Australian Government

Australian Maritime Safety Authority

CORPORATE PLAN
2004-2005 – 2006-2007

"Safety is Our Business"

OUR VISION

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

MISSION STATEMENT

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

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AUSTRALIAN MARITIME SAFETY AUTHORITY
CORPORATE PLAN 2004/2005 – 2006/2007

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"Safety is Our Business"

OVERVIEW 2004-2005

The AMSA Corporate Plan for 2004/2005 to 2006/2007 has been prepared in accordance with the requirements of the *Australian Maritime Safety Authority Act 1990* and the *Commonwealth Authorities and Companies Act 1997*.

The Plan identifies major priority areas being pursued over the coming financial year, including:

- Maintaining AMSA's search and rescue capabilities in line with operational trends and technological advances and continuing to strengthen strategic relationships with other agencies involved in delivery of search and rescue:

    - Supporting the upgrade of the Rescue Coordination Centre to maintain its internationally recognised capability;

    - Responding to changes in the external aviation environment;

    - Cooperating with neighbouring countries' counterpart agencies in training and exercises to build regional capability in search and rescue response;

    - Progressing the Inter-Governmental Agreement on search and rescue responsibilities with relevant State and Territory agencies and their respective Ministers.

    - Promoting operational procedures and protocols describing the means of coordinating multiple participants in search and rescue activities, in particular using the Internet to exchange data with international and national agencies;

    - Conducting regular meetings, workshops and exercises aimed at improving coordination between participating agencies in maritime and aviation search and rescue operations.

- Reviewing the regulatory framework for ship safety, crew competency and environment protection, with emphasis on:

    - Assisting the Department of Transport and Regional Services in advancing shipping legislation amendments, particularly correcting the deficiency in the *Navigation Act 1912* that led to the prosecution in the *Star Sea Bridge* case failing, implementing compulsory pilotage in Torres Strait, and reviewing penalties in line with the Commonwealth's Criminal Code.

    - Working with the Department of Agriculture, Fisheries and Forestry in the implementation of a national standard, the Australian Code for the Export of Livestock, regulating the livestock export industry with a view to consolidating certain animal welfare regulations in the national standard currently covered in AMSA's Marine Orders Part 43.

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- Reviewing implementation of the revised training and certification standards under the International Convention on Standards of Training Certification and Watchkeeping for Seafarers 1995, including:

  ♦ identifying trends in AMSA's regulatory role, and

  ♦ testing these through consultation and experience sharing with representatives from the International Maritime Organization (IMO) and Tokyo and Indian Ocean Memoranda of Understanding on Port State Control with respect to the effective operation of the IMO "White List"

- Reviewing Marine Orders to ensure relevance and currency with contemporary shipping circumstances and practices, including working with other relevant government agencies and the States on crew competency and certification issues, ship standards and environmental protection measures.

- Carrying forward the remaining recommendations of the report from the *Review of Great Barrier Reef Ship Safety and Pollution Prevention Measures*, including:

  - Progressing the declaration by the IMO of the Torres Strait as a Particularly Sensitive Sea Area and the associated protective measure of compulsory pilotage;

  - Continuing to upgrade the REEFREP Ship Reporting Service to a Coastal Vessel Traffic Service, including the integration of technological and communications advances to improve ship monitoring in harmonisation with Emergency Response.

  - Strengthening the regulatory framework for coastal pilotage services and addressing related issues, particularly fatigue management, operation of the check pilot system and improved training programs.

  - Improving coordination of emergency response services, in particular issues involved with emergency towage availability and implementation of the national guidelines for provision of places of refuge for damaged and disabled ships.

  - Developing aids to navigation in the Torres Strait and Great Barrier Reef, in particular Lads Passage and Nardana Patches.

- Advancing compliance monitoring techniques for foreign ships visiting Australian ports and contributing to international action to improve the quality of foreign flag ships operating in the region:

  - Continuous improvement in identifying and targeting substandard shipping, including the further development of ship information databases and encouraging ship charterers and cargo owners to take greater interest in the quality of shipping carrying their cargo;

- Contributing to the IMO measures, in particular to:

  ♦ advance the phase-out of single-hulled tankers and address tanker safety,

  ♦ implement the Model Audit Scheme to promote flag State enforcement of the IMO maritime convention standards, and

  ♦ continue work on large passenger ship and bulk carrier safety;

- Assisting developments by members of the Indian Ocean Memorandum of Understanding on Port State Control to improve port State control ship inspection processes and promote data exchange.

- Contributing to the implementation of the *Maritime Transport Security Act 2003* in cooperation with the Office of Transport Security in the Department of Transport and Regional Services, including:

  - Participating in the IMO's implementation and enforcement of maritime security standards;

  - Providing technical and operational assistance on the implementation in Australia of shipping security measures;

  - Implementing relevant shipping security arrangements allocated to AMSA:

    ♦ Oversighting installation of Automatic Identification Systems,

    ♦ Ensuring marking of ship identification numbers and

    ♦ Issuing the Continuous Synopsis Record.

- Responding to the Government's public sector reform policies, including:

  - Ensuring AMSA compliance with the *Commonwealth Cost Recovery Guidelines for Information and Regulatory Agencies*, including conducting an internal review of all cost recovery arrangements, in accordance with the requirement for agencies to ensure compliance with the guidelines, and consulting with stakeholders if refinements are recommended.

  - Implementing corporate governance reforms arising from the Prime Minister's *Review of Corporate Governance of Statutory Authorities and Office Holders* (the Uhrig Report), including application of the review's broad template of governance principles.

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1: AMSA'S VALUES, FUNCTIONS AND STRUCTURE

OUR CORPORATE VALUES

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

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

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

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

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

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

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

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

OUR ROLE AND FUNCTIONS

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

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

AMSA's main areas of responsibility include:

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

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

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

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

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

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

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

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

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

- Delivering related services including:

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

  - Administration of Australia's ship registration system;

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

OUR CORPORATE GOVERNANCE PRINCIPLES

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

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

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

- Promote maritime safety;

- Provide a national search and rescue service to the maritime and aviation sectors;

- Provide, on request, services to the maritime industry on a commercial basis; and

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

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The Board performs three key roles:

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

- Takes responsibility for AMSA's resources by monitoring the major components in AMSA's profit and loss account and balance sheet and take responsibility for approving expenditure on major capital works;

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

The AMSA Board maintains close attention to its governance responsibilities and receives regular updates on corporate governance issues. In 2004-2005, it will continue to monitor AMSA's performance in this area against contemporary standards, including the Government response to the report of the Prime Minister's Review of Corporate Governance of Commonwealth Statutory Authorities and Office Holders.

