



Australian Government  
Australian Maritime Safety Authority

2019–20

# Corporate Plan

Covering the period 2019–20 to 2022–23



Australian Government  
Australian Maritime Safety Authority

Statement of  
**Regulatory  
Approach**

Our regulatory activity should impose the minimum impact necessary to achieve regulatory objectives. We can do this by applying the following principles:

 Safety first

 Consult and collaborate

 Keep it simple

 Take a risk-based approach

 Provide choice when possible

 Be clear

 Be consistent but flexible

 Be transparent and accountable

 Continuously improve

 Uphold our international maritime obligations

 Reflect our values—professional, collaborative, dedicated and accountable.

Visit [amsa.gov.au](https://amsa.gov.au) for more information



Australian Government  
Australian Maritime Safety Authority

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## Chairman's foreword

Over 2019–20 we will continue to take deliberate actions to improve and modernise the services, systems and standards which support safety across Australian and international maritime industries.

With the first 12 months of full service delivery of the national system for domestic commercial vessels behind us we are now in a better position to assess the reality of safety practices around the country. This year we will focus on areas of concern across industry.

Through consultation, industry outreach programs and targeted compliance activities we will be looking for a collaborative effort to improve safety practices. We will need to be pragmatic and responsive given Australia's diverse and geographically dispersed maritime business community means one size will never fit all.

Vessel stability and the age and condition of many vessels combined with fatigue, lifestyle and economic pressures, are a dangerous combination. There have been unacceptable levels of fatalities, and AMSA will work with industry to reduce the number of people who are injured or die working on vessels.

We will make it easier for our stakeholders to be part of shaping safety standards and education by offering more face-to-face opportunities in regional locations and asking for feedback as we develop new systems and processes—including working with the community to modernise the national standard for commercial vessels.

We will continue to work with Australian governments and industries to address complex jurisdictional issues affecting maritime safety outcomes—particularly in the areas of work health and safety.

For international shipping, we will enhance our port State control targeting program to encourage shipping companies to continue to send safe and seaworthy vessels to Australia with competent and well-cared for crews.

Our commitment to implementation of international conventions and our program of bilateral and regional engagement will continue—and we will also campaign to retain our seat on Category B of the International Maritime Organization (IMO) Council.

On 1 January 2020 allowable sulphur levels in marine fuels will drop from the current maximum of 3.5 per cent to 0.5 per cent in what is the most significant step-change in environmental standards for shipping in many years.

We will continue to work with the shipping industry and the IMO to ensure industry is prepared for this change and ensure ships trading in our waters are compliant with the new standards. We will also foster ongoing technical cooperation with regional counterparts, and focus on reducing the risk of maritime incidents related to ship movements through Australian and nearby waters. Our focus will remain on deterring sub-standard and unseaworthy ships from calling at Australian ports through our comprehensive port State control inspections.

Building our domain awareness capability—how we monitor what is happening in our operating environment—and taking early action to avoid risks to shipping remain at the core of our response business. We will continue to draw on our incident response expertise to ensure our crisis management practices for major incidents and mass rescues are tested, ready and appropriately resourced.

Training, regional and bilateral engagement and education will underpin incident-readiness capability among our staff, partners and neighbours—ensuring we can work effectively together to respond to environmental and search and rescue emergencies.

Inadvertent activation of expired and unwanted beacons continues to send valuable search and rescue resources on unnecessary callouts each year. This year we will set up beacon disposal arrangements to make it easier for people to throw away old beacons—saving time and money on expensive rescue efforts.

We will invest further in our frontline customer service team and grow their capability in providing help and assistance services for the maritime community. New offices established in Coffs Harbour and Airlie Beach will see our regional presence increase to around 50 per cent of our workforce by 2022.

Ongoing investment in IT systems will ensure our staff and customers can conduct business on cyber-secure networks using supported and fit-for-purpose applications; and our commitment to greater transparency will see more regular reporting of up-to-date non-financial performance information.

The complexity of our regulatory environment is a reflection of the diversity of people and wide variety of activities and vessels operating in Australian waters and the world's oceans. We are committed to the challenges and opportunities this brings and will continue to work with stakeholders at all levels to ensure AMSA's safety standards, services and systems continue to meet the expectations of the Australian community.



Stuart Richey AM  
Chairman

June 2019



# Introduction

## Statement of preparation

As Chair of the Australian Maritime Safety Authority Board (the accountable authority), I present our four year corporate plan as required under paragraph 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and Part 4, Section 25 of the *Australian Maritime Safety Authority Act 1990* (AMSA Act).

The plan is prepared in accordance with the Public Governance, Performance and Accountability Rule 2014.



Mr Stuart Richey AM Chairman

June 2019

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## Period of coverage

This corporate plan is prepared for the reporting period 2019–2020, and covers the reporting periods 2019–20 to 2022–23.

It considers future trends and potential changes to our operating environment.





# Purpose and overview

# Purpose

As Australia's national maritime regulatory body, we promote the safety and protection of our marine environment and combat ship-sourced pollution. We provide the infrastructure for safety of navigation in Australian waters, and maintain a national search and rescue service for the maritime and aviation sectors.

## Vision

***Safe and clean seas, saving lives.***

## Mission

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

## Role

AMSA is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act), with the primary role to:

- promote maritime safety and protection of the marine environment
- prevent and combat ship-sourced pollution in the marine environment
- provide infrastructure to support safe navigation in Australian waters
- provide a national search and rescue service to the maritime and aviation sectors
- provide, on request, services to the maritime industry on a commercial basis
- provide, on request, services of a maritime nature on a commercial basis to the Commonwealth and/or states and territories

## Values

- **Professional**  
We act with integrity and are pragmatic in our approach
- **Collaborative**  
We value and respect others and work together to achieve our objectives
- **Dedicated**  
We are committed to AMSA's mission and responsive to the needs of our customers and stakeholders
- **Accountable**  
We take responsibility for our decisions and actions



## Aspirations

We will:

- take the lead in maritime safety regulation, maritime environmental emergencies, and maritime and aviation search and rescue
- promote and implement safety and environment policies, nationally and internationally
- have strong and confident strategic partnerships with stakeholders
- be a preferred choice for career development and advancement
- have information systems that are reliable and up-to-date to support our operations, industry and community

# Overview

## Planning and reporting

We have an integrated planning, budgeting and reporting process—see diagram overleaf. Elements of this corporate plan support the relevant government purposes and priorities set out in the Department of Infrastructure, Transport, Cities and Regional Development Corporate Plan, ❶ specifically:

## Portfolio direction

- Outcome 2: An efficient, sustainable, competitive and safe transport system for all transport users through regulation, financial assistance and safety investigations
- Program 2.2: Surface transport ❶

Key activities:

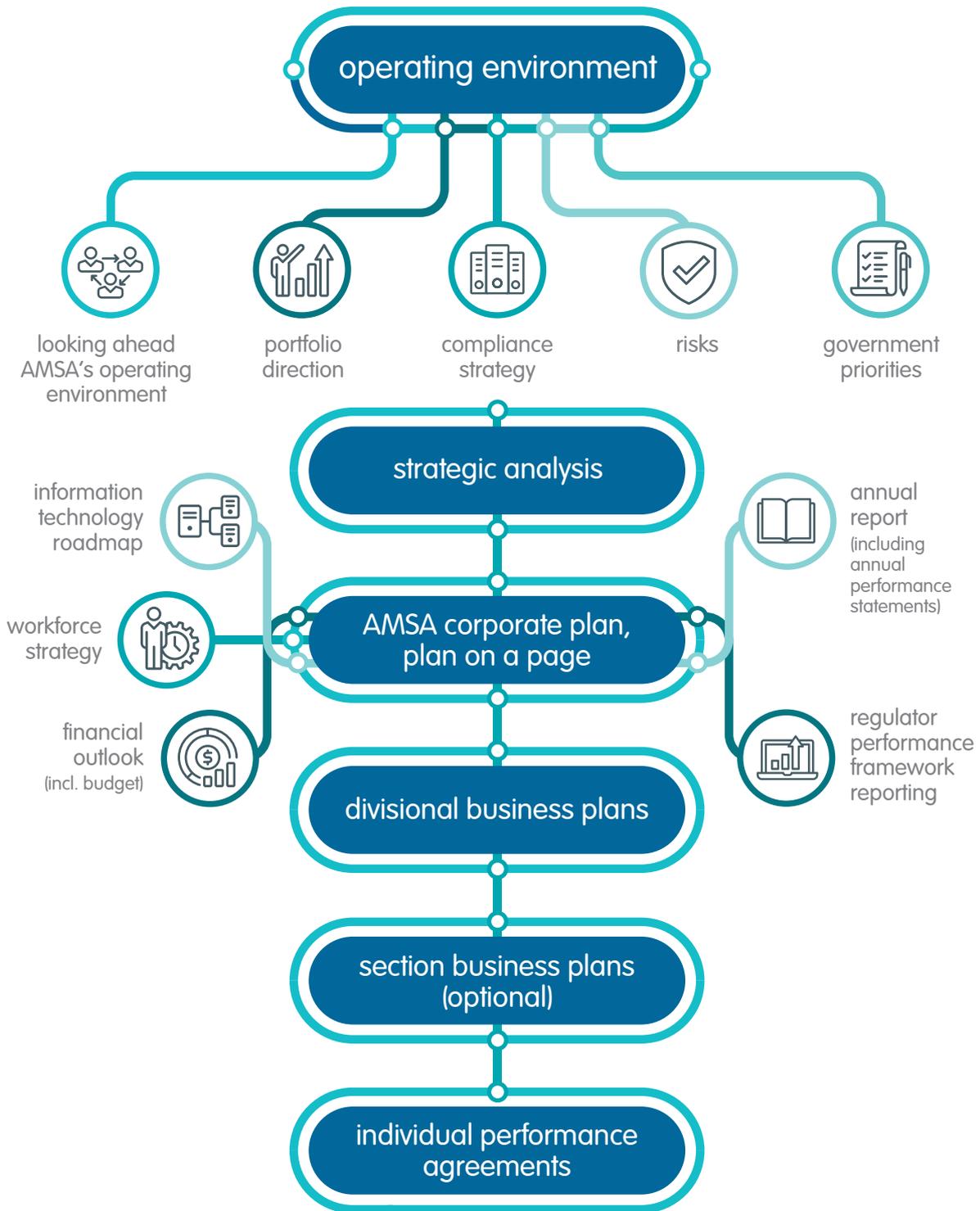
1. Contribute to the Productivity Commission review of the national transport reforms in 2019.
2. Progress the development of the maritime greenhouse gas reduction strategy at the International Maritime Organization

This plan is informed by *Looking Ahead—AMSA's Operating Environment 2017–2027* and our strategic risks; is aligned to our Portfolio Budget Statement; and informs our workforce strategy, and financial and information technology planning cycles.

Our results for the year against the goals and measures detailed in this corporate plan will be reported in our annual report, specifically in our annual performance statements.

Note: the reference material we have primarily drawn on is listed on page 110. For example, reference ❶ means that the source of the information was the Department of Infrastructure, Transport, Cities and Regional Development Corporate Plan.

## Integrated planning, budgeting and reporting process



To streamline our reporting requirements, subsets of the measures listed in this corporate plan satisfy both our Portfolio Budget Statement and our Commonwealth Regulator Performance Framework (next page) reporting requirements.

## Regulator Performance Framework

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 organisational cultural change. As a safety regulator, continuous improvement is already at the core of our regulatory vision.

The framework consists of six outcomes-based key performance indicators:



# 1

### **KPI: Reducing regulatory burden**

Regulators do not unnecessarily impede the efficient operation of regulated entities



# 2

### **KPI: Effective communication**

Communication with regulated entities is clear, targeted and effective



# 3

### **KPI: Risk-based and proportionate approaches**

Actions undertaken by regulators are proportionate to the regulatory risk being managed



# 4

### **KPI: Efficient and coordinated monitoring**

Compliance and monitoring approaches are streamlined and coordinated



# 5

### **KPI: Transparency**

Regulators are open and transparent in their dealings with regulated entities



# 6

### **KPI: Continuous improvement**

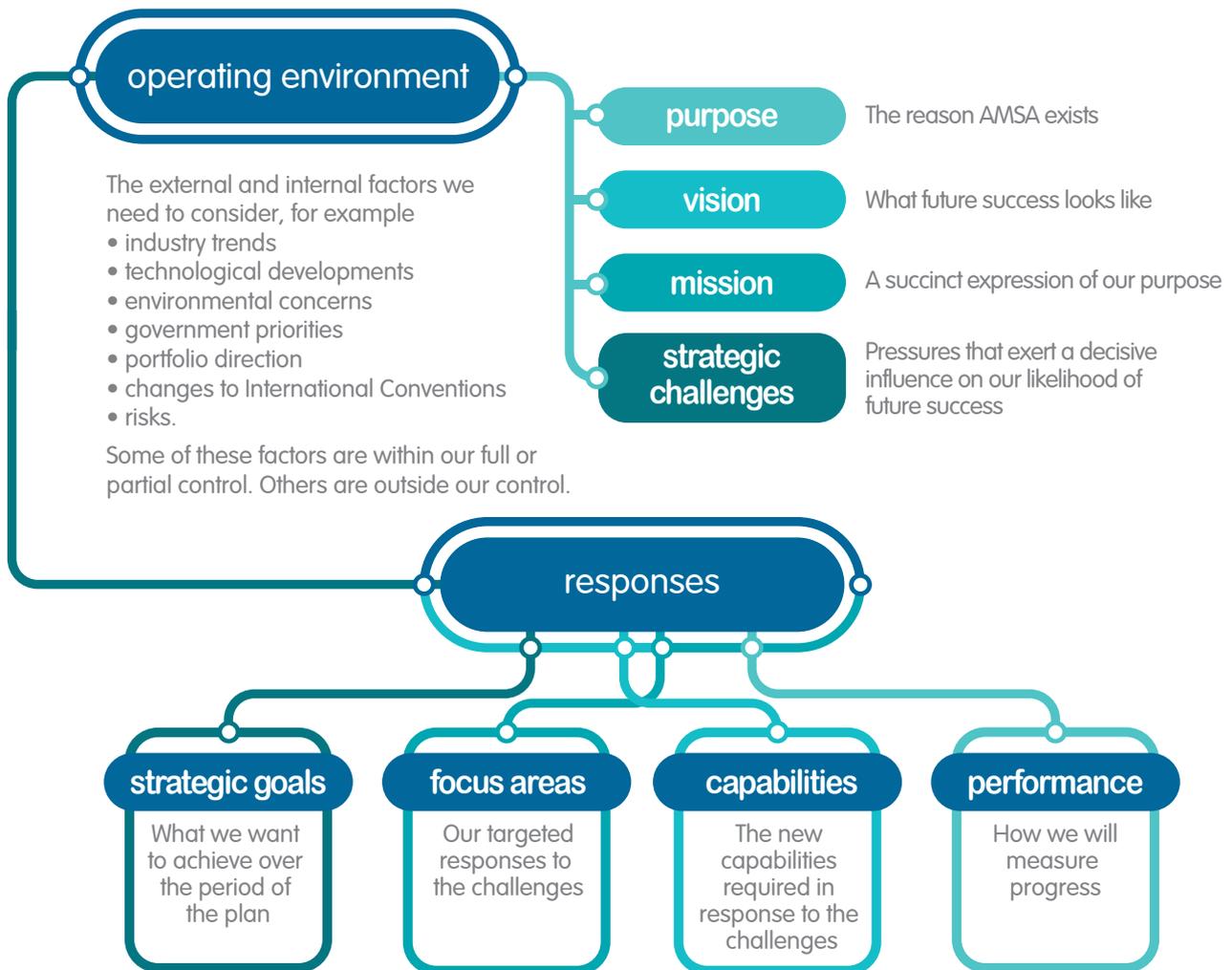
Regulators actively contribute to the continuous improvement of regulatory frameworks

These indicators have been incorporated into our performance measurement framework. More information on the framework can be found under 'Resources' at: [www.cuttingredtape.gov.au](http://www.cuttingredtape.gov.au).

We are always looking to improve our performance indicators. In January 2019 we reviewed our non-financial performance measures. Changes are footnoted in the relevant performance measurement sections under each strategic challenge.

## How the elements of our plan integrate

The diagram below shows how the key elements of our corporate plan interrelate and work together.



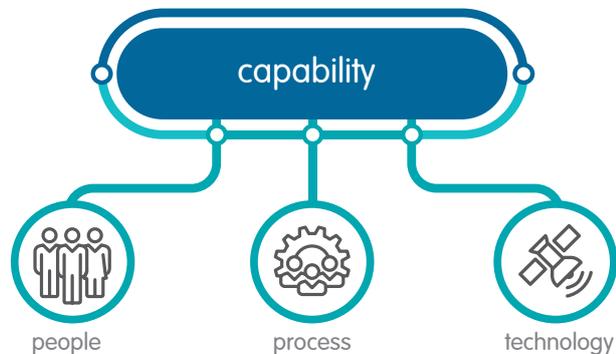
The performance section of this plan details four strategic challenges and one strategic enabler. Our targeted responses by focus area are described over two horizons:

- what we specifically plan to do in 2019–20
- what we plan to do over the next four years.

Information on our risk management approach and our current strategic risks can be found on page 90.

Our roadmap at pages 59–60 outlines how new capabilities will be delivered over the next four years through our significant programs and projects.

Our plan-on-a-page (pages 61–62) provides a summary of all our strategic challenges, goals, focus areas and strategic risks.



## Operating environment

To deliver our purpose, vision and mission we must respond to our current operating environment—and look to the future.

In September 2017 we published Looking Ahead—AMSA’s operating environment 2017–2027. Developed in consultation with our stakeholders, this document identifies 10 long-term maritime planning challenges over the next decade. There is a scheduled mid-term review of this document in 2019–20.

These challenges are key planning considerations for:

- **strategic challenge 1:**  
managing risks to safety and the environment
- **strategic challenge 2:**  
delivering the national system for domestic commercial vessel safety
- **strategic challenge 3:**  
providing incident preparedness and response
- **strategic challenge 4:**  
ensuring a vibrant and progressive organisation
- **strategic enabler:**  
collaborating with our community.



# 1 Challenge:

## Managing risks to safety and the environment

As a regulator, we develop maritime safety and environment protection standards, make regulations to give legal effect to those standards, monitor compliance with, and enforce those standards.

