



Australian Government  
Australian Maritime Safety Authority

# Annual Report 2024–25



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## Images disclaimer

Aboriginal and Torres Strait Islander people are advised that this document may contain images of deceased people.

The Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community. We pay our respect to their Elders past and present as well as the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

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# Transmittal letter



Australian Government  
Australian Maritime Safety Authority

CHAIR

The Hon Catherine King MP  
Minister for Infrastructure, Transport, Regional Development and Local Government  
Parliament House  
CANBERRA ACT 2600

Dear Minister

On behalf of the Australian Maritime Safety Authority (AMSA), I present to you the Annual Report for the reporting year 1 July 2024 to 30 June 2025.

The report provides a detailed description of AMSA's operations during the year as well as financial statements and the Auditor-General's report on those financial statements. This report has been prepared in accordance with the requirements set out in the *Public Governance, Performance and Accountability Act 2013*, the Public Governance, Performance and Accountability Rule 2014, and in accordance with the *Australian Maritime Safety Authority Act 1990*.

The report is made in accordance with a resolution on 15 September 2025 of the Directors who are responsible, under section 46(1) of the *Public Governance, Performance and Accountability Act 2013* for its preparation and content.

Yours sincerely

**Captain Jeanine Drummond**  
Chair

15 September 2025

## Reporting requirements and responsible minister

The *Public Governance, Performance and Accountability Act 2013* (PGPA Act) requires that corporate Commonwealth entities prepare an annual report in accordance with the relevant rule.

The AMSA Annual Report 2024–25 is presented in accordance with the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule) and the *Australian Maritime Safety Authority Act 1990* (AMSA Act).

The report is to be presented to the responsible minister by 15 October and requires the minister to table the report in both Houses of the Parliament as soon as practicable after receiving it. AMSA will also publish its annual report on the Transparency Portal ([transparency.gov.au](https://transparency.gov.au)) using the digital reporting tool (section 17BCA of the PGPA Rule).

AMSA reports to the Australian Parliament and Government through the Minister for Infrastructure, Transport, Regional Development and Local Government the Hon Catherine King.

Under the PGPA and AMSA Acts, members of the AMSA Board, as the Accountable Authority, are responsible for this annual report.

This report provides a review of activities undertaken in 2024–25, using the reporting arrangements set out in the Portfolio Budget Statements 2024–25 and the AMSA Corporate Plan 2024–25 (covering the period 2024–25 — 2027–28).



The Hon. Catherine King,  
Minister for Infrastructure,  
Transport, Regional Development  
and Local Government

## Chair's foreword

I am proud to present the Australian Maritime Safety Authority's (AMSA) 2024–25 Annual Report—marking another successful year of steadfast performance and meaningful progress.

AMSA continued to effectively deliver its core functions and strategic priorities, as outlined in our 2024–25 corporate plan and in alignment with our Minister's Statement of Expectations. Whether coordinating search and rescue, ensuring maritime safety, protecting the marine environment, providing regulatory oversight or delivering essential services to mariners, AMSA remains deeply committed to its vision – *safe and clean seas, saving lives*.

This year also marked a significant leadership transition. After a distinguished career spanning three decades with AMSA—most recently serving with distinction as Chief Executive Officer—Mick Kinley retired. On behalf of the Board, I acknowledge Mick's contribution and tireless dedication to AMSA and the broader maritime sector. Under his leadership, AMSA achieved significant milestones, including the implementation of the National System for Domestic Commercial Vessel Safety and Australia's elevation to Category B on the International Maritime Organization (IMO) Council. His deep understanding of the maritime landscape and unwavering dedication have shaped a safer and more efficient maritime environment for all Australians and the broader Pacific Region.

In October 2024, we welcomed our new Chief Executive Officer Kaylene Dale, who brings a fresh perspective to the organisation and extensive experience in Commonwealth regulatory settings and the maritime sector. Kaylene's arrival was a timely opportunity to review and refresh our external engagement and to appreciate how effectively the regulatory environment is viewed from our stakeholder's perspective. Under Kaylene's leadership, AMSA has also embarked on work to ensure that our values, behaviours, systems, and processes reflect the kind of safe, inclusive, and high-performing workplace we aspire to be. These foundations are essential as AMSA positions itself for the challenges and opportunities of the years ahead.

