

Australian Maritime Safety Authority
CORPORATE PLAN
2012-2017



Australian Government
Australian Maritime Safety Authority

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Chairman's foreword

The Australian Maritime Safety Authority (AMSA) is Australia's 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* (the AMSA Act) and is a Commonwealth Authority under the *Commonwealth Authorities and Companies Act 1997*.

The AMSA Act requires the AMSA Board to submit an annual Corporate Plan to our Minister, the Hon. Anthony Albanese MP, Minister for Infrastructure and Transport.

We have a broad portfolio of responsibilities whereby we simultaneously support the maritime transport economy and ensure safe and environmentally responsible maritime operations. It is therefore vital that we maintain and regularly review our planning and reporting arrangements to assist in identifying our key objectives and priorities.

This Corporate Plan highlights the six core business functions of the authority and our challenges and priorities within these areas over the next five years. One of our core areas is maritime safety reform, which includes national regulation for domestic commercial vessel safety. Taking on the role of National Regulator on 1 January 2013 will mean significant growth in AMSA's scope of work and our stakeholder base. Furthermore, it will redefine the authority in terms of future focus and structure.

This Plan informs the minister, government, stakeholders and our staff of AMSA's strategies to address these challenges and priorities, as well as the measures against which our work will be judged.

LEO M. ZUSSINO
CHAIRMAN
June 2012

Our vision

To support an efficient, safe and environmentally friendly Australian maritime sector and provide world leading maritime and aviation search and rescue services to the community.

What we value

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

- serving the Australian nation and the Australian community;
- fostering an engaged, professional, talented, highly motivated and diverse workforce;
- developing leaders at all levels;
- being operationally responsive and adaptive;
- working cooperatively with others to achieve results;
- operating in an ethical and accountable manner; and
- continuously improving the way we conduct our business.

What we seek to achieve

We seek to fulfil our statutory, fiscal and business obligations and address the needs of our stakeholder and interest groups by focusing on:

- ensuring safe shipping in Australian waters;
- protecting the marine environment from the effects of pollution;
- rescuing people from distress situations;
- contributing to the long term future of the Australian shipping industry;
- improving seafarer skills, training, qualifications and working environment; and
- building the capability and professionalism of our people and governance processes.

An integrated planning approach is an important part of these arrangements. This Corporate Plan is directly aligned to AMSA's Strategic Outlook 2012-20 and reflects our five year workforce, financial and information management planning cycle.



Figure 1

Our priorities

We continually assess our goals, operating environment, risks and challenges in order to identify our key priorities for the coming years. Our priorities over the next five years are to:

- develop and implement arrangements for AMSA to be the national regulator for domestic commercial vessels in Australian waters from 2013;
- contribute to implementation of reforms in the maritime sector such as the amended *Navigation Act* and establishment of an international register for shipping, as well as international developments including implementation of the Maritime Labour Convention and amendments to the International Convention for the Standards, Training and Certification of Watchkeepers.
- respond to growth in the maritime sector, driven largely by resource and offshore energy development in the northwest and north east of Australia, by developing measures intended to mitigate any increased risks to safety or the environment from marine pollution;
- further strengthen measures to protect the marine environment, particularly pristine ecological areas such as the Great Barrier Reef, Torres Strait, the Coral Sea and Ningaloo Reef;
- respond to the increasing demand for search and rescue services especially as outdoor lifestyle activities continue to grow amongst the Australian community; and
- influence technological developments relevant to ship navigational safety, emergency and pollution response techniques and search and rescue activities.