We work extensively with our stakeholders to ensure sound understanding of these standards and regulations.

Whether we are developing our own standards for domestic commercial vessels, or working internationally to influence the development of international standards for shipping, the principles remain the same.

Fundamentally, our regulatory work is about holding international shipping and domestic commercial vessel operators accountable for managing risks to safety and the environment.

AMSA became responsible for delivering all regulatory functions under the *Maritime Safety (Domestic Commercial Vessel) National Law Act 2012* on 1 July 2018. The significant strategic challenges remaining for these functions are expanded under Strategic Challenge 2.

# Operating environment

## Snapshot

	Safety culture	Commercial foreign-flagged shipping activity: short-medium term	Levy growth: next four years	Overall commercial shipping activity: long term	Technology: growth and complexity	Extreme weather: frequency and, intensity	Public scrutiny: emissions, livestock
Trend	→	→	→	▬▬▬↑	↑↑↑	↑	↑
Page	p.18	p.16	p.16	p.16	p.17	p.17	pp.20–21

## Factors beyond our control

### Shipping activity

#### China – risk and opportunity

“If China sneezes, Australia will catch pneumonia” 🚫

China is Australia’s biggest export market. In the short-term the Chinese economy is slowing as a result of the trade war with the US and a tightening of money market conditions worldwide.

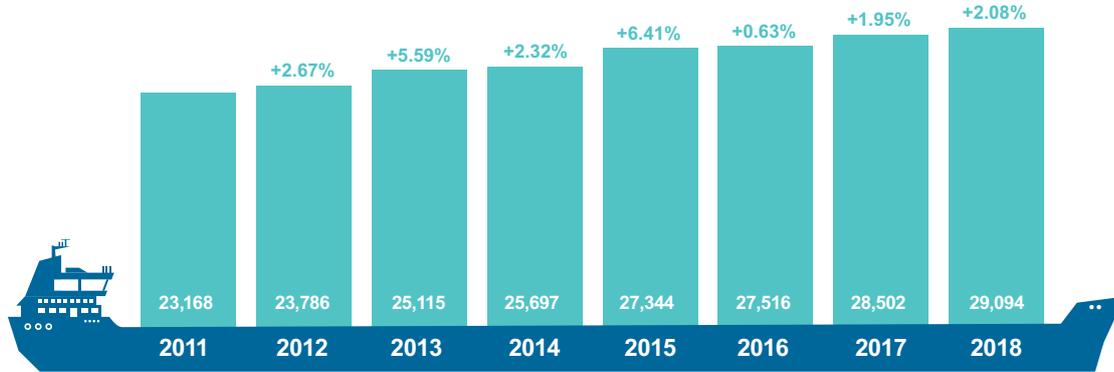
For the first time since 2010, China’s total imports of iron ore—Australia’s most valuable export—fell 1 per cent to 1.06 billion tonnes in 2018 as mills switched to scrap and higher-grade ore. Total imports from Australia fell 3.4 per cent year-on-year in December 2018, the biggest fall since July 2016.

“We do not want to over-interpret one month of weak data, but on the back of feeble news on China’s economy in recent months seems to confirm a slowdown in demand” said Louis Kuijs, head of Asia at Oxford Economics. 📉

In the longer term however, China’s One Belt One Road (OBOR) initiative could see US \$1.3 trillion in spending in the first decade on upgraded or new railways, ports, pipelines, power grids and highways. The OBOR initiative will connect 115 countries or regions, covering a vast area of Eurasia and parts of Africa, Latin America and Oceania. As a major commodities exporter, Australia is well positioned to benefit. 🌐



**Foreign flag ship arrivals**



The year-on-year growth in commercial shipping has slowed in the short- to medium-term, primarily due to the declining growth in the commodities export sector. In 2018 foreign-flagged ship arrivals rebounded slightly on 2017 to record a 2.08 per cent growth.

Our projected levy revenue is now based on average levy revenue growth of 1.5 per cent per annum. Our response to subdued levy growth is discussed under strategic challenge 4, pages 64–74.

The shipping fleet operating in Australian waters is predominantly foreign-flagged, and we know that large segments of the fleet have been operating under severe financial stress for some time due to the global economic downturn.

Volatility and uncertainty have increased. Some sectors of the industry—such as container shipping—are likely to experience several ‘boom and bust’ cycles over the medium-long term.

The stress, volatility and uncertainty could impact safety, particularly if ship owners are struggling to maintain their ships and a competent crew. We need to foster a safety culture across the domestic industry to manage the risks in a way that we can improve maritime safety outcomes.

We expect tight economic conditions to continue into 2019–20, and possibly beyond.

However, the long-term outlook remains positive. From 2014 to 2030, bulk freight is forecast to increase by 50 per cent and national container throughput is projected to double. Australia’s containerised international exports is expected to almost double by 2030 due to resurgent demand from China and South-East Asia.

At the same time, Australia’s strong demand for imported consumer goods is forecasted to grow broadly in line with the economy. Much of the increased commercial maritime activity will occur in environmentally sensitive areas, including the Great Barrier Reef, the Torres Strait and the north-west coast of Australia. 🌐



### Technology

Industry continues to push the boundaries. Flow-on effects are numerous and wide ranging, including:

- the emergence of new technologies, including:
  - autonomous vessels
  - new vessel propulsion systems and fuels like gas, fuel cells, lithium ion batteries and renewable energy (sails, solar etc) in response to rising concerns about carbon emissions in maritime transport
- rapid innovation in areas such as supply chain management
- the ability for vessels, including undersea, to explore and extract resources in far more extreme locations (deep water, seabed) in an economically viable way
- increasingly larger ships with deeper draughts to improve efficiency, reduce operating costs and maintain profitability
- the growing offshore renewable energy sector, for example, wind farms.

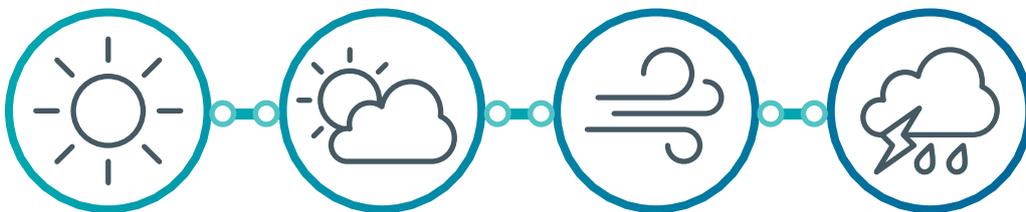
Anticipating emerging technologies—and the disruption that comes with it—is key for both the maritime industry and AMSA.

We need to engage early with industry, identify our preferred approach, and then communicate it widely. If we do this, it will help to guide industry and ensure AMSA remains engaged and current.

Internally, anticipating technology change is critical for our capital and infrastructure investment planning, and to identify opportunities to use technology to improve safety.

### Weather

The increasing intensity of extreme weather events may impact our key infrastructure, particularly our aids to navigation network. Our design, maintenance and insurance programs must account for this trend. ⑥



## Factors within our partial control

### Domestic commercial vessel safety culture

AMSA is determined to take a proactive approach to safety, rather than just reacting to accidents and incidents. To do this, we need a more thorough understanding of the domestic commercial vessel (DCV) safety culture.

As a starting point, AMSA conducted a pilot study in collaboration with the University of Queensland and the University of Western Australia which examined safety culture maturity in the domestic fishing industry to help inform better safety practices, and to direct future research in this area.

Safety culture maturity was assessed along nine dimensions grouped into two elements:

- (1) systems and processes—training, communication, role definition, reporting systems, operation schedule, policy and procedures
- (2) people—values, workplace norms, motives.

Interviews were conducted with vessel skippers to understand how safety and safety practices are perceived aboard the vessels they operate. Responses were categorised according to the level of safety culture maturity they demonstrated: 'pathological', 'reactive', 'calculative', 'proactive' and 'generative'.

A pathological safety culture is one in which operators do not care about safety, and are only driven by regulatory compliance and/or a desire not to get caught. A generative safety culture is one in which operators integrate safety into all aspects of the business, trust their staff, use failure to improve, and are on their guard against complacency.

The findings showed maturity levels ranging from 'reactive' to 'proactive'. Responses to questions assessing the quality of systems and processes were most commonly rated as 'calculative', while responses to questions assessing the attitudes and values of people were most commonly rated as proactive.

AMSA will support the DCV industry to improve the safety culture by developing intervention strategies directed at systems and process as well as people; and by leveraging off areas of strength to lift performance across the board. It is important to recognise that the skippers interviewed appeared to be genuinely concerned for the safety and welfare of their crew, and this is something that future intervention strategies will build on.

We are also participating in research work of the Fisheries Research and Development Corporation on inhibitors to safety in the fishing industry.

AMSA is supporting safety initiatives and research projects being delivered through industry associations and other representative bodies through financial contributions and in-kind support. For example, to raise awareness and improve safety performance in the fishing and aquaculture industry Australia-wide, AMSA contributes to SeSAFE, a joint initiative between the Fisheries Research and Development Corporation, AMSA, NT Work Safe, Seafood Industry Australia, and the Western Australian Fishing Industry Council.

### International vessel safety culture

A recent Australian study involving 1026 seafarers on international vessels calling at our ports looked at the influence of organisational safety culture on seafarers' safety and wellbeing. The majority of participants reported an overall positive safety culture on their ships, however, they also reported a number of risk factors:

- **Working hours:** over 20 per cent reported working more than 69 hours per week and that working hours were unpredictable
- **Fatigue and sleep:** 12 per cent reported sleep problems, and close to 20 per cent reported experiencing chronic fatigue
- **Organisational priorities:** wellbeing and mental health were better when seafarers perceived that their organisations prioritised their safety and welfare over operational costs and performance
- **Mental Health:** around 40 per cent reported experiencing symptoms of mental ill health (eg depression and anxiety) sometimes, and around 10 per cent reported experiencing symptoms often
- **Wellbeing:** 90 per cent indicated positive levels of psychological wellbeing (eg good at managing responsibilities), 70 per cent indicated positive levels of social wellbeing (eg have warm and trusting relationships), and 80 per cent indicated positive levels of hedonic wellbeing (eg feeling happy)
- **Safety behaviours:** close to 80 per cent reported high quality compliance to safety rules and procedures, however, more than 40 per cent also agreed that they sometimes just 'tick the boxes' without paying much attention to the actual procedures; and close to 20 per cent agreed that they behave in non-compliant ways (eg skipping procedures to get the job done) while at work.

The study showed that safety leadership was the strongest predictor of developing a safety culture; and that a safety culture was likely to be more developed if seafarers perceived their immediate supervisors as valuing and rewarding safety-related outcomes and behaviours.

As the regulator, AMSA can influence the maritime industry by providing valuable insights like these, and by supporting industry to take positive action to improve the safety culture. For more information on the study, visit our website.

## Sulphur oxide emissions

1 January 2020 will see a global reduction in the sulphur content limit for ships fuel oil from 3.5 per cent to 0.5 per cent. This will be a significant change to the fuel oil used by ships which has traditionally been a 'residual' fuel oil. This new limit aims to reduce the impacts of sulphur oxide (SOx) emissions on the environment and human health. Australian ships, ports, refineries and fuel suppliers will need to make sure that they are ready for the global implementation of this regulation. Ships can use compliant fuel oil or an equivalent method to reduce SOx emissions, provided the resulting emissions are equivalent (ie exhaust gas cleaning systems).

AMSA is working with industry and government agencies to prepare for the new limit. In particular AMSA is working to address the following potential issues:

### Transitional issues

AMSA is actively engaging in discussions in Australia and at the IMO to consider and address a number of transitional issues identified with the new limit, including:

- potential safety issues associated with the use of new, compliant, fuel oils
- the composition of new blend low sulphur fuels and the domestic availability of these fuels, noting that diesel (as used in cars, trucks and trains) can also be used to meet the new limit
- actions to be undertaken if ships must take onboard non-compliant fuel oil due to lack of available compliant fuel oil, including:
  - reporting instances of non-availability
  - investigating such reports to address any gaps in the fuel oil supply chain
  - enforcing the ban on the carriage of non-compliant fuel oil, which will be banned from 1 March 2020
  - determining how to dispose of this non-compliant fuel oil once compliant fuel can be sourced.

The implementation will be supported by a number of tools including the 2019 Guidelines on the consistent implementation of the 0.5 per cent sulphur content limit under the International Convention for the Prevention of Pollution from Ships (MARPOL) Annex VI; guidance addressing the delivery of compliant fuel oil by suppliers; guidance to port State control officers on actions to be taken with the implementation of the new limit; and guidance (both from the IMO and industry) to support operators in the use of compliant fuel oils.

AMSA will continue to develop our compliance approach for the new limit, including consideration of indicative tools (eg sniffer and analysing tools) and sampling to support compliance. AMSA will also look to ensure that tools such as the AMSA fuel oil supplier list supports compliance with the new limit.

### Exhaust gas cleaning systems

Exhaust gas cleaning systems (also known as scrubbers) allow operators to meet the new limit whilst continuing to use fuel that will be considered non-compliant from 1 January 2020 (ie above 0.5 per cent sulphur content). These systems remove (or scrub) the sulphur from the exhaust of a ship. Whilst these systems need to be operated in accordance with the 2015 Guidelines for exhaust gas cleaning systems, which sets limits and criteria for contaminants contained in the washwater generated by the system, there are concerns with the discharge of this water into the sea, and some countries have banned these discharges in their waters. The short-term impacts from these discharges are generally well understood, however more work is required to understand the long-term impacts in harbours and sensitive environments. The IMO will explore the possibility of the IMO technical body, Joint Group of Experts on the Scientific Aspects of Marine Environmental Protection (GESAMP), undertaking this work.

### Greenhouse gas emissions

AMSA in conjunction with other Australian Government agencies, is also working in the IMO to address CO<sub>2</sub> emissions from shipping, including the implementation of the roadmap for developing a comprehensive IMO strategy on the reduction of greenhouse gas (GHG) emissions from ships. The first step in this roadmap was the adoption of an initial strategy on reduction of GHG emissions from ships, with a final strategy to be adopted in 2023.

Between 2018 and 2023, the initial strategy will be implemented primarily through a suite of short-, mid- and long-term measures to reduce greenhouse emissions from shipping. These measures will look at technical, design, and operational mechanisms to reduce emissions, including alternative fuel and energy supply to a ship, for example LNG, biofuels, renewable power, hydrogen, etc.

## Factors within our control

### **Reducing regulatory burden**

Our new Statement of Regulatory Approach (see inside cover for principles) seeks to impose the minimum impact necessary to achieve regulatory objectives.

We can have a positive impact on reducing regulatory burden and complexity at the regulation/standards level, and at the service delivery level.

Reduced burden and complexity, coupled with clear communications, can positively influence safety outcomes for both domestic and international shipping.

### **Increasing regulatory understanding**

How we reach those we regulate and help them understand what they need to do to improve safety is vitally important.

In addition to traditional approaches (mail, media etc), technology offers many more ways to reach our stakeholders in ways that suit them individually and their lifestyles.

## Implications – we must:

- promote a maritime safety culture that leads to positive behavioural change
- have effective legislation and standards in place that anticipate and keep pace with change, including understanding and reflecting the needs of a diverse domestic sector
- have an effective compliance strategy
- maintain a world class port State inspection program
- effectively engage with industry on new legislative and operational arrangements
- develop agile systems and processes to support new regulatory arrangements.

## Our strategic goals are to:

- have safe shipping in Australian waters, operated by competent seafarers
- minimise harmful emissions and discharges from ships in the marine environment
- ensure shipping in Australian waters complies with relevant IMO and International Labour Organization (ILO) Conventions
- develop a predictive, integrated intervention capability to ensure the safety of people and vessels
- influence the international standards and the behaviours of key flag States and trading partners to ensure shipping to and from Australia is done as efficiently and safely as possible.

# Responses

Our response to this strategic challenge is split into focus areas, and the projects and programs we will undertake to deliver improved capability.

## Focus area 1.1: Ensuring regulated vessels are operated safely and meet standards

### In 2019–20 we will:

- maintain our ship and vessel inspection programs
- deliver the annual compliance program to ensure we direct our resources effectively and efficiently
- implement and further develop a regulatory plan that supports our strategic objectives
- continue our communication and education programs to ensure standards are understood across the domestic commercial vessel fleet
- further promote safety management and safety culture for the domestic commercial vessel sector
- monitor developments and review standards that improve safety of regulated Australian vessels (RAV) and domestic commercial vessels (DCV)
- complete the review of Marine Order 505 (Certificates of Competency—National Law)
- work with our portfolio department to support the mandate of the proposed Designated Authority for managing vessels servicing the Special Regime Area under the Timor Treaty
- work towards an amendment of the International Code of the Construction and Equipment of Ships Carrying Liquefied Gases in Bulk (IGC Code) to allow the carriage of bulk liquid hydrogen by sea
- continue our work to improve cargo carriage and securing safety
- continue our work to improve cargo safety, focusing on the hazards associated with the liquefaction of bulk cargoes and verifying container weights
- engage with standard setting agencies both domestically and internationally
- in collaboration with our portfolio department implement our international obligations in domestic legislation

### Over the next four years we will:

- further develop a regulatory policy in relation to the share economy and ‘disruption’
- develop regulatory responses for autonomous vessels and the increased use of automation on ships that is consistent with international initiatives
- monitor research into human factors, and contribute to efforts that will positively impact on the safe operation of vessels
- work with industry to reform the National Standard for Commercial Vessels (NSCV)
- continue to lead work internationally on shipping of solid bulk cargoes, particularly our major exports, to better manage safety risks

- continue efforts to make regulatory requirements, including standards, easier for industry to understand and implement
- review Marine Orders expiring in 2023 and 2024 under sun-setting provisions in the *Legislation Act 2003*
- review and refine an internal service delivery training system for AMSA operational staff.

