



**Australian Government**

**Australian Maritime Safety Authority**

# **CORPORATE PLAN 2010 - 2013**





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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 six high priority areas we will focus on over the next three years. We have also highlighted the importance of our role in delivering the Government's 'maritime reform' initiatives, which will have significant impact on shaping our agency into the future.

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  
May 2010

# Our Vision

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

# 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 embedded within the AMSA Code of Conduct and expressed as required behaviours in staff performance and development 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;
- ▶ maritime reform initiatives;
- ▶ 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 for action over the first twelve months of this report's timeframe. Our priorities are:

- ▶ supporting the **Government's agenda** for Maritime Reform;
- ▶ collaborating with and supporting portfolio agencies, and other relevant federal Government agencies, in relation to policy and regulatory issues;
- ▶ ensuring ongoing capacity of our **search and rescue** program;
- ▶ progressing **pilotage** issues associated with the Torres Strait and Great Barrier Reef, and implementation of under keel clearance arrangements;
- ▶ introducing new measures to **protect the Great Barrier Reef**;
- ▶ enhancing the **Torres Strait Marine Safety Program**;
- ▶ continuing to review strategies to meet the high expected growth in ship movements around the Australian coastline; and
- ▶ continuing to develop and support **our people**.

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

In addition to our 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 for 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;
  - growth in the sector and the potential impact this 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 and seafarer safety and environment protection standards will be effectively enforced;
- compensation will be available for damage from marine pollution;
- a national network of aids to navigation will be provided to assist safe navigation of commercial shipping;
- we will provide strong leadership in 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 promote the carriage of distress alerting devices appropriate to the risks and circumstances in which people place themselves, with particular focus on registered 406 MHz distress beacons; and
- we will regulate environmentally sensitive shipping areas.

▶ **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.

▶ **The International Telecommunications Union (ITU)** revision of the maritime radio and satellite communications spectrum frequencies, including the outcomes of the World Radio Conference 2012.

# Risk Environment

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

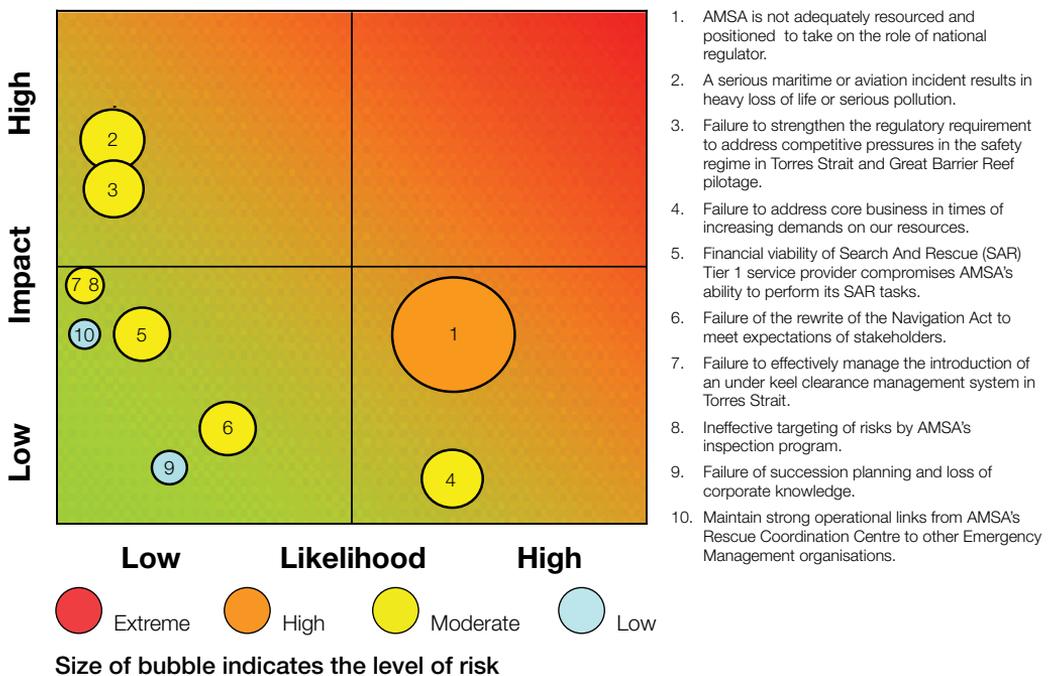
Our core business is primarily one of risk management and mitigation, requiring constant monitoring of maritime activities undertaken both within and outside of our immediate maritime environment. The Government's initiative to establish a single national maritime jurisdiction has far reaching effects on our potential future operations. In particular, the allocation of scarce specialist maritime staff to this initiative could affect our ability to deliver services in other areas if not managed carefully.