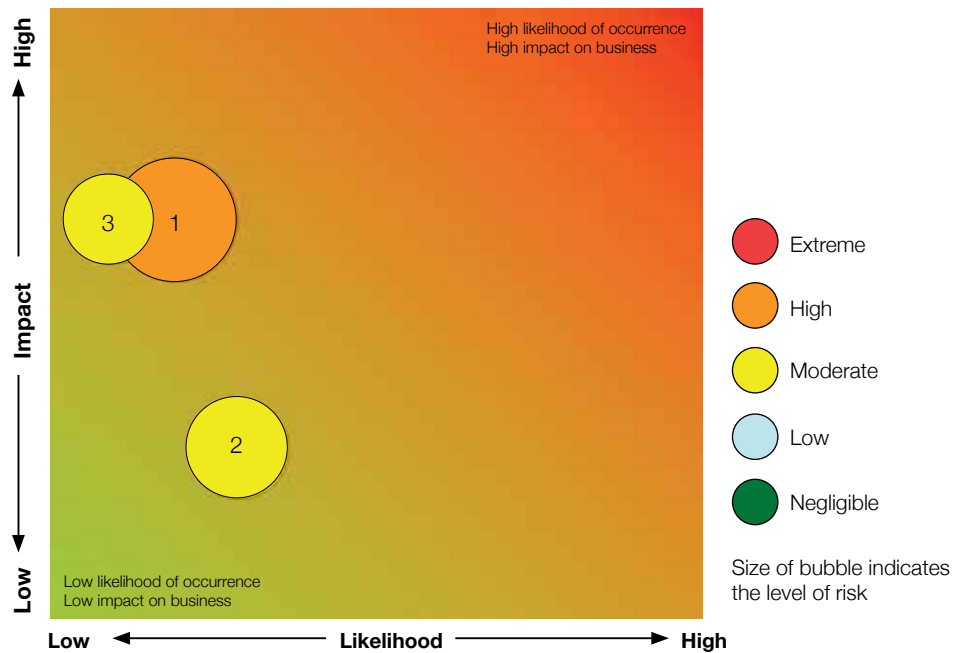
Our risk environment

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 domain. Maritime growth, port developments and an increasing volume of vessel traffic and offshore activities brings with it an increased risk of maritime incidents. 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 and/or environmental or economic damage.

Six monthly reviews of our risks are conducted across the organisation in consultation with staff and managers to ensure we capture risks from all levels of the organisation. Outcomes of these reviews are considered by the AMSA Executive 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.

We have identified the three major risks which are being actively managed. Details of our response strategies to these risks are shown in the chart and table below.



Risk No.	Risk Description	Our Responses
1	A major incident which results in loss of life, significant environmental or socioeconomic damage, or harm to AMSA or the Government.	<ul style="list-style-type: none"> Play a lead role in ensuring that an effective capability is in place to respond to potential and actual pollution incidents. Provide leadership in ensuring that optimal search and rescue arrangements are in place and that appropriate resource levels are maintained. Manage the navigational safety of increased shipping traffic in environmentally sensitive waters. Monitor compliance to international standards. Influence international shipping standards to ensure they meet the expectations of the Australian community. Contribute to the implementation in Australia of the growing range of international instruments to prevent pollution and provide compensation following pollution incidents.
2	Failure to deliver the Government's Maritime Reform package, which includes AMSA as the national safety regulator for domestic commercial vessels.	<ul style="list-style-type: none"> Lead the transition to a national system for regulation of domestic commercial vessels. Contribute to the implementation of the Government's maritime safety reform commitments. Consult with stakeholders. Develop appropriate standards for training delivery.
3	Failure to maintain AMSA as an effective, vibrant and healthy organisation.	<ul style="list-style-type: none"> Maintain a service culture which is responsive to the needs of our stakeholders. Explore information and communication technology advances. Develop skilled and adaptive people. Implement ethical and accountable financial management and resource and contingency planning.

Figure 2 - AMSA's Top Risks - March 2012

Ship Safety

Our goal is to:

- ensure safe shipping in Australian waters.

The challenges we expect to face are:

- optimising our resources to respond to significant expected shipping growth in Australian waters;
- responding to dramatic growth in shipping from developing countries which may fail to comply with modern standards; and
- enhancing cooperation with our maritime counterparts both domestically and in the Indian Ocean and Asia Pacific regions.

