



Australian Government

Australian Maritime Safety Authority

CORPORATE PLAN 2015-19



Australian ports manage
10%
of the world's
sea trade

There are
30,000
domestic commercial
vessels and
80,000
domestic seafarers
in Australia

Australia's
aeronautical and
maritime search and
rescue region
comprises
10%
of the earth's
surface

There are over
25,000
international ship visits
to Australian ports
each year



Australia
is the
largest
island nation in
the world

The Great Barrier Reef
World Heritage Area
covers more than
348,000
square kilometres,
and includes 2900 coral
reefs and 900 islands

The Australian
coastline spans
60,000
kilometres

Australia's Exclusive
Economic Zone (EEZ) is
one of the largest in the
world with the total
marine area of around
10,000,000
square kilometres



CORPORATE PLAN 2015-19

CONTENTS

Chairman's foreward	3
Introduction	4
• Statement of preparation	
• Period of coverage	
Purpose	5
• Vision	
• Mission	
• Aspirations	
• Plan on a Page	
• Roadmap	
Planning and reporting	6
Operating environment	7
Performance	8
Challenges, responses and strategies	8
• Addressing growth and complexity in AMSA's operating environment	9
◦ Performance measures	14
• Preparing for the future	17
◦ Performance measures	19
• Ensuring a competent and fairly treated maritime workforce	20
◦ Performance measures	22
• Influencing international arrangements	27
◦ Performance measures	29
• Engaging with the community	30
◦ Performance measures	32
• Ensuring a vibrant and progressive organisation	33
◦ Performance measures	37
Plan on a Page	23
Roadmap	25
Resourcing	38
Risk oversight and management	39
Business Policy	43

CHAIRMAN'S FOREWORD

The Australian Maritime Safety Authority (AMSA) 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 other relevant legislation.

The AMSA Board is proud to present the Corporate Plan 2015-19 to the Deputy Prime Minister and Minister for Infrastructure and Regional Development, the Hon. Warren Truss MP.

AMSA has a broad portfolio of responsibilities. Strong planning and reporting arrangements that assist in identifying our objectives and priorities are critical to our success. Grouped under six strategic challenges, this Corporate Plan identifies the strategies, activities, and the projects and programs we will focus on over the next four years in response to our challenges, and in pursuit of our goals.

The National System for Domestic Commercial Vessel Safety (National System) remains a priority for AMSA. We are continuing to implement a range of changes to the National System which will, over the next few years, result in major industry benefits, including reduced administrative burden and costs. We will do this without reducing safety outcomes. We remain committed to ensuring full stakeholder consultation on changes to the rules and standards governing the operation of domestic commercial vessels.

Making sure AMSA is prepared for the future is hugely important. Over the next four years our work program will:

- progress the National Shipping Management Plan, which guides where we apply our effort in response to changes and future trends in shipping
- further develop our Australian Vessel Monitoring and Advisory System (AVMAS) to enhance our capability in vessel monitoring and communications in the Australian Search and Rescue Region
- formalise our thinking around integrated operations, which seeks to leverage the information and expertise residing in AMSA in a more cohesive way to provide 24/7 dynamic monitoring of ship safety, and coherent and supportive arrangement for incidents.

While we must have an eye to the future, ensuring we continue to professionally deliver on our day-to-day responsibilities is always front of mind. To that end, protecting Australia's pristine marine environment, inclusive of the Great Barrier Reef; implementing the North-East Shipping Management Plan; and management of the regulation of coastal pilotage will be of particular interest.

Active participation in the International Maritime Organization (IMO) provides AMSA the opportunity to influence international arrangements on Australia's behalf. 2015 is an IMO Council election year, and we will be striving to re-secure Australia's position as a Category C IMO Council member.

The next four years will be both challenging and exciting. I believe AMSA is well positioned to respond. This plan is designed to inform the minister, government, stakeholders and staff of our strategies and how we will be judged in delivering outcomes to meet the expectations of the Australian community.



A handwritten signature in dark ink, appearing to read 'Stuart Richey', written in a cursive style.

Mr Stuart Richey AM
Chairman
June 2015

INTRODUCTION

STATEMENT OF PREPARATION

I, as Chair of the Australian Maritime Safety Authority Board (the accountable authority) present our four year Corporate Plan as required under paragraph 35(1)(a) of the **Public Governance, Performance and Accountability Act 2013** and Part 4, Section 25 of the **Australian Maritime Safety Authority Act 1990**. The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



Mr Stuart Richey AM
Chairman
June 2015

PERIOD OF COVERAGE

This Corporate Plan is prepared for the reporting period 2015-16, and covers the reporting periods 2015-16 to 2018-19.

The considerations that inform our planning include trends and potential changes to our operating environment over a 20-year planning horizon.

PURPOSE

VISION

Safe and clean seas, saving lives.

MISSION

Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress.

FUNCTIONS

AMSA:

- provides leadership in the development of safety and environmental protection standards to promote the responsible operation of vessels and safety of seafarers, and monitors and enforces compliance with these standards
- provides leadership in search and rescue
- responds to maritime environmental emergencies
- rescues people in maritime and aviation distress situations
- provides the systems that aid safe marine navigation.

PLAN ON A PAGE

AMSA's Plan on a Page (see page 23) summarises our:

- Vision
- Mission
- Aspirations
- Strategic Challenges
- Strategic Goals
- Responses.

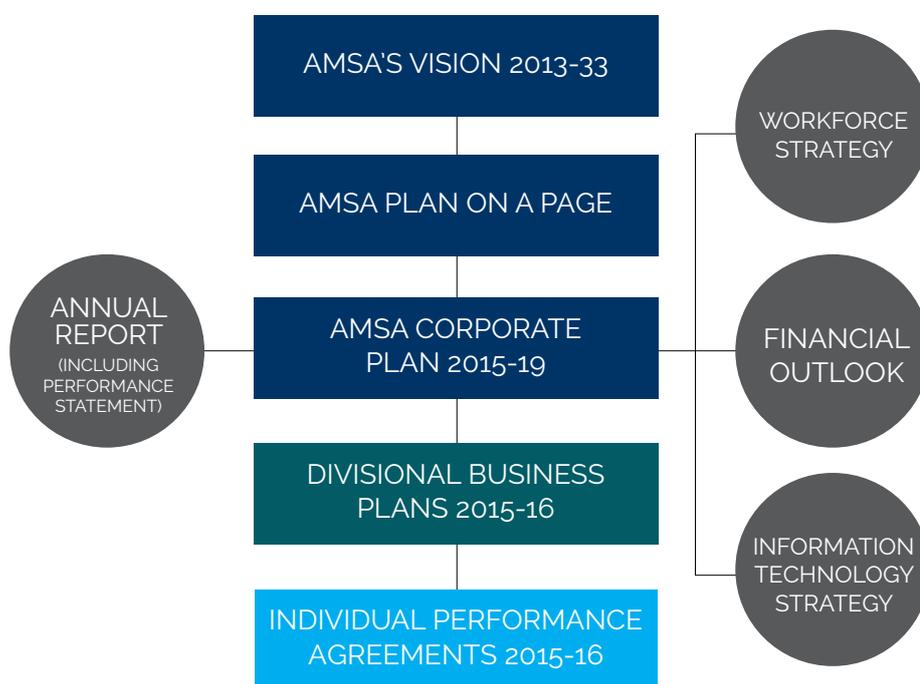
ROADMAP

Our roadmap at page 25 outlines how our significant change programs and projects will be delivered over the next four years.

PLANNING AND REPORTING

AMSA has integrated planning and reporting. This Corporate Plan is directly aligned to AMSA's Vision 2013-33 and Portfolio Budget Statement, and reflects our rolling workforce, financial and information technology planning cycle.

Our results for the year against the goals and measures detailed in the Corporate Plan will be reported in our Annual Report, inclusive of our Annual Performance Statement.



OPERATING ENVIRONMENT

AMSA regularly assesses its operating environment, challenges, goals and risks to identify key priorities for coming years.

In 2013 our 20-year vision was comprehensively updated. The update looked at all aspects of our operating environment, reflected in the identification of six whole-of-AMSA strategic challenges, each with a series of goals. Our Vision 2013-33 can be viewed on our website www.amsa.gov.au.

Snapshots of the operating environmental considerations that underpin each of our strategic challenges are described in the performance section of this Corporate Plan.

We formally review our operating environment and strategic risks twice a year as an integral part of our annual planning cycle.

Information on our risk management approach and our current strategic risks can be found on page 39.



PERFORMANCE

OVERVIEW

This section of the Corporate Plan summarises how we plan to meet our strategic challenges, and achieve our vision and mission.

Our performance information is presented by strategic challenge, and covers:

- operating environment considerations
- the key strategies, responses, plans, projects and programs we will implement to deliver capability
- the activities we will undertake
- how we will measure our performance – which will be subsequently reflected in our Annual Report. The measures under each strategic challenge include all those which appear in our Portfolio Budget Statement .

The Commonwealth Regulator Performance Framework (the Framework) encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives and to effect positive ongoing and lasting cultural change within regulators. As a key safety regulator, continuous improvement is already at the core of AMSA's regulatory vision.

