Australian Maritime Safety Authority

CORPORATE PLAN
2011-2016

Australian Government

Australian Maritime Safety Authority

Contents

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 and Transport, 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 five 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 2011

Our vision

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

What we value

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

▶ engaging and empowering our people;

▶ fostering a professional, talented, highly motivated and diverse workforce;

▶ maintaining our focus on high performance, feedback and well-being;

▶ working together cooperatively with others and creating flexible teams to achieve results;

▶ encouraging and developing leaders at all levels;

▶ anticipating and adapting to changes in our work environment;

▶ continuously improving our corporate governance arrangements; and

▶ capturing lessons learned and innovating for the future.

Our values are embedded within the AMSA Code of Conduct and are expressed as key behaviours in staff performance and development agreements.

What we seek to achieve

We seek to fulfil our statutory, fiscal and business obligations, and to address the concerns of our stakeholders and interest groups, through a focus on:

▶ seafarer and ship safety;

▶ maritime safety reform;

▶ environment protection and response;

▶ maritime and aviation search and rescue;

▶ maritime workforce development; and

▶ a strategic, effective and sustainable AMSA.

As a modern regulator and a public sector authority governed by the *Commonwealth Authorities and Companies Act 1997* (CAC Act), AMSA places considerable emphasis on strong, contemporary governance arrangements. We work to forge a clear link between government and AMSA Board priorities, our vision and budget objectives, and the work undertaken by teams and individuals. (See Figure 1 and 2).
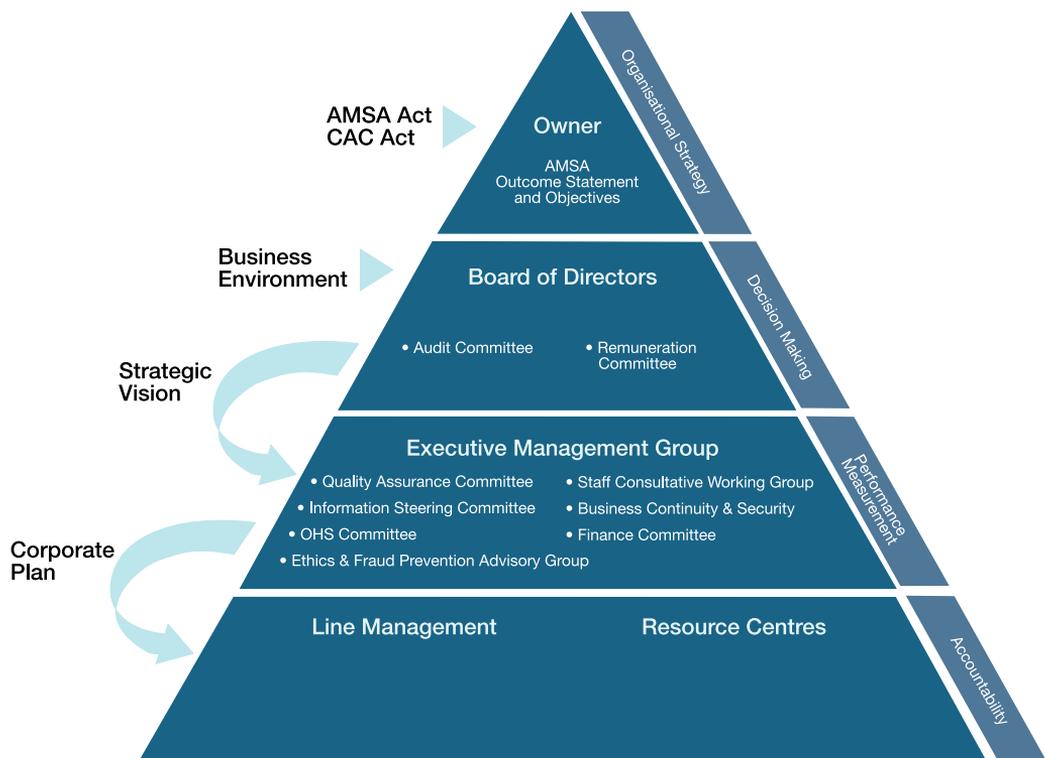
AMSA's Outcome Statement is to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulations and services and maximise people saved from maritime and aviation incidents through search and rescue coordination.

Figure 1

The relationship and connectivity between steps is essential

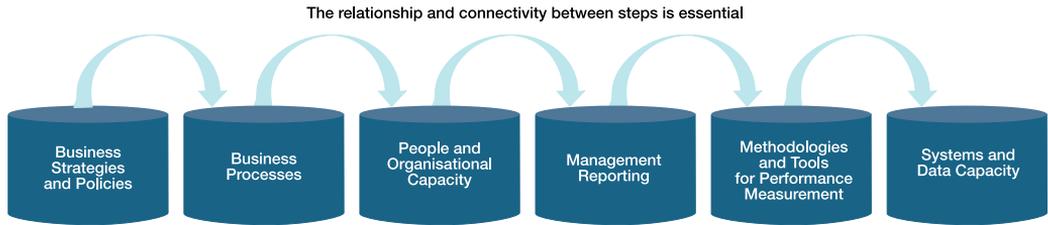| Business Strategies and Policies | Business Processes | People and Organisational Capacity | Management Reporting | Methodologies and Tools for Performance Measurement | Systems and Data Capacity |

Figure 2

An integrated planning approach is an important part of these arrangements. Hence this Corporate Plan 2011-2016 is directly aligned to AMSA's Strategic Vision 2010-2025 and reflected in AMSA's five year Workforce Development, Information Management and Finance Plans. (See Figure 3)

AMSA Strategic Vision 2010 - 2025

AMSA Corporate Plan 2011 - 2016

Divisional Business Plans 2011 - 2012 (annual)

Responsibility Centre Work Programs

Individual Performance Agreements 2011 - 2012

Workforce Plan 2011 - 2016

Financial Plan 2011 - 2016

Information Management Plan 2011 - 2016

Figure 3

Our operating environment

AMSA annually assesses the factors in our operating environment which will impact our regulatory service approach and our strategies. Those which will influence the maritime sector have been identified for action over the timeframe covered by this Plan.

