



Australian Government

Australian Maritime Safety Authority

CORPORATE PLAN

2009 - 2012



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Chairman's Foreword

The Australian Maritime Safety Authority is the national agency responsible for maritime safety, protection of the marine environment, and maritime and aviation search and rescue. It is governed by the *Australian Maritime Safety Authority Act 1990* and is a Commonwealth Authority under the *Commonwealth Authorities and Companies Act 1997*.

The *Australian Maritime Safety Authority Act 1990* requires the AMSA Board to submit an annual Corporate Plan to our Minister, the Minister for Infrastructure, Transport, Regional Development and Local Government, the Hon Anthony Albanese MP.

We have a broad portfolio of responsibilities. Strong planning and reporting arrangements that assist in identifying our objectives and priorities are critical to our success. This Corporate Plan highlights the five high priority areas we will focus on over the next three years. We have also highlighted the ongoing importance of 'our governance' arrangements, recognising the importance of sound governance to the overall strength of our agency.

The Plan is designed to inform the Minister, Government, stakeholders and our staff of AMSA's strategies and how we will be judged in delivering outcomes that meet the expectations of all our interest groups.

LEO M. ZUSSINO
CHAIRMAN
August 2009

Our Vision

Our vision is to be a world leading provider of maritime safety, marine environment protection, and maritime and aviation search and rescue.

What we value

We value a safe, respectful, rewarding, diverse and environmentally responsible workplace for our people and we are committed to:

- ▶ working in teams to achieve results;
- ▶ maintaining a professional, conscientious and motivated workforce;
- ▶ developing a culture of learning;
- ▶ being adaptable to a changing workplace; and
- ▶ strong leadership.

Our values are being embedded within the AMSA Code of Conduct and are also expressed as behaviours in staff Performance Management Agreements.

What we seek to achieve

We seek to achieve our statutory and other obligations as well as address the needs of our stakeholders and interest groups by focusing on:

- ▶ seafarer and ship safety;
- ▶ environment protection;
- ▶ maritime and aviation search and rescue;
- ▶ our governance arrangements; and
- ▶ our people.

Operating Environment

Our operating environment is influenced by a number of external factors, the more important of which have been identified by management as five top priorities for action over the first twelve months. Our “Top 5” priorities are:

- ▶ supporting the **Government’s agenda** for Maritime Reform;
- ▶ ensuring ongoing capacity of our **search and rescue** program;
- ▶ progressing **pilotage** issues associated with the Torres Strait and Great Barrier Reef, and implementing under keel clearance arrangements;
- ▶ enhancing the **Torres Strait Marine Safety Program**; and
- ▶ continuing to develop and support **our people**.

Strategies to meet these challenges are referenced throughout the Corporate Plan.

In addition to the top five priorities for the next 12 months, our operating environment over the next three years will also be shaped by the following:

- ▶ Continued support for world leading services relating to maritime safety, marine environment protection, and maritime and aviation search and rescue.
- ▶ AMSA’s participation in the **International Maritime Organization (IMO)**.
- ▶ Initiatives and trends affecting the **maritime industry** that may have an impact on the way we deliver our services, including:
 - potential skills shortages in Australia;
 - volatility in financial indicators and the potential impact these may have on ship operations;
 - expanding port developments; and
 - technology developments affecting ship navigational safety, emergency and pollution response techniques, and search and rescue services.

▶ **Stakeholder and community** expectations that:

- we will support stakeholders in the maritime industry;
- ship safety and environment protection standards will be effectively enforced;
- compensation will be available for damage from ship-sourced marine pollution;
- a national network of aids to navigation will be provided to assist safe navigation of commercial shipping;
- we will provide strong leadership on maritime matters through forums, working groups and provision of resources;
- search and rescue services will be coordinated throughout Australia's search and rescue region;
- we will regulate environmentally sensitive shipping areas; and
- we will manage our reputation through proactive communication.

▶ **The International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA)** work on developing new and upgraded standards for marine aids to navigation.

▶ **The International Labour Organization (ILO)** promoting adoption of instruments governing maritime industry labour standards, including the Consolidated Maritime Labour Convention.

Risk Environment

We are committed to an active risk management program extending to all aspects of our operations.