Our capacity to deliver core services and to respond to major incidents requires considered allocation of our resources. Industry's capacity to comply with regulation or to minimise the risk of a major incident within Australia's maritime area also impacts our risk profile, emphasising the need to have robust processes in place to ensure ongoing delivery of our services.

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 - December 2009



1. AMSA is not adequately resourced and positioned to take on the role of national regulator.
2. A serious maritime or aviation incident results in heavy loss of life or serious pollution.
3. Failure to strengthen the regulatory requirement to address competitive pressures in the safety regime in Torres Strait and Great Barrier Reef pilotage.
4. Failure to address core business in times of increasing demands on our resources.
5. Financial viability of Search And Rescue (SAR) Tier 1 service provider compromises AMSA's ability to perform its SAR tasks.
6. Failure of the rewrite of the Navigation Act to meet expectations of stakeholders.
7. Failure to effectively manage the introduction of an under keel clearance management system in Torres Strait.
8. Ineffective targeting of risks by AMSA's inspection program.
9. Failure of succession planning and loss of corporate knowledge.
10. Maintain strong operational links from AMSA's Rescue Coordination Centre to other Emergency Management organisations.

# 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 that is structured to support industry growth;
- ▶ 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 – 2,900
  - FSC inspections - 75; and
- ▶ the marine aids to navigation network is made available in accordance with IALA guidelines.

# Environment Protection

## Our objectives are to:

- ▶ minimise the impact of shipping on the environment; and
- ▶ minimise the environmental impact if marine pollution incidents occur from shipping, offshore exploration activity, or any other source.

## We plan to meet our objectives by:

- ▶ enhancing our delivery of maritime environment responsibilities;
- ▶ providing an effective ship safety program that would reduce the likelihood of shipping incidents that could impact the environment;
- ▶ providing pollution response services consistent with international obligations, regional arrangements and Inter-Government Agreements;
- ▶ collaborating with stakeholders to undertake a review of the National Plan to Combat Pollution of the Sea by Oil and Other Noxious and Hazardous Substances, taking into account changes in risk levels around the Australian coast, in particular the Great Barrier Reef and north west Australia;
- ▶ 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 co-operation arrangements for pollution prevention and cleanup;
- ▶ working closely with the offshore petroleum exploration and production industry to develop and promote improved pollution incident response arrangements;
- ▶ continuing to work closely with the Australian Antarctic Division with regard to regulating shipping activities in Antarctic waters;
- ▶ 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 achieved;
- ▶ pollution response resources are available to respond to an incident 100% of the time;
- ▶ a reduction in the number of serious pollution incidents as a proportion of foreign flag ship arrivals is demonstrated; and
- ▶ emergency towage vessels are available 100% of the time.

# Maritime and Aviation Search and Rescue

Our objective is to:

- ▶ maximise the number of people saved from maritime and aviation incidents.

We plan to meet our objective by:

- ▶ coordinating maritime and aviation search and rescue services;
- ▶ cooperating with Police and Defence search and rescue authorities;
- ▶ capacity building with regional search and rescue authorities;
- ▶ 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;
- ▶ providing internationally recognised training for search and rescue personnel; and
- ▶ influencing the development of international search and rescue arrangements.

## 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:
  - 10,000 incidents;
  - 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.

# Maritime Safety Reform

Our objective is to:

- ▶ achieve modern, effective and nationally consistent maritime safety regulation.