Over the next five years our operating environment and consequently our approach will be shaped by:

▶ growth in the maritime sector, particularly resource and offshore energy development, and the potential impact this may have on ship operations;

▶ the reform agenda including the review of the *Navigation Act 1912*, the transition to a single national maritime safety regulatory system and coastal shipping reform;

▶ potential maritime skill shortages in Australia;

▶ expanding port developments; and

▶ technology developments affecting ship navigational safety, emergency and pollution response techniques and search and rescue activities.

We must support and collaborate with our stakeholders as a responsible global and regional partner in delivery of world leading maritime safety, marine environment protection and response and maritime and aviation search and rescue services. In providing such support we must address:

▶ our engagement with the International Maritime Organization (IMO) in developing new and upgraded international standards for ship safety and environment protection;

▶ the work of the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) in development of new and upgraded standards for marine navigation;

▶ the International Labour Organization promoting adoption of instruments governing maritime industry labour standards, including the Maritime Labour Convention; and

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

We must also meet stakeholder and community expectations that:

▶ seafarer and ship safety standards will be set at appropriate levels and effectively enforced;

▶ there will be an effective pollution response system and compensation will be available for damage from marine pollution;

▶ a cost effective national network of aids to navigation will be maintained to assist safe navigation of commercial shipping;

▶ we will engage and work collaboratively with stakeholders in the maritime industry;

▶ we will continue to provide strong leadership on maritime issues through forums, working groups and provision of resources;

▶ search and rescue services will be coordinated throughout Australia's search and rescue region;

▶ we will continue to promote the carriage of distress alerting devices appropriate to diverse risks and circumstances, with a particular focus on the 406 MHz distress beacons;

▶ we will regulate as appropriate within our scope of operation to protect environmentally sensitive shipping areas; and

▶ we will continue to provide a capability to respond effectively to maritime casualties, including pollution and threat of pollution incidents, in conjunction with our state/territory and industry partners.

Our priorities

Our priorities over the next five years are to:

▶ continue to invest in our people, with a particular focus on:
  – leadership and performance through our Professional Leadership Program; and
  – enhancing response services, through our work as a Registered Training Organisation (RTO);

▶ assume the role of national maritime safety regulator and work with stakeholders to support the government's agenda for maritime reform, including the modernisation of the *Navigation Act 1912* and coastal shipping reform;

▶ anticipate and respond to environmental and sectoral changes, such as increases and changes in shipping traffic, by managing inspection resources and safety of navigation;

▶ play a leading role in the implementation of the Maritime Labour Convention;

▶ implement the recommendations of the review of the National Plan to Combat Pollution of the Sea by Oil and other Noxious and Hazardous Substances and the National Maritime Emergency Response Arrangements;

▶ review the effectiveness of our search and rescue response system, and implement new airborne response arrangements and enhanced satellite detection services, through medium earth orbiting search and rescue satellites (MEOSAR);

▶ strengthen our technical cooperation and strategies for assistance within our region; and

▶ further improve our governance arrangements, particularly the range and integration of our corporate, business and resource planning with our *Strategic Vision 2010-2025.*

We will continue to:

▶ support world leading service delivery in seafarer and ship safety, marine environment protection and response, and maritime and aviation search and rescue;

▶ collaborate with portfolio agencies and other relevant government authorities in relation to policy, regulatory and service delivery issues;

▶ be an active and responsible participant on all aspects of regulatory services in the International Maritime Organization and relevant regional forums, and ensure Australian domestic legislation effectively applies international standards;

▶ work collaboratively with other search and rescue (SAR) authorities and relevant agencies to optimise the national SAR system; and

▶ continue to implement strategies for improved pilotage arrangements, under keel clearance management and public safety education in Torres Strait and the Great Barrier Reef (GBR).