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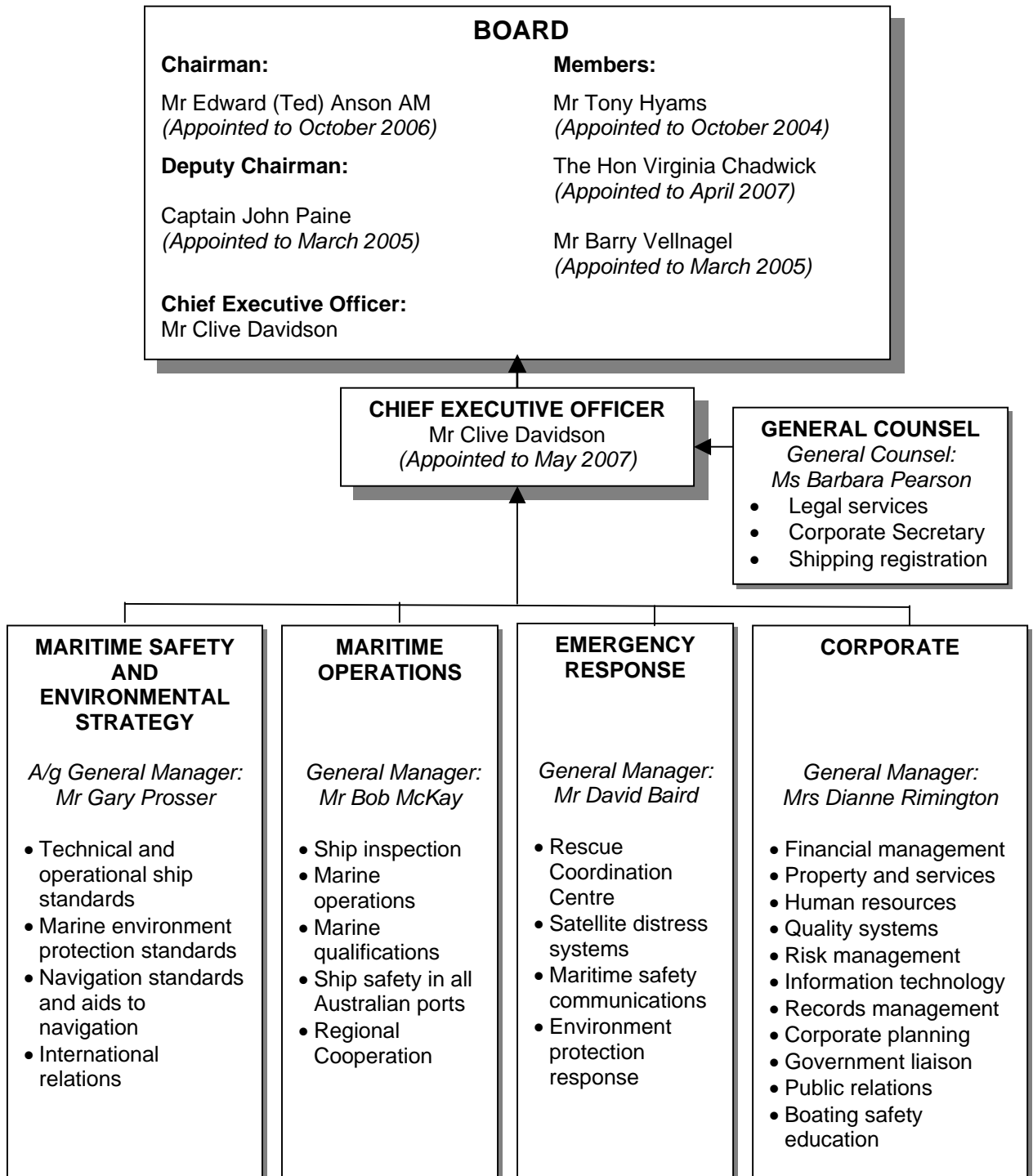
Senior managers and staff are required to maintain the highest standards of integrity, accountability and responsibility in the exercise of their duties and their dealings with stakeholders.

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

OUR CORPORATE STRUCTURE

AMSA's corporate structure as at May 2004 is based on three operational business units, Maritime Safety and Environmental Strategy, Marine Operations and Emergency Response, supported by the Corporate business unit providing common corporate services. The General Counsel provides legal and shipping registration services and the Corporate Secretary's office providing services to the Board.

AMSA CORPORATE STRUCTURE – MAY 2004

BOARD

Chairman:	**Members:**
Mr Edward (Ted) Anson AM *(Appointed to October 2006)*	Mr Tony Hyams *(Appointed to October 2004)*
Deputy Chairman:	The Hon Virginia Chadwick *(Appointed to April 2007)*
Captain John Paine *(Appointed to March 2005)*	Mr Barry Vellnagel *(Appointed to March 2005)*
Chief Executive Officer: Mr Clive Davidson	

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

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

MARITIME SAFETY AND ENVIRONMENTAL STRATEGY

A/g General Manager:
Mr Gary Prosser

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

MARITIME OPERATIONS

General Manager:
Mr Bob McKay

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

EMERGENCY RESPONSE

General Manager:
Mr David Baird

- Rescue Coordination Centre
- Satellite distress systems
- Maritime safety communications
- Environment protection response

CORPORATE

General Manager:
Mrs Dianne Rimington

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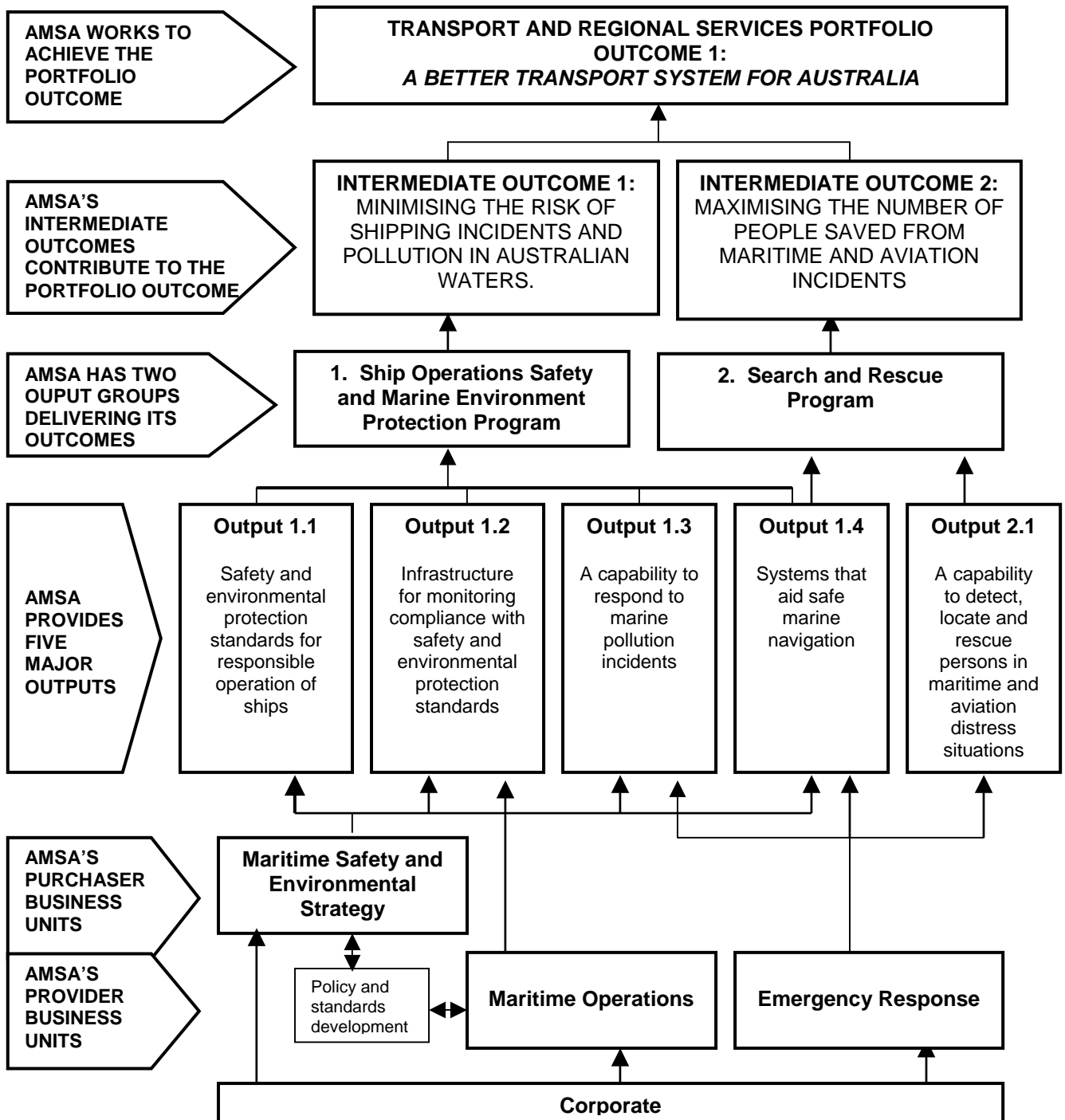- Public relations
- Boating safety education

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2: OUTCOMES, OUTPUTS AND PERFORMANCE

OUTCOMES AND OUTPUTS STRUCTURE

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

AMSA WORKS TO ACHIEVE THE PORTFOLIO OUTCOME	**TRANSPORT AND REGIONAL SERVICES PORTFOLIO OUTCOME 1:** *A BETTER TRANSPORT SYSTEM FOR AUSTRALIA*
AMSA'S INTERMEDIATE OUTCOMES CONTRIBUTE TO THE PORTFOLIO OUTCOME	**INTERMEDIATE OUTCOME 1:** MINIMISING THE RISK OF SHIPPING INCIDENTS AND POLLUTION IN AUSTRALIAN WATERS. / **INTERMEDIATE OUTCOME 2:** MAXIMISING THE NUMBER OF PEOPLE SAVED FROM MARITIME AND AVIATION INCIDENTS
AMSA HAS TWO OUPUT GROUPS DELIVERING ITS OUTCOMES	**1. Ship Operations Safety and Marine Environment Protection Program** / **2. Search and Rescue Program**