There have also been changes at Board level. We farewelled valued members Elizabeth Montano and Peter Toohey (December 2024), and Michelle Taylor (May 2025). We welcomed new appointments Kate Hughes and Warwick Norman AM in February 2025, ensuring the Board maintains a strong mix of maritime expertise and insight.

Throughout the year the Board met regularly and engaged with stakeholders face-to-face across Australia to ensure our strategic direction remains aligned with national maritime priorities. The Board highlighted the importance of industry engagement when they met with stakeholders and undertook site visits including to state and industry partners and to the service providers who support our collective efforts.

On the international front, AMSA continued to play an influential role at the IMO. Our new Chief Executive Officer represented Australia's interests at IMO Council in London, and we contributed technical expertise to support the development of global maritime safety and environmental standards. Notably, we are increasingly engaged in advancing the decarbonisation of the maritime sector, working in close collaboration with the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts (the Department) to drive forward both environmental and technical innovation.

In a constrained fiscal environment, AMSA continued to exercise prudent financial management as our revenue continues to decline in real terms. While we recognise that we cannot always meet every stakeholder's expectations, we are prioritising effort to ensure that our work reflects their most pressing needs. We are carefully managing our assets and capabilities — such as the aids to navigation network, emergency towage, and other enabling services — to mitigate risk against a backdrop of rising cost pressures. In doing so, we have needed to reduce our accumulated cash reserves and, with the Department, continue work to explore funding options for consideration by government beyond the 2025–26 financial year.

Our approach to change has focused on incremental improvement, such as those realised through the ongoing myAMSA portal project which is delivering more streamlined and transparent digital services for stakeholders (see case study page 33). These changes are already delivering tangible productivity savings for our individual stakeholders, and those efficiencies will build as we incrementally replace legacy systems and expand our digital service offering — ultimately helping to lift productivity across the maritime industry.

As we look to the future, I am confident in AMSA's continued success, driven by the professionalism, dedication, and expertise of our people. Every day, across Australia's vast maritime domain, our workforce exemplifies the values that underpin AMSA's mission. Their commitment will be key to our continued impact in the years ahead.

## Financial summary

AMSA recorded an operating deficit for 2024–25 of \$27.5 million compared to an operating deficit for 2023–24 of \$7.8 million. The 2024–25 result was predominantly driven by the cessation of Australian Government interim funding for National System regulatory functions for 2024–25 and increases in employee benefits and supplier costs.

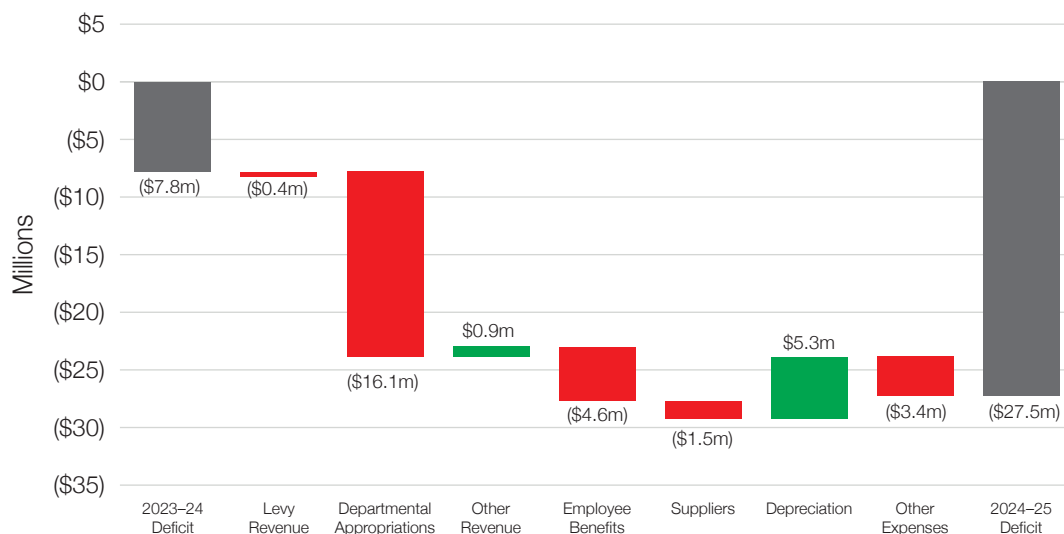
Table 1 summarises the 2024–25 year-end actual results with comparison to the previous financial year.