Our risk environment

We are committed to an active risk management program extending to all aspects of our operations.
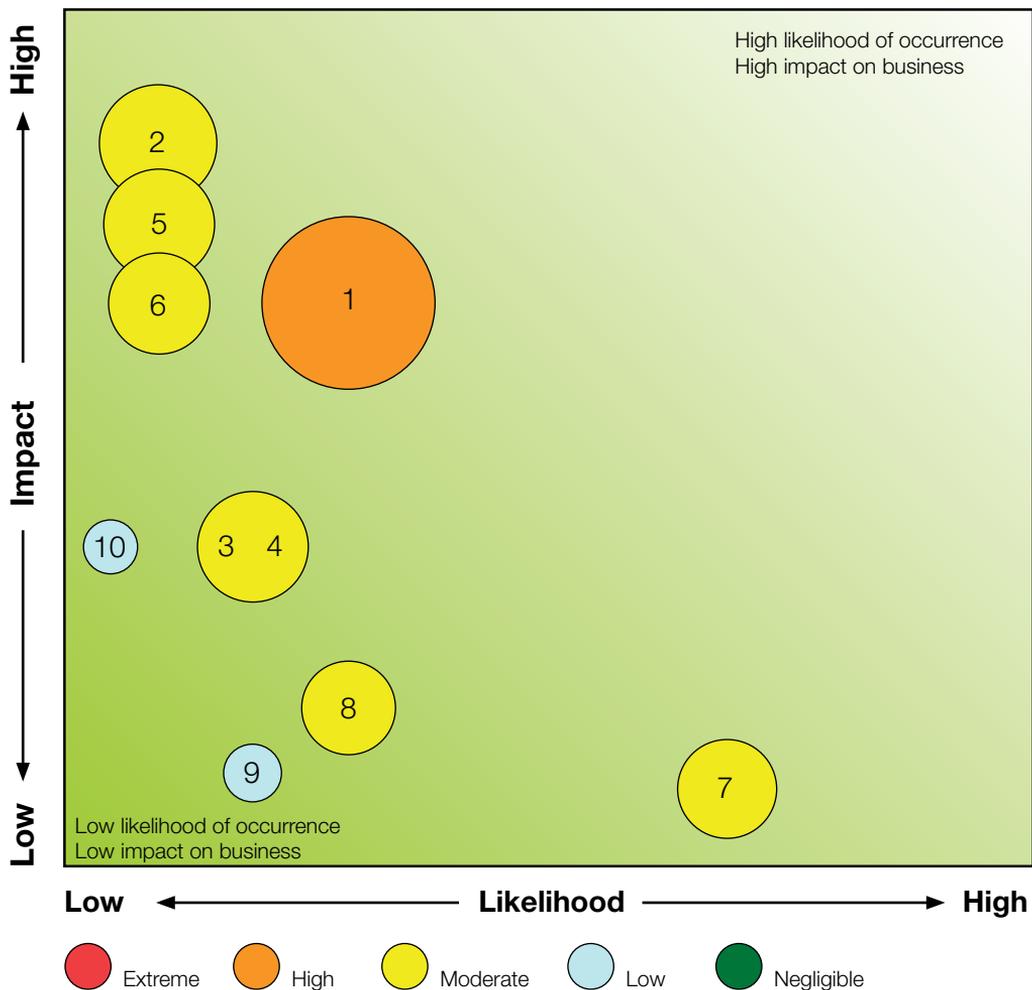
Our core business is primarily one of risk management and mitigation, requiring constant monitoring of maritime activities undertaken both within and outside of our immediate maritime environment. The constantly increasing volume of vessel traffic and offshore activities brings with it an increased risk of incidents, with the potential for significant pollution. In addition we are conscious of the need to ensure that we have adequate measures in place to prevent and respond to maritime incidents that could result in loss of life.

Our capacity to deliver core services and to respond to major incidents requires considered allocation of our resources to ensure that we do not overextend. The government's initiative to establish a single national maritime jurisdiction has far reaching effects on our potential future operations, including our ability to resource them.

Recent developments have reinforced our long held understanding of the need to balance our obligation to disseminate safety information with the need to protect sensitive information.

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 (see Figure 4).

High

High likelihood of occurrence
High impact on business

Impact

Low

Low likelihood of occurrence
Low impact on business

Low ⟵————— **Likelihood** —————⟶ High

Extreme	High	Moderate	Low	Negligible

Size of bubble indicates the level of risk

1. Increased exposure to incidents that have risk of significant pollution, particularly as result of increased shipping activity (e.g. Great Barrier Reef and the west, including offshore activities).
2. Inadequate preventative measures to avert an avoidable maritime event that results in extensive loss of life.
3. Release of unauthorised or inappropriate documentation.
4. AMSA's capabilities become overextended.
5. Inadequate response to a serious maritime or aviation incident resulting in extensive avoidable loss of life (including increased Suspected Irregular Entry Vessel (SIEV) activity).
6. Compromise of safety in competitive pilotage environment in Torres Strait and the Great Barrier Reef.
7. Failure to address core business in times of increasing demands on our resources.
8. Failure to meet expectations to rewrite the *Navigation Act 1912*.
9. Failure of succession planning and loss of corporate knowledge.
10. AMSA is not resourced and positioned to take on the role of national regulator under the National Regulatory System.

Figure 4 - AMSA's Top Risks - December 2010

Seafarer and ship safety

Our objectives are to:

▶ minimise the incidence of maritime accidents and incidents; and

▶ ensure that seafarer living and working conditions meet international requirements.

The risks associated with these objectives are:

Risk Rating

▶ Inadequate preventive measures to avert an avoidable maritime event that results in extensive loss of life.　　Moderate

▶ AMSA's capabilities become overextended.　　Moderate

▶ Compromise of safety in competitive pilotage environment in the Torres Strait and Great Barrier Reef.　　Moderate

▶ Failure to address core business in times of increasing demands on our resources.　　Moderate

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Regulatory measures which reflect international conventions, industry best practice and public expectations

▶ Ensuring that Australia's maritime safety regulatory system is enacted and applied consistently with international standards through:

- active engagement with international, regional and national/domestic maritime organisations and forums;

- consultation with industry stakeholders and the public;

- application of enhanced information management; and

- proactive and responsive maritime inspection regimes for operations and other elements such as safe carriage and stowage of cargoes.

▶ Identifying and deterring unseaworthy and substandard ships operating in Australian waters through:

- continued delivery of a variety of national inspection regimes and audits (e.g. of occupational health and safety practices and handling of dangerous goods)

- implementation of inspections under the Maritime Labour Convention once ratified by Australia;

- adaptation of regional inspectional regimes to meet evolving industry needs; and

- conduct of concentrated regional inspection campaigns and ad hoc national campaigns as required, in coordination with other regulatory authorities.

▶ Further strengthening of the compliance monitoring and enforcement regime for ship, seafarer, cargo and environmental safety.

2. Strengthened maritime safety culture and safety and pollution prevention standards both domestically and through the IMO

▶ Promoting a maritime safety culture and seafarer and ship safety at sea, by enhancing seafarer awareness through:

 – implementation of early intervention programs;

 – ongoing liaison and cooperation with safety management personnel to ensure that safety management systems are fully effective;

 – accreditation of educational programs about maritime safety (e.g. International Safety Management Code for Australian operators); and

 – ongoing work to integrate human factor issues into our ship safety inspection and education programs.