## Focus area 1.2: Preventing pollution from shipping

### In 2019–20 we will:

- implement the AMSA compliance strategy
- support effective implementation of the 0.5 per cent sulphur limit for ships fuel in 2020 (2020 Global Sulphur Cap)
- undertake research to improve information on air emissions from ships in Australian waters including investigating the case or otherwise for Emission Control Areas
- work with state and Commonwealth departments to address shipping emissions and discharges, including sewage and exhaust gas cleaning systems washwater
- seek to enhance Australia's implementation of MARPOL Annex V (garbage) by continuing to investigate the feasibility of recycling of waste from international ships in Australian ports
- be actively involved in global action to address pollution from shipping including marine plastic litter, particularly through the IMO Action Plan to Address Marine Plastic Litter from Ships
- review the funding mechanism and policy for deployments under the Pacific Islands Regional Marine Spill Contingency Plan (PACPLAN) within government
- further consider the prevalence of fluorinated fire-fighting foam on ships in Australian waters, given environmental and health concerns, and states moving to ban their discharge to the environment (see box next page)
- engage in discussions on international standards for foams in the IMO
- address the issue of greenhouse gas emissions by contributing to ongoing work under the initial IMO Greenhouse Emissions Reduction Strategy and the implementation of the data collection system under MARPOL Annex VI.

**Over the next four years we will:**

- progress the relevant work items associated with the (now revised) North-East Shipping Management Plan, including investigating the environmental benefits of vessel arrival systems
- contribute to a coordinated national approach for the effective implementation of MARPOL in Australia, including port waste reception facilities in Australian ports
- work constructively with other Member States to develop global solutions to ship-sourced pollution that correlate with our national interests, including appropriate measures for the reduction of ship-sourced marine debris and greenhouse gas emissions from shipping
- contribute to inform debate on the issue of fluorinated firefighting foams on vessels at the IMO, including the need for potential management measures, particularly noting the expected ratification of the Stockholm Convention and how this will be applied to ships operating, and be applicable to Australian waters (see box below).

**PFOS**

PFOS stands for perfluorooctanesulfonic acid or perfluorooctanesulfonate. PFOS is a per- and poly-fluoroalkyl substance (PFAS) used in some aqueous film-forming foams (AFFFs) used in firefighting and fire training.

PFOS was added to Annex B of the Stockholm Convention on Persistent Organic Pollutants in 2009. This means that parties to the convention that have ratified the listing of PFOS must take measures to restrict its production and use unless they have notified the Secretariat of their intention to produce those substances for an acceptable purpose, or claim a specific exemption in accordance with part I of Annex B to the Convention (including for the use in firefighting foams).



Source: [iStock.com/Hohenhaus](https://www.iStock.com/Hohenhaus)

Australia ratified the Stockholm Convention on 20 May 2004 and became a Party on 18 August 2004. However the PFOS listing has not yet been ratified, and as such, is not yet in effect. The Department of Environment and Energy (DoEE) is leading the treaty-making process to ratify the listing, including public consultation on the Regulation Impact Statement for a national phase out of PFOS. Current Commonwealth and state-based legislation or policies (with the exception of Queensland and South Australia policy) do not prohibit or restrict the use, or discharge of PFOS-based foams, including on ships entering Australia.

AMSA is working with DoEE on the implications of the ratification of this listing for both domestic and international vessels.

### Focus area 1.3: Supporting safe navigation

**In 2019–20 we will:**

- progress the policy responses identified in *Navigation Services in Australian Waters—Outlook to 2030*
- work with stakeholders to refine and improve the training and certification requirements that underpin coastal pilotage to ensure they continue to be effective, world leading and deliver contemporary training outcomes
- continue to enhance the aids to navigation network by reviewing our strategic asset management plan including improved planning and analysis
- continue to take advantage of technical innovations across our aids to navigation network (see box below)
- advocate for resilience of positioning, navigation and timing services in Australia from a maritime perspective and contribute to the development of a business case to establish a Satellite Based Augmentation System (SBAS) service in Australia
- evaluate and validate any possible changes to the Torres Strait draught limit regime for deep draught vessels using the under keel clearance management (UKCM) system
- lead Australia’s efforts to provide digital maritime services including international engagement on Maritime Connectivity Platform (MCP) activities
- engage in international efforts to establish a maritime data exchange system—VHF Data Exchange System (VDES).

S-129 will enable UKCM service providers to transmit the information their systems produce to ships, and for ships systems to be able to display that information. This will contribute to better shared mental models between ship’s crews, pilots and vessel traffic services to enhance the safety of navigation. S-129 will also help ships crews plan their voyages from berth-to-berth which is an International Convention for the Safety of Life at Sea (SOLAS) requirement. At present, information about the existence of UKCM services is not readily available within official navigation products, but S-129 will change this.



Source: iStock.com/laughingmango

**Over the next four years we will:**

- be actively involved in global research and innovation on the changing future of aids to navigation
- optimise aids to navigation asset management strategies including improved requirements planning and analysis to enhance operational and financial objectives
- use our heritage strategy to guide us in the management of the aids to navigation that are of cultural and natural heritage value
- respond appropriately to new and future technologies such as autonomous vessels and other technologies that are disruptive to the response and navigation operating environments
- progress the work items associated with the North-East Shipping Management Plan
- work with the fishing industry to communicate the benefits of using Automatic Identification Systems (AIS) to operate more safely
- facilitate the introduction of Australia's Satellite-Based Augmentation Service (SBAS) in the maritime sector, including the decommissioning of AMSA's legacy Differential GPS service
- advocate for a formal marine spatial planning framework in Australia
- optimise the draught regime through the Torres Strait where it is safe to do so
- lead international efforts to standardise UKCM-related chart overlay information that feeds into shipborne Electronic Chart Display and Information System (ECDIS)
- progress the policy-setting responses for safety of navigation outcomes identified in *Looking Ahead—AMSA's Operating Environment 2017–2027*
- contribute to water space management practices for Australia
- participate in the review of Vessel Traffic Services (VTS) international standards
- continue the certification and audit of VTS providers.

## Focus area 1.4: Contributing to and implementing international conventions

### In 2019–20 we will:

- implement the changes to subordinate legislation to give effect to the 0.5 per cent low sulphur fuel global requirement by 2020
- implement changes to include IRIDIUM and other future service providers in the Global Maritime Distress and Safety System
- continue to deliver our long standing and significant technical cooperation programs by working with, supporting and assisting our regional counterparts: Indonesia, Papua New Guinea, the Solomon Islands and in the South-West Pacific
- support Australia's engagement at the IMO and other international standard-setting bodies to ensure international standards align with our national priorities
- continue bilateral and regional engagement focusing on reducing the risk of safety or environmental incidents in Australian waters and in nearby areas where Australia has an obligation to respond
- continue to work with neighbouring states to collectively improve performance in search and rescue, ship safety and pollution prevention and response
- continued close engagement with major trading partners including China, Republic of Korea and Japan to ensure ship movements in Australian and neighbouring waters are safe, environmentally responsible and efficient.

### Over the next four years we will:

- work closely with like-minded States to influence and progress issues at the IMO, the ILO, International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) and the International Civil Aviation Organization (ICAO)
- actively contribute to IMO meetings, working groups, and correspondence groups relevant to Australia's interests and engage domestically to inform Australia's positions within these groups
- actively contribute to ICAO and IMO efforts towards improvements in the global SAR system and their efforts to harmonise aviation and maritime SAR systems, such as the new Global Aviation Distress Safety System (GADSS)
- manage technical cooperation activities in the Indian Ocean and Pacific regions
- ensure our regulations complement our international obligations and vice versa
- ensure international obligations are effectively implemented through Australian regulation or policy
- exercise continued leadership within the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) forum by continuing to provide the secretariat and facilitating increased cooperation on maritime issues in the Asia-Pacific
- work towards an IMO that is more reflective of Australia's broad maritime interests, including better governance of the high seas and areas outside of Australian waters.

## Focus area 1.5: Seafarer competency and welfare

### In 2019–20 we will:

- actively contribute to the development of international seafarer related standards
- complete the review of Marine Order 505 (Certificates of Competency—National Law) to improve domestic seafarer standards.

### Over the next four years we will:

- develop tools and programs to assist the domestic sector to improve the standards for seafarer competency
- provide clearer competency requirements promoting seafarer career progression from near-coastal to international operations, and develop a risk-based framework for crew performing low complexity functions
- enable training providers to deliver training in emerging technologies such as electronic navigation systems, through modern approaches such as distance learning and simulation
- continue to deter unseaworthy and substandard ships that do not comply with the *Maritime Labour Convention 2006* (MLC) from calling at Australian ports
- continue to engage internationally through the IMO on the implementation of international seafarer standards
- engage stakeholders domestically on seafarer issues in preparation of the MLC Special Tripartite Committee in 2021
- work with the IMO and industry to improve capability in managing human factors such as fatigue
- give effect to amendments to the Code of the MLC as approved on 5 June 2018, by the 107th session of the International Labour Conference. These amendments give effect to changes related to requirements to maintain seafarer conditions if held captive by an act of piracy.

# Demonstrating performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	Method	System*	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 1.1: Ensuring regulated vessels are operating safely and meeting standards</b>										
1.1.1	The inspection rate of risk assessed eligible foreign-flagged ships under the port State Control (PSC) program meets the following targets:	Using the risk profile (P1=high, P4=low) of individual ships as a basis, our inspection regime—as a preventative measure—ensures we concentrate our resources on those ships that pose the greatest threat to safety and the environment.								
	Priority one ships		80%	Quantitative	Shipsys	3,4	✓	✓	✓	✓
	Priority two ships		60%	Quantitative	Shipsys	3,4	✓	✓	✓	✓
	Priority three ships		40%	Quantitative	Shipsys	3,4	✓	✓	✓	✓
	Priority four ships		20%	Quantitative	Shipsys	3,4	✓	✓	✓	✓
1.1.2	Extent to which inspections of high risk ships are conducted within targeted timeframes	All eligible ships (P1–P4) are targeted for inspection every six months. Timely inspections of high-risk ships in particular, including passenger vessels, improves safety by identifying and rectifying faults (operator responsibility), and encouraging owners to operate vessels safely.	100%	Quantitative	Shipsys	3	✓	✓	✓	✓
1.1.3	The annual number of port State, flag State control (FSC) and domestic commercial vessel (DCV) inspections meets the following targets:	By establishing representative samples by ship inspection type, we can monitor the quality of ships in Australian waters with some certainty, and determine whether trends are emerging that may pose a risk to safety and the environment.								
	All inspections		7460 <sup>1</sup>	Quantitative	Shipsys	1	✓	✓	✓	✓

**\*System description**

**Shipsys:** IT system used to manage vessel and cargo inspections, a range of approvals, certificates and determinations, etc, vessel surveys and marine incident.

**National Environmental Maritime Operations System (NEMO):** web-based customisable incident management system, based on Noggin OCA (Organise, Communicate, Act), that is designed to manage and monitor all National pollution and maritime casualty incidents.

**NEXUS:** Mission critical system designed to provide operational SAR staff with the ability to communicate with other SAR authorities including SAR crew, Air Traffic control, state and territory authorities.

<sup>1</sup> Change. Domestic commercial vessels (DCV) inspections included under ‘all inspections’, and targets consolidated under ‘all inspections’. Inclusion of DCVs and consolidation of target recognises that the same ship inspection resources are used to service the different vessel types.



No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 1.1: Ensuring regulated vessels are operating safely and meeting standards</b>										
1.1.4	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i> ) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.								
1.1.4.1	Average number of deficiencies per inspection compared to a rolling 10-year average	Indicates whether the standard of ships operating in Australian waters is improving/worsening.	< 3.25	Quantitative	Shipsys	NA	✓	✓	✓	✓
1.1.4.2	Percentage of ships detained as a proportion of all PSC inspections	Indicates the quality of the foreign-flagged ship fleet visiting Australia.	< 7.5%	Quantitative	Shipsys	1	✓	✓	✓	✓
1.1.4.3	Proportion of serious incidents to total port arrivals <sup>2</sup>	Indicates whether safety in the shipping industry is improving/ worsening.	< 0.5%	Quantitative	Shipsys	NA	✓	✓	✓	✓
1.1.4.4	The age of ships coming to Australia relative to the age of ships in the worldwide fleet	Indicates: (1) the overall quality of the foreign Flag ship fleet visiting Australia. (2) increasing/decreasing risk of the foreign Flag fleet coming to Australia, eg younger vessels = lower risk, older = higher risk (lead indicator), (3) how successful we've been influencing ship owner/ operators not to send older/ higher risk ships to Australia (lag indicator).	At least 50% below the average age of the worldwide fleet.	Quantitative	Shipsys	NA	✓	✓	✓	✓

Measures that appear in the Portfolio Budget Statements are denoted in blue text.

<sup>2</sup> Several factors are considered by AMSA to determine whether an incident is deemed serious, including the cause of the incident; WHS considerations; impacts on the environment; other vessels, and the community; and potential impacts. Incidents are graded on a case-by-case basis.

No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 1.1: Ensuring regulated vessels are operating safely and meeting standards</b>										
1.1.5	Improvement in the standard of domestic commercial vessels is demonstrated through:									
1.1.5.1	Fatalities in domestic vessel seafarers trend towards zero <sup>3</sup>	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	trending to zero	Quantitative	Incident Reporting System	NA	✓	✓	✓	✓
1.1.5.2	Fatalities in domestic vessel passengers trend towards zero <sup>4</sup>	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	trending to zero	Quantitative	Incident Reporting System	NA	✓	✓	✓	✓
1.1.5.3	The number of very serious and serious incident reports as a percentage of the total number of incidents reported, decreasing and trending towards zero <sup>5</sup>	As the industry's safety culture matures, operators are more likely to report incidents. An overall increase in incident reporting is positive as it indicates increasing levels of safety awareness. Further, as the regulatory system matures the number of very serious and serious incidents reported should decrease	trending to zero	Quantitative	Incident Reporting System	NA	✓	✓	✓	✓
<b>Focus Area 1.2: Preventing pollution from shipping</b>										
1.2.1	Number of significant pollution incidents caused by shipping in Australian waters <sup>6</sup>	A low number of significant pollution incidents is a measure of AMSA's success in preventing marine pollution.	zero incidents	Quantitative	Shipsys and NEMO	NA	✓	✓	✓	✓

<sup>3</sup> Measure is related to deaths associated directly with the operation of the vessel. For example, fatalities from a vessel sinking are included, but deaths from natural causes (eg a heart attack) are not.

<sup>4</sup> New measure. Including DCV passenger fatalities recognises the total loss of life impact of DCV incidents, and assists with investigation and analysis.

<sup>5</sup> Measure captures regulated Australian Vessels (RAVs) and foreign vessels. Reporting will include percentage and count.

<sup>6</sup> Measure has been simplified and the target has changed. A significant pollution incident is a discharge of over 50,000 litres/50 tonnes. There have been three discharges in Australian waters of this scale in the last 20 years, and AMSA has reported a 0% result for over five years against this target. In keeping with our vision of clean seas, in January 2019 AMSA committed to a new target of zero incidents.



No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 1.3: Supporting safe navigation</b>										
1.3.1	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	A high rate of reliability and availability across our aids to navigation network has a direct, positive relationship with vessels operating safely. Also measures the extent to which our aids to navigation contractor is meeting KPIs.	99%	Quantitative	AMSA AtoN Availability Database	NA	✓	✓	✓	✓
<b>Focus Area 1.4: Contributing to and implementing international conventions</b>										
1.4.1	Regulatory measures are introduced consistent with international effect dates	A current, up-to-date regulatory framework influences the way ships are operated, and promotes safe shipping.	100%	Quantitative	Annual Regulatory Plan	NA	✓	✓	✓	✓
<b>Focus Area 1.5: Ensuring seafarer competency and welfare</b>										
1.5.1	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i> ) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.								
1.5.1.1	Average number of Maritime Labour Convention deficiencies per inspection	Indicates whether seafarer working and living conditions are improving or worsening, and prompts further investigation/ action.	< 0.5	Quantitative	Shipsys	NA	✓	✓	✓	✓
1.5.1.2	Onshore complaints made under the Maritime Labour Convention are investigated	Timely investigation and resolution of complaints improves seafarer working and living conditions immediately, and sends a clear message to vessel owners/operators that poor treatment will not be tolerated.	100%	Quantitative	Shipsys	NA	✓	✓	✓	✓

No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Regulatory performance</b>										
R	Monitor overall regulatory performance through:	Monitoring how stakeholders perceive AMSA's performance on a regular basis is central to improving the services we deliver, and preventing issues from escalating.								
R.1	Regular formal and informal feedback									
R.1.1	National System Satisfaction	Indicates the level of customer satisfaction with the service delivered by our call centre, and whether their issue was resolved satisfactorily. Helps us to improve our services, and identify potential issues which may prompt further investigation/action.	90%	Quantitative	Feedback Module	1,2,3,4, 5,6	✓	✓	✓	✓
R.1.2	Regulator Stakeholder Survey	Survey that provides stakeholders with the opportunity to rate our interaction as a regulator with them across six key performance areas on a scale of 1-6. <sup>7</sup>	average greater than or equal to 3 <sup>8</sup>	Quantitative	Online survey, telephone survey	1,2,3,4, 5,6	✓	✓	✓	✓
R.1.3	Email campaigns from AMSA	Indicates how successful our email campaigns have been in reaching target audiences	30% (open rate)	Quantitative	Swift Digital	1,2,3,4, 5,6	✓	✓	✓	✓

<sup>7</sup> To streamline reporting, the six individual key performance areas reported previously have been consolidated into an average overall score. The six contributing key performance areas—aligned to the six Regulator Performance Framework key performance areas—are (1) AMSA helps vessel owners and seafarers safely operate or work on a vessel without getting in the way, (2) Communications I get from AMSA are clear and useful (3) Given the risks involved in what I do, the level of regulation is about right, (4) AMSA's compliance and monitoring arrangements are well organised and efficient, (5) AMSA explains its decisions well, (6) AMSA is always trying to improve maritime regulations to create a safer and more efficient industry.

<sup>8</sup> Scale: 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree.





# 2 Challenge:

## Delivering the national system for domestic commercial vessel safety

The maritime industry in Australia has undergone one of the most significant periods of regulatory change in 100 years with the creation of a single national system for domestic commercial vessel safety as part of the 'Seamless National Economy' agenda.

In July 2013, AMSA became responsible for maritime safety regulation for approximately 27,000 domestic commercial vessels and 66,000 domestic seafarers. Service delivery has been performed by states and territories on our behalf under delegated arrangements. In late 2014 the decision was made by the Transport and Infrastructure Council that AMSA would assume this service delivery role, agreeing this would commence on 1 July 2018. This was a significant milestone in AMSA's history, and presented a unique challenge and opportunity.

In December 2017, Australia's Transport Ministers agreed to provide more than \$100 million to support industry transitioning to National System service arrangements under AMSA.