The Framework consists of six outcomes-based key performance indicators covering: (1) reducing regulatory burden, (2) communications, (3) risk-based and proportionate approaches, (4) efficient and coordinated monitoring, (5) transparency, and (6) continuous improvement. These indicators have been incorporated into AMSA's performance information.

More information on the Framework can be found under Resources at: cuttingredtape.gov.au.





CHALLENGE:

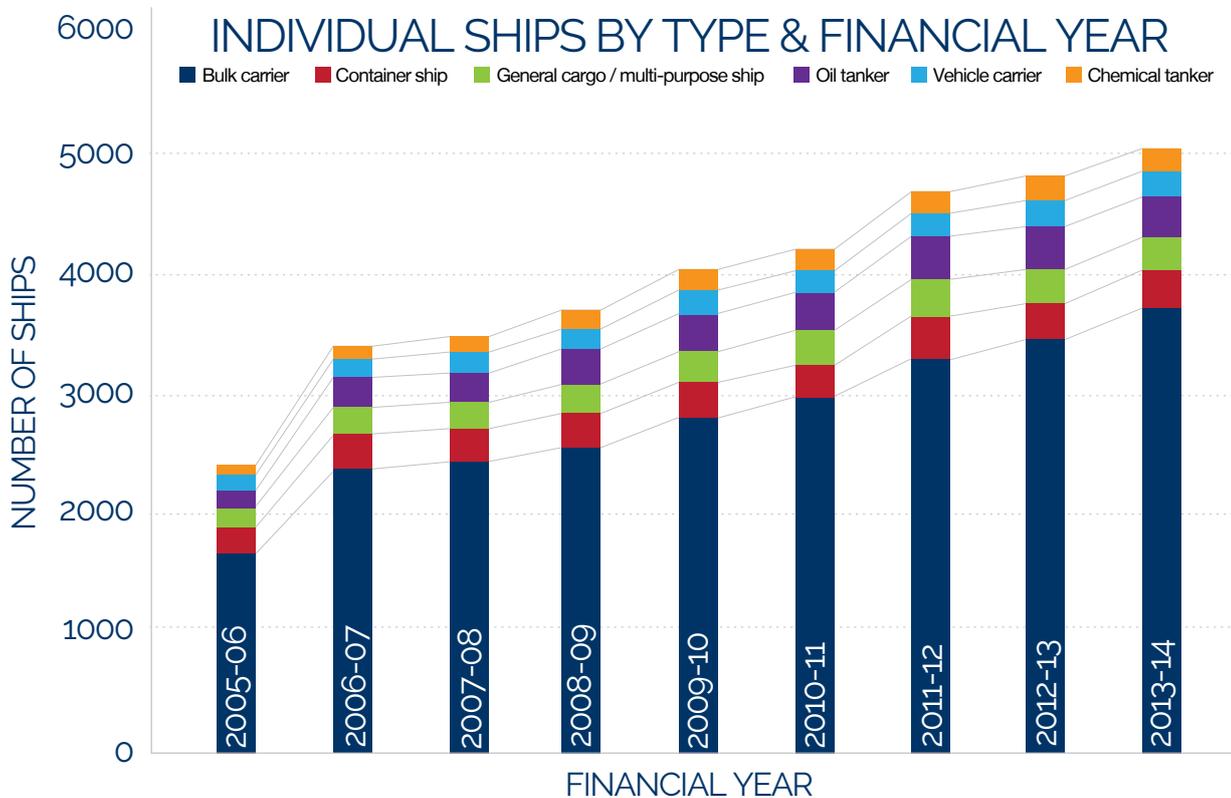
ADDRESSING GROWTH AND COMPLEXITY IN OUR OPERATING ENVIRONMENT

OPERATING ENVIRONMENT

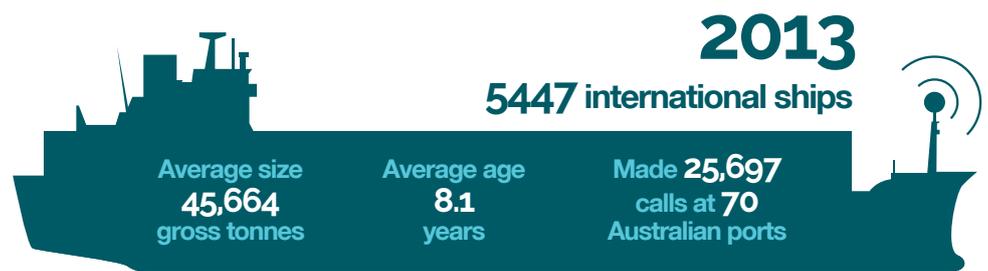
Factors beyond the control of AMSA: AMSA's operating environment is becoming busier and more complex. This impacts all aspects of our business: from vessel safety regulation, to marine environment impact, and search and rescue. The growth trend, illustrated by the 2003 to 2013 performance (next page), is forecast to continue over the next 20 years with over 38,000 calls at Australian ports by 2033. Much of the increased maritime activity will occur in environmentally sensitive areas, including the Great Barrier Reef, the Torres Strait and the North-West.

While dealing with the implications of long-term growth in shipping, AMSA strategies also have to take account of cyclical downturns in activity such as those seen in 2014-15 resulting from broader international economic factors. Such cyclical swings can have a significant impact on AMSA's operational requirements and revenues.

Factors in partial control of AMSA: July 2015 marks 2 years since the establishment of the National System for Domestic Commercial Vessel Safety, one of Australia's most significant maritime regulatory reforms in 100 years. AMSA is responsible for ensuring the safety and economic benefits of the Council of Australian Governments' (COAG) National Transport Reform Package are fully delivered for Australia's domestic maritime industry.



Individual ships by type	Compound 7 year growth	2013-14 Share	2013-14 Growth
Bulk carrier	6.7%	64.4%	7.4%
Container ship	1.0%	5.6%	4.3%
General cargo / multi-purpose ship	3.0%	5.2%	-1.4%
Oil tanker	5.5%	6.6%	-3.7%
Vehicle carrier	2.7%	4.3%	-7.9%



OUR GOALS ARE TO:

- actively enforce and promote safe shipping in Australian waters
- minimise emissions and discharges from ships in the marine environment
- respond efficiently and effectively to maritime casualties and marine pollution incidents
- save lives through search and rescue.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- implementing Associated Protective Measures (APMs) to support Australia's Particularly Sensitive Sea Area (PSSA) including the extension to include the Coral Sea
- implementation of the North-East Shipping Management Plan and development of the National Shipping Management Plan
- issuing more technical guidance to help ensure the safe carriage of bulk cargoes
- improving the human factors that impact on the safe operation of vessels
- implementing routeing measures in South-West Australia and other identified risk areas to help shipping safely navigate
- setting the regulatory environment for, and providing regulatory services to, the domestic commercial vessel industry
- ensuring we are ready to respond to a maritime environmental emergency by conducting national exercises
- leading the national search and rescue response arrangement, ensuring a collaborative approach and complimentary capability for Australia
- enhancing our capability in search and rescue missions by investing into new generation technologies.

IN THE AREA OF SHIP AND VESSEL SAFETY, OVER THE NEXT FOUR YEARS OUR RESPONSE IS TO:

- assess the level, location and impact of expected shipping growth in Australian waters to ensure our resources remain appropriate
- in partnership with key stakeholders, continually assess and improve 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
- optimise safe navigation using new and enhanced routing measures where appropriate
- build on the *Navigation Act 2012* and the *Marine Safety (Domestic Commercial Vessels) National Law Act 2012* to maintain a modern regulatory framework
- develop the National System for Domestic Commercial Vessel Safety by seeking to further reduce regulatory burden, and to bring greater economic benefits to Australia's domestic maritime industry whilst promoting safety
- deter unseaworthy and substandard ships that do not comply with International Maritime Organization (IMO) Conventions or the *Maritime Labour Convention, 2006*
- ensure that Australia's maritime safety regulatory system is applied consistently with international and domestic standards
- provide an effective national network of marine aids to navigation
- actively participate in national and international fora, such as the IMO, and International Association of Lighthouse Authorities (IALA) to influence the development, monitoring and enforcement of international ship safety standards
- increase regional capacity and cooperation to promote and improve maritime safety, particularly throughout the Indian Ocean and Asia-Pacific regions
- maximise technological advancements to improve ship and navigation safety
- ensure we efficiently manage our major aids to navigation (AtoN) contract to deliver the capabilities required.

