Inquest%20-%20FINAL%20findings%20as%20at%2031%20May%202017.pdf	1	No action required — finding addressed at a whole-of-government perspective
2016–17	Munn	Brett Anthony Munn was aboard the <i>Seabring</i> when it capsized in November 2016.	8	4 The open recommendations require potential regulatory or legislative change

Year report released	Case name	Description	Number of findings	Number of findings implemented
2016–17	Trott	Leila Michelle Trott, 38, went missing sometime around 1330 on 6 April 2016, whilst swimming to retrieve a tender (a dinghy) that had come loose from its mooring and drifted away from <i>Ocean Free</i> , a tourist sailing vessel Leila was skipping on the Great Barrier Reef near Green Island off Cairns. Leila was located in the water at 1418. https://www.courts.qld.gov.au/data/assets/pdf_file/0010/514477/cif-trott-lm-20170316.pdf	1	1
2017–18	Turner, Carter & Fairley	The deceased were on board the <i>Returner</i> when it sank on 11 July 2015. The vessel had undergone major modifications that rendered the vessel less stable in water. https://www.coronerscourt.wa.gov.au/_files/Carter.%20Fairley%20and%20Turner%20finding.pdf	6	6
2017–18	Bradshaw	Mr Bradshaw was found deceased in the water between a wharf at Hudson Creek in Darwin and a landing barge, the <i>Sammy Express</i> https://justice.nt.gov.au/_data/assets/pdf_file/0019/482005/D00052017-Daniel-Bradshaw.pdf	3	3
2018–19	Russell	Allan Geoffrey Russel drowned after his dingy overturned https://www.magistratescourt.tas.gov.au/_data/assets/pdf_file/0006/466341/Russell.-Allan-Geoffrey-web-version.pdf	1	1
2019–20	Cassandra/Dianne	Joint inquest into the loss of life arising from the capsizing of two fishing vessels, <i>Cassandra</i> and <i>Dianne</i> https://www.courts.qld.gov.au/_data/assets/pdf_file/0008/624176/cif-fvdianneandfvcassandra-20190829.pdf	8	5 The open recommendations require potential regulatory or legislative change and should be complete before the end of the 2024 calendar year.

Appendix 7: Our functions and powers

Our functions and powers

AMSA's functions are set out in sections 6 and 7 of the AMSA Act, as follows:

6 Functions of Authority

1. The functions of the Authority are:
 - a. to combat pollution in the marine environment; and
 - b. to provide a search and rescue service; and
 - c. to provide, on request, services to the maritime industry on a commercial basis; and
(ca) to provide on request services of a maritime nature, on a commercial basis, to:
 - i. the Commonwealth, a State, the Australian Capital Territory or the Northern Territory; or
 - ii. an authority or agency of the Commonwealth, a State or either of those Territories; and
 - cb) to cooperate with the Australian Transport Safety Bureau in relation to investigations under the *Transport Safety Investigation Act 2003* that relate to aircraft and ships; and
 - d. to perform such other functions as are conferred on it by or under any other Act; and
 - e. to provide consultancy and management services relating to any of the matters referred to in this subsection; and
 - f. to perform any other prescribed functions relating to any of the matters referred to in this subsection; and
 - g. to perform functions incidental to any of the previously described functions.
2. The Authority may provide its services both within and outside Australia.
3. Subject to section 8, the functions to provide services may be performed at the discretion of the Authority.
4. The Authority must not perform any of its functions otherwise than for a purpose in respect of which the Parliament has the power to make laws.
5. The provision of a search and rescue service must be in a manner that is consistent with Australia's obligations under:
 - a. the Chicago Convention; and
 - b. the Safety Convention; and
 - c. the International Convention on Maritime Search and Rescue 1979 done at Hamburg on 27 April 1979.

7 Functions to be performed in accordance with international agreements

1. The Authority must perform its functions in a manner consistent with the obligations of Australia under any agreement between Australia and another country.

8 Directions

2. The Minister may give the Authority written directions as to the performance of its functions.
3. Directions as to the performance of functions that are conferred on the Authority by or under another Act are to be only of a general nature.

9 Reimbursement of cost of complying with directions

1. Where the Authority satisfies the Minister that it has suffered financial detriment as a result of complying with a direction given by the Minister under section 8, the Authority is entitled to be reimbursed by the Commonwealth the amount that the Minister determines in writing to be the amount of that financial detriment.
2. The reference in subsection (1) to suffering financial detriment includes a reference to:
 - a. incurring costs that are greater than those that would otherwise have been incurred; and
3. forgoing revenue that would otherwise have been received.

9A Minister may give Authority notices about its strategic direction etc.