In July 2018, the Federal Government announced that it will provide an additional \$10 million, increasing their contribution to \$65 million over ten years—and increasing total funding by all governments to \$112.4 million.

The additional funding has provided two more years for AMSA to engage with industry on a range of important matters including:

- the most effective and efficient way to deliver services to industry
- opportunities to reduce costs to industry without compromising safety
- ways to reduce administrative burden so industry can get on with the job.

For industry, this additional funding means no levy will be charged for the first three years of AMSA's service delivery.

Due to its impact organisation wide, the first few years of National System delivery constitutes a genuine strategic challenge. We hope that over time it will become business as usual. In keeping with that sentiment, elements of National System already feature in several areas in Strategic Challenge 1.

# Operating environment

## Snapshot

	Fatalities	Diversity of the fleet	Safety culture and attitudes toward regulation
Trend			
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## Factors beyond our control

### Diversity

The domestic commercial vessel fleet is diverse, made up of a broad range of vessel operations associated with a large number of industries and geographically dispersed sectors. Many of the vessels that make up the fleet have been subject to varying levels of safety regulation under previous state and territory arrangements. As such, there is wide disparity in safety culture and attitudes towards regulation across the fleet.

Many vessels in the fleet were built before the National Standards for Commercial Vessels or even their predecessors, the Uniform Shipping Laws, were adopted.

## Factors within our partial control

### Fatalities

Fatalities in some parts of the domestic commercial vessel sector remain too high. On average, a dozen lives are lost every year. AMSA wants that number to trend towards zero, and will be doing everything it can to help industry achieve that target. However, the maritime environment is unpredictable and unforgiving, and not all risks can be mitigated. A robust safety culture will help industry to manage these risks.

### Accountability, flexibility and certainty

We are responsible for implementing the national law, and have significant discretion about how services are delivered. As such, we can use all the tools available to us to effect positive change including safety management systems (SMS), compliance measures, and education and awareness campaigns focused on standards and safety.

The funding decisions in December 2017 and July 2018 give us certainty in terms of progressing key National System projects.

### Grandfathering

Under transitional arrangements from the States and Territories a number of exemptions were granted under grandfathering provisions. Examples include some fishing vessels being exempted from survey, and some crewing requirements. Grandfathering arrangements—while a pragmatic solution during transition—are not consistent with the ‘one system for all’ philosophy that underpins the National System, and will not deliver the safety benefits envisaged by the Council of Australian Governments (COAG) National Transport Reform package. With support, we intend to work with government and industry to look at options for improving the standards and safety outcomes for grandfathered vessels.

**Data driven**

The quality and consistency of the data we inherited from the States and Territories was poor. As our knowledge of the domestic fleet grows, the depth and reliability of the data improves, and we begin to reap the benefits of our investment in new systems, we have the opportunity to use that knowledge and data to better inform our decisions, and design our intervention programs.

**Factors within our control****Leveraging strengths**

Our historical strength and capacity in ship safety and marine pollution prevention and response means that we have a strong team of professionals who have a proven track record. We can leverage off these strengths for domestic commercial vessels.

## National system key statistics



**231**

Marine Inspectors



**23,989**

certified seafarers under the national system\*



**1,372**

DCV inspections

\* There are up to 50,074 additional seafarers with valid certificates under grandfathering arrangements.



certificates issued\*\*

\*\* This includes certificates issued to correct errors in data inherited from state administrations. Statistics for the period 1 July 2018 – 31 March 2019



**4,024**  
certificates of operation



**2,178**  
certificates of survey



**8,922**  
certificates of competency



**3,300**

survey activities completed by accredited marine surveyors



**7,100**

applications received by VSU



enforcement notices issued



**3**  
detention notices



**92**  
direction notices



**128**  
improvement notices



**111**  
prohibition notices



**57**  
breach reports



**59**  
infringement notices

## Implications – we must:

- better understand our domestic commercial vessel stakeholders to inform our policy development and collaboration with industry (also see our strategic enabler: Collaborating with our community)
- implement a risk-based regulatory framework that is data driven, adaptable, maintains safety standards, and allows for innovation
- manage the complications of the transition to the National System including the many ‘grandfathering’ arrangements, and look at options for improving the standards of grandfathered vessels
- develop an appropriate and cost effective service delivery model
- ensure our work is enabled by appropriate technology
- seek legislative reform of the *National Law Act 2012*

## Our strategic goals are to:

- promote continuous improvement in marine safety and public confidence in the safety of marine commercial operators
- encourage industry to develop a safety culture to ensure the effective identification and management of safety risks
- reduce regulatory and administrative burden without compromising safety

# Responses

Our responses to this strategic challenge are broken into focus areas, and the projects and programs we will undertake to deliver improved capability.

## Focus area 2.1: Education, compliance and enforcement

### In 2019–20 we will:

- implement our compliance strategy to maximise voluntary compliance while creating effective deterrence to non-compliance
- continue to develop our vessel inspection program and add resources where required
- review how we communicate with industry and the effectiveness of consultative arrangements with the sectors
- progressively implement the plan to reduce fatalities and vessel losses, eg options to address fishing boat hook ups, using all potential compliance options
- continue to develop education materials, such as *A guide to fishing vessel stability*, to assist industry to understand the risks of their operations
- continue to promote and educate industry on safety management systems
- continue to build a common understanding that:
  - industry owns safety
  - safety management systems are important.

### Over the next four years we will:

- as better data becomes available, develop key industry safety indicators and better targeted compliance activities
- promote development of a safety culture owned by industry
- focus on operator and seafarer awareness and education, tailored to their needs.

## Focus area 2.2: Service delivery

### In 2019–2020 we will:

- continue to implement our plan to enhance service delivery, including improving:
  - data quality
  - on-line service offerings
  - communications, including engagement through AMSA Connect (our contact centre)
  - customer relationship management
- ensure we have appropriate resources, knowledge and staff in the regions and centrally
- work to deliver organisation-wide efficiencies, alignment and economies of scale in service delivery
- confirm decision-making and escalation processes.

## Focus area 2.3: Regulatory framework

### In 2019–20 we will:

- work with industry and Department of Infrastructure, Transport, Cities and Regional Development to develop a new regulatory plan that sets out a vision for the future of the National System to improve legislation and service delivery, and identify opportunities to reduce costs to industry without compromising safety.
- review AMSA's arrangements for standard setting for domestic commercial vessels (NSCV)
- identify opportunities to reduce complexity in marine orders and exemptions.

### Over the next four years we will:

- take steps to implement the vision for the future of domestic marine safety regulation, including moving away from grandfathered arrangements where possible
- reduce or remove complexity wherever possible, relying less frequently on exemptions and other temporary mechanisms
- continue to work with our portfolio department to streamline legislative and regulatory frameworks and to reduce red tape without compromising safety.

## Focus area 2.4: Information technology and funding arrangements

### In 2019–20 we will:

- ensure our information technology platform meets customer and business needs, including transactions like certification and payment
- continue to transfer and validate information from our state and territory partners
- enhance our shipping levy management systems
- further refine our customer relationship management (CRM) system.

### Over the next four years we will:

- concentrate on clearly defining operational business requirements for new or existing IT systems
- refine our information technology platform
- with wide public consultation, review all National System costs and charges (2020–21)
- provide mechanisms for stakeholders to self-manage their details in AMSA systems.

Capability—delivery of the following projects and programs is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Focus area 2.1: Education, compliance and enforcement	National System Transition Program	Finalise the development of systems and move them into a phase of support and maintenance with ongoing refinements to improve our service delivery to National System stakeholders.	December 2019
Focus area 2.3: Regulatory framework	<i>Marine Safety (Domestic Commercial Vessel) National Law Regulation 2013 review</i>	As part of a new Regulatory Plan, identify issues with the current scope of the National Law including barriers to technological innovation, and opportunities to improve arrangements for accreditation and quality management of marine surveyors.	June 2020

## Demonstrating performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 2.3: Regulatory framework</b>										
2.3.1	Regulatory instrument reviews are introduced consistent with the planned dates of effect set out in AMSA's Regulatory Plan. <sup>9</sup>	Timely delivery of the Regulatory Plan leads to better safety outcomes	100%	Quantitative	Annual Regulatory Plan	NA	✓	✓	✓	✓

<sup>9</sup> New measure. Further balance the performance reporting for regulatory changes across domestic and international timeframes.





# 3 Challenge:

## Providing incident preparedness and response

In addition to being a regulator, we are an intervention and response agency. We plan and prepare for incidents, and we are ready to respond 24 hours a day, 365 days of the year.

Ideally, we want to intervene before lives or the environment are at risk. We are therefore placing increasing emphasis on bringing together information that will help us predict how an incident will develop, and allow us to intervene early to prevent the incident from escalating.

We manage several large contracts and a range of logistical resources that we need to support our operations. We also train people in our procedures—both our own staff and those working for our state and territory partners.

We engage with a wide range of partner organisations in Australia and internationally to enhance our capabilities.

Our preparedness and response operations include:

- aviation and maritime search and rescue
- maritime assistance services
- marine pollution response.

# Operating environment

## Snapshot

	Overall commercial shipping activity – long term	Recreational boating activity	International aviation	Use of personal locator beacons (PLB)	Technology – growth, disruption
Trend					
Page	p.16, 49	p.49	p.50	p.51	p. 17, 51

## Factors beyond our control

### Shipping

The long-term growth rate in commercial shipping activity (see Strategic Challenge 1: operating environment), within our search and rescue region and around our coastline, has a direct impact on how we resource, plan and prepare, particularly for our marine pollution and maritime casualty intervention operations.

The upward trend in recreational boating also has the potential to increase the workload for our search and rescue operations.

Over **800,000** recreational boats are registered in Australia

On average, **23,000** new boats are registered each year

In 2016, almost **2.6 million** people aged 14+ (13 per cent of the population) reported living in a house with some kind of boat: either a motor/speed boat, a dinghy/canoe/rowboat or a yacht/sailboat.

### Unmanned aerial future

Remotely piloted aircraft represent a considerable and growing sector of aviation in Australia. As of February 2019, the Civil Aviation Safety Authority (CASA) have issued 10,999 remote pilot licences and 1504 remotely piloted aircraft (RPA) operator certificates. CASA continues to see year-on-year growth and while forecasting is difficult, on current trends by 2023 there could be 24,000 remote pilot licences in Australia. In 2019, the number of RPA operator certificates will likely double the number of current air operator certificates.

These developments present an interesting challenge for AMSA as a search and rescue organisation. Will remotely piloted aircraft be available for search operations? If yes, how will AMSA work with the pilots and operators? ⑥



### International aviation

The international aviation industry is predicted to continue to grow strongly for the foreseeable future, benefiting both Australia and other markets world-wide. This is largely driven by international economic growth in provincial areas, higher disposable incomes in emerging markets, and increased air travel in developing economies.

Air travel to and from Australia is forecast to see overseas visitors increase by around 140 per cent from 15.1 million in 2014–15 to 36.6 million by 2030–31. The bulk of this increase will likely be concentrated through relatively few airports, stretching existing capacity. ⑧ ⑨

While international aviation incidents are rare, our experience during the MH370 tragedy illustrated the massive impact such an incident can have on Australia's search and rescue arrangements.

# Operating environment (continued)

## Factors within our partial control

### **Beacons**

The sale, carriage and registration of most emergency beacons are outside our regulatory control, but the consequences of their use are often felt by us as a search and rescue response agency that receives alerts from the devices. We maintain close working relationships with Commonwealth, state, territory and commercial organisations with regulatory responsibilities in an effort to influence the sale, carriage, and registration requirements of emergency beacons. This is often, but not always, an effective way to cross the regulatory gap. In 2019–20 we expect approximately a 12 per cent increase (59,000 beacons) in registrations.

### **Technology**

Emerging and disruptive technologies present both challenges and opportunities.

New distress alerting devices and mobile applications are providing new ways for the community to signal they are in distress and need help. Examples include man-overboard devices, satellite emergency notification devices, and smart phone applications.

These options can present challenges to the national search and rescue system, with interoperability a key consideration.

Emerging and potentially disruptive technologies such as autonomous vessels mean that we must continuously review how we approach our pollution response and search and rescue functions. For example, if there is no one physically aboard a vessel how do we involve that vessel in a pollution response, or search and rescue, in an effective way?

### **Lost cargo and wreckage**

The loss of containers overboard from the YM Efficiency off Newcastle in 2018 caused ongoing problems for industry and the environment. This incident showed that clearer powers are needed to ensure that shipowners and their insurers respond appropriately to the environmental and safety impacts of cargo or wreckage in Australian waters.

## Implications – we must:

- prevent search and rescue incidents, and maritime environmental emergencies, occurring wherever possible
- prepare for search and rescue incidents and maritime environmental emergencies should they eventuate
- respond appropriately to new and emerging technologies such as autonomous vessels and other technologies that are disruptive to the response and navigation operating environments.

## Our strategic goals are to:

- prevent incidents occurring wherever possible
- save lives by coordinating aviation and maritime search and rescue
- respond effectively and efficiently to maritime environmental emergencies.

# Responses

## Focus area 3.1: Pre-emptively intervening to assure vessel safety

### **In 2019–20 we will:**

- continue to build our domain awareness capability leveraging our intelligence, triage and response capabilities to pre-empt incidents and anticipate industry and economic trends likely to impact AMSA's core business
- continue to develop our ability to detect disabled ships and predict their drift trajectory
- leverage off our expertise in incident management to enhance our crisis management practices for major shipping incidents, including mass rescue operations
- finalise the implementation of the outcomes of our incident response resourcing capacity review
- enhance incident review data to support safety-related messaging.

### **Over the next four years we will:**

- be actively involved in global research and innovation on the changing future of aids to navigation
- finalise our 24/7 integrated operations capability and domain awareness, which will support our predictive, integrated intervention capability through a single incident management system
- develop Australia's complex maritime incident arrangements, incorporating mass rescue arrangements
- refresh as appropriate the National Plan for Maritime Environmental Emergencies and the National Search and Rescue Plan.

## Focus area 3.2: Saving lives daily through search and rescue

### In 2019–20 we will:

- continue to develop our search and rescue (SAR) training arrangements
- improve search techniques
- provide governance and strategic management of the national arrangements for SAR within AMSA and through the National SAR Council; focuses include:
  - progressing Australia's approach to a national SAR training framework
  - streamlining communication mechanisms with SAR authorities
  - medical evacuations
- progress operational aspects for AMSA on maritime and aviation search and rescue arrangements; focuses include:
  - Operational Tasking Governance Framework
  - cross-border coordination and interoperability
- manage the withdrawal of the LEOSAR (Low-Altitude Earth Orbiting Search and Rescue) satellite system and the commissioning of the MEOSAR (Medium-Altitude Earth Orbiting Search and Rescue) mission control centre
- coordinate Australia's review of high frequency (HF) radio services and determine future delivery model
- enhance targeted messaging campaigns to support response and safety priorities.

### Over the next four years we will:

- review the beacon registration system
- prepare for the next generation of beacons
- lead the review of regulation and implement mechanisms for tracking and distress alerting devices, ie Cospas-Sarsat distress beacons, SEND and AIS tracking devices
- focus targeted messaging campaigns to support response and safety priorities with enhanced data related to domestic commercial vessels
- actively contribute to Australia's Aviation State Safety Program
- develop mechanisms to support changes to the Global Maritime Distress and Safety System (GMDSS) with specific focus on multiple providers of satellite services.
- engage regionally on SAR with countries adjoining our search and rescue region.

## Focus area 3.3: Delivering an effective incident response capability

### In 2019–20 we will:

- provide the governance framework for national arrangements for maritime environmental emergencies.
- support domestic and international implementations of the Global Aeronautical Distress Safety System (GADSS).
- focus on managing our key capability contracts, including:
  - Emergency Towing Capacity (ETC) level 1
  - finalise contract arrangements ETC level 2
  - aviation search and rescue (our dedicated aircraft)
  - aids to navigation maintenance
  - fixed wing aerial dispersant capability
  - delivery of accredited incident response training
- exercise the fixed wing aerial dispersant capability
- develop a dedicated capability to support AMSA lessons management framework
- manage stakeholder engagement, including bilateral and regional engagement and community education for aids to navigation stakeholders, search and rescue and maritime environmental emergencies
- manage our pollution response and SAR capability and technical development programs.

### Over the next four years we will:

- further develop the dedicated lessons and evaluation capability to support AMSA lessons management framework
- expand our knowledge, understanding and jurisdictional capability relative to Complex Maritime Emergencies in Australian States and Territories
- develop a response team capability for complex incidents
- as one of several Commonwealth agencies with aviation sector responsibilities, support Australia's implementation of the GADSS
- actively contribute to Australia's Aviation State Safety Program
- review emergency response arrangements under the National Plan for Maritime Environmental Emergencies (National Plan).

## Focus area 3.4: Delivering an effective marine pollution response capability

### In 2019–20 we will:

- provide the governance framework, with a focus on enhanced stakeholder engagement, for the national arrangements for maritime emergencies, including coordination of National Plan strategic working groups and delivery of outcomes
- work with our portfolio department to progress amendments to existing maritime pollution cost recovery legislation
- implement changes to the National Plan exercise program
- continue to train, develop and exercise the national response team and the states/NT capabilities
- develop a plan for improving jurisdictional pollution control capabilities and ability to respond to incidents.

### Over the next four years we will:

- review emergency response arrangements under the National Plan
- continue improving jurisdictional pollution control capabilities and ability to respond to incidents
- review national response arrangements based on an assessment of changing risk profiles, including the introduction of low sulphur fuels
- identify and integrate National Plan stakeholder engagement where appropriate
- continue to ensure that National Plan response technologies and capabilities are supported through robust technical, evidence and science-based programs of research and testing.