IN THE AREA OF ENVIRONMENT PROTECTION, OUR RESPONSE OVER THE NEXT FOUR YEARS IS TO:

- provide an effective ship inspection program which identifies and deters unseaworthy and substandard ships that pose a pollution risk from operating in Australian waters
- provide an effective 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
- maintain effective aerial surveillance to monitor compliance with operational environmental controls, incorporating Automatic Identification System (AIS) and appropriate Earth Observation Systems
- practise our response under the National Plan for Maritime Environmental Emergencies (National Plan), including response team training and exercises
- continue to develop and refine our incident management information system
- champion environmental protection legislation and initiatives (through national, regional and international fora and engagement activities)
- work with other Commonwealth agencies to address the risk posed by ballast water
- maintain response capabilities, including:
 - emergency towage level 1: dedicated emergency towage vessel (ETV) operating in the Far North Queensland emergency towage capability region
 - emergency towage level 2: contracted port towage across the other ten emergency towage capability regions around Australia
 - pollution response equipment and stockpiles
 - fixed wing aerial dispersant aircraft
- maximise technological advancements to improve pollution preparedness and response capabilities, such as the potential to use Satellite-based Synthetic Aperture Radar (SSAR) to identify oil spills
- provide a comprehensive competency-based training program for maritime environmental emergency responders for AMSA, other government agencies, states and the Northern Territory
- contribute to effective legislative and compensation regimes that give effect to international obligations
- provide effective pollution response arrangements consistent with international, regional and domestic obligations, through effective management of the National Plan
- provide effective management of maritime incidents, through a Maritime Emergency Response Commander
- collaborate with the offshore petroleum exploration and production industry to achieve common objectives for improved pollution incident response arrangements
- actively participate in key stakeholder forums, such as the IMO Marine Environment Protection Committee and the International Oil Pollution Compensation Funds, to ensure Australia's viewpoint and aspirations are taken into account.

IN THE AREA OF MARITIME AND AVIATION SEARCH AND RESCUE, OUR RESPONSE OVER THE NEXT FOUR YEARS IS TO:

- maintain and manage the Australian Mission Control Centre for the international distress beacon system (Cospas-Sarsat)
- develop improved ways of communicating, educating and raising public safety awareness, including the use of distress beacons
- actively participate in key fora, such as the IMO, International Civil Aviation Organization, and Cospas-Sarsat to progress relevant global safety and search and rescue initiatives
- maintain and promote Indigenous maritime safety and awareness through existing programs, including the Torres Strait Marine Safety Program
- coordinate maritime and aviation search and rescue services 24/7 through AMSA Search and Rescue, supported by policy, technical and administrative staff
- maintain maritime safety and distress communication services, which includes receipt of distress alerts from ships and aircraft, and provision of shore to ship communications for maritime safety and distress alerting information
- lead the national search and rescue response arrangements outlined in the National Search and Rescue Plan, including participation in national and state and territory fora
- maintain search and rescue arrangements with our regional neighbours and provide technical assistance to build search and rescue capacity within the region
- provide a real time vessel and aircraft positional information system for identifying search and rescue units for emergency response purposes
- provide nationally-accredited training for search and rescue personnel
- provide search and rescue capability through the management of aviation contracts, procurement of search and rescue equipment and provision and training and audit programs.

DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Project	Description	Estimated completion
NAVIS ¹ Vessel Registration, Survey and Inspection System	Implement a replacement system for ship registration, ship risk profiling, and recording of inspection, safety compliance and incident records.	October 2015
Establishing IMO-adopted ships' routing measures in the South-West Coral Sea	Creation of new and enhanced routing measures around Australia.	December 2015
Medium-altitude Earth Orbit Search and Rescue (MEOSAR) Satellite	In collaboration with New Zealand, deliver the MEOSAR satellite capability which will secure and enhance AMSA's ability to detect distress beacons into the future.	March 2017

¹ Navis is Latin for ship, vessel or boat.

STRATEGIC CHALLENGE 1: ADDRESSING GROWTH AND COMPLEXITY IN OUR OPERATING ENVIRONMENT

PERFORMANCE MEASURES

SHIP AND VESSEL SAFETY

We will monitor our performance in achieving ship and vessel safety through the following measures:

1. The inspection rate of risk assessed eligible foreign-flagged ships under the port State control (PSC) program meets the following targets:
 - priority one ships: 80 per cent
 - priority two ships: 60 per cent
 - priority three ships: 40 per cent
 - priority four ships: 20 per cent.
2. The number of port and flag State control (FSC) ship inspections meets the following targets¹:
 - all inspections : 7900
 - PSC inspections: 3000
 - FSC inspections: 60.
3. The marine aids to navigation network's availability complies with the targets set out in the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) guidelines.
4. 100 per cent of regulatory measures introduced internationally are given effect in Marine Orders within specified timeframes.
5. Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the *Navigation Act 2012*) operating in Australian waters is demonstrated through the:
 - average number of deficiencies per inspection compared to a rolling 10-year average² ≤ 3.25
 - average number of Maritime Labour Convention deficiencies per inspection compared to a rolling 10-year average ≤ 0.5
 - onshore complaints made under Article 22 of the Maritime Labour Convention investigated within specified timeframes 100 per cent
 - percentage of ships detained as a proportion of all PSC inspections ≤ 7.5 per cent
 - proportion of serious incidents to total port arrivals ≤ 0.5
 - the age of ships coming to Australia relative to the age of ships in the worldwide fleet ≤ 9.0
 - extent to which inspections of high risk ships are within targeted timeframes 100 per cent.
6. Improvement in the standard of domestic commercial vessels is demonstrated through the:
 - number of prohibition, direction and infringement notices issued³
 - number of domestic vessel incidents reported to AMSA³
 - number of infringements issued and prosecutions undertaken by AMSA under national system arrangements³.

¹ AMSA profiles all ship arrivals into priority groups to enable it 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.

² The introduction of the *Maritime Labour Convention, 2006* (MLC, 2006), which came into force internationally in August 2013, saw an increase in the number of deficiencies as the new legislation was applied to inspections. This change represented a shift in the inspection baseline.

³ New measures. Targets to be determined.

ENVIRONMENT PROTECTION

We will monitor our performance in environmental protection safety through the following measures:

1. Maritime environmental response capability is available to respond to a pollution incident 100 per cent of the time.
2. There is a reduction over time in the ratio of reports to AMSA under the *Protection of the Sea (Prevention of Pollution) from Ships Act 1983* of serious pollution incidents compared to the total number of ship port visits to Australia. Targeted rate is: significant pollution incidents <0.7 per cent.
3. All regulatory measures introduced internationally or domestically are given effect within specified timeframes.

MARITIME AND AVIATION SEARCH AND RESCUE

We will monitor our performance in coordination of maritime and aviation search and rescue functions through the following measures:

1. Maximise percentage of saved lives as a proportion of lives at risk (a person is defined as being at risk if the person has a chance of surviving the initial maritime or aviation incident) - 100 per cent
2. Provision of capacity to conduct search and rescue operations
 - 8500 incidents
 - 740 searches
3. Availability of distress and safety communications services - 100 per cent
4. Median time for the Joint Rescue Coordination Centre to initiate a response - 30 minutes
5. For incidents that AMSA has SAR coordination responsibility, the median time for an asset to be on-scene is 150 minutes during daylight hours and 180 minutes at night.

REGULATORY

We will monitor our regulatory performance through our biannual stakeholder engagement survey, and seeking regular formal and informal feedback from those we work with.



MSC ANASTASIA
PANAMA

2

CHALLENGE: PREPARING FOR THE FUTURE

OPERATING ENVIRONMENT

Factors in partial control of AMSA: Australia has recently undergone one of the most significant periods of regulatory change in its maritime history, including the implementation of the *Navigation Act 2012* and the establishment of the National System for Domestic Commercial Vessel Safety.

Factors beyond the control of AMSA: The pace and complexity of change is expected to increase. Technological developments, changing business practices, emerging industries, increasing expectations in environmental protection, emerging risks, and global economic trends are just a few of the contributing factors to which AMSA needs to be alert and responsive.

WE MUST:

- anticipate and prepare for change, including technological developments
- effectively pursue our interests regionally and internationally
- have effective legislation and standards in place that keep pace
- effectively engage with industry on new legislative and operational arrangements
- develop effective systems and processes to support new regulatory arrangements.

OUR GOALS ARE TO:

- deregulate and streamline without impacting safety
- develop a contemporary regulatory and compliance model
- implement a modernised regulatory scheme for international trading and foreign vessels
- develop a predictive, integrated intervention capability to assure vessel safety
- promote a maritime safety culture that leads to positive behavioural change.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- preparing to assume sole responsibility for service delivery and funding of the National System from 1 July 2017 onwards, while concurrently keeping the interim system running
- delivering new capability associated with the Australian Vessel Monitoring and Advisory Service (AVMAS)
- developing the National Shipping Management Plan.

On 1 July 2013 AMSA became responsible for maritime safety regulation for approximately 30,000 Australian domestic commercial vessels and 80,000 seafarers.

On 20 August 2013, AMSA became the regulator of the *Maritime Labor Convention, 2006*.

OVER THE NEXT FOUR YEARS OUR RESPONSE IS TO:

Continue to:

- implement the National System for Domestic Commercial Vessel Safety
- reform the domestic commercial vessel safety regulatory model
- look for ways to better streamline and remove the 'red tape' across the functions we deliver
- continue to meet Australia's obligations arising from the *Maritime Labour Convention, 2006*
- develop a predictive, integrated intervention capability to assure vessel safety through initiatives such as Integrated Operations and the AVMAS.

DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Project	Description	Estimated completion
National Service Delivery and Funding Program	Implement a range of changes to deliver benefits to industry, including reduced administration burden and costs, without reducing safety outcomes.	Ongoing
Deregulation Agenda Program	Identify ways to reduce the regulatory burden to industry and the community.	Ongoing
National Shipping Management Plan	Develop and implement a comprehensive and cohesive plan for preventative and response measures for shipping around Australia's coast, including new and enhanced routing measures where appropriate.	January 2016
Integrated Operations	Exploring ways to leverage AMSA's strengths through better integration of search and rescue, maritime casualty and incident response functions.	June 2018
AVMAS program	Integrate existing data and new tracking and monitoring capability to reduce the risk of shipping incidents around the Australian coast.	December 2018

STRATEGIC CHALLENGE 2: PREPARING FOR THE FUTURE PERFORMANCE MEASURES

We will monitor our performance through the health status of our major projects and programs.



3

CHALLENGE: ENSURING A COMPETENT AND FAIRLY TREATED MARITIME WORKFORCE

OPERATING ENVIRONMENT

Factors in partial control of AMSA: There is growing international awareness of the importance of effectively managing the human element in vessel safety. The capability of seafarers is an integral part of vessel safety.

AMSA sets standards for the certification, training and competence of seafarers to work on Australian vessels by working with seafarers, training organisations and industry; and influences the development of standards for international seafarers at the IMO.

A key focus is to maintain Australia's reputation for training skilled seafarers, and to support seafarer career progression from the smallest domestic commercial vessels to the largest trading ships.

We also ensure shipping operators comply with laws governing living and working conditions on board to deliver healthy and safe workplaces for seafarers.

AMSA issued 6481 certificates or endorsements to 5396 seafarers in 2014. Of these, 4820 individuals are Australian residents.¹

We must consider working differently with industry to address the challenges of an ageing and diminishing Australian skilled resident maritime workforce, and increasing demand.

RESIDENT SEAFARERS²

■ NUMBER OF RESIDENT SEAFARERS UNDER 50
■ NUMBER OF RESIDENT SEAFARERS OVER 50



¹ Individual seafarers can be awarded multiple certificates and endorsements

² A resident seafarer lives in Australia and holds a qualification issued by ASMA under the Standards of International Convention on Standards of Training, Certification and Watchkeeping (STCW) for international operations. A domestic seafarer (see page 18) lives in Australia and holds a qualification issued by states and territories prior to 2013, or by AMSA after 2013, for operations in Australia including near-coastal, or state/territory specific.

OUR GOALS ARE TO:

- reduce unnecessary barriers enabling increased pathways for participation within the maritime industry
- maintain compliance with international standards of training, certification and watch keeping
- ensure decent working and living conditions for seafarers on board ships.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- preparing for an anticipated peak in workload associated with issuing seafarers qualifications before 31 December 2016, in response to the Manila Amendments to the *International Convention of Standards of Training, Certification and Watchkeeping* (STCW).

OVER THE NEXT FOUR YEARS OUR RESPONSE IS TO:

- provide clearer, more straightforward competency requirements promoting seafarer career progression from near coastal to international operations
- implement the Manila Amendments to the STCW
- ensure training providers deliver training in emerging technologies such as e-navigation, and through modern approaches such as distance learning and simulation
- inspect ships to ensure seafarers are provided decent working and living conditions in accordance with International Labour Organization protocols
- provide the Work, Health and Safety Inspectorate for seafarers on Australian vessels
- work with the IMO and industry to improve capability in managing human factors such as fatigue
- work with the Australian Seafarers' Welfare Council to see it assume the lead role in supporting seafarers' welfare through coordinating efforts from industry, volunteer groups and other interested parties.

DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF OUR RESPONSE TO THIS CHALLENGE:

Project	Description	Estimated completion
Certification & Pilotage System (CPS 2)	Make the way we issue certificates more effective and efficient, ultimately improving service delivery to seafarers.	August 2015
Torres Strait Maritime Pathways Project	Delivered in partnership with Torres Strait Regional Authority & Maritime Safety Queensland, the project aims to develop the skills and capability of Torres Strait Islander and Aboriginal people to operate commercial vessels and in doing so create pathways for careers in maritime related industries such as fishing, tourism, coastal trading and the offshore maritime shipping industry.	Ongoing

STRATEGIC CHALLENGE 3: ENSURING A COMPETENT AND FAIRLY TREATED MARITIME WORKFORCE PERFORMANCE MEASURES

We will monitor our performance through the following measures:

1. Average number of Maritime Labour Convention deficiencies per inspection compared to a rolling 10-year average.
2. 100 per cent of onshore complaints made under Article 22 of the Maritime Labour Convention investigated within specified timeframes.
3. Achievement of the objectives detailed in the Australian Seafarer's Welfare Council Strategic Plan for which AMSA is responsible.





OUR PLAN ON A PAGE

Everything we do must contribute to the achievement of our vision and mission. Our plan-on-a-page helps us to align and identify the contribution our core business and change program make towards achieving our strategic goals, meeting our strategic challenges, and ultimately, delivering our vision and mission.

Who we serve: The Australian community

Our vision: Safe and clean seas, saving lives

Our mission: Ensuring safe vessel operations, combatting marine pollution, and rescuing people in distress.

1 STRATEGIC CHALLENGE 1 2 STRATEGIC CHALLENGE 2 3 STRATEGIC CHALLENGE 3

OUR STRATEGIC CHALLENGES

ADDRESSING GROWTH AND COMPLEXITY IN OUR OPERATING ENVIRONMENT

PREPARING FOR THE FUTURE

ENSURING A COMPETENT AND FAIRLY TREATED MARITIME WORKFORCE

OUR STRATEGIC GOALS

- 1.1: Ensure safe shipping in Australian waters
- 1.2: Minimise emissions and discharges from ships in the marine environment
- 1.3: Respond efficiently and effectively to maritime casualties and marine pollution incidents
- 1.4: Save lives by coordinating search and rescue

- 2.1: Deregulate and streamline without impacting safety
- 2.2: Develop a contemporary regulatory and compliance model
- 2.3: Implement a modernised regulatory scheme for international trading and foreign vessels
- 2.4: Develop a predictive, integrated intervention capability to assure vessel safety
- 2.5: Promote a maritime safety culture that leads to positive behavioral change.

- 3.1: Active and competent maritime workforce
- 3.2: Reduce unnecessary barriers enabling increased pathways for participation within the maritime industry
- 3.3: Compliance with international standards for training certification and watch keeping
- 3.4: Ensure decent working and living conditions for seafarers on board ships

OUR RESPONSE

- PLANS**
- National Shipping Management Plan
 - National Plan (for Maritime Environmental Emergencies)
 - National Search and Rescue Plan

- REFORM**
- National Domestic Commercial Vessel System
 - Deregulation and streamlining
 - National Shipping Management Plan
 - Predictive, integrated intervention capability to assure vessel safety

- SEAFARERS**
- Certification and Pilotage System
 - *Maritime Labour Convention, 2006*

OUR CORE BUSINESS - WHAT WE DO EVERY DAY TO SERVE OUR COMMUNITY

Monitor ship safety - Provide marine navigation services - Protect the marine environment - Coordinate search and rescue - Work with our

OUR PEOPLE - A PROFESSIONAL, FLEXIBLE AND ENGAGED WORKFORCE

OUR ASPIRATIONS

AMSA will:

- take the lead in maritime safety regulation, maritime environmental emergencies, and maritime and aviation search and rescue
- lead the implementation of measures promoting and giving effect to safety and environment policies, both nationally and internationally
- have strong and confident strategic partnerships with stakeholders
- be sought after as a preferred choice for career development and advancement
- support our operations and community through information systems that are linked, reliable and instantaneous.

4 STRATEGIC CHALLENGE 4

INFLUENCING INTERNATIONAL ARRANGEMENTS

- 4.1: International standards reflect Australian expectations and international standards are reflected nationally
- 4.2: Improve and promote maritime safety and environmental protection in our region
- 4.3: Have a strong regional voice in international forums
- 4.4: Regional approaches align with agreed international priorities

INTERNATIONAL ACTIVITIES

- Relationship building
- Involvement with International Maritime Organization and International Association of Marine Aids to Navigation and Lighthouses
- Supporting the Asia-Pacific Heads of Maritime Safety Agency Forum
- Technical Cooperation Strategy

5 STRATEGIC CHALLENGE 5

ENGAGING WITH THE COMMUNITY

- 5.1: Informed and engaged community on maritime issues, search and rescue issues, and our role
- 5.2: Effective engagement with Indigenous communities in the maritime safety environment.
- 5.3: To be respected and trusted

COMMUNICATION AND ENGAGEMENT STRATEGY

- Stakeholder engagement
- Engagement with the Indigenous community
- Service improvement initiatives

6 STRATEGIC CHALLENGE 6

ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

- 6.1: A professional, flexible and engaged workforce that is change ready
- 6.2: Use technology to improve the services we deliver to do business anytime, anywhere
- 6.3: Maintain a level of funding that will sustain our service delivery into the future
- 6.4: Effective and efficient processes and systems
- 6.5: A flexible pool of external and internal capability and resources

ENABLERS

- Workforce Development Plan
- Information Technology Strategy
- Financial Management
- Governance
- Planning, Portfolio and Performance capability