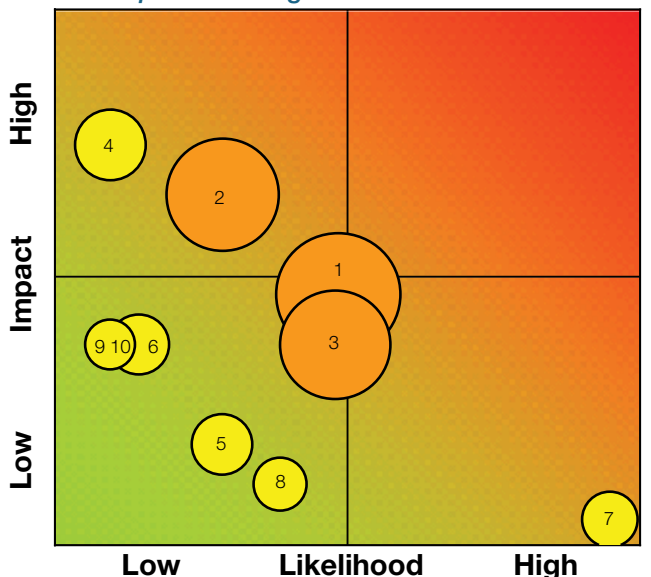
Our core business is primarily one of risk management and mitigation, requiring constant monitoring of maritime activities being undertaken both within and outside of our immediate maritime environment. Our revenue, and therefore operating budget, is linked to the volume of maritime trade entering and departing Australian ports. External influences on this trade, such as the current global financial crisis, have potential to impact our ability to meet statutory obligations or key stakeholder expectations.

Industry capacity to comply with regulation or to minimise the risk of a major incident also impacts AMSA's risk profile. Failure to adopt new technologies or provide adequate training, amongst others, requires AMSA to identify strategies to mitigate against the effects should an incident occur.

Six monthly reviews of our risks are conducted across the organisation. Outcomes of these reviews are considered by Executive Management and a 'whole of AMSA' risk profile is established. Regular contact with key stakeholders is maintained, and their issues are considered as part of our risk management process.

AMSA has identified the following major risks, which are being actively managed.

AMSA's Top Risks - August 2009



1. Reputation and financial damage arising from public perception that a search and rescue operation might have been better handled.
2. The regulatory regime for Torres Strait and Great Barrier Reef pilotage.
3. Resource implications of AMSA assuming the role of national regulator.
4. A serious maritime incident resulting in heavy loss of life or serious pollution.
5. Failure to re-write the Navigation Act to meet the expectations of stakeholders.
6. Continuing ability of live Search and Rescue service providers to maintain their service.
7. A serious maritime incident NOT resulting in heavy loss of life or serious pollution.
8. Succession planning and retention of corporate knowledge.
9. The effect of falling revenue due to the Global Financial Crisis on AMSA's ability to meet its statutory obligations.
10. Maintaining strong operational links from AMSA's Rescue Coordination Centre to other Emergency Management organisations.

● Extreme
 ● High
 ● Moderate
 ● Low
 Size of bubble indicates the level of risk

Seafarer and Ship Safety

Our objective is to:

- ▶ minimise shipping and crew related incidents.

We plan to meet our objective by:

- ▶ enhancing seafarer safety and awareness at sea;
- ▶ providing a network of aids to navigation, including an Under Keel Clearance Management System in the Torres Strait;
- ▶ identifying and deterring unseaworthy and substandard ships operating in Australian waters;
- ▶ assessing the impact of an increasing level of shipping in environmentally sensitive areas;
- ▶ providing a system of seafarer training and certification;
- ▶ enhancing Australia's maritime safety regulatory system consistent with international standards;
- ▶ providing an effective enforcement regime for ship safety within the Commonwealth jurisdiction;
- ▶ promoting a maritime safety culture;
- ▶ influencing the development, implementation, monitoring and enforcement of international ship safety standards; and
- ▶ maximising technological advancements to improve ship safety.

Our Performance

We will measure our performance in achieving seafarer and ship safety by ensuring that:

- ▶ all regulatory measures introduced internationally or domestically are given effect in Marine Orders within specified timeframes;
- ▶ improvement in the standard of foreign flag ships operating in Australian waters is demonstrated through a declining average of deficiencies per inspection;
- ▶ a reduction in the number of ship operation incidents as a proportion of foreign flag ship arrivals is demonstrated;
- ▶ the inspection rate of risk-assessed eligible ships under the Port State Control (PSC) program meet the following targets:
 - Single hull tankers – 100%
 - Priority one ships – 80%
 - Priority two ships – 60%
 - Priority three ships – 40%
 - Priority four ships – 20%;
- ▶ the number of PSC and Flag State Control (FSC) inspections meet the following targets:
 - PSC inspections – 2,800
 - FSC inspections - 95;
- ▶ the marine aids to navigation network is made available in accordance with IALA guidelines; and
- ▶ emergency towage vessels are available 100% of the time.