We plan to meet our objective by:

- ▶ developing, maintaining, monitoring and enforcing national safety standards for Australian commercial vessels;
- ▶ enhancing collaborative relationships with State and Northern Territory maritime agencies in developing a national system for commercial vessels;
- ▶ progressing, in collaboration with our portfolio Department, legislative development of the *Navigation Act 1912* to give effect to AMSA's new role as national regulator for commercial vessels operating in Australian waters;
- ▶ communicating the Government's maritime reform initiatives to all stakeholders; and
- ▶ preparing seamless transitional arrangements for implementing a national system for commercial vessels.

## Our Performance

We will measure our performance in delivering the Government's maritime reform initiatives by ensuring that:

- ▶ the national safety standards function is transitioned to AMSA by July 2011;
- ▶ service delivery arrangements and a cost recovery impact statement for the national system for commercial vessels are finalised by June 2011; and
- ▶ we maintain stakeholder engagement and public awareness of new arrangements as they develop.

# 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;
- ▶ applying recognised project management practices to the delivery of new organisational capability;
- ▶ maintaining the integrity of our business and quality systems; and
- ▶ applying the requirements of 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
Australian Maritime Safety Authority Act 1990 Commonwealth Authorities and Companies Act 1997 Other related Acts	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 Performance and Development Agreements Code of Conduct AMSA Policies	The Board Board Audit Committee Executive Management Group Information Steering Committee Quality Assurance Committee OH&S Committee AMSA Staff Consultative Working Group 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:

- ▶ staff turn-over shows an improving trend from previous years and is better than that of comparable agencies;
- ▶ the unscheduled absence rate is less than the Australian Public Service average;
- ▶ AMSA managers participate in the AMSA Management and Leadership Development program;
- ▶ all AMSA staff have Performance and Development Agreements;
- ▶ the level of staff engagement and satisfaction reported through staff surveys exceeds public sector benchmarks and continues to improve with each survey taken; and
- ▶ the consolidated 360 degree feedback results show an improvement in the lowest three competencies.

# Review of Performance against Corporate Plan 2009-12

We continue to deliver high quality outcomes against our goals established in last year's Corporate Plan 2009-12. The highlights of our achievements over the past year are outlined in the following summary.

## Seafarer and Ship Safety

- ▶ We monitor compliance to international ship safety standards through the delivery of a range of activities, including ship and cargo inspections, oversight of ship operations, and the issuing of certificates of competency to seafarers. To 31 March 2010, 2,124 Port State Control (PSC) inspections and 62 Flag State Control (FSC) inspections were performed by AMSA. For the same period, 522 certificates of competency and 414 oral examinations were also conducted. These figures are consistent with expected activity estimates and performance targets.
- ▶ The condition of foreign flag vessels continues to show considerable improvement, with an average of 2.66 deficiencies per inspection identified to 31 March 2010, compared to an average of 3.0 in 2009.
- ▶ The review of Marine Orders Part 3, which provides a seamless career pathway for all seafarers through the 'Tinny to Tanker' initiative, has progressed to the final public discussion phase. The initiative will allow direct career progression for seafarers from near-coastal through to foreign-going qualifications and portable Certificates of Competency, which will be recognised by each State and Territory.
- ▶ Australia was re-elected to the IMO Council in 2009 and continues to proactively engage in the development of international ship safety standards. Australia's domestic regulatory framework has been maintained to align with these standards.
- ▶ Our aids to navigation network continued to perform in accordance with IALA guidelines. Performance targets for category 1, 2 and 3 lights, racons, tide gauges, differential global positioning systems, REEF Vessel Tracking System radars and unlit beacons were achieved. A new fixed aid to navigation was installed in Queensland and two new floating aids were also installed in South Australia in accordance with IALA guidelines.
- ▶ We continue to ensure compliance with our OH&S obligations through our regular FSC inspection regime and our targeted OH&S audit program, with 36 OH&S audits

conducted to 31 March 2010. We continue to work closely with the Seacarer Authority on all OH&S matters. During the year, we disseminated an information disc explaining a range of PSC issues to industry. An equivalent information disc specifically relating to OH&S matters is now under development and will be made available to industry shortly. Through close cooperation with Safework Australia and State OH&S regulators, we also created a template Memorandum of Understanding (MOU) covering OH&S jurisdictional matters. The MOU's are currently under development with relevant agencies.