▶ Actively participating in national and international forums, such as the IMO, and regional and domestic stakeholder groups, to influence the development, monitoring and enforcement of international ship safety and pollution prevention standards.

▶ Collaborating with other Australian Government representatives involved and providing feedback on incident data and trend/pattern analysis to inform the standards development and review process.

3. Continuously improved navigation safety in Australia's coastal waters

▶ Providing an effective and appropriate national network of aids to navigation through:

 – analysis of shipping patterns and assessment of the continuing need for existing aids to navigation and identifying new requirements;

 – using technology to improve operational and environmental performance and cost efficiencies; and

 – strategic asset management, i.e. forward looking aids to navigation addition and replacement programming.

▶ Improving maritime safety in environmentally sensitive areas such as the GBR, Torres Strait and the north-west region of Western Australia, through:

 – impact assessments where shipping activity is increasing;

 – continued implementation of an under keel clearance management system in Torres Strait;

 – improved regulatory arrangements for coastal pilotage within the Great Barrier Reef (GBR) and Torres Strait;

 – improved vessel tracking and alerts systems; and

 – extension of the GBR and Torres Strait Ship Reporting System (REEFREP) and associated vessel traffic services (REEFVTS) to the southern boundary of the Particularly Sensitive Sea Area in the GBR and Torres Strait.

4. Enhanced safety of navigation through the use of technology

▶ Maximising the effective use of technological advances to improve ship and navigation safety, from ship-board and shore-based perspectives.

▶ Participating in technical cooperation related to the safe navigation of vessels nationally and internationally.

▶ Actively engaging through the IMO, IALA and the International Hydrographic Organization on the development of e-navigation.

5. Continued application of appropriate and rigorous risk assessment methodologies to seafarer and ship safety

▶ Further developing AMSA's risk-based approach to seafarer and ship safety, thereby optimising the use of AMSA's resources.

▶ Addressing identified areas of risk, such as human factors in crew management, appropriate seaworthy storage of cargo, use of hardware and increased reliance on technologically advanced systems.

6. Enhanced regional cooperation and engagement with industry

▶ Actively engaging with relevant international and regional partners, industry and other stakeholders to progress strategic and operational maritime safety regulation issues.

▶ Increasing regional capacity, engagement and cooperation to promote maritime safety e.g. delivery of programs under the Indonesian Transport Safety Assistance Package (ITSAP), and similar programs for other regional partners.

▶ Providing a system of nationally recognised seafarer training and certification, in consultation with industry, that is structured to support industry growth.

▶ Working collaboratively with stakeholders to implement the 2010 Manila Amendments to the *IMO Convention and Code on Standards of Training, Certification and Watch-keeping for Seafarers* (STCW Convention).

Performance Measures

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;

▶ effective management of serious ship related incidents as evidenced by no adverse findings from incident analysis and reporting;

▶ a reduction of ship related incidents in relation to overall incident reporting;

▶ 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

▶ the marine aids to navigation network complies with IALA guidelines.

Environment protection

Our objectives are to:

▶ minimise the impact of shipping on the environment; and

▶ minimise the environmental impact of marine pollution incidents that occur from shipping, offshore pollution activity or any other source.

The risks associated with these objectives are:

Risk Rating

▶ Increased exposure to incidents that have risk of significant pollution, particularly as a result of increased shipping activity (e.g. in the Great Barrier Reef and the west, including offshore activities).

High

▶ AMSA's capabilities become overextended.

Moderate

▶ Compromise of safety in competitive pilotage environment in Torres Strait and the Great Barrier Reef.

Moderate

▶ Failure to address core business in times of increasing demands on our resources.

Moderate

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Effective monitoring and enforcement in Australia's exclusive economic zone (EEZ)

▶ Providing an effective ship and navigational safety program that will reduce the likelihood of shipping incidents which could impact the environment.

▶ Providing effective enforcement and compensation regimes that give effect to international obligations.

▶ Maintaining effective aerial surveillance to monitor compliance with operational environmental controls, incorporating Automatic Identification System (AIS) and satellite technology as appropriate.

2. Effective response to potential and/or actual oil and chemical pollution incidents

▶ Providing effective pollution response services consistent with international obligations, regional arrangements and Inter-Government Agreements.

▶ Maintaining effective arrangements for casualty management, through a Maritime Emergency Response Commander.

▶ Providing timely and appropriate response to marine casualties.

▶ Working collaboratively with other stakeholders towards Australian accession of the International Convention on Liability and Compensation for Damage in Connection with the Carriage of Hazardous and Noxious Substances by Sea, 1996 (HNS Convention) and its 2010 Protocol.

▶ Promoting effective cooperation arrangements for pollution prevention and clean up.

▶ Working closely with the offshore petroleum exploration and production industry to develop and promote improved pollution incident response arrangements.

▶ Maximising technological advances to improve our marine pollution response capabilities, including Geospatial Information System based incident management and use of information from the existing Search and Rescue (SAR) satellite network.

▶ Enhancing information provided to the public about pollution incidents and responses.

▶ Developing and implementing accredited competency-based training for national emergency response to pollution.

3. Active involvement and influence in international, regional and domestic forums for implementation of new and existing instruments

▶ Proactively participating in key stakeholder forums, such as the IMO and International Oil Pollution Compensation Fund, and progressing strategic management and operational issues through relevant forums and stakeholder groups.

▶ 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 regimes and compensation schemes, including increasing the limits of liability contained in the Convention on Limitation of Liability for Maritime Claims.