Capability—delivery of the following projects and programs is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Focus area 3.2: Saving lives daily through search and rescue	Beacons disposal	Develop and implement a plan to manage beacons disposal to make the process as efficient as possible for users, and minimise the risk of inadvertent beacon activation and consequent costs to the Australian taxpayer.	June 2020
Cross-focus areas	Integrated Response	Analyse requirements and design a future business operating model and supporting systems which integrate our existing response management whilst also preparing AMSA to more broadly integrate operational functions across the business. This will improve how AMSA delivers its current and future responsibilities for SAR, pollution and Maritime Assistance Services. Future capability expansion will adopt an all hazards, organisational wide integrated operational capability.	June 2021
Cross-focus areas	Integrated Response System	Identify the requirements for the commissioning of a replacement incident management system to support AMSA's response activities, including search and rescue, maritime assistance and pollution response	June 2021
Cross-focus areas	Consensus Drift Modelling Tool	Develop a drift modelling tool that will predict trajectories for search and rescue, maritime assistance and pollution response.	June 2021

# Demonstrating performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	Method	System	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area 3.2: Saving lives daily through search and rescue</b>										
3.2.1	Save as many lives as possible from those at risk <sup>10</sup>	Measures the effectiveness of AMSA's overall search and rescue coordination capability and management of search and rescue assets to respond to persons that are at risk within the Australian search and rescue region	100% <sup>11</sup>	Quantitative	Nexus	NA	✓	✓	✓	✓
3.2.2	Median time (minutes) for AMSA to receive, assess and, if required, initiate a response. <sup>12</sup>	Measures the effectiveness and use of AMSA resources to apply a capability to assess actions required and initiate a response, if appropriate, for reportable incidents.	10 mins	Quantitative	Nexus	NA	✓	✓	✓	✓
3.2.3	For incidents that AMSA has SAR coordination responsibility, the median time (minutes) for an asset to be on-scene is:	Demonstrates that assets are in the right place on time. Also reflects performance against international on-scene response time standards		Quantitative	Nexus	NA	✓	✓	✓	✓
3.2.3.1	Day		150	Quantitative	Nexus	NA	✓	✓	✓	✓
3.2.3.2	Night		180	Quantitative	Nexus	NA	✓	✓	✓	✓
<b>Focus Area 3.4: Delivering an effective marine response capability</b>										
3.4.1	Maritime environmental emergency response assets are available for immediate deployment to a significant pollution incident <sup>13, 14</sup>	Demonstrates that maritime environmental emergency response assets are available to be tasked and deployed in a timely, effective and appropriate manner to combat marine pollution	100%	Qualitative	Managers review, contract KPIs, availability by days	NA	✓	✓	✓	✓
3.4.2	Sufficient numbers of trained maritime environmental emergency response personnel are available nationally to deploy and support incident management and response operations <sup>15</sup>	Measures ability to provide appropriately trained State and Territory personnel to respond	100%	Qualitative	Managers review, contract KPIs, training program attendance	NA	✓	✓	✓	✓

Measures that appear in the Portfolio Budget Statements are denoted in blue text.

<sup>10</sup> The measure has been updated to better reflect the desired outcome and AMSA's responsibilities. Each search and rescue (SAR) incident reported to AMSA is triaged to assess the requirement to respond to a life at risk. Sometimes the assessment concludes that the life has already been lost, or AMSA is unable to determine if a life is actually at risk, ie false beacon activations. For those incidents which are assessed as requiring a response—ie a life is identified as being 'at risk'—it is important that AMSA measures the performance of resources available to AMSA effect a rescue.

<sup>11</sup> AMSA's intention is to save all lives at risk. In practicality, the circumstances surrounding individual incidents—ie severe medical conditions requiring specialist treatment, bad weather—affect the possibility of success of a SAR response. This reality is reflected in the previous results reported by AMSA for this measure, ranging between 95-99 per cent annually.

<sup>12</sup> Previous measure 3.2.2 has been removed. Number of annual incidents and searches are not relevant to the provision of search and rescuer capability, and are not relevant targets for AMSA. A new measure will be developed over the next year, potentially looking at asset (capability) availability through strategic contracts/providers.

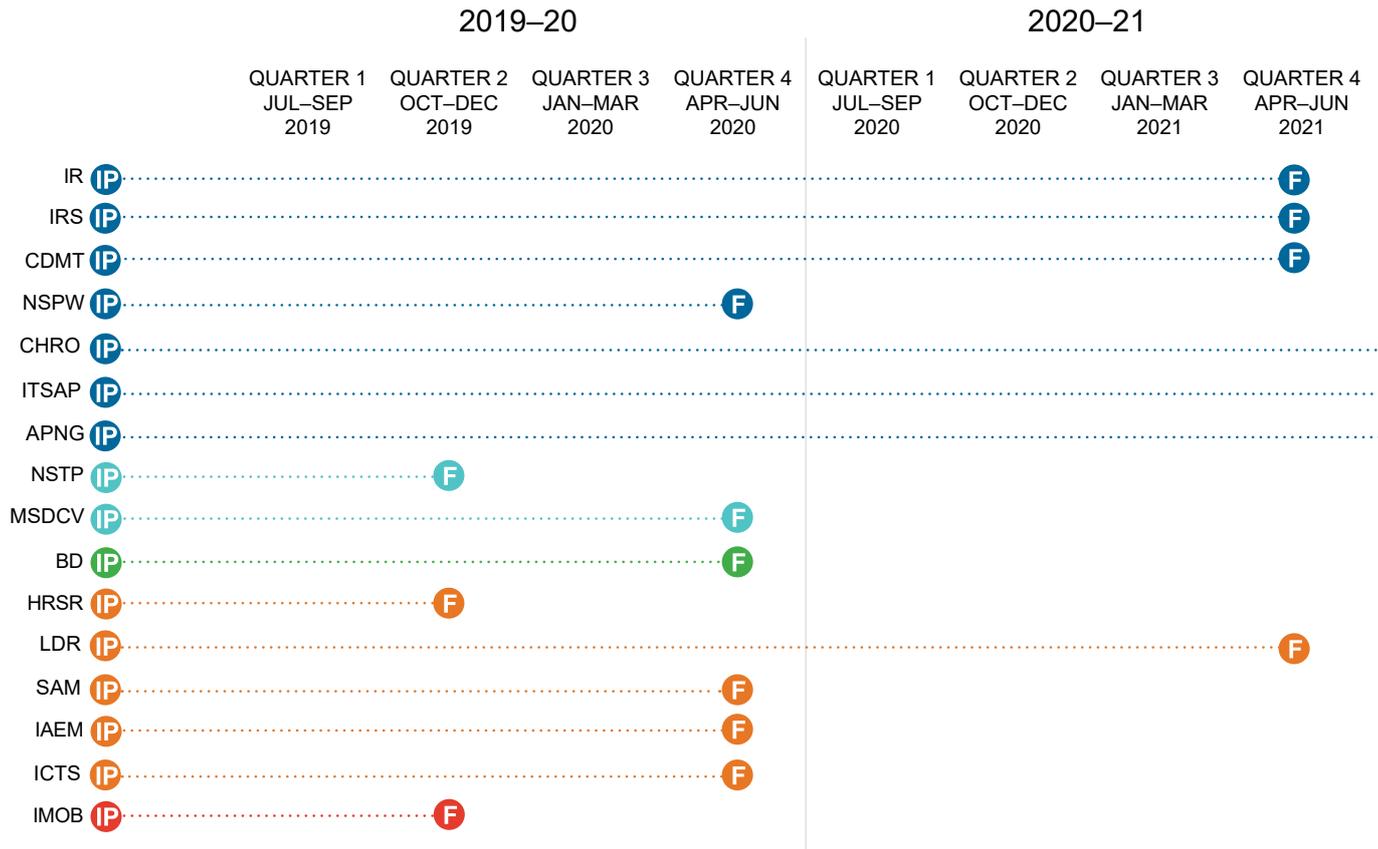
<sup>13</sup> Change to measure name, rationale and target. Acknowledges that response activities commence immediately on receipt of notification.

<sup>14</sup> Pollution response resources include: equipment and dispersant stockpiles; fixed wing aerial dispersant capability; HNS reconnaissance; emergency towage capability levels 1 and 2. Measures if response assets are available for pollution incidents

<sup>15</sup> New measure. measures ability to provide appropriately trained State and Territory personnel to respond. Jurisdictional contributions for the National Response Team are agreed at nine appropriately trained personnel per jurisdiction.

# Capability roadmap

## Key



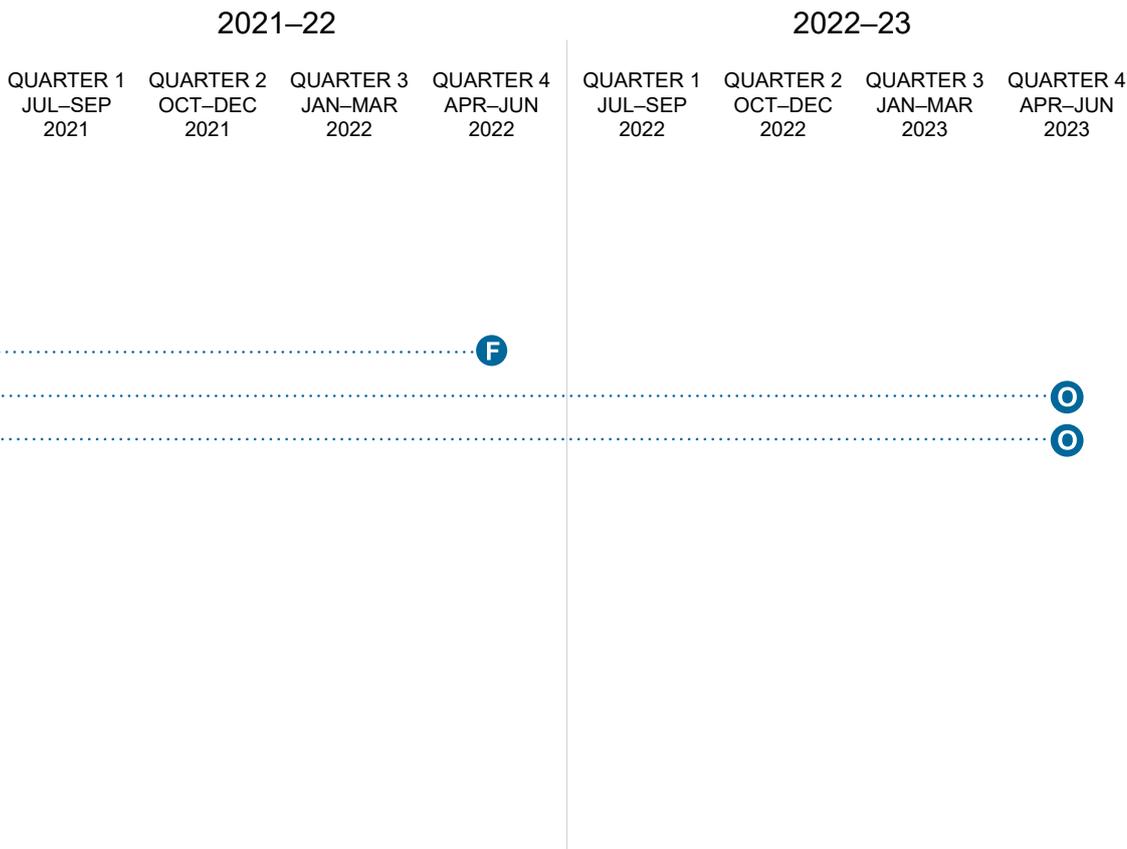
### Cross Strategy:

- Integrated Response (IR)
- Integrated Response System (IRS)
- Consensus Drift Modelling Tool (CDMT)
- National System Property Works (Phase 2) (NSPW)
- Coffs Harbour Regional Office (CHRO)
- Indonesia Transport Safety Assistance Package (ITSAP)
- Assistance to Papua New Guinea National Maritime Safety Authority (APNG)

### Strategic Challenge 2:

#### Delivering the national system for domestic commercial vessel safety

- National System Transition Program (NSTP)
- Marine Safety (Domestic Commercial Vessel) National Law Regulation 2013 Review (MSDCV)



**Strategic Challenge 3:**  
**Providing incident preparedness and response**

- Beacons Disposal (BD)

**Strategic Challenge 4:**  
**Ensuring a vibrant and progressive organisation**

- Human Resources System Rectification (HRSR)
- AMSA Leadership Development Program (LDR)
- Strategic Asset Management (SAM)
- Invoice Automation and Expense Management (IAEM)
- Information and Communications Technology Sourcing (ICTS)

**Strategic Enabler:**  
**Collaboration with our community**

- IMO category B elections (IMOB)

# Plan on a page

Everything we do must contribute to the achievement of our vision and mission.

## Strategic challenge 1

Managing risks to safety and the environment

1.1

### Focus area 1.1

Ensuring regulated vessels are operated safely and meet standards

1.2

### Focus area 1.2

Preventing pollution from shipping

1.3

### Focus area 1.3

Supporting safe navigation

1.4

### Focus area 1.4

Contributing to and implementing international conventions

1.5

### Focus area 1.5

Ensuring seafarer standards and welfare

## Strategic challenge 2

Delivering the national system for domestic commercial vessel safety

2.1

### Focus area 2.1

Education, compliance and enforcement

2.2

### Focus area 2.2

Service delivery

2.3

### Focus area 2.3

Regulatory framework

2.4

### Focus area 2.4

Information technology and funding arrangements

## Strategic goals

- 1.1 Ensure safe shipping in Australian waters
- 1.2 Minimise harmful emissions and discharges from ships in the marine environment
- 1.3 Streamline without impacting safety
- 1.4 Develop a contemporary regulatory and compliance model
- 1.5 Develop a predictive, integrated intervention capability to ensure the safety of people and vessels
- 1.6 Develop service delivery options that are data/evidence driven
- 1.7 Develop risk-based intervention programs that are data/evidence driven
- 1.8 Comply with international standards for training certification and watchkeeping of seafarers
- 1.9 Promote a maritime safety culture that leads to positive behavioural change
- 1.10 Influence the international standards and the behaviours of key flag States and trading partners to ensure shipping to and from Australia is done as efficiently and safely as possible

## Strategic goals

- 2.1 Promote continuous improvement in marine safety and public confidence in the safety of marine operators
- 2.2 Facilitate the development of an industry culture to ensure the effective identification and management of safety risks
- 2.3 Reduce regulatory burden without compromising safety

## Strategic risks

- SR1. National system maturity
- SR2. AMSA does not achieve financial sustainability
- SR3. AMSA is an ineffective regulator
- SR8. AMSA does not effectively engage with customers and stakeholders

## Strategic risks

- SR3. AMSA is an inefficient regulator
- SR8. AMSA does not effectively engage with customers and stakeholders

## Data information

helps us to target all the services we deliver

## Our people

a professional, flexible and engaged workforce is the key to successfully delivering our vision and mission

## PURPOSE

**Who we serve:** The Australian community.

**Purpose:** As Australia's national maritime regulatory body, we promote the safety and protection of our marine environment and combat ship-sourced pollution. We provide the infrastructure for safety of navigation in Australian waters, and maintain a national search and rescue service for the maritime and aviation sectors.

**Vision:** Safe and clean seas, saving lives.

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

## VALUES

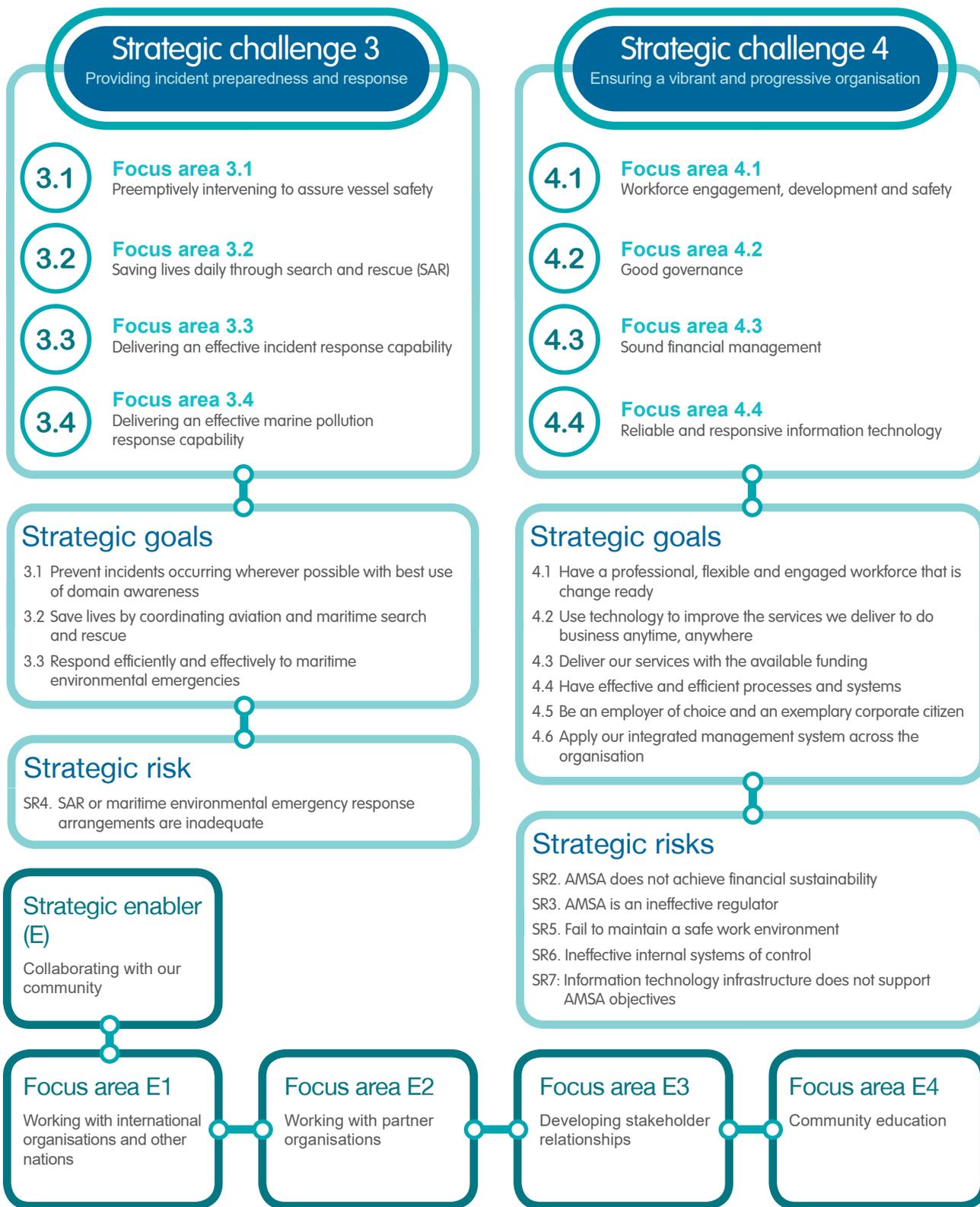
**Professional:** We act with integrity and are pragmatic in our approach.