**Table 1 – Summary of 2024–25 financial year results**

|                                | 2024–25<br>Actual<br>(\$'000) | 2023–24<br>Actual<br>(\$'000) | Variance to<br>2023–24<br>(\$'000) |
|--------------------------------|-------------------------------|-------------------------------|------------------------------------|
| Revenue                        | 240,023                       | 255,537                       | (15,514)                           |
| Expenses                       | 267,535                       | 263,383                       | (4,152)                            |
| <b>Net surplus / (deficit)</b> | <b>(27,512)</b>               | <b>(7,846)</b>                | <b>(19,666)</b>                    |
| Average staffing levels        | 489.8                         | 476.5                         | 13.3                               |

Figure 1 shows the net movements in revenue and operating expenses by classification for 2024–25 against 2023–24 with cumulative and sequential effect.

**Figure 1 – Waterfall diagram of net movements for 2024–25**



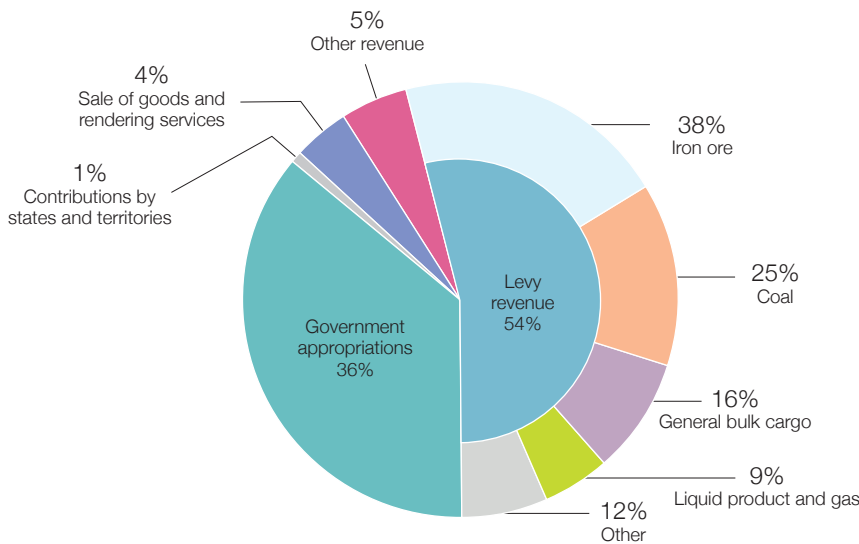
## Comprehensive income

### Revenue

Total revenue for 2024–25 was \$240.0 million, including live search and rescue (SAR) departmental appropriation funding. This is a total decrease of \$15.5 million (or 6.1 per cent) compared to 2023–24, predominantly driven by the cessation of National System interim funding (\$15.6 million) and decrease in levy revenue, partially offset by increase in interest revenue.

Figure 2 shows the sources of revenue for 2024–25, with levy revenue broken down into main commodity and vessel classifications.

**Figure 2 – Source of revenue for 2024–25**



### Levy revenue

Levy revenue has declined due to a slight reduction in net tonnage volumes, decreasing from 334.8 million tonnes in 2023–24 to 334.2 million tonnes in 2024–25 – a 0.2 per cent drop. Net tonnage volumes fluctuate annually, influenced by a complex range of factors including vessel size and frequency, the number of times foreign vessels visit within a three-month payment period, global demand for Australian commodity exports, international trade disruptions, technological and environmental shifts within the maritime sector, and broader Australian economic conditions. These dynamics underscore the inherent volatility in levy revenue and highlight the ongoing financial sustainability challenges faced by AMSA.