Environment Protection

Our objectives are to:

- ▶ minimise the impact of shipping on the environment; and
- ▶ minimise the environmental impact if marine pollution incidents occur.

We plan to meet our objectives by:

- ▶ providing an effective ship safety program that would reduce the likelihood of shipping incidents that could impact the environment;
- ▶ providing ship and offshore facility sourced pollution response services consistent with international obligations, regional arrangements and Inter-Government Agreements;
- ▶ providing timely and appropriate response to marine casualties;
- ▶ enhancing Australia's maritime environment protection and compensation regulatory system consistent with international standards;
- ▶ influencing the development, implementation, monitoring and enforcement of international environment protection standards, and the operation of international liability and compensation schemes;
- ▶ providing effective enforcement and compensation regimes;
- ▶ progressing strategic management and operational issues through relevant forums and stakeholder groups;
- ▶ promoting effective cooperation arrangements for pollution prevention and cleanup;
- ▶ promoting effective public awareness campaigns; and
- ▶ maximising technological advancements to improve our marine pollution response capabilities.

Our Performance

We will measure our performance in environment protection by ensuring that:

- ▶ a reduction from previous years in PSC deficiencies relating to environment protection is demonstrated;
- ▶ pollution response resources are available to respond to an incident 100% of the time; and
- ▶ a reduction in the number of serious pollution incidents as a proportion of foreign flag ship arrivals is demonstrated.

Maritime and Aviation Search and Rescue

Our objective is to:

- ▶ maximise people saved from maritime and aviation incidents.

We plan to meet our objective by:

- ▶ coordinating maritime and aviation search and rescue services;
- ▶ operating Australia's Rescue Coordination Centre (RCC) on a 24/7 basis;
- ▶ maintaining maritime safety and distress communication services;
- ▶ tracking vessel and aircraft movements for emergency response purposes;
- ▶ ensuring search and rescue units and resources are available to respond to incidents in a timely manner;
- ▶ promoting public education campaigns;
- ▶ maximising technological advancements to enhance search and rescue capabilities; and
- ▶ providing internationally recognised training for search and rescue personnel.

Our Performance

We will measure our performance in delivering maritime and aviation Search and Rescue functions by ensuring that:

- ▶ we maximise lives saved;
- ▶ the RCC makes resources available to deal annually with:
 - 15,000 incidents; and
 - 500 searches.
- ▶ distress and safety communication services are available at least 99.5% of the time;
- ▶ five dedicated airborne search and rescue units are available, and an additional 50 airborne search and rescue units are available on an opportunity basis; and
- ▶ the RCC initiates responses within a median time of 30 minutes.

Our Governance

Our objectives are to:

- ▶ be a “best practice” organisation that meets its statutory and other obligations;
- ▶ meet key stakeholder expectations; and
- ▶ make decisions in an ethical and responsible manner.

We plan to meet our objectives by:

- ▶ ensuring full compliance with statutory and other requirements;
- ▶ enabling the AMSA Board to provide strategic guidance and effective oversight;
- ▶ promoting the standards of ethical behavior required of AMSA management and staff;
- ▶ improving stakeholder engagement;
- ▶ ensuring the integrity of our financial processes;
- ▶ identifying and managing our risks, including our reputational risks;
- ▶ maintaining the integrity of our business systems; and
- ▶ maintaining certification to ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (occupational health and safety) management systems.

Our Performance

We will measure our performance in delivering our corporate Governance arrangements by ensuring that:

- ▶ AMSA achieves unqualified financial statements;
- ▶ certification of AMSA's ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (OH&S) management system is maintained;
- ▶ the majority of our key stakeholders assess our performance as better than satisfactory; and
- ▶ 100% compliance with statutory requirements is maintained.

Our Accountability and Performance Framework



Tools and measures underpinning our performance		
What are we delivering	How we will deliver it	Who will deliver it
<p><i>Australian Maritime Safety Authority Act 1990</i></p> <p><i>Commonwealth Authorities and Companies Act 1997</i></p>	<ul style="list-style-type: none"> Service Charter Workforce Plan Asset Management Plan Financial Plan Annual Divisional Business Plans Internal Audit Plan Business Continuity Plan Fraud Control Plan Risk Management Plan Collective Agreement 2009/12 Staff Management and Development Plans 	<ul style="list-style-type: none"> The Board Board Audit Committee Executive Management Group Information Steering Committee Quality Assurance Committee OH&S Committee AMSA Staff

Our People

Our objective is to:

- ▶ enable the achievement of our corporate objectives by building a capable, productive, professional and engaged workforce.