We plan to meet our goal by:

- providing an effective ship inspection program which identifies and deters unseaworthy and substandard ships operating in Australian waters;
- ensuring that Australia's maritime safety regulatory system is applied consistently with international and domestic standards;
- providing an effective national network of aids to navigation;
- assessing the level, location and impact of expected shipping growth in Australian waters to ensure AMSA resources remain appropriate;
- continually assessing and improving maritime safety in environmentally sensitive areas such as the Great Barrier Reef, Torres Strait, the Coral Sea and the north west region of Western Australia;
- actively participating in national and international forums, such as the International Maritime Organization (IMO), to influence the development, monitoring and enforcement of international ship safety standards;
- increasing regional capacity and cooperation to promote and improve maritime safety, particularly throughout the Indian Ocean and Asia Pacific regions; and
- maximising technological advancements to improve ship and navigation safety.

Measuring our performance

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

- all regulatory measures introduced internationally or domestically are given effect 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 in each risk priority group;
- a reduction of ship related incidents in relation to overall incident reporting;
- effective management of serious ship related incidents as evidenced by no adverse findings from incident analysis reports;
- the inspection rate of risk assessed eligible ships under the port State control (PSC) program meet the following targets¹:
 - Priority one ships – 80%
 - Priority two ships – 60%
 - Priority three ships – 40%
 - Priority four ships – 20%
- the number of inspections meet the following targets:
 - All inspections – 7,900
 - PSC inspections – 3,000
 - FSC inspections – 75
- The marine aids to navigation network complies with the guidelines of the International Association of Marine Aids to Navigation and Lighthouse Authorities.

¹We profile all ship arrivals into priority groups to enable us to allocate resources in the most effective way. Priority one ships represent those posing a high risk, while priority four ships represent those posing the lowest risk.

Environment Protection

Our goal is to:

- prevent pollution of the marine environment; and
- respond quickly and efficiently to maritime casualties and marine pollution incidents that occur from shipping, offshore production or any other source.

The challenges we expect to face are:

- meeting high community expectations when responding to marine pollution incidents; and
- optimising our resources for effective monitoring and enforcement of Australia's maritime jurisdiction in response to significant expected shipping growth.

We plan to meet our goals by:

- providing an effective ship inspection and navigational safety program that will reduce the likelihood of shipping incidents, particularly in pristine marine environments such as the Great Barrier Reef, Torres Strait and areas of north west Australia;
- providing effective pollution response services consistent with international obligations, regional arrangements and Inter-Governmental Agreements, such as the National Plan to Combat Pollution of the Sea by Oil and other Noxious and Hazardous Substances (the National Plan);
- providing effective enforcement and compensation regimes that give effect to international obligations, including increasing the limits of liability contained in the Convention on Limitation of Liability for Maritime Claims;
- maintaining effective aerial surveillance to monitor compliance with operational environmental controls, incorporating Automatic Identification System (AIS) and satellite technology as appropriate;
- providing effective management of marine casualties, through a Maritime Emergency Response Commander;
- working closely with the offshore petroleum exploration and production industry to develop and promote improved pollution incident response arrangements;
- actively participating in key stakeholder forums, such as the IMO and the International Oil Pollution Compensation Fund, to progress strategic management and operational issues;
- developing and promoting effective ways of communicating, educating and raising public awareness; and
- maximising technological advancements to improve our marine pollution response capabilities.

Measuring our performance

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

- all regulatory measures introduced internationally or domestically are given effect within specified timeframes;
- there is a demonstrated reduction in the number of serious pollution response incidents as a proportion of foreign and Australia flag ship 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 100 per cent of the time.

Search and Rescue

Our goal is to:

- rescue people from maritime and aviation distress situations.

The challenges we expect to face are:

- optimising resources to respond to expected growth in the shipping, sports aviation and recreational boating sectors;
- influencing the development and adoption of search and rescue technology both in Australia and internationally; and
- gaining appropriate funding for the search and rescue program, particularly for infrastructure required to phase-in Medium Earth Orbit Search and Rescue (MEOSAR) satellites and new search and rescue aircraft contracts.