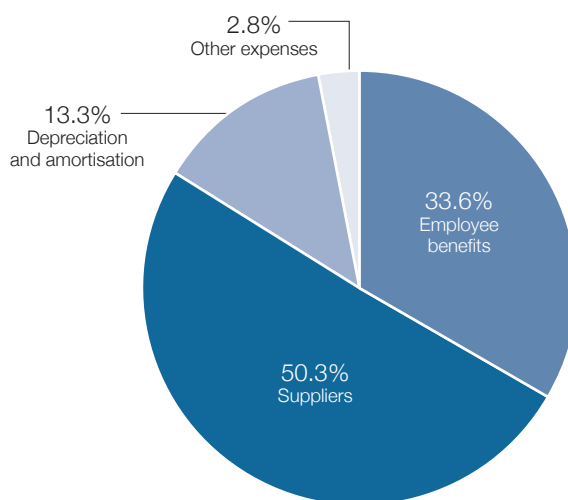
## Operating expenses

Total operating expenses for 2024–25 was \$267.5 million, compared to \$263.4 million in 2023–24.

This represents an increase of \$4.2 million (or 1.6 per cent) from 2023–24. The rise in expenses was mainly driven by an increase in employee benefits (\$4.6 million) corresponding to a growth in average staffing levels to 489.8 in 2024–25 and annual Enterprise Agreement pay rise of 4 per cent. In addition, there was an increase in supplier costs (\$1.5 million) and asset write-down (\$2.6 million), offset by a decrease in depreciation expense (\$5.3 million).

Figure 3 shows the breakdown of total operating expenditure for 2024–25 by expense classification.

**Figure 3 – Operating expenditure breakdown for 2024–25**



## Financial outlook

AMSA is budgeting for an unadjusted operating deficit of \$18.3 million in 2025–26. The budgeted deficit is driven by a combination of reduction in anticipated cost-recovered levy revenue, and the need to sustain services for the domestic commercial vessel industry.

AMSA's operating results are highly dependent on the stability of levy revenue and risks of potential global disruptions influenced by externalities outside AMSA's control. Risks include impacts of international events on global trade and demand for Australian commodity exports, especially iron ore and coal. There is downside risk to levy revenue for 2025–26 and beyond.

AMSA will continue to invest in our people, initiatives, and projects to enhance our capabilities through the development of a comprehensive and robust regulatory platform to service the future needs of industry, including adoption of new and emerging technologies. This may result in significant expenditure outlays and temporary deficits in the forward years. AMSA will work with the Australian Government to ensure that regulatory services are compliant with maritime safety standards, delivered efficiently, effectively and funding arrangements are sustainable.





2024–25  
Annual  
performance  
statements

## Statement by the accountable authority

As the Accountable Authority of the Australian Maritime Safety Authority (AMSA), the Board presents AMSA's 2024–25 Annual Performance Statements, as required under sub-sections 39(1)(a) and 39(1)(b) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). In the opinion of the Board, the annual performance statements accurately reflect AMSA's performance and comply with subsections 39(1) and 39(2) of the PGPA Act.



Captain Jeanine Drummond  
Chair  
15 September 2025

## Annual Performance Statements

The annual performance statements describe how AMSA performed against the core non-financial performance measures set out in the 2024–25 Portfolio Budget Statements, and the broader non-financial measures in the 2024–25 Corporate Plan. Essentially, the annual performance statements are the 'bookend' to the non-financial measures in both documents (available at [amsa.gov.au/about](https://amsa.gov.au/about)).

AMSA's purpose, vision and mission are described below.

Performance measures are grouped under the three elements of AMSA's vision – safe seas, clean seas, savings lives – and regulatory performance. Together, the measures cover all facets of AMSA's purpose.

### Purpose

As Australia's national maritime safety regulator, we are responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution, and search and rescue nationally.

### 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). Reflecting the purpose of the AMSA Act, and the functions of AMSA under the Act, our primary role is 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 of a maritime nature on a commercial basis to the Commonwealth and/or states and territories

## Outcomes and planned performance

AMSA's outcomes and planned performance are detailed in the [Portfolio Budget Statement](#) and [Corporate Plan](#) for the relevant reporting period.

### Outcome 1 – PBS

[\[https://www.infrastructure.gov.au/sites/default/files/documents/2024-25\\_infra\\_pbs\\_06\\_amsa.pdf\]](https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf)

Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination.

#### **Program 1.1 – Seafarer and ship safety, environment protection and search and rescue.**

**Sub-program 1.1.1** – Seafarer and ship safety and environment protection aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.

*Related performance measures:* 1 and 5.