**Collaborative:** We value and respect others and work together to achieve our objectives.

**Dedicated:** We are committed to AMSA's mission and responsive to the needs of our customers and stakeholders.

**Accountable:** We take responsibility for our decisions and actions.

Our plan on a page helps us to align and identify the contribution our focus areas, core business and change program make towards achieving our strategic goals, meeting our strategic challenges, and ultimately, delivering our vision and mission.



**ENABLER GOALS**

- EG.1 Ensure that international standards reflect Australian expectations and international standards are reflected nationally
- EG.2 Improve and promote maritime safety and environmental protection in our region
- EG.3 Have a strong regional voice in international fora
- EG.4 Ensure regional approaches align with agreed international priorities
- EG.5 Have an informed and engaged community on maritime issues, search and rescue issues, and our role

- EG.6 Have effective engagement with communities to promote maritime safety
- EG.7 Increase stakeholders' understanding of their responsibilities under the National System
- EG.8 Create opportunities for people to provide relevant information and feedback
- EG.9 Increase safety knowledge and practices among people who work with commercial vessels
- EG.10 To be respected and trusted



# 4 Challenge:

## Ensuring a vibrant and progressive organisation

The ability to respond to our operational challenges now and into the future is heavily dependent on our people, processes and technology.

This section describes our broader operating environment considerations, and how we plan to respond to ensure AMSA has the internal capacity and capability to deliver on its vision of safe and clean seas, saving lives.

# Operating environment

## Snapshot

	Shipping levy growth: next four years	Compliance	Public expectations	Security and risk	Technology: growth and complexity	Call centre volumes
Trend	→	↑	↑	▬▬▬↑	↑↑↑	↑↑↑
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## Factors beyond our control

### National System—operational reality

A huge amount of work was done to prepare AMSA to deliver the National System—based on what we knew at the time, and what we expected to happen. The operational reality may continue to deliver surprises that we must respond to.

### Funding

With the exception of natural gas, we have continued to see a decline in forecast growth rates of the Australian mineral and energy commodity sector. This sector largely drives Australia’s shipping activities by volume and has a direct impact on our primary funding source—levy revenue. The growth rate over the next four years is projected to be 1.5 per cent per annum, down 0.7 per cent from 2.2 per cent in 2017–18. While the growth rate remains positive, spending may need to be reined in over the longer term.

Bulk cargo vessels, primarily driven by iron ore and coal exports, remain the majority source of our levy revenue, at around 80 per cent in 2017–18. However, there is uncertainty and risk surrounding the affects that a potential trade dispute between the United States and China may have on Australia’s exports in the future, with potential impacts on our revenue.

### Compliance

As a corporate Commonwealth entity under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) we must respond to changes in our legislated compliance environment. This year we are anticipating changes to the annual reporting rules, non-financial performance reporting requirements, and our Protective Security Policy Framework arrangements.

### Increasing public expectations

The Australian public expect government service levels to keep up with increasing expectations shaped by their experience of other organisations. There is pressure on government organisations, including AMSA, to match, or exceed, the quality of service provided by leading commercial institutions.

## Security and risk

A large amount of data is stored on internet-connected systems, and there is increasing demand to conduct business online from the public, for good business reasons. This increases the risk posed by unauthorised access to internal systems and many organisations lack the skill set to adequately protect themselves. At the same time, citizen expectations on the government to minimise cyber risk are also increasing. Factors including global terror, information security risks, and awareness of environmental threats drive continued focus on risk and security at individual, organisation, state and national levels.

## Factors within our partial control

### National System—services, workflows and secondary impacts

Modern regulators strive to put the customer at the centre of their business. The National System presents a step change for us in terms of the number and diversity of our customers. Promoting a customer orientation in our work is a key focus.

The operational workflows we have designed to support the National System continue to be refined to deliver operational efficiencies. The secondary impacts on our corporate functions that we anticipated last year are beginning to materialise. For example, AMSA Connect (our call centre) volumes are up more than 600 per cent on last year for National System enquiries.

### Transparency

Public trust in large institutions—including government—is declining. This drives increasing scrutiny of all decision making, and building pressure to provide more transparent processes and stronger accountability mechanisms.

## Factors within our control

### Resourcing and workforce

How we structure for and resource our expanded business is up to us. We have a strong complement of skilled staff, and can deploy these staff to respond to changing workloads as required.

Building on workforce capabilities to ensure we are well positioned to deliver our functions as the National Regulator will be crucial, as will an ongoing focus on employee engagement.

### Culture

Recent high profile reviews, including the Financial Services Royal Commission and Australia Prudential Regulation Authority investigation of National Australia Bank, highlighted what can happen when internal controls are paid 'lip service' and a 'tick box' mentality prevails around activities like risk management and internal audit—ultimately resulting in an inappropriate corporate culture fostering unscrupulous behaviour which harms customers, and when found out, causes significant reputational and financial harm.

## Other considerations

### Our information technology

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

- technological advancement, digital business and government direction, including changes such as the digital mandate eg moving to paperless records
- stakeholder expectations 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 delivering services across multiple platforms; information and data integration and interoperability; providing better decision support and new insights into our stakeholders' behaviours and requirements.

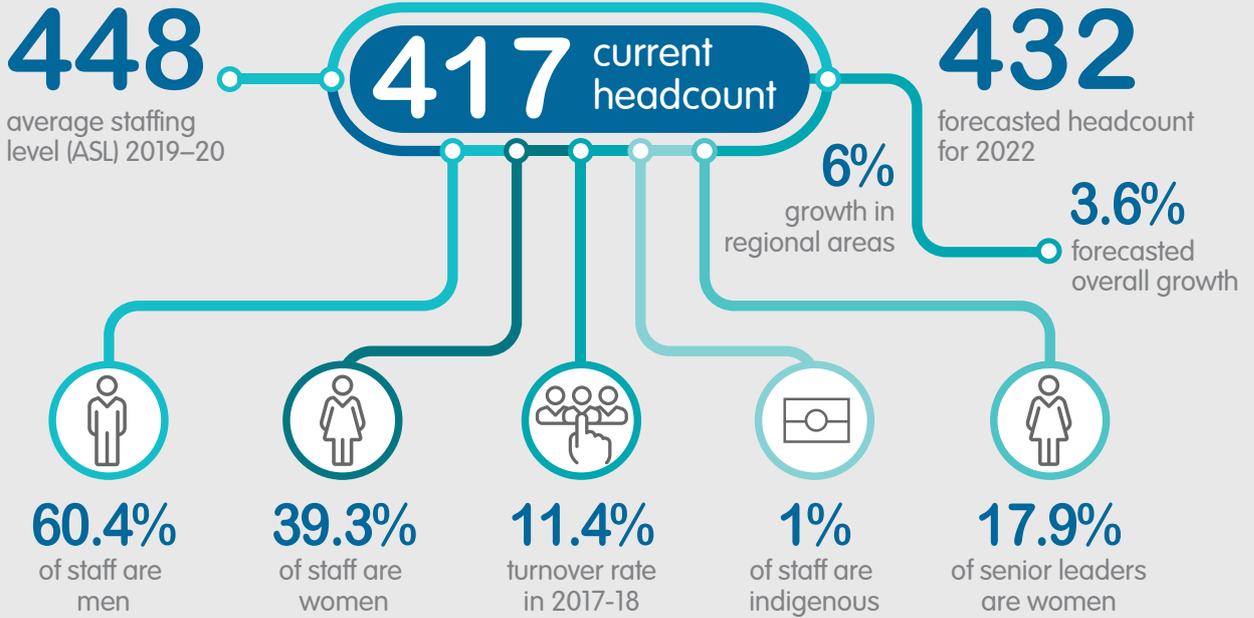
### Our workforce

We have a highly-skilled and diverse workforce that is dedicated to fulfilling AMSA's mission and values. We are building new capabilities in our workforce to ensure we are best positioned to deliver our functions as the national regulator. As we develop our workforce of the future, we will draw on the strengths of our existing culture that have shaped the strong reputation AMSA has today.

To meet this challenge of building our workforce of the future, we must:

- develop a capability framework that will describe the skills required to support AMSA as a modern regulator
- take a more strategic approach to developing our workforce of the future
- develop and empower our leaders to actively engage our people and successfully lead the organisation through change
- continue to implement a values-based culture that gives priority to the behaviours we believe are important to how we perform our work
- ensure we have a sustainable workforce to deliver our new functions to the high standard our customers and stakeholders expect from us
- refine our approach to recruitment to ensure we are sourcing candidates in a way that aligns to our new capability framework and supports our aims of developing our people.

# AMSA's workforce



## average tenure



**6.7 years**  
all employees



**28.1 %**  
of employees have 5-10 years of service

## average age



**19.7%**  
of employees are under 35



**23.3%**  
of employees are over 55



**45.7 years**  
all employees



## Implications – we must:

- ensure the support services provided to AMSA’s operational functions are reliable, consistent, practical, appreciate business needs and priorities, and are focused on delivering on expectations
- improve transparency around our decision making, processes and performance information
- protect our clients, staff and information, while continuing to promote doing business online.

## Our strategic 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
- deliver our services with the available funding
- have effective and efficient processes and systems
- be an employer of choice and exemplary corporate citizen.

# Responses

## Focus area 4.1: Workforce engagement, development and safety

In April 2018, a Strategic Workforce Plan 2018–2021 (SWFP) was approved by the AMSA Board and Executive. The priority activity areas for Human Resources over the next 12 months will be informed by the SWFP in order to support a more deliberate and strategic approach to developing AMSA's workforce of the future.

### In 2019–20 we will:

- address opportunities for improvement arising from the 2017 employee engagement survey and subsequent 'pulse' surveys
- implement initiatives included in the AMSA Strategic Workforce Plan 2018–2021, including the:
  - AMSA Diversity Plan 2018–2021
  - AMSA Workplace Health and Safety Strategy 2018–2021
- implement the replacement for our human resources information management and payroll system
- review outcomes of our leadership development program—including identifying any future investment required to build leadership capability
- uphold our exemplary standards of workplace health and safety
- continue to invest in growing our leadership capability.

### Over the next four years we will:

- ensure we have fit-for-purpose industrial and employment frameworks that support an engaged, diverse and sustainable workforce
- take a more strategic approach to developing our workforce of the future through implementation of initiatives included in the AMSA Strategic Workforce Plan 2018–2021.
- continue to implement the initiatives identified in our strategic workforce plan
- respond to the feedback we receive from our employees in relation to engagement, leadership and WHS.

## Focus area 4.2: Good governance

### In 2019–20 we will:

- improve the visibility of key public interest information, including AMSA's response to coroner's findings and non-financial performance information
- improve the quality of our non-financial performance management and reporting, including:
  - looking for opportunities to introduce efficiency measures
  - building a comprehensive and coordinated view of our performance at it relates to the interactions we have with our clients and customers, particularly National System
- implement an updated Fraud Control and Anti-Corruption Plan
- continue to mature our security arrangements—including cyber security—by working towards compliance with the updated Protective Security Policy Framework.

### Over the next four years we will:

- reinforce the importance of systems of internal control, and encourage genuine engagement in practices like risk management and audit
- mature our crisis management and business continuity arrangements, with a focus on maintaining continuity during major IT system outages
- continue to look for opportunities to simplify our processes, procedures and guidance
- consolidate the recent improvements made in our project management and procurement/contract management arrangements and practices, and look for further opportunities for incremental improvement.

## Focus area 4.3: Sound financial management

### In 2019–20 we will:

- provide a strategic and operational framework for sustainable financial management of AMSA
- provide support to the business for treasury, financial, capital and budget management
- build a capital and strategic asset management framework to facilitate a long-term life cycle approach to asset management. This would also include a long-term funding model to support the asset management plan
- build an effective online automated platform for expense management including supplier payments and travel
- deliver a cost effective, secure and safe office refit for AMSA Offices and shop-fronts in compliance with industry norms and design specifications.

**Over the next four years we will:**

- provide a strategic and operational framework for sustainable financial management of AMSA
- develop and implement a property management information system to support a more efficient and effective management of AMSA's property and accommodation requirements

## Focus area 4.4: Reliable and responsive information technology

**In 2019–20 we will:**

- approach and evaluate the market response for a new integrated response solution to bring together the functions of search and rescue, maritime assistance services, marine pollution response and domain awareness
- upgrade our digital media and visualisation solutions to support integrated response and the business
- enhance the national system solution to support Marine Order 505 (certificates of competency under the National Law) legislative changes
- deliver the replacement of our human resources information and payroll system
- finalise and transition in the successful provider to deliver Information Communication Technology (ICT) services
- deliver a solution to manage asset lifecycles.

**Over the next four years we will:**

- review our information technology strategic roadmap and consolidate our systems
- continue to deliver the integrated response solution
- migrate the beacons registration functionality with a view to identify an enterprise solution
- look to reduce the overhead of manual records management compliance activities through delivery of IT solutions
- deliver a one-stop customer self-service portal
- continue to consolidate and rationalise our systems and applications.

All these focus area activities will directly contribute to the success of major programs including National System and integrated operations. They will also help us to respond to the Regulator Performance Framework and the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

Capability—delivery of the following projects and programs is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Focus Area 4.1: Workforce engagement, development and safety	Human Resources System Rectification	Select and implement a contemporary human resources information technology system to allow AMSA to fully leverage the capability of its staff	December 2019
Focus Area 4.1: Workforce engagement, development and safety	AMSA Leadership Development Program	Build leadership capability in AMSA to respond to operational demands	June 2021
Focus Area 4.3: Sound Financial Management	Strategic Asset Management	Select and implement a single system to manage AMSA's asset base, including aids to navigation, search and rescue, pollution response, property and information technology assets	June 2020
Focus Area 4.3: Sound Financial Management	Invoice automation and expense management	Select and implement a cloud-based solution to automate supplier invoice processing and travel expense management to reduce the administrative burden on staff, increase accuracy, and processing speed	June 2020
Focus Area 4.4: Reliable and responsive information technology	Information and Communications Technology (ICT) Sourcing	Transition to a new vendor to deliver the following services: <ul style="list-style-type: none"> <li>• service desk and desktop</li> <li>• infrastructure and data centre</li> <li>• network</li> <li>• project resource support as applicable</li> </ul>	June 2020
Cross focus	National System Property Works (Phase 2)	Refurbish five offices—Sydney, Adelaide, Newcastle, Port Kembla and Canberra—to support AMSA's role as the national regulator for domestic commercial vessels	June 2020
Cross focus	Coffs Harbour Regional Office	Establish an office in Coffs Harbour and Airlie Beach for up to 50 staff (by 2022) to reinforce AMSA's regional footprint and customer service capability, and alleviate accommodation pressure in Canberra	June 2022

# Measuring performance

The responses to this strategic challenge support the work needed to achieve our purpose. Their achievement does not directly demonstrate performance against our purpose. As such, in keeping with the Department of Finance's guidance and to further streamline our external reporting, the performance measures for this strategic challenge are internal to AMSA and have been removed from the corporate plan and annual performance statements.

We will be subject to the following external reviews:

Name	Frequency	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Regulator Performance Framework Self-Assessment Validation	Annual	✓	✓	✓	✓	✓	✓
Financial Statement Audit	Annual	✓	✓	✓	✓	✓	✓
Department of Finance Functional and Efficiency Review	As designated						
Regulator Performance Framework external review	As designated						
Recertification Audit AS/NZ ISO 9001 Quality management	Every 3 years	✓			✓		
Recertification Audit AS/NZ ISO 4801 Occupational health and safety	Every 3 years	✓			✓		
Recertification Audit AS/NZ ISO 14001 Environmental standards	Every 3 years	✓			✓		
European Maritime Safety Authority Audit	Every 5 years		✓				
Portfolio Charging Review	Every 5 years			✓			
International Maritime Organization Member State Audit	Every 7 years				✓		

We will be subject to the following benchmarking:

Name	Frequency	2018-19	2019-20	2020-21	2021-22	2022-23	2023-24
Department of Finance Comcover Risk Management	Annual	✓	✓	✓	✓	✓	✓
Department of Finance Corporate Plan lessons learned	Annual	✓	✓	✓	✓	✓	✓
Australian Institute of Criminology fraud control arrangements	Annual	✓	✓	✓	✓	✓	✓
Australian National Audit Office performance audits	As designated						
Cost recovery		✓					
Management of the search and rescue aircraft contract			✓				



# Strategic Enabler

## Collaborating with our community

We cannot achieve our vision and mission without the support of others. Collaborating with our community in the broadest sense—whether it is on the international stage with other nations and partner organisations, or locally with an individual seafarer in Australia—is a strategic enabler for us. We recognise that our work must be relevant and credible to those we regulate.

Australia has made a significant commitment to, and investment in, IMO participation. We are a signatory to a large number of memoranda of understanding for technical cooperation activities with other countries. We also have search and rescue agreements with regional partners that border our search and rescue region.

Effective engagement with a range of stakeholders is critical as we assume responsibility for service delivery of the national system for domestic commercial vessel safety (National System).

The interactions with people across industry, in formal and informal settings, helps to inform our work and contributes to the rigour of our planning and regulations. We are building community confidence in the National System by providing consistent and relevant information that is easily accessible and understood.

Understanding how our customers experience our service and improving our services in response will be crucial to our success.

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



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 50 years.

In 2017 Australia was elected to IMO Category B, a category which is comprised of the 10 States with the largest interest in seaborne trade.



# Collaboration

Collaboration is a two-way process that creates opportunities for us and our stakeholders to draw on each other's knowledge and capacity, share lessons and build partnerships.

We partner with industry through various committees that provide a consultation forum on safety, operational matters and upcoming regulatory activities.

## **AMSA-run consultative bodies:**

- AMSA Advisory Committee
- Aids to Navigation Strategy and Operations Working Group
- Australian Seafarers' Welfare Council
- Australian Search and Rescue Consultative Forum
- Bulk Cargoes Advisory Group
- Domestic Commercial Vessel Industry Advisory Committee
- Fishing Industry Advisory Committee
- Human Element, Training and Watchkeeping Advisory Group
- Livestock Advisory Committee
- Maritime Agencies Forum
- National Plan Committees and Technical working groups
- National Search and Rescue Council
- Navigation Safety Advisory Group
- North-East Water Space Management Group
- North-East Shipping Management Group
- Vessel Traffic Services Working Group

## **External consultative bodies:**

- Australia New Zealand Safe Boating Education Group
- Australian International Telecommunications Union Working Group
- Australian Recreational Boating Safety Committee
- Australian Ship Repair Group
- Australian Strategic Air Traffic Management Group
- Bass Strait Livestock Shipping Committee
- National Positioning Infrastructure – Advisory Board
- National Volunteer Marine Search and Rescue Committee
- Ports Australia
- Positioning, Navigation and Timing Working Group
- Standards Australia technical committees
- State/territory search and rescue committees

These consultative bodies form a critical part of our overall stakeholder community.