1. The Minister may, from time to time, by notice in writing to the Authority, advise the Authority of his or her views in relation to the following matters:
2. the appropriate strategic direction of the Authority;
3. the manner in which the Authority should perform its functions.
4. The Authority must, in performing its functions, take account of notices given to it under subsection (1).
5. The members must, in preparing each corporate plan, take account of notices given to the Authority under subsection (1).

9B Minister may direct Authority to give documents and information to nominee

6. In this section: ministerial nominee means a person whose responsibilities or duties include advising the Minister about the performance and strategies of the Authority.
7. The Minister may direct the Authority to give to a specified ministerial nominee any documents or information relating to the operations of the Authority that the nominee requests.
8. The Authority must comply with a direction by the Minister under subsection (2).

9C Extra matters to be included in annual report

1. The annual report prepared by the members of the Authority and given to the Minister under section 46 of the *Public Governance, Performance and Accountability Act 2013* for a period must include the following:
 - a. particulars of any directions given to the Authority under section 8 during the period;
 - b. a summary of notices given to the Authority under subsection 9A(1) during the period;
 - c. a summary of action taken during the period by the Authority because of notices given to the Authority under subsection 9A(1) in that or any other period;
 - d. particulars of any directions given to the Authority under subsection 9B(2) during the period.

Compliance index

PGPA Rule Reference	Part of Report	Description	Requirement
17BE	Contents of annual report		
17BE(a)	Governance Page 56	Details of the legislation establishing the body	Mandatory
17BE(b)(i)	Appendix 7 Page 124	A summary of the objects and functions of the entity as set out in legislation	Mandatory
17BE(b)(ii)	Annual Performance Statements Page 12	The purposes of the entity as included in the entity's corporate plan for the reporting period	Mandatory
17BE(c)	Reporting requirements and responsible Minister Page 3	The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers	Mandatory
17BE(d)	Governance Page 73	Directions given to the entity by the Minister under an Act or instrument during the reporting period	If applicable, mandatory
17BE(e)	Governance Page 73	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(f)	Governance Page 73	Particulars of non-compliance with: (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act	If applicable, mandatory
17BE(g)	Annual Performance Statements Page 11	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule	Mandatory
17BE(h), 17BE(i)	Governance Page 71	A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with finance law and action taken to remedy non-compliance	If applicable, mandatory
17BE(j)	Appendix 2 Page 106	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period	Mandatory
17BE(k)	Governance Page 58	Outline of the organisational structure of the entity (including any subsidiaries of the entity)	Mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(ka)	Appendix 3 Page 112	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location	Mandatory
17BE(l)	Governance Page 58	Outline of the location (whether or not in Australia) of major activities or facilities of the entity	Mandatory
17BE(m)	Governance Page 55	Information relating to the main corporate governance practices used by the entity during the reporting period	Mandatory
17BE(n) and BE(o)			
17BE(o)	Governance Page 66	For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST): (a) the decision-making process undertaken by the accountable authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and (b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions	If applicable, mandatory
17BE(p)	Governance Page 56	Any significant activities and changes that affected the operation or structure of the entity during the reporting period	If applicable, mandatory
17BE(q)	Governance Page 71	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity	If applicable, mandatory
17BE(r)	Governance Page 71	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner	If applicable, mandatory
17BE(s)	N/A	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report	If applicable, mandatory

PGPA Rule Reference	Part of Report	Description	Requirement
17BE(t)	Governance Page 66	Details of any indemnity that applied during the reporting period to the accountable authority, any member of the accountable authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)	If applicable, mandatory
17BE(taa)	Governance Page 64 Appendix 2 Page 106	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee	Mandatory
17BE(ta)	Appendix 4 Page 116	Information about executive remuneration	Mandatory

Requirements of the AMSA Act

Requirement	AMSA Act Reference	Page Number/ Comment
Particulars of any directions given to the Authority under section 8 during the period	AMSA Act 9C(a)	N/A No directions given
A summary of notices given to the Authority under subsection 9A(1) during the period	AMSA Act 9C(b)	N/A No notices under subsection 9A(1) received
A summary of action taken during the period by the Authority because of notices given to the Authority under subsection 9A(1) in that or any other period	AMSA Act 9C(c)	N/A
Particulars of any directions given to the Authority under subsection 9B(2) during the period	AMSA Act 9C(d)	N/A

References

Acronyms and abbreviations

Acronym/ Abbreviation	Meaning
AMSA	Australian Maritime Safety Authority
AMSA Act	<i>Australian Maritime Safety Authority Act 1990</i>
ANAO	Australian National Audit Office
AtoN	Aid(s) to navigation
DCV	Domestic Commercial Vessel
IMO	International Maritime Organization
KPI	Key performance indicator
MARPOL	International Convention for the Prevention of Pollution from Ships
National Law	<i>Marine Safety (Domestic Commercial Vessel) National Law Act 2012</i>
National plan	National Plan for Maritime Environmental Emergencies
National system	National System for Domestic Commercial Vessel Safety
PBS	Portfolio budget statements
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PID Act	<i>Public Interest Disclosure Act 2013</i>
PSC	Port State control
RPF	Regulator Performance Framework