*Related strategic priorities:* 1: Risk-based regulation; 2: Incident management capability; and 3: Environmental protection.

#### **Key activities**

- Promote maritime safety  
See strategic priorities 1, 2 and 3 and performance measures 1 and 5
- Protect the marine environment from pollution from ships; and other environmental damage caused by shipping  
See strategic priority 2 and 3, and performance measures 4 and 5

**Sub-program 1.1.2** – Search and rescue aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue. As Australia’s national maritime regulatory body, AMSA promotes the safety and protection of our marine environment and combats ship-sourced pollution. AMSA provides the infrastructure for safety of navigation in Australian waters and maintains a national search and rescue service for the maritime and aviation sectors.

*Related performance measure:* 6.

*Related strategic priority:* 2: Incident management capability.

#### **Key activities**

- Provide for a national search and rescue service  
See performance measure 6

Separate to the annual performance statements, the Annual Report also includes a summary of progress against key initiatives listed in the 2024–25 Corporate Plan – see page 40.

## **Analysis of performance**

In accordance with section 16F(2) of the PGPA Rule, the annual performance statements must include an analysis of factors affecting an entity’s performance in achieving its purposes in the reporting period.

Overall, of the 9 performance measures (not including composite sub-measures) in the annual performance statements, 8 were achieved, and one was not. Of the reportable measures, this represents 88.9 per cent achievement of measures.

## **Reading the AMSA 2024–25 annual performance statements**

### **Performance measures**

The annual performance statements are introduced by a ‘traffic light’ summary of performance against measures, followed by tables providing the detailed results and case studies. Case study topics were selected before the reporting period to avoid bias.

See below for how to read the tables.

## How to read the performance tables

| Performance measure                                         | Target                | Results <sup>1</sup> |   |         |   |         |   |                    |   |
|-------------------------------------------------------------|-----------------------|----------------------|---|---------|---|---------|---|--------------------|---|
|                                                             |                       | 2021–22              |   | 2022–23 |   | 2023–24 |   | 2024–25            |   |
| Name of measure                                             |                       |                      | ● |         | ● |         | ● |                    | ● |
| RATIONALE:                                                  |                       |                      |   |         |   |         |   |                    |   |
| TOLERANCES <sup>2</sup> :<br>● Red:<br>● Amber:<br>● Green: |                       |                      |   |         |   |         |   |                    |   |
| ANALYSIS OF PERFORMANCE <sup>3</sup> :                      |                       |                      |   |         |   |         |   |                    |   |
| CASE STUDY <sup>4</sup> :                                   | SOURCE <sup>5</sup> : |                      |   |         |   |         |   | RPG <sup>6</sup> : |   |
| FOOTNOTE <sup>7</sup> :                                     |                       |                      |   |         |   |         |   |                    |   |

1. Sets out the result for the measure. For comparative purposes, the past three years’ results are also provided where available
2. The tolerances for the measure traffic light are explained here
3. Contextual commentary for the result. If the result is ‘green’, then this section may be omitted
4. Link to case studies that help illustrate the impact of the measure (where applicable)
5. The page number from either the 2024–25 Corporate Plan or Portfolio Budget Statements where the measure is described
6. The measure’s relationship to the Regulator Performance Guidance principles:
  - Principle 1: Continuous improvement and building trust
  - Principle 2: Risk-based and data-driven
  - Principle 3: Collaboration and engagement
7. The footnotes are drawn from the 2024–25 AMSA Corporate Plan and may also include additional explanatory notes for clarification.

# Snapshot summary

| Number | Description                                                                                                                                                                                                                     | Result |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|
| 1      | Safety of foreign-flagged ships and Australian-flagged ships (under the Navigation Act 2012) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents to total port arrivals | ●      |
| 2      | Port State control (PSC) risk-based inspection targets are met                                                                                                                                                                  | ●      |
| 3      | Improvement in the standard of domestic commercial vessels is demonstrated through:                                                                                                                                             |        |
| 3.1    | The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards                                                                                                                         | ●      |
| 3.2    | The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia                                                                                                                                  | ●      |
| 4      | Reducing trend in the number of significant pollution incidents                                                                                                                                                                 | ●      |
| 5      | Timeliness of response to significant oil spill incidents                                                                                                                                                                       | ●      |
| 6      | Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk                                                                                                    | 100%   |
| 7      | Specific activities and performance that contribute to continuous improvement and building trust                                                                                                                                | ●      |
| 8      | Specific activities and performance that contribute to collaboration and engagement                                                                                                                                             | ●      |