AMSA PROVIDES FIVE MAJOR OUTPUTS

Output 1.1 Safety and environmental protection standards for responsible operation of ships	**Output 1.2** Infrastructure for monitoring compliance with safety and environmental protection standards	**Output 1.3** A capability to respond to marine pollution incidents	**Output 1.4** Systems that aid safe marine navigation	**Output 2.1** A capability to detect, locate and rescue persons in maritime and aviation distress situations

AMSA'S PURCHASER BUSINESS UNITS

AMSA'S PROVIDER BUSINESS UNITS

Maritime Safety and Environmental Strategy

Policy and standards development

Maritime Operations

Emergency Response

Corporate

"Safety is Our Business"

AMSA Corporate Plan 2004/2005 to 2006/2007

AMSA'S PERFORMANCE FRAMEWORK

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

In assessing the effectiveness of overall performance in the achievement of the first intermediate outcome, *minimising the risk of shipping incidents and pollution in Australian waters*, AMSA's effectiveness measure is seeking to reduce over time the ratio of reports to AMSA under the *Navigation Act 1912* of pollution incidents, ship inspection incidents and ship operational incidents compared to the total number of ship voyages to Australia.

The following table shows the target figures for 2003-2004 and performance at 31 March 2004 compared with the previous year's performance over the same time:

Type of Incident	Target	Performance	
	2003-2004	2002-2003	2003-2004
Pollution incidents:	1.3%	1.47%	1.40%
Ship inspection incidents:	2.0%	1.59%	1.58%
Ship operational incidents:	0.2%	0.33%	0.30%

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

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

The target is 100% and the performance in 2003-2004 as at 31 March 2004, was 93%, compared to 96% as at 31 March 2003.

AMSA's five outputs have a series of high-level performance indicators for the forthcoming financial year 2004-2005 that are detailed at the end of each output.

Performance Review for 2003-2004

The review of performance against the indicators in the previous Corporate Plan for the current financial year 2003-2004 to 31 March 2004 is included in chapter 4 of the Corporate Plan commencing at page 37.

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS

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

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

International Developments

Australia will continue to **support initiatives in the IMO** for improving ship safety and environment protection standards:

- Pursuing **implementation and enforcement** of new and existing standards and regulations **by flag States and port States** through promotion of the IMO Model Audit Scheme;

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

- Encouraging greater emphasis on the **human element in ship safety** by:

    - Maintaining **crew competency** standards in accordance with the requirements of the Standards of Training, Certification and Watchkeeping (STCW95) Convention;

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- Progressing guidelines for addressing **fatigue-management** issues in the maritime industry.

- Strengthening **tanker safety**, **pollution prevention and compensation standards**, particularly in response to the sinking of tankers *Erika* off the coast of France in December 1999 and *Prestige* off the coast of Spain in November 2002 and other recent shipping incidents.

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

- Implementing and enforcing **maritime safety and security** measures in relation to ships and crews under the International Convention for Safety of Life at Sea (SOLAS), in particular:

  - Advancing the adoption of **Automatic Identification Systems** (AIS) for all ships over 500 gross tonnage on international voyages no later than December 2004, instead of the previous staged timetable ending in 2008;

  - Assisting with the implementation and enforcement of the **International Ship and Port Facility Security (ISPS) Code**;

  - Improving **information exchange** on ships, cargoes and people, including ownership;

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

National Developments

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

- Implementation and enforcement of new international maritime transport security measures will require technical and operational issues to be addressed;

- Stakeholders demand for a contemporary national regulatory framework for shipping that facilitates their business operations and supports prosecution and punishment of law breakers;

- Government and community interest in providing the highest level of protection from shipping activities for the unique environmental and cultural values of the Great Barrier Reef and Torres Strait;

- Coordination of the Commonwealth and State/Territory regulatory frameworks for shipping and marine environment protection;

- Consideration by other Commonwealth agencies of shipping related issues.

SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia contributing to the development, implementation and enforcement of improved international standards in ship safety and environment protection.

AMSA response: AMSA to be actively involved in the IMO and other forums contributing to the development of international standards and measures to **encourage flag State implementation and enforcement.**

Priority Actions for 2004-2005:

- Develop measures to **improve flag State responsibility and accountability** and the **effectiveness of port State control.**

- Ensure effective **application of the ISM Code.**

- Implement new requirements under the SOLAS Convention relating to **safety of navigation**, including effective utilisation of new technology.

- Continue to facilitate **full implementation of the STCW95 Convention.**

- Improve **management of fatigue** standards in the maritime industry.

- Progress measures to improve tanker safety.

- Facilitate increased use of Electronic Chart Display Information Systems (ECDIS) by ships by seeking IMO rescission of requirement for paper charts to backup ECDIS.

- Strengthen **maritime security measures** for ships and crews in cooperation with the Department of Transport and Regional Services.

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

Priority Actions for 2004-2005:

- Progress the review of **large passenger ship** safety.

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

- Progress guidelines for **Wing-in-Ground effect craft**;.

- Adopt the new **Bulk Cargoes Code.**

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

- Review progress in implementing IMO resolution on the **safe testing of lifeboats and life rafts.**

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

Priority Actions for 2004-2005:

- Progress development of controls over **greenhouse gas** emissions from ships.

- Progress Australia's consideration of the International Convention on Liability and Compensation for Damage in Connection with the Carriage of **Hazardous and Noxious Substances** by Sea 1996.

- Provide advice on ship safety aspects involved with the implementation of the convention for the control and management of **ships' ballast water.**

SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS (continued)

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia having a regulatory framework of ship safety and environment protection standards consistent with international treaties and contemporary safety management systems.

AMSA's response: AMSA to expeditiously **adopt new international safety and environment protection standards into the Australian regulatory framework** and enhance its responsiveness to emerging ship safety and pollution prevention issues, both internationally and nationally.

Priority Actions for 2004-2005:

- Implement IMO instruments relating to **environment protection** and **pollution compensation**:
  - International Convention **on Civil Liability for Bunker Oil Pollution** Damage 2001;
  - International Convention on the **Control of Harmful Anti-fouling Systems** on Ships 2001;
  - **Annexes IV (sewage) and VI (air pollution)** of the International Convention for the Prevention of Pollution from Ships 1973/78;
  - Ship safety elements of the International Convention for the Control and **Management of Ships' Ballast Water** and Sediments;
  - Protocol to the International Convention on the Establishment of an International Fund for **Compensation for Oil Pollution Damage** 1982 (Supplementary Fund)
  - IMO **environment conventions and standards** changes**;**
- Update the national regulatory framework, with a focus on:
  - Assisting the Department to advance **legislative amendments**, particularly correcting the *Navigation Act 1912* deficiency relating to collision regulation offences, implementing compulsory pilotage in Torres Strait, and reviewing penalties.
  - Working with the Department of Agriculture, Fisheries and Forestry in implementing the Australian Code for the Export of Livestock with a view to consolidating certain **animal welfare regulations** in the Code and removing them from Marine Orders Part 43.
  - Continue making **Marine Orders** in line with **performance-based** approach where applicable;
- Monitor the application of STCW95 to the Australian **marine qualifications** system;
- Assist Department with technical/operational issues involved in maritime security measures.

Objective: *A better transport system for Australia* by Australia providing the highest level of protection from shipping activities to the Great Barrier Reef and Torres Strait to the extent possible under international law and maritime conventions.

AMSA's response: AMSA to actively contribute to the response to government policies and recommendations of relevant reviews and inquiries in relation to the **Great Barrier Reef and Torres Strait.**

Priority Actions for 2004-2005:

- Implement relevant recommendations of the 2001 *Review of the Great Barrier Reef Ship Safety and Pollution Prevention Measures:*
  - Coordinate **educational** campaigns and **information sharing** measures;
  - Progress IMO endorsement of related protective measure (compulsory pilotage) to provisional designation of **Torres Strait as a Particularly Sensitive Sea Area**;
- Contribute to governments' consideration of **emergency towage** capacity, particularly in the Great Barrier Reef and Torres Strait.

SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS (continued)

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia having a more coordinated regulatory framework for shipping and environment protection between the Commonwealth, States and Territories.

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

Priority Actions for 2004-2005:

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

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

- Monitor ship safety and pollution prevention aspects of the Australian Government's **Oceans Policy**;

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

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

- Participate in the development and implementation of international and Commonwealth/State and Territory maritime transport security arrangements by providing technical and operational advice.

OUTPUT 1.1: SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS

Performance Measures for 2004-2005

Portfolio Outcome: A better transport system for Australia	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.1: Safety and environmental protection standards for responsible operation of ships: AMSA provides a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.	
Measure	**Target**
Strategy: Provide an Australian regulatory framework and operational standards for maritime safety and marine environment protection that encourages industry to improve its safety and environmental performance	
Currency and relevance of the Australian regulatory framework (Quality)	Regulatory framework current and relevant. All relevant international standards implemented.
Proportion of accepted recommendations actioned from audit/incident investigation of Australian flagged vessels (Quality)	100% of recommendations actioned and reducing trend in number of non-conformance notices issued after ISM audit.
Cost to provide the framework (Price)	2004-05 estimates: $4.364 million
Strategy: Promote a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices	
Improvement in the standard of foreign flag ships operating in Australian waters (Quality)	Declining trend in average number of deficiencies per inspection
Cost of promoting a safety culture in the maritime industry (Price)	2004-05 estimates: $1.239 million
Strategy: Contribute to improved levels of maritime safety and environmental protection through participation and influence in international and regional maritime forums and partnerships	
Proportion of finalised major issues of interest to Australia, either submitted by Australia or by other States, that were resolved to Australia's satisfaction (Quality)	100%
Cost of participation in international and regional maritime forums and partnerships meetings (Price)	2004-05 estimates: $1.235 million

OUTPUT 1.2: MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

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

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

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

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

- Participating in regional forums, principally the Tokyo and Indian Ocean Memorandums of Understanding on Port State Control, to promote consistency in port State control standards and exchange of ship inspection data;

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

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

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

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

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

- Ongoing Australian support for **regional forums**, Tokyo and Indian Ocean Memoranda of Understanding on Port State Control, promoting effectiveness of ship inspections and sharing data to better identify substandard shipping;

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

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MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia having rigorous ship inspection programs to deter substandard shipping operating in the region.

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

Priority Actions for 2004-2005

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

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

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

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

- Improve liaison with **charterers** to encourage adoption of high standards in their ship selection

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

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

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

Priority Actions for 2004-2005

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

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

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

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

Objective: *A better transport system for Australia* by Australia promoting regional action to improve port State control functions aimed at improving the standard of shipping in the region.

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

Priority Actions for 2004-2005

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

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

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

MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

Objective: *A better transport system for Australia* by Australia providing the highest level of protection from shipping activities to the Great Barrier Reef and Torres Strait to the extent possible under international law and maritime conventions.

AMSA response: AMSA to implement relevant recommendations from the *2001 Review of Great Barrier Reef Ship Safety and Pollution Prevention Measures* in consultation with coastal pilots, pilotage service providers and the shipping industry.

Priority Actions for 2004-2005

- Review **coastal pilots' training**;

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

- Conduct **comprehensive study of coastal pilots' fatigue management,** including further research to provide contemporary data and to recommend risk based fatigue management strategies.

- Improve **pilot fatigue** management through expert training and monitoring of pilot fatigue in near real time utilising upgraded computer systems to report pilot voyages, the length of pilotage service requirements and rest breaks.

Objective: *A better transport system for Australia* by Australia maintaining systems of seafarer training and certification conforming to international standards to support its position on the IMO *White List* of compliant maritime administrations.

AMSA response: AMSA to ensure **Australia's system of marine qualifications continues to conform to STCW95 requirements**

Priority Actions for 2004-2005:

- Review implementation of revised training and certification standards under STCW1995 to identify trends in AMSA's regulatory role and test these through consultation and experience sharing with other maritime administrations within the Toryo and Indian Ocean MOUs.

- Issue STCW95 **endorsements on relevant marine qualifications** issued by State and Territory marine administrations;

- Monitor and audit approved **courses of study** at tertiary colleges to ensure they meet required standards for AMSA issued marine qualifications.

AMSA response: AMSA to maintain the **effectiveness of the delivery of crew qualification services**

Priority Actions for 2004-2005:

- Continue the internal audit and training programs to maintain quality control of AMSA's **oral examination system**;

- Investigate introduction of **computer-based pre-oral examination** screening to assess candidates knowledge in specific areas.

OUTPUT 1.2: MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARDS

Performance Measures for 2004-2005

Portfolio Outcome: A better transport system for Australia	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.2: An infrastructure for monitoring compliance with safety and environmental protection standards: AMSA monitors compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, oversighting ship operations in Australian waters (including coastal pilotage in Torres Strait and the Great Barrier Reef) and issues certificates of competency to seafarers.	
Measure	**Target**
Strategy: Improve compliance with standards covering ship condition, operation and handling of cargoes through maintaining and enhancing strategic relationships, increased public and industry awareness on compliance matters	
Inspection rate of risk assessed eligible ships under the port State control program (Quality)	- Single-hull tankers – 100% - Other high risk ships – 80% - Medium to high risk - 60% - Low to medium risk - 40% - Low risk - 25% - Overall target = > 50%
AMSA inspection rate of older high risk ships (15 or more years) when eligible for inspection	90% within first two port visits after the ship becomes eligible
Improvement in the standard of foreign flag ships operating in Australian waters (Quality)	Declining trend in the average deficiencies per inspection
Extent of industry compliance (Quality)	Declining trend in average number of non-conformances per audit
Number of Port State Control inspections (Quantity)	PSC inspections 2004 estimates: 3,000
Number of Flag State Control inspections (Quantity)	FSC inspections 2004 estimates: 100
Average cost of undertaking port and flag State control inspections (Price)	- Port State inspections: 2004-05 estimates: $650/inspection - Flag state inspections 2004-05 estimates: $450/inspection
Cost of providing a compliance monitoring infrastructure and industry awareness of compliance matters (Price)	2004-05 estimates: $12.415 million

OUTPUT 1.2: MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENT STANDARD

Performance Measures for 2004-2005 (cont)

Portfolio Outcome: A better transport system for Australia	
Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.2: An infrastructure for monitoring compliance with safety and environmental protection standards: AMSA monitors compliance with international standards by conducting inspections of ships, cargoes and cargo handling equipment in Australian ports, oversighting ship operations in Australian waters (including coastal pilotage in Torres Strait and the Great Barrier Reef) and issues certificates of competency to seafarers.	
Measure	**Target**
Strategy: Maintain a high standard of seafarers' qualifications	
IMO endorsement of seafarer qualifications system as being compliant with international standards (Quality)	Maintain Australia's inclusion on IMO "White List" of STCW95 compliant administrations.
Number of certificates issued (Quantity)	2004-05 estimates: 500 certifications, 550 oral examinations
Person hours spent (Quantity)	2004-05 estimates: 19,000 hours
Percentage of PSC inspections at which there are deficiencies relating to crew qualifications (Quantity)	Declining trend in the average number of deficiencies per inspection
Cost of maintaining marine qualifications and certification system (Price)	2004-05 estimates: $1.877 million

OUTPUT 1.3: RESPONSE TO MARINE POLLUTION INCIDENTS

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

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

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

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

- Implementation of the relevant recommendations from the 2001 *Review of Great Barrier Reef Ship Safety and Pollution Prevention Measures*, including:

    - The regional **chemical spill risk assessment** for the Reef region;

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

- Conduct of a **national chemical spill risk assessment** for areas outside the Great Barrier Reef region.

- Provision of nine National Plan regional response equipment stockpiles.

- Corporatisation and privatisation of port services by State and Northern Territory Governments in relation to the impact on maintaining **marine pollution response capabilities**;

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

RESPONSE TO MARINE POLLUTION INCIDENTS

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia maintaining effective emergency response arrangements to shipping incidents and to combat ship sourced marine pollution.