We plan to meet our goals by:

- coordinating maritime and aviation search and rescue services through the 24/7 operation of Australia's Rescue Coordination Centre (RCC Australia);
- maintaining maritime safety and distress communication services, which includes receipt of distress alerts from ships, aircraft and individuals, and registration of Australian distress beacons;
- 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;
- actively participating in key stakeholder forums, such as the IMO, International Civil Aviation Organization, Cospas-Sarsat and the National Search and Rescue Council to progress relevant global safety communications and search and rescue arrangements;
- developing future capability requirements, options and costs submissions for infrastructure required for the phase-in of the MEOSAR system, new search and rescue aircraft contracts and other enhancements to national search and rescue arrangements;
- building capacity through technical cooperation programs with regional search and rescue authorities, particularly Indonesia, Papua New Guinea and Pacific Island nations;

- developing improved ways of communicating, educating and raising public safety awareness;
- maintaining and promoting the Torres Strait Marine Safety Program;
- providing nationally accredited training for search and rescue personnel; and
- maximising technological advancements to enhance our search and rescue capabilities.

Measuring our performance

We will measure our performance in delivering our search and rescue program by ensuring that:

- we maximise lives saved;
- the RCC makes resources available continuously to deal annually with:
 - 8,500 incidents; and
 - 740 searches.
- distress and safety communication services are available continuously;
- five dedicated airborne search and rescue units are available, and an additional 50 trained units not primarily dedicated to search and rescue are available on an opportunity basis; and
- the RCC initiates responses within a median time of 30 minutes.

Maritime Safety Reform

Our goal is to:

- contribute to the long term future of the Australian shipping industry by simplifying maritime safety laws, reducing costs and making it easier for seafarers and their vessels to travel around the nation without barriers.

The challenges we expect to face are:

- ensuring effective legislation is in place for the commencement of the national system in 2013;
- gaining industry acceptance of, and engagement in, the new legislative and operational arrangements; and
- developing effective systems and processes to support the new regulatory arrangements.

We plan to meet our goals by:

- implementing legislation to give effect to the national regulatory system for domestic commercial vessel safety in Australian waters from 2013;
- developing and implementing new systems and processes including an Australian International Shipping Register;
- assuming the full commercial vessel functions of the current National Marine Safety Committee;
- preparing transitional arrangements to ensure existing stakeholders are effectively integrated into the National System by 2013, and phasing-in the overall changes from 2013 to 2016;
- contributing to the modernisation of the *Navigation Act 1912*; and
- communicating the national reforms to industry stakeholders and the public.

Measuring our performance

We will measure our performance in establishing the National System by ensuring that:

- the National Marine Safety Committee commercial vessel function is transitioned to AMSA by 2013;
- legislation to give effect to the National System comes into effect in 2013; and
- the National System, including commencement of the transitional arrangements, is in effect from the commencement of the National System in 2013.

Seafarer Skills and Working Conditions

Our goals are to:

- increase opportunities for Australian seafarers to operate within the Australian shipping industry;
- maintain the high standards required to obtain Australian seafarer qualifications; and
- ensure seafarer living and working conditions meet international standards and the expectations of the Australian public.

The challenges we expect to face are:

- influencing the way seafarer qualifications are recognised, issued and accepted by the Australian shipping industry;
- ensuring our high standards are maintained as a greater number of seafarer qualifications become available; and
- positioning our staff with appropriate skills to effectively implement the requirements of the international Maritime Labour Convention (MLC).

We plan to meet our goals by:

- implementing a range of Marine Orders to give effect to the requirements of the MLC;
- implementing amendments to the Standards of Training, Certification and Watchkeeping for Seafarers (STCW) Convention (known as the Manila Amendments) to provide for improvements in seafarer training, certification, welfare, ship security and on-board technology;
- implementing a range of Regulation/Marine Orders to give effect to the AISR and developing administrative arrangements in support of these;
- redesigning the AMSA qualifications database and utilising technology to improve the process of applying, assessing and issuing AMSA qualifications;
- promoting, through consultation and briefing, readiness by industry and our stakeholders for regulatory change in the qualifications, training, working and living conditions areas; and
- actively participating in national training reviews, ensuring Registered Training Organisations are delivering contemporary training courses which meet the needs of industry.

Measuring our performance

We will measure our performance in delivering seafarer skills and working conditions by ensuring that:

- all regulatory measures necessary to implement the MLC are given effect within specified timeframes;
- amendments to the STCW Convention are implemented in accordance with international timeframes; and
- the number of entry level certificates show an increase on previous years.