▶ Continuing to work closely with the Australian Antarctic Division to regulate shipping activities in Antarctic waters.

▶ Developing an effective Communication and Public Awareness Campaign which focuses on pollution prevention.

4. An updated National Plan to Combat Pollution of the Sea, which reflects updated risk profiles and response and technology improvements

▶ 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.

▶ Developing and promoting improved pollution response arrangements in close cooperation with the offshore petroleum exploration and production industry.

▶ Developing and implementing a strategic approach to managing inventory and equipment under the National Plan.

▶ Assisting in the development and introduction, as appropriate, of equitable funding arrangements for the National Plan with regards to shipping and offshore petroleum exploration and production industry.

Performance measures

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

▶ AMSA's obligations as a signatory to the IMO's environment protection conventions are met;

▶ there is a demonstrated reduction in the number of serious pollution response incidents as a proportion of foreign flagship arrivals;

▶ emergency towage vessels and fixed wing dispersal aircraft are available 100 per cent of the time; and

▶ National Plan resources are available to respond.

Maritime and aviation search and rescue

Our objective is to:

▶ maximise lives saved from distress incidents, through search and rescue response and safety education.

The risks associated with this objective are:

Risk Rating

▶ AMSA's capabilities become overextended.

Moderate

▶ Inadequate response to a serious maritime or aviation incident resulting in extensive avoidable loss of life (including increased Suspected Irregular Entry Vessel (SIEV) activity).

Moderate

▶ Failure to address core business in times of increasing demands on our resources.

Moderate

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Optimised search and rescue response

▶ Coordinating effective national SAR operational responses through:

  – 24/7 operation of AMSA's Rescue Coordination Centre – Australia (RCC Australia);

  – nationally accredited SAR coordination training for RCC personnel and support for other Australian SAR authorities with similar training; and

  – cooperation with Police and Defence SAR authorities, and other SAR units, to deliver an appropriate SAR response in the incident circumstances.

▶ Receiving distress alerts from vessels, aircraft and individuals through:

  – internationally recognised radio and satellite maritime safety and distress communication services;

  – registration of Australian distress beacons and detection of all distress beacons within the Australian region;

  – links to other distress alerting paths, such as air traffic services, 000 phone services and commercial tracking and communications providers; and

  – acquisition of enhanced new satellite detection services through Medium Earth Orbit Search and Rescue (MEOSAR).

▶ Ensuring SAR units are available to respond to incidents through:

  – deployment of dedicated fixed wing SAR aircraft contracted to AMSA;

  – contracted access to available rescue helicopters and fixed wing aircraft;

  – collaboration with other government agencies which have relevant assets;

  – use of ships, aircraft and other units in the vicinity of an incident; and

  – enhanced contingency arrangements for remote locations, such as the offshore territories, offshore oil and gas industry, and oceanic air routes.

2. Delivery of safety education and information

▶ Continuing to deliver a Distress Beacon Awareness Program relating to registration, disposal and choice of distress beacon, particularly the merits of GPS-enabled 406 MHz beacons.

▶ Enhancing the range of SAR-related information available on the AMSA Internet site.

▶ Maintaining and reviewing the Torres Strait Marine Safety Program jointly with Maritime Safety Queensland and the Torres Strait Regional Authority.

▶ Exploring opportunities for similar targeted programs for high risk areas.

3. Influencing the development of international and national search and rescue arrangements and adoption of new technologies

▶ Working with international organisations, such as IMO, International Civil Aviation Organization (ICAO), Cospas-Sarsat, ITU and IALA, to progress relevant global safety, communications and SAR arrangements.

▶ Enhancing national SAR arrangements, particularly through the National SAR Council:

– updating the 2004 inter-governmental SAR agreement;

– coordination of jurisdictional activities based on strategic and risk assessments; and

– consideration of SAR issues in the transition to the National System for Commercial Vessel Safety.

▶ Capturing beneficial new technologies to enhance SAR capabilities through:

– making best use of emerging airborne capabilities for SAR night operations;

– exploration of a system of National Search and Rescue Council recognition for SAR alerting devices; and

– participation in Cospas-Sarsat initiatives for next generation distress beacons.

▶ Building capacity through technical cooperation programs with regional SAR authorities:

– delivery of approved SAR cooperation with Indonesia (2010-2014);

– capacity development in Pacific Island countries, in conjunction with the US Coast Guard, New Zealand and France; and

– exploration of cooperative arrangements with AusAID for Papua New Guinea and a regional arrangement for oceanic SAR in the Indian Ocean.

4. Enhancement of the maritime picture for safety and SAR response

▶ Further cooperation with states, territories and ports to collect and share tracking information from vessel Automatic Identification Systems (AIS).

▶ Exploring commercial arrangements for satellite detection of AIS information and other means to track vessels and aircraft for SAR and other purposes.

Performance measures

We will measure our performance in delivery of maritime and aviation search and rescue functions by ensuring that:

▶ we maximise lives saved;

▶ the Rescue Coordination Centre (RCC) makes resources available to deal annually with:

– 10,000 incidents

– 500 searches

▶ distress and safety communication services are available 100 per cent 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, enforceable and nationally consistent maritime safety regulation.

The risks associated with this objective are:

Risk Rating

▶ AMSA's capabilities become overextended.

Moderate

▶ Failure to address core business in times of increasing demands on our resources.

Moderate

▶ AMSA is not resourced and positioned to take on the role of national regulator under the National Regulatory System.

Low

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Strong support at all levels of government for AMSA's role as the national regulator

▶ Extending the standards setting function to encompass all vessels under the new navigation legislation in Australia, with AMSA as the national regulator.