## Implications—we must:

- listen to the community
- work collaboratively with our stakeholders
- provide targeted, regular and consistent communications to our stakeholders
- continue to look for smarter ways to conduct our IMO business, and ensure that we understand the value Australia gets from participation
- ensure our international engagement efforts support Australia's international priorities and foreign policy objectives
- proactively work to identify challenges and meet them in a timely and consistent way
- engage with other domestic and international agencies to avoid 'reinventing the wheel' and to learn from their experiences
- lead/participate in coordinated approaches on a regional basis to achieve results, eg the SPREP marine litter action plan and the work we are doing in Australia and the IMO

## Our enabling goals are to:

- have international standards that reflect Australian expectations
- improve and promote maritime safety and environmental protection in our region
- have a strong voice in international fora
- ensure regional approaches align with agreed international priorities
- have an informed and engaged community on maritime issues, search and rescues issues, and our role
- have effective engagement with communities to promote maritime safety
- increase stakeholders' understanding of their responsibilities under the National System
- create opportunities for people to provide relevant information and feedback
- increase safety knowledge and practices among people who work with commercial vessels
- be respected and trusted

# Operating environment

## Factors beyond our control

### Community interest and access

Australians expect 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.

### Stakeholders

Our stakeholder base has increased dramatically under the National System. The owners, operators and crew who sail Australia's domestic commercial vessel fleet are a diverse group made up of businesses of varying size and complexity. Their regulatory needs, and the way they consume information, vary greatly—and our communication and engagement activities need to continue to be targeted to effectively reach these people.

### Cyber threats

The need and ability to communicate and store information digitally comes with a greater cyber security threat. We need to ensure we put appropriate measures in place to protect our systems, our client information and our partners systems from the ever increasing threat of cyber criminals.

## Factors within our partial control

### International partners

Shipping is a global industry and requires global regulation. We work with a host of international partners, including the:

- 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
- ILO: promotes workers' rights, encourages decent employment opportunities, enhances social protection and strengthens dialogue on work-related issues
- IALA: ensures that seafarers are provided with effective and harmonised marine aids to navigation services worldwide
- International Civil Aviation Organization (ICAO): a specialised agency of the United Nations that codifies the principles and techniques of international air navigation, and fosters the planning and development of international air transport to ensure safe and orderly growth
- International Communication Union (ITU): a specialised agency of the United Nations 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): PSC is the control exercised over foreign-flagged ships, for verifying compliance with the international maritime convention. Australia is a signatory and active member of both the Indian Ocean MOU, and Tokyo MOU on PSC. These memoranda 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. We currently act as Secretariat for APHoMSA.

Working closely with the Department of Foreign Affairs and Trade, we have the opportunity to identify where our involvement will benefit most, and engage in capacity building with our neighbours.

### **International Maritime Organization**

2019 is assembly year at the IMO. Australia's reform efforts at IMO Council got off to a strong start, the working group agreed that Council should have a greater number of representatives elected for four-year terms. Until the IMO Convention can be changed the status quo remains with Council elections every two years—which means 2019 is another election year. Australia will contest Category B again based on our broad and compelling maritime interests.

Australia is the world's largest bulk commodities exporter and 99 per cent of our international trade (by volume) is carried by the international fleet. These vessels often transit sensitive areas in the Great Barrier Reef and Torres Strait to reach key markets. We have obligations to respond to requests for assistance with pollution response operations and search and rescue incidents in the Pacific and Indian Ocean regions.

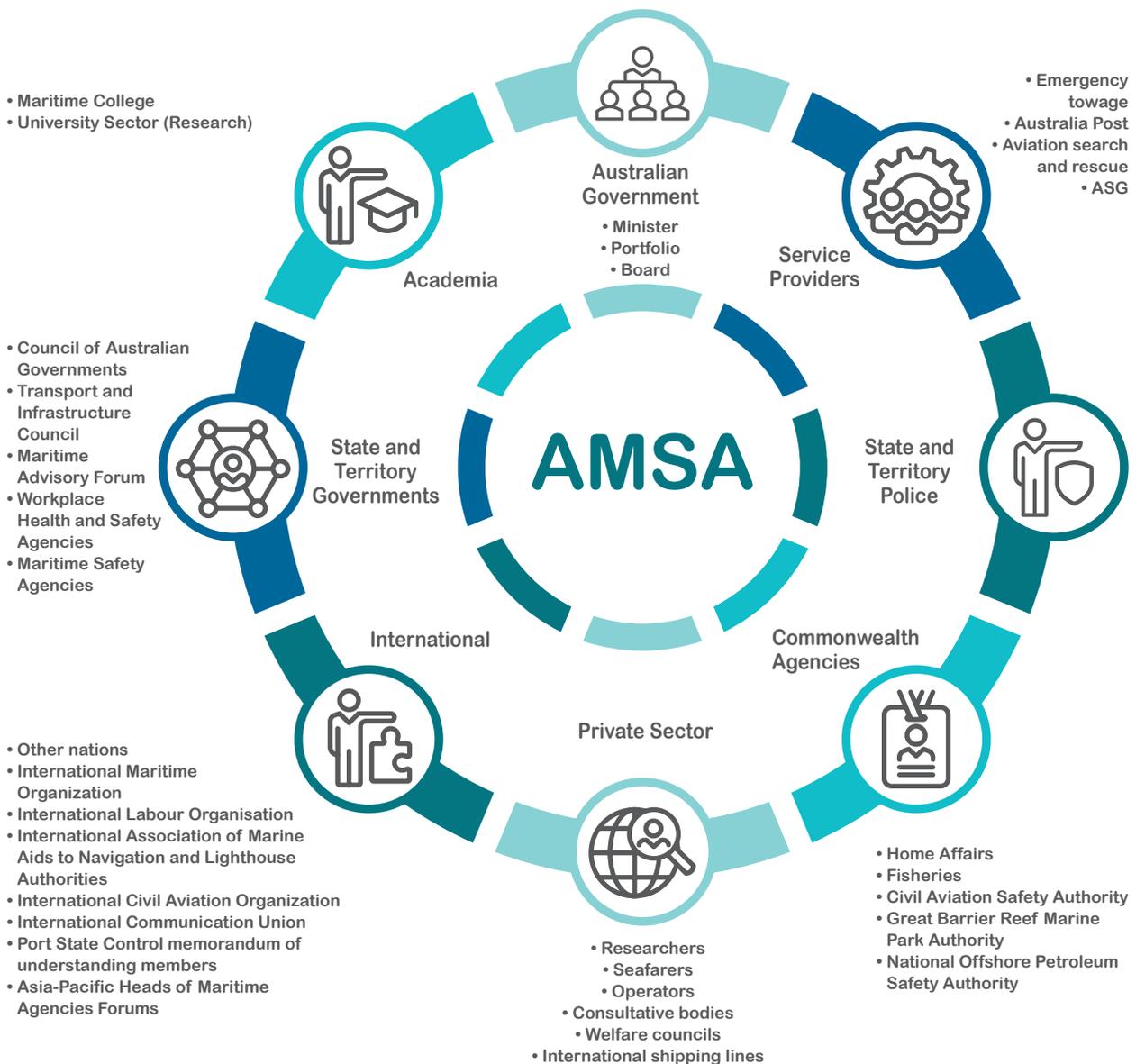
Our own search and rescue region stretches deep into the Indian and Southern Oceans as well as into the Pacific. In light of the breadth of these interests, we will keep pushing for IMO reform to ensure that IMO can meet modern challenges arising from emerging technology, global trade expansion, and environmental developments.

The broader IMO work program will continue to be busy as the 'how' to deliver on the greenhouse gas strategy of emissions peaking as soon as possible—and reducing by 50 per cent by 2050—continues to be worked out. The broader IMO program will also work on addressing sulphur content in fuel, autonomous ships, safe carriage of solid bulk cargoes, and responding to industry claims that the International Convention on Standards of Training, Certification and Watchkeeping for Seafarers (STCW) Convention is no longer 'fit for purpose'. Australia, through AMSA, will have a view on all these issues.

### Segmenting and targeting audiences

As our knowledge of the domestic vessel community matures, we will seek to increase our ability to segment and target our communication efforts where possible—considering types and areas of operation, vessel class, location, cultural background, areas of interest and information consumption preferences are just some of the ways we will do this. By tailoring our approaches we will ensure domestic vessel stakeholders:

- are aware of their obligations under the National System
- have access to plain English information which assists them to understand their obligations under the National System
- know how and where to access help and assistance from AMSA.



# Responses

## Focus area E1: Working with international organisations and other nations

### In 2019–20 we will:

- support Australia's engagement at the IMO and other international standard-setting bodies to ensure international standards align with our national priorities.
- continue bilateral and regional engagement focusing on reducing the risk of safety or environmental incidents in Australian waters and in nearby areas where Australia has an obligation to respond.
- continue to encourage better performance from neighbouring states in terms of search and rescue, ship safety and pollution prevention and response.
- continue close engagement with major trading partners including China, Republic of Korea and Japan to ensure ship movements in Australian and neighbouring waters are safe, environmentally responsible, and efficient.
- begin a significantly expanded technical cooperation program in Indonesia on ship safety, pollution prevention and response, and search and rescue
- continue to work with neighbouring states to collectively improve performance in search and rescue, ship safety and pollution prevention and response.

### Over the next four years we will:

- maintain strong relationships with our international counterparts.

## Focus area E2: Working with partner organisations

### In 2019–20 we will:

- continue to review our technical cooperation strategy to ensure we direct our efforts towards activities that will deliver significant and lasting benefit to improve the quality, safety and environmental performance of shipping in our region
- continue to work with Commonwealth, state and territory government departments, the private sector and Non-Government Organisations to deliver international outcomes that align with our national and regional priorities.

### Over the next four years we will:

- exercise leadership within the APHoMSA forum, with a view to developing the forum into a more formal regional organisation over time
- continue to engage in bilateral forums including the Australia-Indonesia Transport Sector Forum and Australia-PNG Transport Senior Officials Meeting (TSOM).

## Focus area E3: Developing stakeholder relationships

### In 2019–20 we will:

- implement AMSA's overarching approach to communication
- ensure communication activities are guided by, and complement our statement of regulatory approach
- analyse feedback and data from multiple sources to improve our understanding of our customers and their business communication needs and preferences
- continue to improve our communication channels to enhance our customer and third party experience and to increase the effectiveness of the National System, safety and other regulatory messages
- grow our digital and online communities to enable more effective and bespoke messages to customers
- build capability in the AMSA Connect team to ensure they have capability required to support the business, with particular focus on establishing the Coffs Harbour office as a customer service hub
- continue to review and improve our consultative arrangements, particularly with domestic stakeholders
- continue to contribute to timely and effective responses to media and online enquiries and proactively use media and online channels to increase community awareness of regulatory matters.

### Over the next four years we will:

- continue to develop and deliver communication and engagement strategies which support our strategic challenges—including, safety and environment, National System, and response, and support high levels of compliance through community confidence in the regulator
- use evaluation metrics and customer feedback to drive innovation in our online and over the phone customer experience
- improve the visibility and transparency of our regulatory decision making processes in response to stakeholder feedback via the Regulator Performance Framework
- maintain a regional liaison presence so we can work with agency and industry partners locally
- enhance the experience stakeholders and customers have when interacting with us by:
  - improving our complaints and feedback system
  - testing and co-designing products and content with our customers where possible
  - improving consultation guidance documents
  - maturing our contact centre capability, AMSA Connect.

## Focus area E4: Community education

### In 2019-20 we will:

- deliver targeted programs to increase operator and seafarer awareness of National System arrangements
- be guided by our statement of regulatory approach in all our communication efforts.

### Over the next four years we will:

- promote our services to help our community understand what we do, and why we do it
- develop effective ways to communicate, educate and raise public awareness of environmental protection and response issues.

Capability – delivery of the following projects and programs is a major component of our response to this challenge:

Focus Area	Project	Description	Estimated completion
Focus area E1: Working with international organisations and other nations	IMO category B elections	Campaign to retain Australia’s position on Category B of the IMO Council so that we can continue to support Australia’s international priorities and foreign policy objectives	December 2019
Cross-focus areas	Indonesia Transport Safety Assistance Package (ITSAP)	Strengthening government to government partnerships to support priority transport safety reforms through the provision of technical expertise and capacity building	Ongoing
Cross-focus areas	Assistance to Papua New Guinea National Maritime Safety Authority (NMSA)	Support PNG NMSA to deliver effective port State control, marine environment protection and search and rescue services through the provision of technical expertise and capacity building	Ongoing

# Demonstrating performance

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2019-20	2020-21	2021-22	2022-23
<b>Focus Area E.1: Working with international organisations and other nations</b>										
E1.1	Acceptance of proposals/input either sponsored directly or supported by Australia at the IMO, ICAO, IALA, ILO, ITU and other organisations. <sup>16</sup>	Influencing issues and decisions at international fora to reflect Australia and regional interests is a key outcome of our international engagement strategy.	Achieved	NA	NA	NA	✓	✓	✓	✓
<b>Focus Area E.2: Working with partner organisations, developing stakeholder relationships, community education, indigenous groups</b>										
E	We will monitor our communication and engagement through the regulatory performance measures listed in Strategic Challenge 1									

<sup>16</sup> Update to measure. Difficulty in efficiently measuring and reporting a result for previous measure. By using 'acceptance' as a qualifier, performance can be more accurately measured.



# Administration

# Resourcing

Our ship safety and environment protection services are fully cost recovered from the shipping industry mainly through fees for services and three statutory levies:

- Protection of the Sea Levy
- Marine Navigation Levy
- Regulatory Function Levy.

The cost of our search and rescue coordination services are met by the Australian Commonwealth Government through Community Service Obligation funding. Australia is obliged under relevant international conventions to provide search and rescue services in Australia's internationally designated search and rescue region.

For domestic commercial vessels no levy will be charged for the first three years of AMSA's service delivery of the National System.

Our expenses and income in support of the activities listed in this plan are detailed below:

	"2018-19 Forecast \$'000"	"2019-20 Budget \$'000"	"2020-21 Forward Estimate \$'000"	"2021-22 Forward Estimate \$'000"	"2022-23 Forward Estimate \$'000"
<b>Revenue</b>					
Levies	123,860	125,750	127,600	140,530	143,964
Appropriations	66,677	70,991	75,221	68,491	70,733
Sales and Other Revenue	26,497	23,821	21,861	14,927	13,013
Interest	2,119	2,100	2,100	2,100	2,100
<b>Total revenue</b>	<b>219,153</b>	<b>222,662</b>	<b>226,782</b>	<b>226,048</b>	<b>229,810</b>
<b>Expenses</b>					
Staff Costs	68,354	69,499	71,646	73,796	76,009
Travel and Transport	6,647	6,768	6,900	7,000	7,100
Materials and Services	106,383	108,932	106,890	104,628	105,573
Communication Expenses	6,245	5,891	6,000	6,100	6,200
Overhead and Admin	14,410	13,669	13,920	14,120	14,320
Depreciation	15,267	15,803	16,493	17,218	17,979
<b>Total expenses</b>	<b>217,306</b>	<b>220,562</b>	<b>221,849</b>	<b>222,862</b>	<b>227,181</b>
SAR Recoveries	9,856	10,928	10,928	10,928	10,928
SAR Expenses	10,928	10,928	10,928	10,928	10,928
<b>Total Live SAR</b>	<b>(1,072)</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Net surplus/(Deficit)</b>	<b>775</b>	<b>2,100</b>	<b>4,933</b>	<b>3,186</b>	<b>2,629</b>

# Risk oversight and management

Our core business is primarily one of risk management. Consequently, we have a mature risk management culture across all levels of the organisation.

The long-term growth forecast for commercial shipping in Australia (see strategic challenge 1), combined with growth in recreational boating, changes in aviation activity (see strategic challenge 3) and general offshore activities has the potential to increase the likelihood of incidents posing a threat to lives and the environment.

We must have adequate controls in place to manage and mitigate existing and emerging risks, but at the same time be mindful of the regulatory burden we impose on others, including costs.

Examples of our preventative risk management activities include:

- our domestic commercial vessel safety awareness program
- our ship inspection program, including port State control
- our aids to navigation network
- the Torres Strait under keel clearance management system
- IMO adopted ship routeing measures
- Great Barrier Reef and Torres Strait Vessel Traffic Service (REEFVTS), operated in partnership with Maritime Safety Queensland.

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 (ISO 31000:2018) and the Commonwealth Risk Management Policy 2014. Further, we have re-validated our risk management practices with the machinery of government requirements, including our obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

## In 2018–19 we:

- updated our risk management framework
- conducted two formal risk management reviews of AMSA as a whole—as well as two reviews of each division
- undertook an external fraud risk assessment, and updated our Fraud and Anti-Corruption Control Plan.

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 strategic risks currently being monitored are listed on the next page, along with their controls and future treatments (if required).

# Strategic risk 1 National System maturity

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Moderate 

**Champion:** Chief Executive Officer

**Category:** Delivery

**Consequences could include:**

- Non-delivery of core services
- Incomplete or inadequate domain awareness
- Insufficient or ineffective capacity to be a responsive regulator
- Inability to deliver and further develop an appropriate cost effective service delivery model
- Increase in unsafe practices across the domestic commercial vessel fleet
- Inconsistent application of regulation and services across the States and Territories
- Cost recovery issues causing escalating:
  - cost imposition on business subject to the National System
  - costs pressures on AMSA
- Inability to embed appropriate service culture across AMSA
- Inability to manage competing resource demands with other regulatory functions negatively impacting on service delivery (link to Strategic Risk 3).
- Poor national system stakeholder engagement and increasing levels of stakeholder dissatisfaction (link to Strategic Risk 8 )
- Reputational damage
  - no enhancements to current IT System solution realised.