We plan to meet our objective by:

- ▶ ensuring a safe and healthy working environment for all staff;
- ▶ creating a positive culture focused on high performance, where staff feel challenged in their work, valued and respected;
- ▶ promoting a continuous improvement work culture that welcomes input, feedback and review;
- ▶ attracting and retaining an appropriately skilled workforce;
- ▶ developing and rewarding our people;
- ▶ encouraging diversity of views, and actively seeking staff engagement and contribution;
- ▶ ensuring workforce planning aligns the organisational skill base with our priorities and strategic objectives; and
- ▶ ensuring strong leadership and management capabilities and skills at all levels.

Our Performance

We will measure our performance of Our People strategies by ensuring that:

- ▶ all AMSA staff commit to Performance Management Agreements;
- ▶ the level of staff engagement and satisfaction reported through staff surveys exceeds public sector benchmarks and continues to improve each year;
- ▶ staff turn-over shows a declining trend from previous years and is below that in comparable agencies;
- ▶ 360 degree feedback is made available to all managers who request it; and
- ▶ we identify, attract, develop and retain high performing staff.

Review of Performance against Corporate Plan 2008/11

AMSA continues to deliver a solid performance against our goals established in the Corporate Plan 2008/11. The highlights of our achievements over the past year are outlined in the following summary.

Corporate Activities

- ▶ Key outcomes for the organisation in 2008/09 have been improved staff communications, implementation of our performance management arrangements and developing the skills of our managers.
- ▶ We continued to strengthen our corporate governance arrangements during 2008/09. Considerable work was undertaken during the year which improved the effectiveness of our business planning, monitoring and reporting processes.
- ▶ A new Union Collective Agreement was negotiated with staff and unions.
- ▶ Improvements were made to our critical computing infrastructure with the upgrade of the central computer room.

Seafarer and Ship Safety

- ▶ Compliance with international standards was monitored through ship and cargo inspections in Australian ports, as well as through the oversight of ship operations and the issuing of certificates of competency to seafarers. 2,100 Port State Control (PSC) inspections and 70 Flag State Control (FSC) inspections were conducted to 31 March 2009. For the same period, 511 certificates of competency and 409 oral examinations were also conducted. These figures are consistent with expected activity estimates and performance targets.
- ▶ With AMSA as the coordinator, Australia participated in the Voluntary International Maritime Organization (IMO) Member State Audit Scheme. The scheme is designed to evaluate a member state's conformance with obligations set out in various IMO conventions.
- ▶ Digital aids to navigation and associated supporting communications infrastructure in the Torres Strait was upgraded and expanded to support future implementation of an Under Keel Clearance Management System.

- ▶ Compliance with OH&S obligations was ensured through the regular FSC inspection regime and also through a specific OH&S audit program (24 conducted to 31 March 2009). An education brochure regarding manual tasks was also published by AMSA, as this was identified as a significant issue when performance over the last five years was reviewed. An industry forum was held in March 2009. Part of this forum was to discuss OH&S trends, performance and issues. We continued to work closely with the Seacare Authority on all OH&S matters and distributed Seacare publications.

Environment Protection

- ▶ The International Conventions on the Control of Harmful Anti-fouling Systems on Ships and on Civil Liability for Bunker Oil Pollution Damage entered into force in Australia.
- ▶ Our responsibility as managing agency of the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances saw us introduce new arrangements for providing National Response Team support, and the enhancement of chemical spill preparedness through two new training courses and the acquisition of new modelling software.
- ▶ AMSA assisted Queensland authorities in responding to the oil spill from the vessel *Pacific Adventurer* off Moreton Island, Queensland, in March 2009. The response required extensive clean up operations which lasted for several weeks.

Maritime and Aviation Search and Rescue

- ▶ During the period, a total of 199 people were rescued, with the Rescue Coordination Centre (RCC) responding to 6,690 incidents and coordinating 543 searches.
- ▶ The 121.5MHz component of the Cospas-Sarsat satellite distress beacon detection system was turned off on 1 February 2009 and replaced by the new 406MHz system. By the end of March 2009, over 100,000 of the 406MHz beacons were registered with AMSA.



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