▶ Working collaboratively with the Department of Infrastructure and Transport (the portfolio department), jurisdictions and industry stakeholders to develop elements of the national regulatory system and foster partnerships in implementation.

▶ The establishment of an Australian International Shipping Register as part of the coastal shipping reforms.

2. Close engagement with existing and new stakeholders

▶ Communicating effectively with industry stakeholders and the public.

▶ Maintaining engagement with government/jurisdictional stakeholders to develop elements of the national regulatory system and develop partnerships in implementation.

3. Systems and programs to transition and effectively implement a national maritime safety regulatory system

▶ Preparing seamless transition arrangements, systems and processes for implementation of a national regulatory system.

4. Legislation in place to support reforms

▶ Creating a legislative scheme to give effect to a national regulatory system for maritime safety in Australian waters.

▶ Modernising the *Navigation Act 1912* to represent contemporary regulatory and industry practices.

▶ Developing a common set of rules that will apply to the commercial maritime industry from 2013.

▶ Enactment of legislation to establish an Australian International Shipping Register.

Performance measures

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

▶ the National Maritime Safety Secretariat is effectively transitioned to AMSA by June 2011;

▶ service delivery partnerships with jurisdictions and implementation arrangements for the national maritime safety regulatory system are finalised by June 2011;

▶ Maritime Safety (National Law) Bill and Maritime Safety Bill (Navigation Act Rewrite) occur in 2011; and

▶ introduction of legislation by 2011.

Maritime workforce

Our objective is to:

▶ support and enhance the operation of a skilled maritime workforce within the Australian shipping industry.

The risks associated with this objective are:

Risk Rating

▶ AMSA's capabilities become overextended.

Moderate

▶ Failure to address core business in times of increasing demands on our resources.

Moderate

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Contribution to the government's skilled migration programs and recognition of national and international qualifications

▶ Working with the Workforce Development Forum established by the Minister for Infrastructure and Transport and other key stakeholders to:

– effectively represent Australian maritime workforce demographics and current/ projected skills shortages in the Australian shipping industry to government and stakeholders; and

– develop strategies to support maritime workforce development.

▶ Assessing and recognising national and overseas skills certification/qualifications for their relevance to/compliance with Australian maritime competency requirements.

2. Alternate pathways for seafarers

▶ Working collaboratively with the portfolio department, jurisdictions and industry stakeholders to develop a multi-layered certification system (AMSA's Tinny to Tanker initiative).

▶ Preparing seamless transition arrangements, systems and processes for implementation of this certification system.

▶ Encouraging the use of new technology and different approaches to training delivery, such as distance and e-learning.

3. Strong partnerships with existing and new stakeholders in seafarer training

▶ Maintaining active engagement with industry/government stakeholders, such as the Australian Shipowners Association, Shipping Australia Ltd and the Department of Education, Employment and Workplace Relations (DEEWR), to further develop and diversify seafarer training and foster partnerships in implementation.

▶ Influencing and guiding the development of national competencies for maritime surveyors.

4. Timely certification

▶ Reviewing and maintaining the certification system to reflect contemporary, best practice in Australia and overseas.

▶ Continuing to communicate certification requirements to industry and education providers and the public.

▶ Implementing computerised testing to expedite certification processes.

5. Appropriate standards for training delivery

▶ Modify the approach to set standards for training delivery consistent with AMSA's widening role under the government's program of national maritime reform.

▶ Developing and/or reviewing and articulating standards for maritime training delivery required of providers, in collaboration with industry stakeholders including the Transport Logistics Industry Skills Council.

Performance measures

We will measure our performance in developing the skilled maritime workforce operating within the Australian shipping industry by:

▶ gaining greater government and industry recognition that the Australian maritime workforce is a scarce and valuable resource;

▶ a tangible increase in awareness and uptake by training providers of distance and e-learning/testing;

▶ there is implementation of an accredited maritime surveyors' training course, based on standardised national competencies, for AMSA and jurisdictional staff; and

▶ standard setting under the National Maritime Safety Committee is transferred effectively to AMSA.

A strong AMSA strategic position

Our objectives are to:

▶ fulfil AMSA's statutory, fiscal and business obligations;

▶ meet key stakeholder expectations;

▶ make decisions and operate in an ethical and accountable manner; and

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

The risks associated with this objective are:

Risk Rating

▶ Release of unauthorised or inappropriate documentation.   Moderate

▶ AMSA's capabilities become overextended.   Moderate

▶ Failure to address core business in times of increasing demands on our resources.   Moderate

▶ Failure of succession planning and loss of corporate knowledge.   Low

We plan to meet our objectives in the following outcome areas through a range of strategies:

1. Further strengthening of corporate governance arrangements

▶ Developing and implementing an integrated, forward looking five yearly planning cycle for organisational, workforce, resource and information management, which is aligned to AMSA's *Strategic Vision 2010-2025.*

▶ Continuing to progress strong governance and working to enhance awareness, capability, accountability and reporting.

▶ Ensuring full compliance with statutory, fiscal, and business requirements, including:

– the *Commonwealth Authorities and Companies Act 1997*;

– the *Australian Maritime Safety Authority Act 1990*;

– application of standards for accreditation in ISO 9001 (quality);

– ISO 14001 (environmental);

– AS/NZS 4801 (occupational health and safety), management and Registered Training Organisation accreditation; and

– acquittal of all contractual/commercial obligations for AMSA and its contracted resources.

▶ Maintaining AMSA's financial viability and continuing to work effectively and efficiently within budgetary constraints, excluding emergency response situations.

▶ Delivering tailored, timely information to the AMSA Board to support Board members' effective role in strategic guidance and oversight.

▶ Promoting standards of ethical behaviour required of AMSA's managers and staff.

▶ Identifying and mapping emerging risks and mapping risk tolerance parameters.