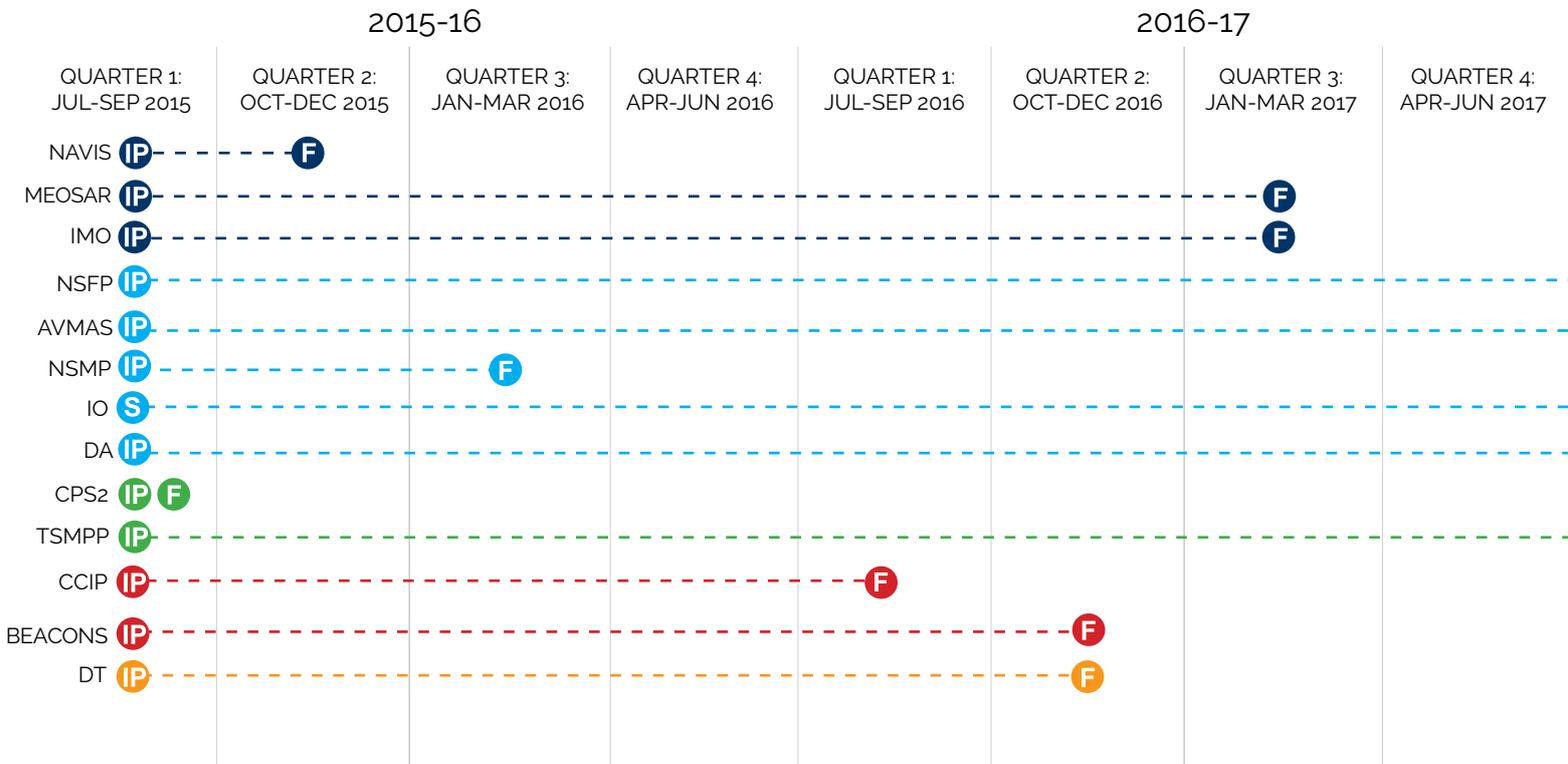
global and regional partners - Deliver maritime safety reform - Promote seafarer skills and working conditions - Be a responsible corporate citizen

IS THE KEY TO SUCCESSFULLY DELIVERING OUR VISION AND MISSION

ROADMAP

KEY

S START
 IP IN PROGRESS
 F FINISH
 O ONGOING

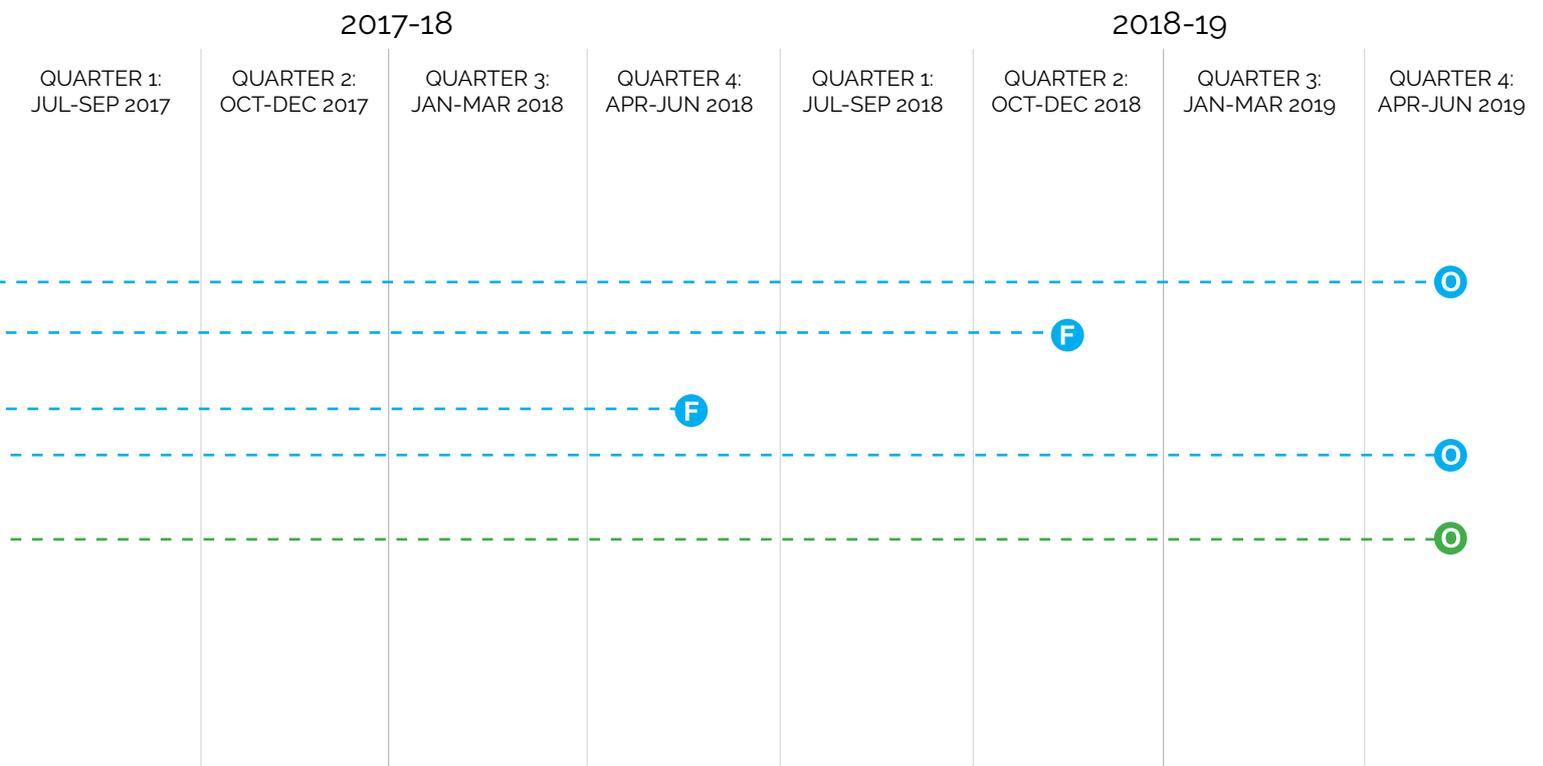


Strategic Challenge 1: Addressing growth and complexity in our operating environment

- NAVIS - Vessel registration, survey and inspection system
- Medium-altitude Earth Orbit Search and Rescue (MEOSAR) Satellite capability for Australia and New Zealand
- Establishing IMO-adopted ships' routing measures in the South-West Coral Sea (IMO)

Strategic Challenge 2: Preparing for the future

- National Service Delivery and Funding Program (NSFP)
- Australian Vessel Monitoring and Advisory Service (AVMAS) Program
- National Shipping Management Plan (NSMP)
- Integrated Operations (IO)
- Deregulation Agenda (DA)



Strategic Challenge 3: Ensuring a competent and fairly treated maritime workforce

- Certification & Pilotage System (CPS 2)
- Torres Strait Maritime Pathways Project (TSMPP)

Strategic Challenge 5: Engaging with the community

- AMSA Contact Centre Improvement Program (CCIP)
- Beacons Online II upgrade (Beacons)

Strategic Challenge 6: Ensuring a vibrant and progressive organisation

- Digital Transformation (DT)

4

CHALLENGE: INFLUENCING INTERNATIONAL ARRANGEMENTS

OPERATING ENVIRONMENT

Factors in partial control of AMSA: Shipping is a global industry and requires global regulation. AMSA works with a host of international partners, including the:

- International Maritime Organization (IMO) - maintains a comprehensive regulatory system for international shipping covering ship safety, seafarer qualifications, preventing pollution from ships, maritime security, search and rescue, and the efficiency of shipping
- International Labour Organization (ILO) - promotes workers' rights, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues
- International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) - ensures that seafarers are provided with effective and harmonised marine aids to navigation services worldwide
- International Communication Union (ITU) - a specialised agency of the United Nations that is responsible for issues concerning information and communication technologies, including coordinating the shared global use of the radio spectrum, promoting international cooperation in assigning satellite orbits, and assisting in the development and coordination of worldwide technical standards
- Port State control (PSC) Memorandum of Understanding (MOU) - the control exercised over foreign-flagged ships, for verifying compliance with the international maritime convention, is called PSC. Australia is a signatory and active member of both the Indian Ocean MOU, and Asia-Pacific MOU on PSC. These MOUs agree to some standard ways of working between members
- Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum - established to promote safe, secure shipping and a clean marine environment within the Asia-Pacific region. The forum is held annually and is attended by senior maritime officials from across the region. AMSA acts as Secretariat for APHoMSA.