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

Priority Actions for 2004-2005

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

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

- Contribute to State/Northern Territory **marine pollution committees.**

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

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

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

Priority Actions for 2004-2005

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

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

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

Priority Actions for 2004-2005

- Ongoing testing of the **National Maritime Place of Refuge Risk Assessment Guidelines** for determining places of refuge for disabled and damaged ships.

- Testing of response arrangements through a major biennial exercise with the next simulation to held in Sydney in September 2004.

OUTPUT 1.3:   RESPONSE TO MARINE POLLUTION INCIDENTS

Performance Measures for 2004-2005

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

OUTPUT 1.4: SYSTEMS AIDING SAFE MARINE NAVIGATION

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

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

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

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

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

- Implementation of relevant recommendations of the *Review of Great Barrier Reef Ship Safety and Pollution Prevention Measures*, including

  - Improving the REEFREP **ship reporting system;**

  - Examining **alternative ship tracking** technologies; and

  - Developing the **aids to navigation** network.

SYSTEMS AIDING SAFE MARINE NAVIGATION

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia maintaining a national network of integrated marine aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation.

AMSA's response: AMSA to maintain worlds best practice **availability for marine aids to navigation network** in line with IALA standards.

Priority Actions for 2004-2005:

- Actively participate in **IALA** in contributing to international development of standards for aids to navigation and navigation systems.

- Continue to implement AMSA's **Five-Year Strategic Plan** for Marine Aids to Navigation developed in consultation with the shipping industry, State and Territory administrations and other stakeholders.

- Develop purchasing strategy including refined future service requirements to secure maintenance and shipping support services for the national aids to navigation.

AMSA's response: AMSA to implement relevant recommendations from the 2001 *Review of Great Barrier Reef Ship Safety and Pollution Prevention Measures* in relation to **improving safety of marine navigation in the Great Barrier Reef and Torres Strait**.

- Contribute to the redevelopment of the Great Barrier Reef and Torres Strait **Ship Reporting System** (REEFREP) to a Coastal Vessel Traffic System in accordance with IALA guidelines and with recognition by the IMO.

- Assist in the Australian application of **new ship tracking and communications technologies** (Automatic Identification Systems) and ship polling via the INMARSAT C satellite system.

- Provide **new and updated aids to navigation** to improve ship safety in the Great Barrier Reef and Torres Strait, in particular Lads Passage and Nardana Patches.

OUTPUT 1.4:   SYSTEMS AIDING SAFE MARINE NAVIGATION

Performance Measures for 2004-2005

<table>
<tr><td colspan="2" align="center">Portfolio Outcome: A better transport system for Australia</td></tr>
<tr><td colspan="2">Intermediate Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters</td></tr>
<tr><td colspan="2">Output Group 1: Ship Operations, Safety and Marine Environment Protection Program</td></tr>
<tr><td colspan="2">Output 1.4: Systems that aid safe marine navigation: AMSA provides technical, maintenance and engineering services supporting the provision of the national network of integrated aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation. AMSA also provides a safety communications network under the International Convention for Safety of Life at Sea (SOLAS).</td></tr>
<tr><td align="center">Measure</td><td align="center">Target</td></tr>
<tr><td colspan="2">Strategy: Provide optimal systems to aid safe navigation</td></tr>
<tr>
<td>Marine navigation aids network meets requirements of the five-year Navigation Strategic Plan for Marine Aids to Navigation (Quality)</td>
<td>100% in priority projects completed on time and within budget.</td>
</tr>
<tr>
<td>Availability of the marine navigational aids network in accordance with international standards (Quality):</td>
<td>Availability in accordance with the following IALA standards:
• Visual: Cat 1 - 99.8%
             Cat 2 - 99.0%
             Cat 3 - 97.0%
• Racons: 99.6%
• Tideguages: 99.6%
• DGPS: 99.6%
• Ship Reporting System: 98%
• Unlit Beacons: 95%
• Topmarks and daymarks: 95%</td>
</tr>
<tr>
<td>Cost to provide a network of aids to navigation (Price)</td>
<td>2004-05 estimates: $17.982 million</td>
</tr>
<tr>
<td>Median time taken to distribute safety information messages (Quality)</td>
<td>2 hours</td>
</tr>
<tr>
<td>Capability to monitor successful transmission of safety messages (Quantity)</td>
<td>100%</td>
</tr>
<tr>
<td>Cost to provide maritime safety messages (Price)</td>
<td>2004-05 estimates: $0.349 million</td>
</tr>
</table>

OUTPUT 2.1:   MARITIME AND AVIATION SEARCH AND RESCUE

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

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

- Assuming coordination of maritime and aviation incidents.

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

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

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

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

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

- Increased demand for **vessel location information** for purposes of security and safety and development of ship monitoring and communication technologies;

- Continued demand for **improved efficiency** in the provision of search and rescue resources and incorporation of developing technologies into the search and rescue system to strengthen the chance of detection and survival of people in need of assistance;

- Demand to strengthen **relations with State and Territory Police Services** providing search and rescue services;

- Need to **improve safety awareness** for fishing vessels and small craft to reduce search and rescue demand from this sector.

MARITIME AND AVIATION SEARCH AND RESCUE

AMSA's response to these external factors and priority actions:

Objective: *A better transport system for Australia* by Australia providing an effective search and rescue service over the Australian search and rescue region in accordance with international convention obligations and a safety communications services network.

AMSA's response: AMSA to continuously improve its **search and rescue coordination with other agencies.**

Priority Actions in 2004-2005

- Progress an **inter-governmental agreement** on search and rescue responsibilities with State and Territory agencies;

- Promote **operational procedures and protocol**s describing the means of coordinating multiple participants in search and rescue activities;

- Conduct **regular meetings, workshops and exercises** aimed at improving coordination between participating agencies in search and rescue operations.

- Work with the Australian Antarctic Division, Civil Aviation Safety Authority, AirServices Australia and Australian Defence Force to ensure continued effectiveness of Australia's **search and rescue**.

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

Priority Actions in 2004-2005

- Progress the staged **public education campaign** for the phasing out of satellite processing of 121.5 Mhz distress beacons and facilitating introduction of 406 MHz distress beacons;

- Address **data base management** issues arising from increased 406 MHz distress beacon usage;

- Contribute to the introduction of **ship monitoring and communications** technologies, including Automatic Identification Systems (AIS) and satellite polling;

- Examine potential of new equipment, such as **Self Locating Search and Rescue Marker Buoys, electronic/optical search systems and continue to implement use of specialised distress beacon finding** equipment, to enhance search and rescue;

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

Priority Actions in 2004-2005

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

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

- Maintain and enhance **staff skills and knowledge** and strengthening administrative and operational procedures;

- Contribute to **maritime safety awareness and education** and **aviation search and rescue safety awareness and education**.

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OUTPUT 2.1:   MARITIME AND AVIATION SEARCH AND RESCUE

Performance Measures for 2004-2005

Portfolio Outcome: A better transport system for Australia	
Intermediate Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in maritime and aviation distress situations: AMSA, through its Emergency Response division, maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Target**
Strategy: Provide a 24 hour Rescue Coordination Centre (RCC)	
Availability of the RCC (Quality)	100%
An RCC established that can handle a number of incidents, searches and AUSREP reports distributed evenly over year (Quantity)	• 15,000 incidents • 500 searches • 240,000 AUSREP reports
Cost of the strategy (Price)	2004-05 estimates: $9.806 million
Strategy: Provide distress and safety communications services	
Availability of each system (Quality)	99.5%
Number of COSPAS/SARSAT ground segments and Mission Control Centre (MCC) (Quantity)	2 ground stations/1 MCC
Number of Maritime Communications terrestrial and satellite stations (Quantity)	• 2 terrestrial stations at Wiluna, Western Australia, and Charleville, Queensland and • 1 satellite station at Perth
Cost of the strategy (Price)	2004-05 estimates: $4.619 million
Strategy: Provide trained and equipped search and rescue response assets	
Availability of Search and Rescue Units (SRUs) (Quality)	• 4 dedicated and • 58 on an opportunity basis
Number capable of deploying equipment, searching, rescuing (Quality)	• 14 to deploy equipment • 62 to search • 21 to rescue
Number of trained SRUs (Quantity)	62
Number of trained pilots and crew (Quantity)	356
Cost of the strategy (Price)	2004-05 estimates: $8.662 million