# Performance measures

## Safe seas

We manage Australia's distress beacon registration database, navigational aids, and tracking and reporting systems. We have national and international responsibilities for seafarer welfare and we work closely with communities to deliver safety programs. AMSA's core business supports **safe seas** through activities including but not limited to:

### Influencing standards for vessel safety

AMSA, as the Australian representative for vessel safety matters at the International Maritime Organization (IMO) and the International Labour Organization (ILO), engages and influences on safety matters that ensure that all vessels transiting Australian waters meet the highest vessel standards. AMSA proactively engages and influences on matters of importance to Australia such as increased regulations to improve working conditions on vessels to prohibit harassment and bullying at sea, enhanced requirements for cargo securing arrangements, increasing standards for pilot transfer arrangements, improvements to the performance standards for electronic chart display systems (ECDIS) on ships and agreement to review the regulations relating to marine casualty investigations. AMSA has also been engaged in the development of standards at the IMO for the use of alternate fuels such as hydrogen and ammonia.

### Coastal pilotage

Coastal pilotage has been compulsory in the Great Barrier Reef since 1991. In 2006, pilotage also became compulsory for the Torres Strait (including the Great North East Channel). Vessels more than 70 metres in length, loaded oil tankers, loaded chemical carriers and loaded liquefied gas carriers (irrespective of length) are required to embark an AMSA-licensed coastal pilot when transiting coastal pilotage areas.

Coastal pilotage passages are defined in Marine Order 54 (Coastal Pilotage) 2014, and include transits conducted throughout the Great North East Channel, Torres Strait, Hydrographers Passage and Inner Route pilotage areas, including transits via One and a Half Mile Passage through the Great Barrier Reef Marine Park.

### Port State control

Port State control inspections are the internationally accepted method to ensure that foreign ships are in a seaworthy condition and operated in accordance with international safety and environmental protection conventions when in the port of another State. AMSA applies the same standards to Regulated Australian Vessels subject to the *Navigation Act 2012* through a flag State control inspection program.

Under the port State control program, AMSA checks that ships are appropriately crewed and that crew hold the required certification in accordance with flag State requirements. All port and flag State control inspections include checks for compliance with *Maritime Labour Convention 2006*.

AMSA has around 50 port marine surveyors at major ports around Australia's coastline. AMSA typically conducts more than 2400 port state and flag state control inspections annually.

## Incident reporting and analysis

AMSA encourages operators to take responsibility for safety outcomes through implementation of effective safety managements systems, safe operations and appropriately trained crew.

In the event of a reportable incident, commercial vessel owners and masters must report the incident to AMSA within 72 hours. Reportable incidents include deaths or serious injuries, loss of a vessel, loss of a person from a vessel, grounding, sinking, flooding or capsize, significant damage to or fouling of a vessel, structural failure, collisions and close quarters situations.

The information provided in incident reports is analysed to identify patterns and connections between incidents that take place across Australia, and informs the development, prioritisation and implementation of safety strategies.

Australia was instrumental in leading a key amendment to the Maritime Labour Convention, mandating the requirement for annual reporting of all seafarer deaths at sea to the Director-General of the International Labour Organization (ILO), for publication in a global register. Made mandatory in December 2024, this is the first time the ILO will receive mandatory death reports from any sector globally. The IMO has now published its first ever preliminary deaths at sea report which a start in identifying trends, especially those influencing seafarers' mental health and wellbeing, allowing the implementation of positive interventions to address these issues effectively.

## Great Barrier Reef and Torres Strait Vessel Traffic Service (REEFVTS)

REEFVTS enhances navigational safety in the Torres Strait and the inner route of the Great Barrier Reef by interacting with shipping to provide information on potential traffic conflicts and other navigational information.

REEFVTS is provided by the Australian and Queensland governments through arrangements between AMSA and Maritime Safety Queensland (MSQ). The service operates 24 hours a day from the vessel traffic service (VTS) centres operated by MSQ in Townsville and Gladstone.