AMSA is also a signatory to a large number of memoranda of understanding associated with technical cooperation activities with other countries. We also have search and rescue agreements with regional partners that border our search and rescue region.

Australia is part of a global and regional maritime supply chain and it is vital that AMSA, on behalf of the Australian community, has input into the standards set and the approaches adopted by the IMO and others to ensure they meet Australian and regional needs. AMSA's efforts must also support Australia's overall international priorities and foreign policy.

Australia is a founding member of the IMO and is one of the few countries to maintain its representation on the IMO Council for more than 40 years.

OUR GOALS ARE TO ENSURE:

- that international standards reflect Australian expectations and international standards are reflected nationally
- our efforts improve and promote maritime safety, environmental protection, and maritime and aviation search and rescue in our region
- Australia has a strong regional voice in international fora
- that regional approaches align with internationally agreed priorities.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- re-election to the IMO Council
- regional cooperation efforts to improve maritime safety and search and rescue capability in the Indian Ocean through the Government Partnership for Development Program, and the Indonesian Transport Safety Awareness Program (ITSAP)
- Australian support for International Civil Aviation Organization (ICAO) search and rescue technical and regional initiatives.

OVER THE NEXT FOUR YEARS OUR RESPONSE TO THIS CHALLENGE AND THESE GOALS IS TO:

- maintain strong relationships with our international counterparts
- work hard to maintain our standing within key organisations such as IMO, IALA, ILO, ICAO and others
- maintain and improve the technical capabilities of our staff to ensure they are able to deal with contemporary technical issues
- exercise leadership within the APHoMSA forum, with a view to developing the forum to have a stronger role
- review our technical cooperation strategy to ensure our capacity building is directed where there is the greatest need
- work closely with countries with which we have memoranda of understanding to ensure strong relationships are maintained, and to develop regional port State control strategies.

STRATEGIC CHALLENGE 4: INFLUENCING INTERNATIONAL ARRANGEMENTS

PERFORMANCE MEASURES

We will monitor our performance through the following measures:

1. Maintain Australia's position on IMO Council (election every 2 years).
2. Maintain Australia's position on IALA Council (every 4 years).

Note: Australia's success in influencing international arrangements are also reflected in several of the measures featured under Strategic Challenge 1. For example, engagement with regional partners on port State control strategies is likely to have a positive effect on the standard of international shipping visiting Australian ports.



5

CHALLENGE: ENGAGING WITH THE COMMUNITY

OPERATING ENVIRONMENT

Factors in partial control of AMSA: Community interest in maritime safety and the marine environment has never been greater as Australians demand efficient, safe and clean vessels, properly treated and competent crews, strong marine environment protection laws, and government agencies with the operational capability to undertake effective search and rescue, and incident response.

Due to the growth of digital communication, Australians and international audiences have access to more and faster information than ever before, and engage more directly with government, industry, media and the community.

AMSA engages with the maritime industry, media and broader Australian community in promoting maritime safety, marine environment protection, the maritime sector and commemorating Australia's maritime heritage.

AMSA uses a variety of channels to do this, ranging from open fora and conferences, stories on its web and social media sites, lighthouse open days, television fishing programs, exhibitions at boat shows, commemorative brochures, and providing artefacts for display in maritime museums.

AMSA has over a quarter of a million individual stakeholders, and receives approximately 132,000 enquiries from these stakeholders each year. The challenge for AMSA is to ensure the information provided is accurate, timely and available through a variety of channels.

OUR GOALS ARE TO:

- have an informed and engaged community on maritime issues, search and rescue issues, and AMSA's role
- be respected and trusted
- have effective engagement with Indigenous communities in the maritime safety environment.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- communicating effectively with our expanding range of stakeholders, especially our domestic stakeholders under National System arrangements
- improving the way we manage stakeholder information, including expanding the AMSA Community Directory
- enhancing the experience stakeholders and customers have interacting with us through:
 - improving our complaints and feedback system
 - refreshing our customer service standards and service charter
 - developing best practice consultation guidance
- focusing on the successful delivery of signature events such as our national stakeholder conference.

OVER THE NEXT FOUR YEARS OUR RESPONSE TO THIS CHALLENGE AND THESE GOALS IS TO:

- identify and better understand the different parts of our community and their needs through a structured approach to stakeholder engagement
- ensure we use the right channels and messages to communicate with the different parts of our community and with particular individuals, with an emphasis on digital communications such as web broadcasts and e-newsletters
- promote our services to help our community understand what we do, and why we do it
- establish, review and improve our consultative arrangements, particularly with the stakeholders in the National System for Domestic Commercial Vessel Safety
- maintain a regional liaison presence to ensure agency and industry partners work with us locally
- promote Indigenous maritime safety and awareness through future programs such as the Indigenous Maritime Advancement Program (IMAP)
- develop and promote effective ways of communicating, educating and raising public awareness of environmental protection and response issues.

DELIVERY OF THE FOLLOWING PROJECTS AND PROGRAMS IS A MAJOR COMPONENT OF AMSA'S RESPONSE TO THIS CHALLENGE:

Project	Description	Estimated completion
Beacon II upgrade	Improve the online emergency beacon registration process to encourage web-based self-registration and deliver efficiencies.	December 2016
AMSA Contact Centre Improvement Program	Establish a consolidated AMSA contact centre to improve the overall customer/stakeholder interaction experience and to deliver efficiencies.	September 2016

STRATEGIC CHALLENGE 5: ENGAGING WITH THE COMMUNITY

PERFORMANCE MEASURES

We will monitor our performance through the following measures:

1. Bi-annual stakeholder survey results
2. Regularly measuring customer satisfaction through formal and informal surveys.





CHALLENGE:

ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

ENVIRONMENT

Factors outside AMSA's influence: As our environment evolves, we need to change and evolve with it. Factors such as the rapid pace of technological advancement, shifts in workplace demographics, a global employment market, and the ebb and flow of the world economy mean that we must continually build and maintain our internal capacity and capability if we are to meet our external challenges.

The past 12 months have seen a significant decline in the forecast growth rate of the Australian mineral and energy commodities sector¹. This sector drives shipping activity, and has a direct impact on AMSA's primary funding source - levy revenue.

The growth rate over the next four years is now projected to be 4.9 per cent, down from 8.4 per cent in 2013-14, and 11 per cent in 2012-13. While the growth rate is still positive, we must adjust our spending accordingly.

¹ Bureau of Resources and Energy Economics (BREE) September 2014 Resources and Energy Quarterly Report