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AMSA Corporate Plan 2004/2005 to 2006/2007

OUTPUT 2.1: MARITIME AND AVIATION SEARCH AND RESCUE

Performance Measures for 2004-2005 (continued)

Portfolio Outcome: A better transport system for Australia	
Intermediate Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in maritime and aviation distress situations: AMSA, through its Emergency Response division, maintains safety communications services and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Target**
Strategy: Provide an effective response to search and rescue incidents	
Median time for RCC to initiate response (Quality)	30 minutes
Median time for first unit to commence response action (Quality)	30 minutes
Median time until asset on scene (Quality)	
• Incident within 50 nautical miles of search base	30 minutes
• Incident within 50-200 nautical miles of search base	60 minutes
• Incident within 200-500 nautical miles of search base	90 minutes
A capability to respond to incidents (Quantity)	Maintain above capability
Median cost per search (Price)	$3,900
Strategy: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues	
Number of issues/problems identified in agreements or programs (Quality)	0
Number of agreements developed or varied satisfactorily (Quantity)	7
In conjunction with States and Territories, number of education programs supported (Quantity)	4
Cost of the strategy (Price)	2004-05 estimates: $1.311 million

3.   CORPORATE SERVICES

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

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

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

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

- Corporate documentation: Corporate Unit's quality management, business planning, budget and coordination/production of other corporate documents;

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

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

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

OPERATING ENVIRONMENT IN 2004-2005

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

- Decision by the Australian Government to adopt **International Accounting Standards** from 1 January 2005.

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

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

- Publication of a number of guidelines aimed at assisting public and private sector organisations to improve corporate governance framework.

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

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

AMSA'S RESPONSE

AMSA will continue to develop its corporate service capability in 2004-2005 to respond to these influences and in line with its continuous improvement policy:

Financial and Business Services

Financial Services

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

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

Risk Management

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

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

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

Information Services

- Continue development, where appropriate, of business systems supporting AMSA outputs including taking advantage of business delivery functionality available through web services;

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

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

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

- Improve performance and accessibility of data, information and knowledge across AMSA at a reduced cost through use or appropriate technology, including the Intranet.

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

Human Resources

Following implementation of a major review of AMSA's human resource policies and programs in 2003-2004, the five service pathways will be consolidated:

1. <u>Human Resources Framework</u>: Providing AMSA with employment arrangements that are lawful, ethical and competitive.

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

3. <u>Performance enhancement</u>: Promoting the achievement of corporate objectives by all staff.

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

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

Corporate Strategy

- Optimising engagement of stakeholders through communications and consultation processes, including coordination of the Spillcon Conference 2004, and AMSA's contribution to industry workshops and major boat and air shows.

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

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

CORPORATE SERVICES

Performance Measures for 2004-2005:

MEASURE	TARGET 2004-2005
Financial Services	
Effectiveness: Increase in cost effectiveness of AMSA services to stakeholders	
Strategy: Comply with Government accounting and cost recovery arrangements	
Adopt International Accounting Standards in financial statement and other statutory reporting requirements.	2003/04 financial statements to meet first comparative reporting requirements
Risk Management	
Effectiveness: Major risks identified and appropriate minimization strategies developed and implemented	
Strategy: Develop an integrated risk management framework tailored to AMSA's business operations	
Implement and test Business Continuity Plans for business critical functions	Complete testing by August 04 and reflect results in plan by December 04
Review internal control systems, policy and practices to ensure compliance with better practice corporate governance guidelines and relevant standards.	Update fraud assessment and associated control plan by August 04
	Maintain AMSA certification to ISO9001 and 14001 standards during 2004-05.
Information Services	
Effectiveness: Optimal balance between business requirements and information technology opportunities*.*	
Strategy: Optimise use of information services	
Redevelop Internet site taking advantage of advances in web services and better tailoring of user base.	Updated site by September 04.
Support development of web enabled business system development.	Target first system to be scoped by December 04.
Human Resources Services	
Effectiveness: A closer alignment between AMSA's corporate objectives and its employment policies	
Strategy: Develop a comprehensive workforce plan to guide future human resource policies in recruitment, training, performance, and succession planning	
Establish a tailored training and development program	Program developed by December 04.
Corporate Strategy Coordination Services	
Effectiveness: Maintain strong government and stakeholder relations and public reputation	
Strategy: Provide secretariat and conferencing services to support business unit objectives	
Provision of SMG and ANZSBEG secretariat services to assist each group to fulfil its objectives.	Delivery of SMG/ANZSBEG outcomes on time and to members' satisfaction
Organisation of conferencing arrangements.	Delivery on time and on budget.

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4.   PERFORMANCE REVIEW 2003-2004

The following tables compare performance against the measures and targets put forward in AMSA's Corporate Plan for 2003-2004 to 2005-2006, and provide an explanation where there is a significant variation:

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.1: Safety and environmental protection standards for responsible operation of ships: AMSA provides a regulatory framework of safety and environmental protection standards for Australia consistent with international treaties and contemporary safety management systems.	
Measure	**Performance 2003-2004**
Strategy: Maintain an appropriate Australian regulatory framework and operational standards for maritime safety and marine environment protection.	
Currency and relevance of the Australian regulatory framework (Quality) **Target:** *100% current and relevant*	During 2003-04 (up to 31 March 2004), the currency and relevancy of the regulatory framework was maintained by the issue, reissue or amendment of 11 Marine Orders. 3 giving effect to international standards and 8 involving changes to national standards.
Proportion of accepted recommendations actioned from audit/incident investigation of Australian flagged vessels (Quality) **Target:** *100% implemented and reducing trend in number of non-conformance notices issued after ISM audits*	During 2003-04 (up to 31 March 2004), all accepted recommendations were or are being actioned. There were 33 ISM audits undertaken and 53 non-conformance notices issued, compared with 76 notices from 62 audits in 2002-03 and 42 from 34 audits in 2001-02.
Number of changes to Australia's regulatory framework flowing from new international standards (Quantity) **Target:** All relevant international standards implemented	During 2002-2003(up to 31 March 2004), all relevant new and amended international standards were implemented, including MARPOL Annex IV and new SOLAS chapters XI-1 and XII..
Cost to provide the framework (Price) **Target:** 2003-04 estimates: $4.156 million	During 2003-04 (up to 31 March 2004), the cost was $2.406 million

Performance Review 2003-2004 (continued):

OUTPUT 1.1:   SHIP SAFETY AND ENVIRONMENTAL PROTECTION STANDARDS (continued)

Measure	Performance 2003-2004
Strategy: Promoting a safety culture in the maritime industry by influencing industry attitudes, behaviours and business practices.	
Improvement in the standard of foreign flag ships operating in Australian waters (Quality) **Target:** Reducing trend in: • detention trend in detention rate over time under port State control • Reducing trend in number of deficiencies detected over time under port State control • Reducing trend in number of incident reports under section 268 of Navigation Act	• Detention rate (as at 31 March 2004) was 6.8% compared to 5.8% in 2002 and 4.4% in 2001. • Number of deficiencies (as at 31 March 2004) is 5,328 annually, representing a 29% reduction on the rate of 7,460 in 2002. • Number of incident reports on average in 2003-04 (as at 31 March 2004) was 48 per month, compared to 53 per month in 2002-03 and 34 per month in 2001-02.
Cost of promoting a safety culture in the maritime industry (Price) **Target:** 2003-04 estimates: $1.223 million	During 2003-04, (as at 31 March 2004) the cost was $0.826 million.
Strategy: Participation and influence in international and regional maritime forums and partnerships.	
Proportion of significant Australian issues identified that are resolved or addressed to Australia's satisfaction (Quality) **Target:** 100%	100% compliance. During 2003-04, five issues identified by Australia were resolved or addressed, including: - Provisional endorsement of Torres Strait PSSA - Adoption of amendments to Annex V of MARPOL 73/78 - Adoption of terms of reference for new Oil Pollution Response Convention technical group - Phase-out of single hull tankers - Development of discharge standards for Annex IV of MARPOL 73/78
Attendance at international and regional maritime forums and partnership meetings identified as appropriate and relevant to Australia's interests. (Quantity) **Target:** 100% representation at all meetings identified as appropriate and relevant.	During 2003-04, all meetings identified as appropriate and relevant were attended.
Cost of participation in international and regional maritime forums and partnerships meetings (Price) **Target:** 2003-04 estimates: $1.005 million	During 2003-04, the cost was $0.844 million.