**Controls and owner(s):**

Controls	Owner(s)
Ongoing consultation with industry and States focus on National System	General Manager Operations General Manager Standards
Strong strategic IT alignment National System post-implementation review, plan and working group	Chief Executive Officer, General Manager Operations, Chief Operating Officer
Feedback register/complaints handling	All General Managers
Appropriate processes and procedures in place	All General Managers
Embedded process for reviewing lessons learned, from for example coronial enquiries and incidents	All General Managers

**Future treatments, impact, target dates and owner(s):**

Adopting lessons identified from the National System post-implementation review

Impact:	Target date:	Owners:
High	September 2019	General Manager Operations, Chief Operating Officer

Develop and implement the process for reviewing lessons identified

Impact:	Target date:	Owners:
Moderate	Ongoing	General Managers

# Strategic risk 2 AMSA does not achieve financial sustainability

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Moderate 

**Champion:** Chief Executive Officer

**Category:** Economic

**Consequences could include:**

- National System costs exceeding the available funding
- Permanent funding stream not established
- Escalating costs to stakeholders (eg levy payers and fee for service rates) beyond what is considered reasonable/justifiable
- Inadequate resources to deliver regulatory role
- Reputational damage
- Inability to deliver strategic goals:
  - SG4.3 sound financial management.

**Controls and owner(s):**

Controls	Owner(s)
Ongoing consultation with industry and States focus on National System	General Manager Operations General Manager, Standards
Strong strategic IT alignment National System post-implementation review, plan and working group	Chief Executive Officer, General Manager Operations, Chief Operating Officer
Feedback register/complaints handling	All General Managers
Appropriate processes and procedures in place	All General Managers
Embedded process for reviewing lessons learned, from for example coronial enquiries and incidents	All General Managers
Government agreement of funding/cost recovery charging regime	Chief Operating Officer
Digital as primary means of service delivery	Chief Operating Officer, Chief Information Officer

**Future treatments, impact, target dates and owner(s):**

Refining AMSA's future regulatory business model		
Impact:	Target date:	Owner:
High	December 2019	General Manager Standards
Optimising digital service delivery		
Impact:	Target date:	Owners:
High	July 2020	General Manager Operations, Chief Information Officer
Develop better understanding of efficient operations		
Impact:	Target date:	Owners:
High	July 2020	All General Managers
Develop more transparent and contestable cost recovery arrangements		
Impact:	Target date:	Owners:
High	July 2021	All General Managers, Chief Financial Officer
Develop a single cost recovery model		
Impact:	Target date:	Owners:
High	July 2021	All General Managers, Chief Financial Officer

# Strategic risk 3 AMSA is an ineffective regulator

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Moderate 

**Champion:** Deputy Chief Executive Officer

**Category:** Legal

**Consequences could include:**

- Internal processes are inefficient and resource intensive
- Substandard seafarer living and working conditions
- Pollution in the water
- Significant shipping incident, leading to economic, environmental or physical harm
- Loss of confidence in AMSA
- Inability to deliver strategic goals:
  - SG1.1 ensure safe shipping in Australian waters
  - SG1.2 minimise emissions and discharges from ships in the marine environment.

**Controls and owner(s):**

Controls	Owner(s)
Established regulatory scheme	Chief Executive Officer
Broadly understood, implemented and informed <i>Statement of Regulatory Intent</i>	Chief Executive Officer
Ship inspection program including review, analysis and response to incidents, Port State control, Flag State control and Maritime Labour Convention (MLC) compliance	General Manager Operations
Effective National network of aids to navigation and other navigational services (eg UKCM) Navigation Safety Program	General Manager Standards
Ongoing engagement with industry (established two advisory committees)	Chief Executive Officer General Manager Standards
Further development of a more contemporary balance between compliance and safety culture	Chief Executive Officer General Manager Operations Chief Operating Officer
Regulator customer experience survey (online and phone)	Chief Operating Officer
National System Post-implementation plan and working group	General Manager Operations

**Future treatments, impact, target dates and owner(s):**

Embedding the modern regulator philosophy within AMSA		
Impact:	Target date:	Owner:
Moderate	July 2019	Executive
Develop a plan to reform the National Law		
Impact:	Target date:	Owner:
High	July 2019	General Manager Standards
Improving regulatory regime		
Impact:	Target date:	Owner:
High	December 2019	General Manager Standards
Develop annual compliance plan		
Impact:	Target date:	Owner:
Moderate	July 2019	General Manager Operations
Implementing the process for reviewing lessons identified		
Impact:	Target date:	Owners:
Moderate	December 2019	All General Managers

# Strategic risk 4

SAR or maritime environmental emergency response arrangements are inadequate

**Target Risk:** Low 

**Inherent Risk:** Extreme 

**Residual Risk:** Moderate 

**Champion:** Chief Executive Officer

**Category:** Social

**Consequences could include:**

- Lack of awareness, application or deficiencies of National Plan results in loss of control and/or uncoordinated efforts
- Lives lost
- Pollution in the water
- Significant shipping incident, leading to economic, environmental or physical harm
- Reputational damage
- Unexpected costs borne by AMSA
- Inability to deliver strategic goals:
  - SG3.1 prevent incidents occurring wherever possible with the best use of domain awareness
  - SG3.2 save lives by coordinating aviation and maritime search and rescue
  - SG3.3 respond effectively and efficiently to maritime environmental emergencies.

**Controls and owner(s):**

Controls	Owner(s)
Real time maritime and aircraft positional information system for identifying assets for emergency response purposes	General Manager Response
Mature incident management arrangements	General Manager Response
Maritime safety and distress communication services	General Manager Response
National Search and Rescue Plan	General Manager Response
24/7 operation of the AMSA Response Centre	General Manager Response
National Search and Rescue Inter Government Agreement (IGA) allows engagements with local SAR authority including review annually	General Manager Standards
Aerial surveillance and Earth Observation Systems (for pollution)	General Manager Response
Dedicated aerial response capability including continuing review of tiered structure of aerial capability and monthly reporting regime to ensure contract performance and compliance	General Manager Response
National Plan for Maritime Environmental Emergencies and exercises including structured review	General Manager Response
Efficient and effectively located emergency towage capability including continual review of tiered structure of ETC capacity and monthly reporting to ensure contract performance and compliance	General Manager Response
AMSA and national contingency planning workshops and desktop exercises for ship/ mass casualty incidents	Deputy Chief Executive Officer
Communication with states and territories re: National Plan arrangements, Land SAR arrangements	General Manager Response General Manager Standards Deputy Chief Executive Officer

**Future treatments, impact, target dates and owner(s):**

Co-ordinated management of response activities across AMSA (integrated response)		
Impact:	Target date:	Owners:
Moderate	June 2021	General Managers, Deputy Chief Executive Officer
Integrated Response System		
Impact:	Target date:	Owner:
High	June 2021	General Manager Response
National Response Capability Statement and IMT availability capability		
Impact:	Target date:	Owner:
Moderate	December 2020	General Manager Response
Workforce planning and training pathways for response personnel		
Impact:	Target date:	Owners:
Moderate	June 2020	General Manager Response, Manager, Human Resources
Implementing the process for reviewing lessons identified		
Impact:	Target date:	Owners:
Moderate	Ongoing	All General Managers
Domain awareness continued development of information and intelligence practices		
Impact:	Target date:	Owner:
Moderate	December 2020	General Manager Response
Ensure rollover of jurisdictional commitment to Inter-governmental agreement		
Impact:	Target date:	Owner:
Moderate	Ongoing	General Manager Response
Continue with development workshops (by Jurisdiction) in development of a National Product to support a Complex Maritime Incident Management		
Impact:	Target date:	Owner:
	July 2020	General Manager Response
Review of National Plan arrangements and consequent changes/modifications		
Impact:	Target date:	Owner:
	Annually	General Manager Response

# Strategic risk 5 Fail to maintain a safe work environment

**Target Risk:** Low

**Inherent Risk:** Extreme

**Residual Risk:** Low

**Champion:** Chief Operating Officer

**Category:** Ethical

**Consequences could include:**

- Death or serious harm to an AMSA official (includes employees and contractors)
- Prosecution of AMSA Executive and Accountable Authority (Board)
- Reputational damage
- Increase in:
  - Lost Time Injuries (LTI)
  - workers compensation claims
- Inability to deliver strategic goals:
  - SG4.1 have a professional, flexible and engaged workforce that is change ready
  - SG4.5 be an employer of choice and an exemplary corporate citizen.

**Controls and owner(s):**

Controls	Owner(s)
Governance, compliance, assurance and reporting frame-work (including audit)	All General Managers
Accountable Authority Instructions	Chief Operating Officer
Physical Security Policy	Chief Operating Officer
Certified Management System	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Health, Safety and Environmental Committee	All General Managers
Dedicated Health and Safety Advisor	Chief Operating Officer
Training and ongoing awareness	All General Managers
Fatigue risk management	All General Managers
Employee wellbeing program	All General Managers
Executive commitment to WHS demonstrated	Chief Operating Officer
Site and work staff inductions	All General Managers
Surveyor WHS Manual	General Manager Operations
Agency Security Advisor work program	Chief Operating Officer

**Future treatments, impact, target dates and owner(s):**

Review WHS arrangements for AMSA contractors		
Impact:	Target date:	Owner:
Moderate	June 2020	Chief Operating Officer
Reviewing CASA 138 and 133 implications for use of SAR opportunity assets		
Impact:	Target date:	Owner:
Moderate	December 2019	General Manager Response

# Strategic risk 6 Ineffective internal systems of control

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Low 

**Champion:** Deputy Chief Executive Officer

**Category:** Ethical

**Consequences could include:**

- Fraud and/or security incidents
- Systems are compromised
- Data is lost, stolen or corrupted
- Increasing severity and frequency of incidents of non-compliance
- Reportable breaches of compliance
- Loss of stakeholder confidence
- Excessive controls impact on operational delivery
- Reputational damage
- Inability to deliver strategic goals:
  - SG4.4 have effective and efficient processes and systems
  - SG4.5 be an employer of choice and an exemplary corporate citizen.

**Controls and owner(s):**

Controls	Owner(s)
Governance, compliance, assurance and reporting framework (including audit)	AMSA Board, Board Audit Committee and all General Managers
Instructions to officials—Accountable Authority Instructions	Chief Operating Officer
Certified Management System	Chief Operating Officer
Financial delegations	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Health, Safety and Environmental Committee	General Manager Response
Crisis management and Business Continuity Plan arrangements	Deputy Chief Executive Officer, Chief Operating Officer
Management initiated reviews	Chief Operating Officer
Training and ongoing awareness	All General Managers
Involvement in relevant Commonwealth communities of practice/working groups	All General Managers
Strategic risk reporting to the Board, including emerging risks	Chief Operating Officer
Internal audit program	Chief Operating Officer

**Future treatments, impact, target dates and owner(s):**

Periodic external independent fraud risk assessment		
Impact:	Target date:	Owners:
Moderate	March 2019	Chief Operating Officer
Implementation of the lessons identified from internal audits		
Impact:	Target date:	Owner:
Moderate	Ongoing	All General Managers

# Strategic risk 7

Information technology infrastructure does not support AMSA objectives

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Moderate 

**Champion:** Chief Operating Officer

**Category:** Technical

**Consequences could include:**

- Loss of mission critical systems at key times, impacting operations
- Loss of data
- Loss of productivity (from systems downtime)
- Reputational damage
- Inability to deliver strategic goals
  - SG4.2 use technology to improve the services we deliver to do business anytime, anywhere
  - SG4.4 effective and efficient processes and systems.

**Controls and owner(s):**

Controls	Owner(s)
Disaster Recovery Plans (ITS contractor maintains and exercises)	All General Managers
Incremental progress towards compliance with ISM and PSPF	Chief Executive Officer, Chief Information Officer
Whole of Executive governance over ITS strategy, roadmap and work program	Chief Information Officer
Information Technology Strategy	Chief Information Officer
Substantial security hardening of AMSA’s IT networks and protocols	Chief Information Officer

**Future treatments, impact, target dates and owner(s):**

Future roadmap enhancements and developments		
Impact:	Target date:	Owners:
High	July 2020	Chief Information Officer
Outsourcing refresh/renewal (including IT team structure review)		
Impact:	Target date:	Owner:
High	July 2019	Chief Operating Officer

# Strategic risk 8

AMSA does not effectively engage with customers and stakeholders

**Target Risk:** Low 

**Inherent Risk:** High 

**Residual Risk:** Moderate 

**Champion:** Chief Executive Officer

**Category:** Social

**Consequences could include:**

- Loss of customer and stakeholder confidence
- Inadequate or ineffective stakeholder engagement and increasing levels of stakeholder confusion and/or dissatisfaction (link to Strategic Risk 1)
- Reputational damage
- Inability to deliver enabling goals (EG)
  - EG.5 informed and engaged community on maritime issues, search and rescue, and our role
  - EG.6 effective engagement with communities to promote maritime safety
  - EG.7 to be respected and trusted
  - EG.8 Increase stakeholders’ understanding of their responsibilities under the National System
  - EG.9 create opportunities for people to provide relevant information and feedback
  - EG.10 increase safety knowledge and practices amongst people who work with commercial vessels.

**Controls and owner(s):**

Controls	Owner(s)
AMSA Connect telephone service	Chief Operating Officer
Customer issue management via CRM (introductory)	Chief Operating Officer
Regulator customer experience feedback (informal and online/phone)	All General Managers
Periodic AMSA communications	Chief Operating Officer All General Managers
Social media	Chief Operating Officer
Website (functional)	Chief Operating Officer
Stakeholder consultative forums	All General Managers
Public and community engagement initiatives	Chief Executive Officer
Service Charter (basic)	All General Managers

**Future treatments, impact, target dates and owner(s):**

Customer issue management via CRM (developed)		
Impact:	Target date:	Owners:
High	March 2020	Chief Operating Officer, General Manager Operations
Forms improvement and refinement		
Impact:	Target date:	Owners:
Moderate	October 2019	All General Managers
Embedding the modern regulator 'customer' philosophy within AMSA		
Impact:	Target date:	Owner:
Moderate	July 2019	All General Managers
Service Charter (enhanced and operative)		
Impact:	Target date:	Owner:
High	March 2020	Chief Operating Officer
Coordinated approach to customer management (feedback, analysis, reporting, action planning)		
Impact:	Target date:	Owner:
High	March 2020	Chief Operating Officer

## AMSA business policy



AMSA is committed to providing the highest quality services; minimising adverse environmental impacts; upholding exemplary standards of workplace health and safety; and 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 to:

- AS/NZ AS/NZS ISO 9001: 2015 Quality Management Systems
- AS/NZS 4801: 2001 Occupational Safety and Health Management Systems
- AS/NZS ISO 14001: 2015 Environmental Management Systems.

AMSA achieved recertification against these standards in February 2019.

The AMSA Executive, Assurance Committee, and Health Safety and Environment (HSE) Committee govern the management system.

The services we deliver under the three standards are described under the four strategic challenges and strategic enabler detailed in the Corporate Plan and plan on a page. The strategic goals underlying these challenges are the key objectives of our management system.

Performance against these goals is reported through quarterly reporting, six-monthly management reviews and annual performance reporting.

The standards require us to reaffirm our commitment annually by publishing a Business Policy signed by the Chief Executive Officer.

# Quality, environmental and workplace health and safety

## 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 of seafarers
- promoting 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 people in maritime and aviation distress situations.

**In delivering these outcomes, we are committed to providing the highest quality services, protecting the environment, 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 and takes advantage of opportunities
- identifying, implementing and improving processes and practices that support the requirements and objectives of the quality (ISO 9001), environmental (ISO 14001) and occupational health and safety (AS/NZS 4801) standards and the integrated management system
- encouraging individual responsibility for quality, environmental and workplace health and safety practices which are supported through strong senior management endorsement
- working closely and cooperatively with employees, contractors, suppliers, clients and stakeholders to understand their needs
- demonstrating strong senior management leadership and accountability for the effectiveness of the integrated management system
- enhancing and improving customer satisfaction by ensuring a focus on customers and service delivery
- encouraging suppliers of goods and services 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 by implementing risk management process and consulting with our employees.



Mick Kinley

Chief Executive Officer  
June 2019

# Compliance

## with the Public Governance, Performance and Accountability Rule 2014

Item	Topic	Matters to be included	Page
1	Introduction	The following: (a) a statement that the plan is prepared for section 35(1)(b) of the Act  (b) the reporting period for which the plan is prepared, and  (c) the reporting periods covered by the plan.	4
2	Purposes	The purposes of the entity.	7
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	15, 39, 49, 65, 80
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes  (b) how any subsidiary of the entity will contribute to achieving the entity's purposes, and  (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period.	(a, b) 23, 42, 52, 69, 79  (c) 31, 45, 58, 74, 86
5	Capability	The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.	57, 73, 85
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including” • any measures that will be implemented to ensure compliance with the finance law  • cost recovery.	90  94

This Corporate Plan meets the general requirements of:

**References:**

- A. PGPA Rule 2014, Section 16E, Corporate Plan for Commonwealth Entities
- B. PGPA Act, Section 35, Corporate Plan for Commonwealth Entities
- C. Department of Finance Resource Management Guide No. 132, Corporate Plans for Commonwealth entities
- D. AMSA Act 1990, Part 4, Section 25 Corporate Plan

## References

No.	Title	Published
❶	Department of Infrastructure, Regional Development and Cities 2018–19 Corporate Plan	2018
❷	E Bagshaw, 'Economists warn 2019 could be a bumpy year for everyone', <i>The Canberra Times</i> , 2 February 2019	2019
❸	E Rogers, 'Chinese face 'trade recession' as US tariff war bites,' <i>The Australian</i> , 15 January 2019, p. 17	2019
❹	'The big issues', <i>Company Director Magazine</i> , February 2019, p. 31	2019
❺	<i>Trends: Infrastructure and Transport to 2030</i> , Department of Infrastructure and Regional Development 2014	2014
❻	<i>Cranking up the intensity: climate change and extreme weather events</i> : Climate Council of Australia, 2017	2017
❼	<i>High tide: Boat ownership on the rise in Australia</i> , January 2017, Roy Morgan	
❽	<i>Aviation IRC Key Findings Paper</i> , Australian Industry Standards Ltd, February 2018	2018
❾	<i>Trends: Transport and Australia's Development to 2040 and Beyond</i> , Department of Infrastructure and Regional Development, Commonwealth of Australia, 2016	2016







# 2019–20 Corporate Plan

Covering the period 2019–20 to 2022–23

AMSA 247 (7/19)