▶ Utilising technology to provide accurate, relevant and timely services to managers, staff and stakeholders, including self service options.

2. A strong AMSA role as a national competent authority and Registered Training Organisation (RTO)

▶ Further developing and diversifying training through active engagement with industry/ government stakeholders, such as the:

– Department of Education, Employment and Workplace Relations (DEEWR);

– Government Skills Australia and Transport and Logistics Industry Skills Councils;

– ACT Accreditation Council; and

– Australian Marine Oil Spills Centre.

▶ Offering support and leadership to industry in skills development, for example in competency standards for maritime surveyors and oil spill response.

▶ Ensuring that RTO outputs and AMSA awarded qualifications are relevant, contemporary, compliant with national standards and recognised in Australia and overseas, through:

– communication and promotion of RTO activities to industry stakeholders and providers;

– implementation of review outcomes and other continuous improvement strategies;

– expansion of the RTO scope to include environment protection and maritime surveyor and auditing training for AMSA staff;

– review and updating of the learning management system as needed to reflect contemporary, good practice here and overseas; and

– development of a community of practice with training partners to develop and deliver relevant, accredited national programs and Australian Qualifications Framework (AQF)/Australian Quality Training Framework (AQTF) qualifications.

▶ Using new technology and different approaches to training delivery and certification, such as e-learning and computerised testing.

3. Leveraging technological advances

▶ Building from the current foundation to implement a modernised, consolidated IT strategy which includes:

– further application development, business analysis and guaranteed service delivery for response areas;

– improved management and corporate reporting and critical corporate processes (such as performance management), for example through online and self service systems;

– life cycle management and planned technology refresh;

– assessment of the relevance of new technology and social media; and

– development of an information road map, coordinated communication strategies for internal and external audiences and information delivery and integration services.

▶ Promoting and training staff in contemporary, standardised information and records management practice.

4. A positive AMSA presence and accessibility to/engagement with stakeholders

▶ Taking a proactive and coordinated approach to AMSA's stakeholder engagement nationally and internationally.

▶ Enhancing our active involvement in IMO to ensure delivery of new and existing instruments.

▶ Continuing AMSA's commitment to service and presence in coastal communities through implementing strategies that streamline access to business services and processes where cost and risk factors permit.

▶ Exploring opportunities and strategies to work strategically and collaboratively across AMSA, the portfolio Department and whole of government.

▶ Designing an AMSA-wide communications strategy which reflects maritime safety reforms and consistently managing internal and external communications.

▶ Actively seeking client and stakeholder feedback through biennial stakeholder surveys.

▶ Providing streamlined and accessible business processes and service approaches e.g. online and self service.

5. Highly skilled and equipped people to achieve strategic goals, satisfy stakeholder needs and comply with regulatory and legal requirements

▶ Continuing to foster an AMSA culture focussed on high performance, feedback, professionalism, health and safety and well-being, review and continuous improvement.

▶ Continuing to strengthen Indigenous employment and improve recruitment and retention practices, including:

– the implementation of AMSA's *Indigenous Employment Strategy 2011-2013*;

– increasing awareness of Indigenous issues among AMSA employees;

– introducing targeted employment programs that tap into whole of government recruitment programs; and

– ensuring culturally sensitive recruitment and advertising.

▶ Implementing a comprehensive 2011-2016 AMSA Workforce Development Plan, aligned to this Corporate Plan 2011-2016, which incorporates contemporary strategies to ensure AMSA's sustainability and effectiveness into the future, including:

– workforce planning aligned to strategic objectives and priorities;

– recruitment and selection;

– skills attraction and renewal, including mechanisms to address skill shortfalls in targeted areas;

– alternate employment pathways, including youth (graduate) attraction and retention schemes;

– reward and recognition;

– career development;

– diverse avenues for management and leadership development and capacity building, such as a Professional Leadership Program for AMSA managers, coaching/mentoring, on the job development and distance learning; and

– succession planning.

▶ Negotiating a collective agreement which maintains competitive employment practices.

▶ Encouraging diversity of views and actively seeking staff engagement and contribution in a way which is inclusive of gender, generation, background, employment stream and work preference, e.g. through conduct of a biennial staff engagement survey and other feedback mechanisms, consultative team planning and work processes and open conversation forums.

Performance measures

We will measure our performance in supporting a strong AMSA strategic position by ensuring that:

► AMSA achieves unqualified financial statements and maintains financial viability;

► compliance with statutory and business requirements is maintained;

► there is continuity of AMSA's certification under the ISO 9001 (quality), ISO 14001 (environmental), AS/NZS 4801 (OH&S) management systems and certification standards under the Australian Quality Training Framework;

► AMSA's accreditation as an RTO is maintained and expanded across the organisation;

► stakeholder feedback is actively and systematically sought and confirms that the majority of our stakeholders assess our performance as better than satisfactory;

► the staff turnover rate shows a declining trend to previous years and is less than that of comparable public sector agencies;

► all AMSA staff have a current performance and development agreement and participate in performance feedback and review;

► the biennial staff engagement survey indicates strong staff satisfaction and engagement relative to public sector norms and continuing improvement on previous years;

► there is wide participation by AMSA managers in the Professional Leadership Program; and

► adequate measures are in place to monitor performance obligations.

Review of performance against Corporate Plan 2010-2013

We continue to deliver high quality outcomes against our goals established in last year's Corporate Plan 2010-2013. The highlights of our achievements are outlined in the following summary:

Seafarer and ship safety

▶ During the period 1 July 2010 to 31 March 2011, three Marine Orders (MO) were made to give effect to amendments to the International Convention for the Safety of Life at Sea (SOLAS). These included MO 12 (ship construction), MO 31 (ship survey and certification) and MO 49 (high speed craft). Considerable work was also undertaken to amend Marine Orders associated with coastal pilotage in the Great Barrier Reef (GBR) and Torres Strait, maritime qualifications and the implementation of the Maritime Labour Convention.