## Performance measure 1

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Results |                                              |         |                                                                |         |                                          |                            |                                          |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|----------------------------------------------|---------|----------------------------------------------------------------|---------|------------------------------------------|----------------------------|------------------------------------------|
| 1                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | 2021–22 |                                              | 2022–23 |                                                                | 2023–24 |                                          | 2024–25                    |                                          |
| Safety of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i> ) operating in Australian waters, is demonstrated through the proportion of very serious and serious incidents to total port arrivals                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | <1.5%                                                                                                                                                                                                                                                                                                                                                                                                                                                              | 0.81%   | <div><div></div></div><br>(target was <0.5%) | 0.79%   | <div><div></div></div><br>(target <1.5%)<br><small>[1]</small> | 1.08%   | <div><div></div></div><br>(target <1.5%) | 0.67%                      | <div><div></div></div><br>(target <1.5%) |
| <p><b>RATIONALE:</b> Indicates whether standards are being met.</p> <p>Marine incidents are classified by AMSA into one of three severity levels: (1) very serious; (2) serious; and (3) less serious. Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include: fatalities, serious injuries, loss of vessel, damage to vessel and equipment, serious pollution and other incidents that result in serious consequences (i.e. fire, grounding, collisions etc.). Incidents are categorised individually.</p>                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                                              |         |                                                                |         |                                          |                            |                                          |
| <p><b>TOLERANCES:</b></p> <div><div></div> more than 1.5%</div> <div><div></div> between 1.3% and 1.5%</div> <div><div></div> less than 1.3%</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                                              |         |                                                                |         |                                          |                            |                                          |
| <p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>The 2024–25 result shows a reduction in the total number of marine incidents reported (4,229*) and a significant decline in the number of very serious and serious incidents (231) from 2023–24.</p> <p>Through the National Compliance Plan 2025–26, AMSA will continue to ensure inspections are prioritising vessels that present the highest risk in Australian waters. This will include integrating occupational health and safety as a key focus, with particular attention to the effectiveness of risk assessment practices under the International Safety Management (ISM) Code.</p> <p>*Since 1 January 2025, defect reports are no longer captured within the marine incident process. However, to allow for comparable analysis for this financial year, defect reports received for the period of 1 January – 30 June 2025 will be retained in the data set. Defect report will be omitted from reporting in the next financial year (2025–26).</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |         |                                              |         |                                                                |         |                                          |                            |                                          |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <b>SOURCE:</b> 2024–25 Portfolio Budget Statement: Page 174<br>( <a href="https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf">https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf</a> )<br>2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> |         |                                              |         |                                                                |         |                                          | <b>RPF:</b><br>Principle 2 |                                          |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Target | Results |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|---------|
| <b>FOOTNOTE:</b><br>[1] Change to target: an increase in reporting (encouraged by AMSA), more accurate reporting and coding of severity of incident data since 2017 has identified that this performance measure tracks above the previous <0.5% target. Additionally, there was a significant increase (45 per cent) in reporting between 2015–16 and 2020–21. To ensure that the target is effective, realistically reflects current trends and improvement in data reporting and noting the result of this performance measure in the last three years, the target was changed to <1.5% from 2022–23 onwards. |        |         |

Performance measure 2

| Performance measure                                                                                                                                                                                                                                                                                                                                                                         | Target                                                                                                                                                                                            | Results |   |         |   |         |                            |         |   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------|---|---------|----------------------------|---------|---|
| 2                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                   | 2021–22 |   | 2022–23 |   | 2023–24 |                            | 2024–25 |   |
| Port State control (PSC) risk-based inspection targets are met                                                                                                                                                                                                                                                                                                                              | 100%                                                                                                                                                                                              | 100%    | ● | 100%    | ● | 100%    | ●                          | 100%    | ● |
| <b>RATIONALE:</b> Demonstrates that AMSA's PSC inspections are focused on higher risk ships which ensures resources are concentrated on those ships that pose the greatest threat to safety and the environment.                                                                                                                                                                            |                                                                                                                                                                                                   |         |   |         |   |         |                            |         |   |
| <b>TOLERANCES:</b><br>● below 97% of inspection target met<br>● more than 97%, but below 100% of inspection target met<br>● 100% of inspection target met                                                                                                                                                                                                                                   |                                                                                                                                                                                                   |         |   |         |   |         |                            |         |   |
| <b>ANALYSIS OF PERFORMANCE:</b><br>2,452 port State control inspections were completed during the 2024–25 financial year (target 2,400). AMSA is focusing our efforts on the highest risk ships while expending a smaller effort on those ships that pose the least risk to Australia. The detention rate is higher on the highest risk ships, and significantly lower on lower risk ships. |                                                                                                                                                                                                   |         |   |         |   |         |                            |         |   |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                                                   | <b>SOURCE:</b> 2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> |         |   |         |   |         | <b>RPF:</b><br>Principle 2 |         |   |