OUR INFORMATION TECHNOLOGY

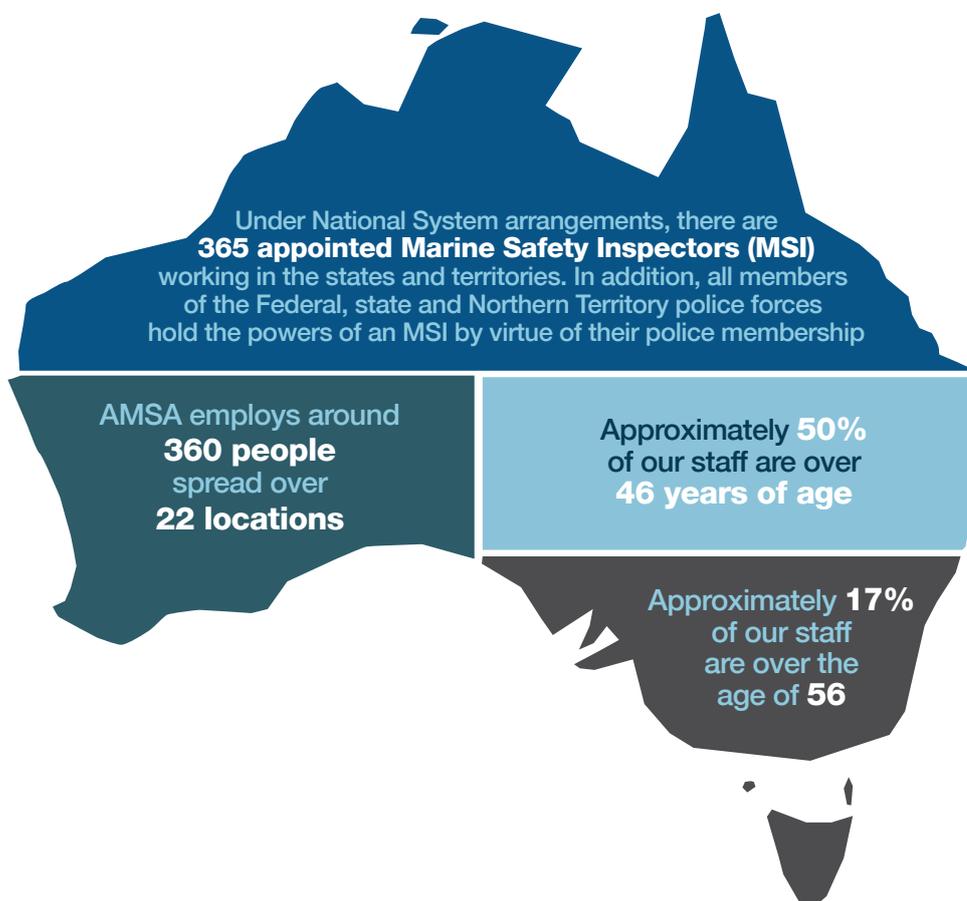
Key information technology factors which will affect our ability to meet our strategic challenges include:

- transition to digital business models which will change internal workflows
- government direction, including changes such as the digital mandate (move to paperless records)
- increasing expectations of stakeholders that they can do business with us in a manner and time of their choosing, including secure self-service options
- mobile devices and mobile technologies enabling transactions to occur in different environments
- the strong shift toward the cloud as a hosting and delivery model for commodity information technology services. This includes the challenge of seamlessly orchestrating services across multiple platforms
- information and data integration and interoperability, providing better decision support and new insights into our stakeholders' behaviours and requirements.

OUR WORKFORCE

The 'market' from which AMSA sources employees with traditional maritime (and related) backgrounds has changed considerably. Our challenge is to establish alternate means to 'grow' expertise based on essential seafaring experience and to more systematically 'capture' the full wealth of knowledge that exists within our highly experienced, but ageing workforce. At the same time, our regulatory role demands that we strengthen our skills in the way we seek to achieve required regulatory and policy outcomes, the way we engage our stakeholders and how we measure our success in the eyes of our customers and the community.

We must first identify our existing strengths and how they measure against the capabilities we understand are required for the future. In order to do this we must invest in systems and technology to support efforts in knowledge management and in describing capability skill sets. With a primary focus on our customer and stakeholder base we will need to ensure our workforce development activities appropriately reflect our ambitions in the areas of regulation, emergency response, navigation safety, and as an 'employer of choice' in our field.



OUR GOALS ARE TO:

- have a professional, flexible and engaged workforce that is change ready
- use technology to improve the services we deliver to do business anytime, anywhere
- maintain a level of funding that will sustain our service delivery into the future
- maintain effective and efficient processes and systems
- have a flexible pool of external and internal capability and resources.

IN 2015-16, OUR SPECIFIC AREAS OF FOCUS INCLUDE:

- Workforce:
 - working towards a new staff enterprise agreement
 - systematically identifying our current workforce capabilities and ascertaining specific gaps to be addressed
 - identifying potential alternate means of sourcing or 'growing' essential expertise (e.g. seafaring/maritime experience)
 - planning to address the regulatory capability and performance expectations in a whole of government approach to minimising regulatory burden
- Information technology:
 - mapping out our digital transition approach
 - preparing our technology environment for the shift to cloud and related services
 - completing a technology foundation that will support mobility, multi-channel access and self-service options, for our employees and external stakeholders
 - consolidate and rationalise our systems and applications
- Finance:
 - maintaining a sustainable funding profile in response to revenue pressures
 - robust governance:
 - enhancing our integrated financial and non-financial performance measurement framework
 - rationalising our internal audit activities.

These activities will directly contribute to the success of major programs including National System, Integrated Operations, and the deregulation agenda. They will also help us to respond to the Regulator Performance Framework and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

OVER THE NEXT FOUR YEARS OUR RESPONSE IS TO:

- make sure we have the right people with the right skills to deliver our vision and meet our mission through effective workforce planning
- ensure we adopt appropriate technologies in a coordinated way so that our staff and stakeholders can do business anytime, anywhere with all the information they need
- Refresh the IT Strategy and develop a plan which will:
 - outline AMSA's information and technology strategies to support future business capability requirements
 - align with broader trends in technological development (including the whole of government perspective)
- secure sustainable funding for the future
- have effective processes in place to run, and change, the business successfully, including embedding our integrated planning process and maintaining a five-year planning cycle
- have the right governance arrangements in place to deliver open, transparent and accountable decision making
- apply the management system requirements of ISO9001 (quality), ISO14001 (environmental) and AS/NZS4801 (occupational health and safety) to our everyday processes – see our Business Policy on page 43.
- develop an organisational-wide internal communication strategy
- encourage diversity of views and actively seek staff engagement
- strengthen Indigenous employment and retention practices
- monitor and report on our efforts to strengthen our organisation culture through the biennial survey of employee opinion, exit interview feedback, our staff consultative working group and the way we respond to the feedback we receive from employees
- continue to strengthen our leadership capability through a combination of formal training and leadership development activities as well as on-the-job development at an individual level
- continue to educate our managers in better people management practice in order to help get the best from our employees
- refine our individual performance measures and hold people to account for their performance through better management and consistent feedback practices
- continue to refine our sourcing and recruitment strategies for experienced maritime professionals as we recognise that the market for the specialised skills we seek is very limited.

DELIVERY OF THE FOLLOWING PROGRAM IS A MAJOR COMPONENT OF AMSA'S RESPONSE TO THIS CHALLENGE:

Project	Description	Estimated completion
Digital Transformation	Implement changes to AMSA's operational environment to harness the opportunities offered by digital business and deliver better services to stakeholders and improved safety outcomes.	December 2016

STRATEGIC CHALLENGE 6: ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

PERFORMANCE MEASURES

We will measure our performance by ensuring:

1. We achieve unqualified financial statements and maintain financial viability.
2. Compliance with statutory, financial and business requirements is maintained.
3. Certification to ISO9001, ISO14001 and AS/NZS4801 is maintained.
4. Our accreditation as a Registered Training Organisation is maintained.
5. Our staff turnover rate shows a declining trend to previous years and is less than that of comparable public sector agencies.
6. The biennial staff engagement survey indicates strong staff satisfaction and engagement relative to public sector averages.



RESOURCING

AMSA's expenses and income in support of the activities listed in this plan are detailed below.

For further information on resourcing arrangements see Infrastructure and Regional Development's Portfolio Budget Statement for 2015-16.

	Estimated actual 2014-15 \$'000	Budget estimate 2015-16 \$'000	Forward estimate 2016-17 \$'000	Forward estimate 2017-18 \$'000	Forward estimate 2018-19 \$'000
EXPENSES					
Employee benefits	58,546	58,249	56,524	57,745	58,991
Suppliers	129,583	132,671	149,351	148,770	158,524
Depreciation and amortisation	13,698	13,629	13,003	13,447	13,262
Total expenses	201,827	204,549	218,878	219,962	230,777
LESS:					
OWN-SOURCE INCOME					
Own-source revenue					
Sale of goods and rendering of services	21,113	19,654	20,615	8,561	8,561
Interest	1,974	1,600	900	700	700
Total own-source revenue	23,087	21,254	21,515	9,261	9,261
Total own-source income	23,087	21,254	21,515	9,261	9,261
Net cost of (contribution by) services	178,740	183,295	197,363	210,701	221,516
Revenue from Government	178,740	178,707	193,089	204,351	212,186
Surplus (Deficit) attributable to the Australian Government	-	(4,588)	(4,274)	(6,350)	(9,330)
Total comprehensive income (loss) attributable to the Australian Government	-	(4,588)	(4,274)	(6,350)	(9,330)

RISK OVERSIGHT AND MANAGEMENT

AMSA has a mature risk management culture which permeates all levels of the organisation. Our core business is primarily one of risk management - requiring constant monitoring of all activities undertaken both within and outside Australia's immediate maritime environment. Maritime growth, port development, and an increasing volume of vessel traffic and offshore activities are all increasing. The activity growth has the potential to increase the likelihood of incidences and consequential environmental damage and/or regulatory challenges. Therefore we must ensure that we have adequate measures in place to manage and mitigate existing and arising risks, but at the same time be mindful of our regulatory function, be cost effective and develop practice solutions controls.

Examples of AMSA's preventative risk management activities include, the Australian Government's aids to navigation network, the Torres Strait under keel clearance management system, domestic vessel inspection regime, and the Australian Vessel Monitoring and Advisory System. The emergency towage, dedicated aerial search and rescue, and pollution response programs are examples of risk response capabilities.

We maintain regular contact with key stakeholders and notable issues are considered as part of our risk management processes.