▶ As a result of the *Shen Neng 1* incident, AMSA and Maritime Safety Queensland (MSQ) continued to work towards extending the GBR and Torres Strait ship reporting system and associated coastal vessel traffic services to the southern boundary of the GBR Marine Park. In preparation for the changes which come into effect on 1 July 2011, AMSA and MSQ have commenced rolling out the infrastructure required to support the proposed extension including sensors, communications equipment and modified navigational software.

▶ Our aids to navigation network continued to perform in accordance with IALA guidelines. Performance targets for lights, racons, tide gauges, differential global positioning systems, REEF Vessel Tracking System radars and unlit beacons were achieved. Infrastructure repair projects were undertaken in Queensland to address concrete deterioration in aids to navigation structures and major refurbishment at the North Reef heritage listed lighthouse.

▶ We are also working towards developing and implementing a system for managing the under keel clearance (UKC) of deep draught ships transiting Torres Strait. The system is expected to be commissioned by mid 2011.

▶ In the nine months between 1 July 2010 and 31 March 2011, AMSA's 42 Marine Surveyors conducted 2,391 port State control (PSC) inspections and 60 flag State control (FSC) inspections.

▶ The inspection rates of risk eligible ships under the PSC program were:

  – single hull tankers – target 100%, achieve100%;

  – priority one ships – target 80%, achieved 91%;

  – priority two ships – target 60%, achieved 79%;

  – priority three ships – target 40%, achieved 63%; and

  – priority four ships – target 20%, achieved 49%.

▶ The average deficiencies per PSC inspection for this period was 2.53. This compares to an average of 3.0 in 2009 and 3.3 in 2008 calendar years.

▶ In the same nine months up to 31 March 2011, AMSA conducted 521 oral examinations and issued 804 certificates to seafarers.

Environment protection

▶ There has been a decrease in PSC deficiencies relating to environment protection from 1.05 per cent in the previous year to 0.86 per cent in the current year.

▶ Marine Environment Division (MED) has had 100 per cent availability of pollution response resources.

▶ There have been no significant pollution incidents (greater than 10 tonnes) involving foreign flag vessels during the period 1 July 2010 to 31 March 2011 (there were also none during the same period in the previous year).

▶ Emergency towage vessels were available 100% of the time.

Maritime and aviation search and rescue

▶ The Australian population has successfully switched to 406 MHz distress beacons with 193,918 on the database at 31 March 2011.

▶ During the period 1 July 2010 to 31 March 2011, 586 people had been rescued with the Rescue Coordination Centre (RCC) responding to 5,556 incidents and coordinating 441 searches. Search and rescue activity continues to grow at approximately 3 per cent per annum and is aligned with the increase in population density and location and increases in take up of maritime and aviation recreational activities. The median time for the RCC to initiate responses to search activity is 26 minutes, compared to the target time of 30 minutes.

▶ Our satellite, terrestrial radio and distress beacon alerting systems were available on average 99.3 per cent of the time. This is slightly below the target 99.5 per cent due to outages in the distress beacon detection system during February and March 2011.

▶ We also made five dedicated airborne search and rescue units available, with an additional 57 units available on an opportunity basis.

Maritime safety reform

Significant progress has occurred in 2010/2011 towards the Council of Australian Governments' goal of a single maritime safety regulator for all commercial vessels in Australian waters.

▶ Australian Transport Ministers have agreed the legislative and administrative basis for the national scheme.

▶ Work is progressing on the detailed implementation of the national scheme.

▶ The secretariat of the National Marine Safety Committee (NMSC) transferred to AMSA in November 2010.

▶ A number of public information sessions have been held with the industry on progress.

▶ The drafting of the necessary legislation has commenced with a view to consulting on it in 2011-12.

▶ Work is continuing with all maritime jurisdictions on implementation and transitional issues required.

▶ On the re-write of the *Navigation Act 1912*:

   – the portfolio department has commenced drafting in consultation with AMSA; and

   – issues identified from the public consultation undertaken in 2010 are being considered by the portfolio department.

▶ The Marine Order process undertaken by AMSA is being reviewed and public comment has been sought.

Our governance

Maintaining strong governance continues to be a key focus for the organisation, which was evidenced by achieving:

▶ unqualified financial statements for 2009-2010;

▶ ongoing certification against the requirements of ISO9001 (Quality Management), ISO14001 (Environmental Management) and AS/NZS4801 (OH&S Management); and

▶ no material non-compliance with our statutory requirements.

Our people

We continue to develop and recognise the efforts of our people through a range of improvement initiatives and we continue to build a capable, productive, professional and engaged workforce.

▶ From 1 July 2010 to 31 March 2011, our staff turnover rate was 11.71 per cent, compared to 7.09 per cent in the same period the previous year. Comparative agencies ranged from 4.3 per cent to 12.8 per cent in 2009-2010.

▶ Our absence rate was 2.97 days per employee. The median absence rates for small Australian Public Service (APS) agencies was 8.7 days per employee and 10.7 days per employee for medium APS agencies.

▶ 17 participants are currently undertaking the AMSA Management and Leadership Development program.

▶ 96.47 per cent of staff have performance agreements in place. The number of outstanding performance agreements will include staff who have commenced in the last three months.

▶ The 2010 staff survey showed that 65% of AMSA staff are fully engaged and place us within the top 10 per cent of organisations. This is significantly higher than the public sector benchmark of 36 per cent and also exceeds AMSA's 2008 result of 48 per cent.