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Performance Review 2003-2004 (continued):

OUTPUT 1.2:   MONITORING COMPLIANCE WITH SAFETY AND ENVIRONMENTAL STANDARDS

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

Measure	Performance 2003-2004
Strategy: Improve compliance with standards covering ship condition, operation and handling of cargoes.	
Inspection rate of risk assessed eligible ships under the port State control program (Quality) **Target:** High risk ships – 80% Medium to high risk – 60% Low to medium risk – 40% Low risk – 25% Overall target - > 50%	During 2003-04 (as at 31 March 2004), the inspection rates of eligible ships are: High risk ships – 97% Medium to high risk – 85% Low to medium risk – 67% Low risk – 54% Overall rate - 75%
Improvement in the standard of foreign flag ships operating in Australian waters (Quality) **Target:** Reduction in detention rate over time	During 2003-04 (as at 31 March 2004), detention rate was 6.8% compared to 5.8% in 2002. The higher rate reflects AMSA's targeting of high risk ships.
Number of Port State Control inspections (Quantity) **Target:** PSC inspections in 2003 estimates: 2920	During 2003-04 (as at 31 March 2004), 2,205 inspections (average of 245 per month) compared to 2,842 (average of 237 per month) in 2002.
Number of Flag State Control inspections (Quantity) **Target:** FSC inspections in 2003 estimates: 100	During 2003-04 (as at 31 March 2004), 72 FSC inspections (average of 8 per month) compared to 82 (average of 7 per month) in 2002.
Cost of providing a compliance monitoring infrastructure (Price) **Target:** 2003-04 estimates: $9.992 million	During 2003-04 (as at 31 March 2004), the cost was $7.590 million
Average cost of undertaking port State control and flag State control inspections (Price) **Target:** • Port State control inspections: 2003-04 estimates: $750/inspection • Flag State control inspections 2003-04 estimates: $450/inspection.	During 2003-04 (as at 31 March 2004), average cost was $675/port State control inspection. During 2003-04 (as at 31 March 2004) average cost was $429/flag State control inspection

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Performance Review 2003-2004 (continued):

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

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

Measure	Performance 2003-2004
Strategy: Maintain and enhance strategic relationships, increase public awareness and consultation with the maritime industry on compliance matters.	
Extent of industry compliance (Quality) **Target:** Declining trend in: • number of deficiencies recorded in flag State control inspections	During 2003-2004 (as at 31 March 2004) 212 deficiencies were recorded compared with 213 in 2002-03 and 333 in 2001-02.
• number of non conformance notices issued after ISM audits	During 2003-04 (as at 31 March 2004), 53 non-conformities were recorded from 33 audits compared with 76 from 62 audits in 2002-03 and 42 from 34 audits in 2001-02. While the overall trend is not declining, major non-conformities have declined.
Person hours spent (Quantity) **Target:** 2003-04 estimates: 15,000 hours	During 2003-04 (as at 31 March 2004), 14,661 hours (monthly average of 1,629) were recorded compared to 21,105 (monthly average of 1,759) in 2002-03 and 11,980 (monthly average of 998) in 2001-02.
Cost of the strategy (Price) **Target:** 2003-04 estimates: $2.711 million	During 2003-2004, cost was $1.744 million.
Strategy: Maintain a high standard of seafarers' qualifications.	
IMO endorsement of seafarer qualifications system as being compliant with international standards (Quality) **Target:** Maintain Australia's inclusion on IMO "White List" of STCW95 compliant nations.	During 2003-04, Australia maintained its inclusion on IMO "White List" of STCW95 compliant administrations.
Number of certificates issued (Quantity) **Target:** 2003-04 estimates: 500 certifications, 550 oral examinations	During 2003-04 (as at 31 March 2004), 1,481 certifications and 400 oral examinations were provided, compared with 2,079 and 496 respectively in 2002-03.
Person hours spent (Quantity) **Target:** 2003-04 estimates: 19,000 hours	During 2003-04 (as at 31 March 2004), 7,422 hours were recorded, compared with 20,105 in 2002-03.
Cost of maintaining marine qualifications and certification system (Price) **Target:** 2002-03 estimates: $1.720 million	During 2003-04 (as at 31 March 2004) the cost was $1.131 million.

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Performance Review 2003-2004 (continued):

OUTPUT 1.3:   RESPONSE TO MARINE POLLUTION INCIDENTS

Portfolio Outcome: A better transport system for Australia
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters
Output Group 1: Ship Operations Safety and Marine Environment Protection Program (continued)
Output 1.3: Capability to respond to marine pollution incidents: AMSA manages the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances, which involves providing oil and chemical spill preparedness and response services in consultation with State and Northern Territory Governments, port corporations and authorities, shipping, oil, exploration and chemical industries and emergency services.

Measure	Performance 2003-2004
Strategy: Provide a level of response capability consistent with National Plan requirements.	
Availability of support resources and equipment (Quality) **Target:** 95% availability	During 2003-04 (as at 31 March 2004), availability of support resources and equipment was >95%.
Implementation of recommendations from reviews of exercises and responses to spills (Quality) **Target:** 100% implementation of accepted recommendations	During 2003-04, (as at 31 March 2004) all accepted recommendations were implemented, with the exception of recommendations related to the Papua New Guinea exercise, which are still being progressed with Papua New Guinea.
Number of trained and adequately equipped personnel (Quantity) **Target:** 40 National Response Team personnel available/200 personnel trained each two year cycle	During 2003-04 (as at 31 March 2004), >40 National Response Team personnel were available and 363 personnel trained each two-year cycle.
Cost of maintaining a response capability (Price) **Target:** 2003-04 estimates: $4.740 million	During 2003-04 (as at 31 March 2004), the cost was $2.973 million.

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Performance Review 2003-2004 (continued):

OUTPUT 1.4:   SYSTEMS AIDING SAFE MARINE NAVIGATION

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 1: Minimising the risk of shipping incidents and pollution in Australian waters	
Output Group 1: Ship Operations Safety and Marine Environment Protection Program	
Output 1.4: Systems that aid safe marine navigation: AMSA provides technical, maintenance and engineering services supporting the provision of the national network of integrated aids to navigation and traffic management measures to meet the needs of commercial shipping for safe and efficient coastal navigation. AMSA also provides a safety communications network under the International Convention for Safety of Life at Sea (SOLAS).	
Measure	**Performance 2003-2004**
Strategy: Enhancement of systems that aid safe navigation.	
Marine navigational aids network meets requirements of the five-year Navigational Strategic Plan (Quality) **Target:** 100% in accordance with Plan	During 2003-04(as at 31 March 2004), all Plan requirements were met.

Availability of navigational aids network (Quality):
 	
Target:
• Visual: Cat 1 - 99.8% Cat 2 - 99.0% Cat 3 - 97.0%
• Racons: 99.6%
• Tide gauges: 99.6%
• DGPS: 99.6%
• Ship Reporting System: 98%
• Unlit Beacons: 95%
• Topmarks and daymarks: 95%
	During 2003-04 (as at 31 March 2004), the network was available:
	• Visual: Cat 1 - 99.92%
	  Visual: Cat 2 - 99.94%
	  Visual: Cat 3 - 99.93%
	• Racons: 99.89%
	• Tide gauges: 99.07%
	• DGPS: 99.75%
	• Ship Reporting System: 98.5%
	• Unlit Beacons: 100%
	• Topmarks and daymarks: 99.96%

Provision of a comprehensive network of aids to navigation (Quantity) **Target:** 338 lights, 39 racons, 6 radar, 13 auxiliary lights, 9 unlit beacons, 13 DGPS, 5 tide gauges over 367 locations	During 2003-04 (as at 31 March 2004), the network comprised: 336 lights, 46 racons, 4 radar, 14 auxiliary lights, 9 unlit beacons, 16 DGPS, 4 tide gauges over 369 locations
Cost to provide a network of aids to navigation (Price) **Target:** 2003-04 estimates: $18.325 million	During 2003-04 (as at 31 March 2004), the cost was $13.110 million
Cost per aid to navigation location (Price) **Target:** $49,900 per location	During 2003-04 (as at 31 March 2004), cost per location was $47,371
Median time taken to distribute safety information messages (Quality) **Target:** 2 hours	During 2003-04 (as at 31 March 2004), median time was 24 minutes
Capability to distribute a number of safety messages per day (Quantity) **Target:** An average of 5 messages per day	During 2003-04 (as at 31 March 2004), the capability was an average of > 5 messages per day
Cost to provide maritime safety messages (Price) **Target:** 2003-04 estimates: $0.298 million	During 2003-04 (as at 31 March 2004), the cost was $0.241 Million