Annual Report contact

General enquiries and comments about this report can be directed to:

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An electronic copy of this report with additional information detailing the activities of the Australian Maritime Safety Authority is available at amsa.gov.au and on the Transparency Portal: transparency.gov.au

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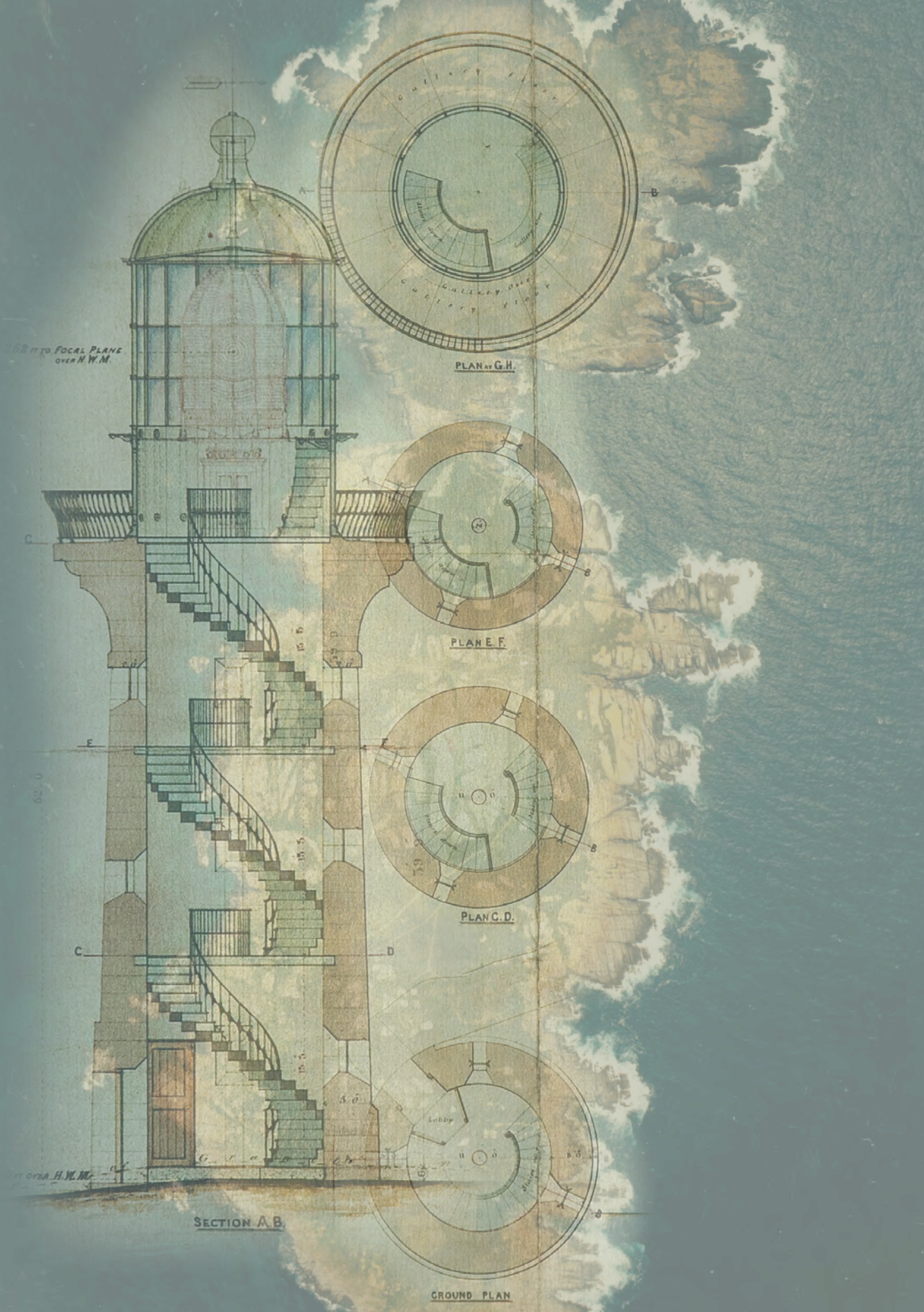
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Compliments and complaints

To make a complaint, offer a compliment, or ask questions relating to any AMSA decision, procedure, policy or service, members of the public may contact:

Telephone: 1800 627 484

Website: amsa.gov.au and click on 'Contact us'



62 FT TO FOCAL PLANE
OVER N.W.M.

PLAN AT G.H.

PLANE F.

PLAN C.D.

SECTION A.B.

GROUND PLAN