- ▶ In collaboration with our portfolio Department, we produced a Regulation Impact Statement covering the Maritime Safety Reform process, which resulted in a decision by the Council of Australian Governments that AMSA will become the sole national regulator of commercial vessels by 2013. Implementation of this decision is being progressed as a priority through extensive consultation with stakeholders on the development of the National standard for commercial vessels, the method of delivery of a national safety regulatory program and the financial structure of the initiative.

## Environment Protection

- ▶ AMSA took on the task as lead agency for the response to the uncontrolled release of crude oil from the Montara Wellhead Platform. The response placed significant demands on AMSA and other National Plan stakeholders for over four months in the second half of 2009. In accordance with established National Plan arrangements, an Incident Analysis Team was established and reported its findings in March 2010.
- ▶ A new protocol creating a Supplementary Fund that improves the international regime for compensation of victims of oil pollution from oil tankers entered into force in Australia on 13 October 2009. The amount of compensation available for each incident in the States that are members of the Supplementary Fund is approximately A\$1,500 million. Australian implementing legislation is included in the *Protection of the Sea Legislation Amendment Act 2008*.
- ▶ Improved arrangements were put in place on 1 July 2009 with regard to management of the National Response Team (NRT), which provides support to the Australian and States/Northern Territory Governments in the event of a major oil pollution incident. The updated NRT consists of 63 appropriately trained personnel – nine from each State/Northern Territory – covering the key oil spill response roles of planning, operations, logistics, aerial observers and Response Team leaders.
- ▶ The report of the Incident Analysis Team examining the response to the Pacific Adventurer oil spill off Morton Island in March 2009 was completed and circulated in early March 2010.

## Maritime and Aviation Search and Rescue

- ▶ On 1 February 2009, the older analogue 121.5 MHz component of the satellite distress beacon detection system was turned off, leaving only the more capable 406 MHz system. The Australian community has largely completed the 'switch to 406' with over 150,000 406 MHz beacons registered with AMSA by the end of March 2010.
- ▶ The 'switch to 406' has resulted in a reduction in the number of incidents that AMSA is required to respond to. This is because search and rescue personnel are able to contact beacon owners to confirm whether assistance is required prior to initiating search activity. In some cases, no further action is required.
- ▶ To 28 February 2010, 570 people had been rescued with the Rescue Coordination Centre (RCC) responding to 4,958 incidents and coordinating 430 searches. Despite decreases in the number of incidents, the number of searches being conducted is rising in line with population growth and the increased number of platforms. The median time for the RCC to initiate responses to search activity is 27 minutes, better than our target of 30 minutes.
- ▶ Our satellite and terrestrial radio systems were available 99.45 per cent of the time, meeting our planned requirements.
- ▶ We also made five dedicated airborne search and rescue units available, with an additional 58 units available on an opportunity basis.

## Our Governance

- ▶ Maintaining strong governance continues to be a key focus for the organisation, which was evidenced throughout the year by achieving:
  - unqualified financial statements for 2008-09;
  - successful recertification against the requirements of ISO9001 (Quality Management), ISO14001 (Environmental Management) and AS/NZS4801 (OH&S Management); and
  - 100 per cent compliance with our statutory requirements.
- ▶ During the year, we introduced a new project management methodology. Work continues on developing project management skills and on introducing "best practice" project management into the organisation to ensure delivery of effective capability on time and to budget.

## Our People

- ▶ We continue to develop and recognise the efforts of our people through a range of improvement initiatives. These included:
  - developing a workforce planning framework;
  - improving staff communication through the delivery of monthly information seminars and implementation of our performance and development agreements;
  - introducing 360 degree feedback and quality conversations training for our managers; and
  - introducing a staff recognition policy supported by two new awards: the Chairman's Award and a Staff Development Award.
- ▶ Staff turn-over to 31 March 2010 was 7.09 per cent, a significant reduction from 13.94 per cent for the previous reporting period and well below the Australian Public Service average.
- ▶ 99 per cent of our staff have performance and development agreements in place.
- ▶ Measuring staff engagement and satisfaction remains a high priority for the organisation with the next staff survey to be conducted in 2011.





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