Performance Review 2003-2004 (continued):

OUTPUT 2.1:　　　MARITIME AND AVIATION SEARCH AND RESCUE

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA, through its division Emergency Response Division, maintains a safety communications network and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2003-2004**
Strategy: Provide a 24 hours Rescue Coordination Centre (RCC).	
Availability of the RCC (Quality) **Target:** 100% An RCC established that can handle a number of incidents, searches and AUSREP reports distributed evenly over year (Quantity) **Target:** 15,000 incidents 500 searches 240,000 AUSREP reports Cost of the strategy (Price) **Target:** 2003-04 estimates: $8.491 million	During 2003-04 (as at 31 March 2004), RCC was 100% available. During 2003-04(as at 31 March 2004), the RCC handled: • 7,208 incidents • 350 searches • 191,055 AUSREP reports During 2003-04 (as at 31 March 2004), the cost was $6.435 million.
Strategy: Provide a distress and safety communications network.	
Availability of each system (Quality) **Target:** 99.5%	During 2003-04 (as at 31 March 2004), availabilities were maintained: Cospas/Sarsat:　98.47% Terrestrial Radio: 99.97% Inmarsat:　　　99.97%
Number of COSPAS/SARSAT ground segments and Mission Control Centre (Quantity) **Target:** 2 ground stations/1 MCC	During 2003-04 (as at 31 March 2004), 2 ground stations/1 MCC were maintained.
Number of Maritime Communications (terrestrial) and Land (satellite) stations (Quantity) **Target:** 2 terrestrial stations at Wiluna, Western Australia, and Charleville, Queensland, and 1 satellite station at Perth.	During 2003-04 (as at 31 March 2004), 2 terrestrial stations at Wiluna, WA, and Charleville, Qld, and 1 satellite station at Perth, WA, were maintained.
Cost of the strategy (Price) **Target:** 2003-04 estimates: $4.469 million	During 2003-04 (as at 31 March 2004), the cost was $3.438 million.

Performance Review 2003-2004 (continued):

OUTPUT 2.1: MARITIME AND AVIATION SEARCH AND RESCUE

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA, through its Emergency Response division, maintains a safety communications network and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2003-2004**
Strategy: Provide trained and equipped search and rescue response assets.	
Availability of Search and Rescue Units (SRUs) (Quality) **Target:** 3 dedicated and 59 on an opportunity basis	During 2003-04 (as at 31 March 2004), 3 dedicated SRUs and 61 opportunity-based SRUs available.
Number capable of deploying equipment, searching, rescuing (Quality) **Target:** 14 to deploy equipment, 62 to search, 21 to rescue	During 2003-04 (as at 31 March 2004), there were 13 SRUs to deploy equipment, 64 SRUs to search and 29 SRUs to rescue.
Number of trained SRUs (Quantity) **Target:** 62	During 2003-04 (as at 31 March 2004), there were 64 trained SRUs.
Number of trained pilots and crew (Quantity) **Target:** 356	During 2003-04 (as at 31 March 2004), 312 pilots and crew had been trained.
Cost of the strategy (Price) **Target:** 2003-04 estimates: $5.679 million	During 2003-04 (as at 31 March 2004), the cost was $3.782 million
Strategy: Provide an effective response to search and rescue incidents.	
Median time for RCC to initiate response (Quality) **Target:** 30 minutes	During 2003-04 (as at 31 March 2004), median time was 27 minutes.
Median time for first unit to commence response action (Quality) **Target:** 30 minutes	During 2003-04 (as at 31 March 2004), median time was 21 minutes.
Median time until asset on scene (Quality) **Target:** 90 minutes	During 2003-04 (as at 31 March 2004), median time was 14 minutes
A capability to respond to incidents (Quantity) **Target:** Maintain above capability	During 2003-04 (as at 31 March 2004), the above capability was maintained.
Median cost per search (Price) **Target:** $3,500	During 2003-04 (as at 31 March 2004), median cost per search was $3,930

Performance Review 2003-2004 (continued):

Portfolio Outcome: A better transport system for Australia	
AMSA Outcome 2: Maximising the number of people saved from maritime and aviation incidents	
Output Group 2: Search and Rescue Program	
Output 2.1: A capability to detect, locate and rescue persons in aviation and maritime distress situations: AMSA, through its Emergency Response division, maintains a safety communications network and provides a 24-hour search and rescue coordination service over the internationally agreed Australian Search and Rescue Region.	
Measure	**Performance 2003-2004**
Strategy: Maintain and enhance strategic relationships and increase public awareness of maritime safety issues.	
Number of issues/problems identified in agreements or programs (Quality) **Target:** 0	During 2003-04 (as at 31 March 2004), no new issues/problems were identified.
Number of agreements developed or varied satisfactorily (Quantity) **Target:** 7	During 2003-04 (as at 31 March 2004), five agreements were developed or reviewed.
In conjunction with States and Territories, number of education programs supported (Quantity) **Target:** 4	During 2003-04 (as at 31 March 2004), five education programs were supported.
Cost of the strategy (Price) **Target:** 2003-04 estimates: $1.278 million	During 2003-04 (as at 31 March 2004), the cost was $0.852 million

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Performance Review 2003-2004 (continued):

Corporate Services:

MEASURE	PERFORMANCE 2003-2004
Financial Services	
Effectiveness: Increase in cost effectiveness of AMSA services to stakeholders	
Strategy: Implement conclusions from review of financial and human resources systems	
Review completed and recommendations fully implemented **Target:** By end June 2004	Review completed and new systems tendered as at 31 March 2004 on target for implementation by 30 June 2004
Risk Management	
Effectiveness: Major risks identified and appropriate minimization strategies developed and implemented	
Strategy: Strengthen corporate level risk-management process	
Corporate level risk assessments regularly undertaken and actions implemented **Target:** Risk assessments every 6 months and 100% compliance with risk management plans	Risk assessments conducted in June and November with full compliance with risk management plans
Information Services	
Effectiveness: Optimal balance between business requirements and information technology opportunities*.*	
Strategy: Optimise use of information services	
Review and deliver an IS Strategic Documentation (IS Strategic Plan, Information Architecture, Technology Direction, IS Organisation and Relationship) **Target:** By end June 2004	IS Strategic Documentation reviewed and progressively implemented/ endorsed from September 2003.
Management System	
Effectiveness: Improved focus in AMSA's service delivery on environmental management	
Strategy: Implement certified environmental management system	
Upgrade ISO 9001:2000 management system to meet requirements of ISO 14001 standard **Target:** Achieve certification of one site to ISO 14001 standard by December 2003	Certification of whole of AMSA to ISO 14001 standard was achieved in December 2003.
Human Resources Services	
Effectiveness: A closer alignment between AMSA's corporate objectives and its employment policies	
Strategy: Develop a comprehensive workforce plan to guide future human resource policies in recruitment, training, performance, and succession planning	
Workforce plan endorsed and implemented. **Target:** Completion by June 2004.	Workforce plan endorsed in April 2003 and progressively implemented since then.

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Performance Review 2003-2004 (continued):

Corporate Services:

MEASURE	PERFORMANCE 2003-2004
Corporate Strategy Coordination Services	
Effectiveness: Maintain strong government and stakeholder relations and public reputation	
Strategy: Provide secretariat and conferencing services to support business unit objectives	
Provision of SMG and ANZSBEG secretariat services to assist each group to fulfil its objectives. **Target:** Delivery of SMG/ANZSBEG outcomes on time and to members' satisfaction	SMG/ANZSBEG meeting papers and minutes distributed within required timeframes.
Organisation of conferencing arrangements. **Target:** Delivery on time and on budget.	Natship2004 conference services delivered on time but over budget as attendance less than budgeted.

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