Our People, our Stakeholders and Governance

Our goals are to:

- fulfil AMSA's statutory, financial and business obligations;
- meet key stakeholder expectations;
- operate in an ethical and accountable manner; and
- build a capable, professional, motivated and engaged workforce.

The challenges we expect to face are:

- responding to rapid technological changes in the information management and service delivery environments;
- strengthening strategic partnerships with federal, state and local agencies, particularly as AMSA expands to become the national safety regulator for all domestic commercial vessels; and
- attracting and retaining our staff and enhancing their skills and professionalism.

We plan to meet our goals by:

- ensuring full compliance with statutory, financial and business obligations;
- promoting standards of ethical behaviour required of AMSA management and staff;
- reviewing and implementing our integrated five year planning cycle for our workforce, resources and information management environments;
- applying the management system requirements of ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (OH&S) to our everyday processes;
- developing an organisational wide communications strategy to manage our growing internal and external stakeholder relationships;
- fostering a staff culture which promotes high performance, motivation, feedback, professionalism, health and safety, performance review and continuous improvement;
- encouraging diversity of views and actively seeking staff engagement;
- strengthening indigenous employment and retention practices; and
- negotiating a collective agreement which maintains competitive employment practices and serves to attract staff to the organisation.

Measuring our performance

We will measure our performance in delivering our people, our stakeholder and governance strategies by ensuring that:

- AMSA achieves unqualified financial statements and maintains financial viability;
- compliance with statutory, financial and business requirements is maintained;
- certification to ISO9001, ISO14001 and AS/NZS4801 is maintained;
- AMSA's accreditation as a Registered Training Organisation is maintained;
- stakeholder feedback is actively sought and confirms that the majority of our stakeholders assess our performance as better than satisfactory;
- our staff turnover rate shows a declining trend to previous years and is less than that of comparable public sector agencies; and
- the biennial staff engagement survey indicates strong staff satisfaction and engagement relative to public sector averages and continues to improve on previous years.

Review of Performance against Corporate Plan 2011-2016

We continue to deliver high quality outcomes against our goals established in last year's Corporate Plan 2011-2016. The highlights of our achievements during the period 1 July 2011 to 31 March 2012 are outlined in the following summary.

Seafarer and Ship Safety

With port arrivals by foreign Flag ships growing by 3.9 per cent and the number of individual ships making those visits growing by 10 per cent, AMSA undertook 5,991 inspections covering 2,539 ships and their cargoes. Of these, 232 ships were detained until major deficiencies had been addressed. This represents a slight increase on the previous year, due mainly to ships failing to keep adequate records of crew rest breaks. Average deficiencies per inspection remained relatively static at 2.7.

The inspection rate of risk assessed eligible ships under the port State control (PSC) program met the following targets:

- Single hull tankers – target 100%, achieved 100%
- Priority one ships – target 80%, achieved 85%
- Priority two ships - target 60%, achieved 71%
- Priority three ships – target 40%, achieved 57%
- Priority four ships – target 25%, achieved 40%

The number of PSC and flag State control (FSC) inspections met the following targets:

- PSC inspections – target 2,900, on target at 31 March 2012
- FSC inspections – target 75, on target to 31 March 2012

We also improved a number of measures to further protect the Great Barrier Reef and Torres Strait. These include:

- extending coverage of the Great Barrier Reef and Torres Strait Ship Reporting System to include the southern boundary of the GBR marine park;
- enhancing the way coastal pilotage services are provided in the area; and
- implementing an Under Keel Clearance Management System to assist vessel operators, coastal pilots and pilotage providers plan and monitor deep draught transits through the Torres Strait.

Our aids to navigation network continued to perform in accordance with IALA guidelines. Performance targets for lights, racons, tide gauges, differential global positioning systems, Automatic Identification System stations and REEF vessel tracking radars were achieved.

During the period, AMSA participated in numerous international meetings and industry engagements including attendance at the IMO, port State Control MOU and IALA meetings and technical cooperation programs in the Asian and Indian Ocean regions.