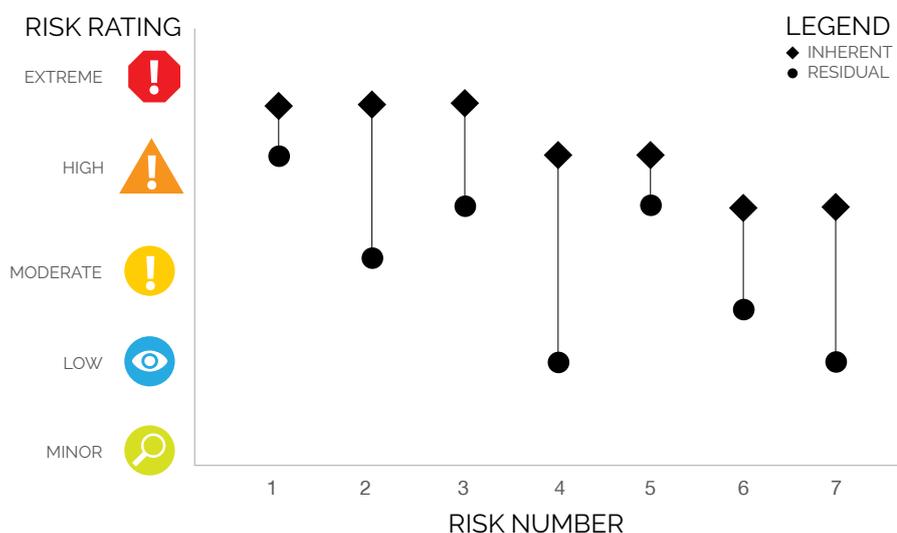
Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the international standard on risk management (AS/NZS ISO 31000:2009) and the Commonwealth Risk Management Policy 2014. Further, we have re-validated our risk management practices with the 'new' machinery of government activities, including AMSA's obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

During the year we conducted two formal risk management reviews of AMSA as a whole, as well as two reviews of each division.

Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm and optimise our use of resources.

Strategic risks are actively monitored and shared with key stakeholders. The risks currently being monitored are listed below along with their control strategies.

Strategic risk profile as at February 2015



1. FAILURE TO DELIVER A NATIONAL DOMESTIC VESSEL SYSTEM THAT IS SUSTAINABLE AND DELIVERS THE AIMS AND OBJECTIVES REQUIRED BY GOVERNMENT

Inherent Risk: Extreme 

Residual Risk: High 

Controls:

- Consultation with industry and Maritime Agencies Forum (MAF)
- Streamlining initiatives
- Proposals for an efficient regulatory scheme and service delivery.

2. A MAJOR INCIDENT WITH LOSS OF LIFE AND/OR SIGNIFICANT ENVIRONMENTAL HARM

Inherent Risk: Extreme 

Residual Risk: Moderate 

Controls:

- Development and implementation of a modern regulatory Framework
- Ship inspection program (port State control) and Maritime Labour Convention (MLC) compliance
- National network of aids to navigation and other navigational services (e.g. pilotage)
- Network of Shipping Fairways (new and enhanced routing measures where appropriate to promote safer navigation)
- Partnership with key stakeholders
- Navigation Safety Program
- Legislation and compensation regimes (environmental protection)
- Ship traffic risk management (vessel tracking, mandatory pilotage)
- Real time maritime and aircraft positional information system for identifying assets for emergency response purposes
- Mature incident management systems (e.g. Nexus)
- Maritime safety and distress communication services
- Nationally-accredited training for search and rescue personnel
- National Plan for Maritime Environmental Emergencies, and exercises
- National Search and Rescue Plan
- Aerial surveillance including Automatic Identification
- System and Earth Observation Systems
- Pollution response financial capability
- Maritime Emergency Response arrangements
- Dedicated aerial response capability
- Emergency towage capability
- 24/7 operation of AMSA Search and Rescue.

3. MANAGING SHARED RESPONSIBILITIES WITH STATE AND TERRITORY PARTNERS, AND SERVICE PROVIDERS

Relating to:

- (non-AMSA) aids to navigation and maritime communications
- National Plan for Maritime Environmental Emergencies
- Coastal Vessel Traffic Services (VTS) in the Great Barrier Reef and Torres Strait
- National System for Domestic Commercial Vessel Safety
- Search and rescue (SAR).

Inherent Risk: Extreme 

Residual Risk: Moderate 

Controls:

- Strengthening of existing relationships
- Strong contract and project management
- Strong stakeholder relationships
- Strong performance of AMSA as a stand-alone regulator.

4. FAILURE OF INVESTMENTS, PROCEDURES AND PRACTICES TO REFLECT WHOLE OF AMSA REQUIREMENTS

Inherent Risk: High 

Residual Risk: Low 

Controls:

- Early incorporation of government changes to corporate compliance requirements such as the *Public Governance Performance and Accountability Act 2013*
- Integrated planning, financial, budgeting and contract management processes and monitoring
- Emergency Response Business Transformation Program
- Compliance and assurance framework
- Active membership within the interdepartmental reference group
- Certified Management System.

5. THE DECLINE OF THE AUSTRALIAN-TRAINED SKILLED MARITIME WORKFORCE IMPACTS ON AMSA'S ABILITY TO ATTRACT, DEVELOP AND MAINTAIN A SKILLED AND EXPERIENCE WORKFORCE

Inherent Risk: High 

Residual Risk: Moderate 

Controls:

- Stringent recruitment processes
- Skilled migration program available
- Registered Training Organisation (RTO) certification of AMSA courses including adaptation of courses to apply new technology
- Certified Management System
- Continued industry funding through levy payments
- Workforce Strategy
- New approach to recruitment (i.e. marine surveyors) – equal emphasis on interpersonal / engagement competencies, and technical skills.

6. MAJOR INCIDENT OR ADVERSE MEDIA CAMPAIGN LEADS TO A LOSS OF CONFIDENCE IN AMSA AS A RESPECTED REGULATOR AND PROVIDER OF SERVICES

Inherent Risk: Moderate 

Residual Risk: Moderate 

Controls:

- Communication and engagement strategy
- Structured approach to stakeholder engagement and consultative processes and maintenance of industry relationships
- Participation in national and international forums (IMO/ILO/IALA)
- Regional capacity, technical and cooperation programs in Indian Ocean and Asia-Pacific regions
- Torres Strait Marine Safety Program
- IMO Marine Environment Protection Committee and the International Oil Pollution Compensation Funds
- International Civil Aviation Organization, Cospas-Sarsat
- National Search and Rescue Council
- Targeted communication and education campaigns.

7: FAILURE TO ADAPT AND DELIVER TO THE DEREGULATION ENVIRONMENT

Inherent Risk: Moderate 

Residual Risk: Low 

Controls:

- Deregulation Steering Committee
- Development of guidance documentation
- Monitoring and reporting via the Regulator Performance Framework.

BUSINESS POLICY



AMSA is committed to continuous improvement. A key part of demonstrating our commitment is comparing what we do against international best practice - as captured in the three quality standards we are certified against:

- AS/NZS AS/NZS ISO 9001: 2008 Quality Management Systems
- AS/NZS 4801: 2001 Occupational Safety and Health
- AS/NZS ISO 14001: 2004 Environmental Management Systems.

The standards require AMSA to reaffirm its commitment annually by publishing a Business Policy signed by the Chief Executive Officer on the opposite page.

QUALITY, ENVIRONMENTAL AND WORKPLACE HEALTH & SAFETY

The Australian Maritime Safety Authority (AMSA) is tasked with:

- maintaining safety and environmental protection standards for the responsible operation of domestic commercial vessels, regulated Australian vessels and foreign-flagged vessels operating in Australian waters and safety to seafarers
- ensuring decent working and living conditions for seafarers on vessels
- monitoring compliance with safety and environment protection standards
- responding to threats in the marine environment
- providing systems that aid safe marine navigation
- detecting, locating and rescuing persons in maritime and aviation distress situations.

In delivering these outcomes, AMSA is committed to providing the highest quality services, minimising adverse environmental impacts, and upholding exemplary standards of workplace health and safety.

We will meet these commitments by:

- complying with all applicable local, national and international laws, regulations, standards and codes of practice
- setting, reviewing, publishing and achieving measurable corporate goals and targets to continuously improve the organisation and our outcomes
- promoting a corporate culture supporting quality that recognises and implements agreed business improvement initiatives
- identifying, implementing and improving processes and practices that support the requirements of the quality (ISO 9001), environmental (ISO 14001) and occupational health and safety (AS/NZS 4801) standards
- encouraging individual responsibility for quality, environmental and workplace health and safety practices which are supported through strong senior management endorsement and the management system
- working closely and cooperatively with employees, contractors, suppliers, clients and stakeholders to understand their needs
- encouraging suppliers of goods and services to the AMSA to demonstrate compliance with quality, environmental and workplace health and safety standards in contractual arrangements, where relevant
- valuing our employees and providing a safe and healthy working environment.



Michael Kinley

Chief Executive Officer

June 2015



CORPORATE PLAN
2015-19

Australian Maritime Safety Authority
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02 6279 5000

amsa.gov.au