Environment Protection

During the period, there was one significant pollution incident. On 8 January 2012, the *MV Tycoon* broke free of its mooring at Flying Fish Cove on Christmas Island, releasing fuel oils into the cove. The National Plan was activated and a marine pollution response Incident Coordinator from the Western Australia Department of Transport was appointed. A large contingent of volunteers assisted with beach clean-up, waste removal, traffic control and general operations. A long term monitoring program is under way.

Our emergency towage vessels were available to respond to incidents 98 per cent of the time. 100 per cent availability of pollution response resources under the National Plan were available to respond to incidents.

During the year, we also continued to deliver our obligations as a signatory to the IMO's environment protection conventions.

Maritime and Aviation Search and Rescue

During the period, 1,675 people were rescued with the Rescue Coordination Centre (RCC) responding to 6,175 incidents and coordinating 468 searches. The median time to initiate responses to search activity was 26 minutes.

Five dedicated airborne search and rescue units were available with an additional 59 units not primarily dedicated to search and rescue available on an opportunity basis. We continued to maintain resourcing levels of the RCC to deal with 8,500 incidents and 740 searches annually.

Distress and safety communications services were available 99.76 per cent of the time.

Maritime Safety Reform

Significant progress occurred during the period as we work towards becoming the national safety regulator for commercial vessels and seafarers operating in Australian waters.

On 19 August 2011, the Council of Australian Governments (COAG) signed an intergovernmental agreement (IGA) on the proposed national system for domestic commercial vessels. The IGA formalises the policy and governance arrangements ahead of commencement of the national system in 2013. This was the culmination of significant work by AMSA and the Department of Infrastructure and Transport.

Following extensive consultation with maritime jurisdictions on the Domestic Commercial Vessel Bill (the National Law Bill) throughout late 2011 and early 2012, Australian Transport Ministers unanimously agreed to the text of the Bill on 18 May 2012. The National Law Bill was subsequently introduced into the Australian Parliament on 24 May 2012.

Work is continuing on the detailed implementation of the reform. Consultation with over 1000 stakeholders on the Regulatory Plan was conducted throughout mid to late 2011. The Regulatory Plan summarises how the national regulator will operate the commercial vessel safety system. It also provides the basis for the development of the Regulations and Marine Orders needed to operate the system.

In May 2012, AMSA published on its website a detailed explanation of how issues raised by stakeholders on the regulatory plan will be addressed.

The secretariat functions of the National Marine Safety Committee were transferred to AMSA on schedule on 31 October 2011.

A strong AMSA strategic position

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

- achieving unqualified financial statements for 2010-11;
- maintaining certification to all three management system standards ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (OH&S) in a surveillance audit carried out by the independent certifying authority Davis Langdon Certifying Services;

- our Registered Training Organisation has continued to grow and develop new programs across the agency. In particular the scope of registration has expanded to include a range of competencies to support National Plan training and revised qualifications for the Search and Rescue school. During this period we also developed an online learning program to support Under Keel Clearance Management training for pilots in the Torres Strait and assisted in the development of competencies and skill sets for domestic seafarers and qualifications for marine surveyors; and
- a stakeholder survey was undertaken by Orima Research in early 2012. Survey participants were able to respond online or via the telephone. Outcomes of the survey are expected to be available in early 2012-13.

We also continued to develop and recognise the efforts of our people through a range of improvement initiatives. During the period:

- our staff turnover rate was 10.06 per cent, compared to 11.71 per cent in the same period the previous year. The average Australian Public Sector (APS) separation rate was 6.8 per cent in 2010-11.
- our staff absence rate was 8.61 days per employee, which reflects favourably against average absence rates for similar sized APS agencies, which is 10.3 days per employee.
- 14 participants are currently undertaking the AMSA Management and Leadership Development program.
- 96.59 per cent of staff have performance agreements in place. Only staff who have commenced with AMSA in the last three months may not have performance agreements in place.
- There was no staff survey conducted in 2011. The 2010 staff survey showed that 65 per cent of AMSA staff are fully engaged, which places AMSA 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.



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