Performance measure 3

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Target                  | Results              |   |         |   |         |   |         |   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|----------------------|---|---------|---|---------|---|---------|---|
| 3                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                         | 2021–22              |   | 2022–23 |   | 2023–24 |   | 2024–25 |   |
| Improvement in the standard of domestic commercial vessels is demonstrated through:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |                         |                      |   |         |   |         |   |         |   |
| 3.1 The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Trending downwards      | 0.5                  | ● | 0.8     | ● | 0.7     | ● | 0.8     | ● |
| 3.2 The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Less than or equal to 7 | Measure not in place |   | 1.8     | ● | 1.4     | ● | 1.6     | ● |
| <p><b>RATIONALE:</b> Both sub-measures indicate whether AMSA's regulatory regime and compliance monitoring are increasingly preventing serious safety incidents. The monitoring of this data focuses AMSA on regulatory changes to those areas which will have the greatest impact and our compliance activities to the highest risk operations.</p> <p>For 3.2, AMSA target is less than the average of comparative industries (n=7) – agriculture; forestry and fishing and transport; postal and warehousing (as at 2020 Safe Work Australia data). AMSA will continue to monitor and review to ensure elected industries remain relevant.</p> |                         |                      |   |         |   |         |   |         |   |
| <p><b>TOLERANCES:</b></p> <p><b>3.1</b> ● The average is trending up<br/>● N/A<br/>● The average is trending down</p> <p><b>3.2</b> ● The five-year average is above the comparative industry average<br/>● N/A<br/>● The five-year average is below the comparative industry average</p>                                                                                                                                                                                                                                                                                                                                                         |                         |                      |   |         |   |         |   |         |   |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Target                                                                                                                                                                                            | Results                           |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|----------------|----------------------|----------------|-------|---|-----|-------|---|-----|-------|---|-----|-------|---|-----|-------|---|-----|-------|---|-----|-------|---|-----|
| <b>ANALYSIS OF PERFORMANCE:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                   |                                   |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| <p>3.1: There was one passenger fatality reported in the 2024–25 financial year. This related to the operation of a domestic commercial vessel.</p> <p>The average passenger fatalities since 1 July 2018, when AMSA assumed service delivery for the National Law, is 0.83, slightly higher from 0.7 reported in the 2023–24 financial year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                   |                                   |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| <p>Measure 3.1 Passenger fatalities on Domestic Commerical Vessels</p> <p>This chart displays passenger fatalities on domestic commercial vessels from the 2018/19 financial year to the 2024/25 financial year. The y-axis represents the number of fatalities, ranging from 0.0 to 2.5. The x-axis lists the financial years. Blue bars represent the actual number of passenger fatalities for each year, while a purple line represents the 5-year rolling average. Data labels are provided for both the bars and the line.</p> <table><thead><tr><th>Financial Year</th><th>Passenger fatalities</th><th>5 year average</th></tr></thead><tbody><tr><td>18/19</td><td>1</td><td>0.8</td></tr><tr><td>19/20</td><td>0</td><td>0.4</td></tr><tr><td>20/21</td><td>1</td><td>0.6</td></tr><tr><td>21/22</td><td>0</td><td>0.4</td></tr><tr><td>22/23</td><td>2</td><td>0.8</td></tr><tr><td>23/24</td><td>0</td><td>0.6</td></tr><tr><td>24/25</td><td>1</td><td>0.8</td></tr></tbody></table> |                                                                                                                                                                                                   |                                   | Financial Year | Passenger fatalities | 5 year average | 18/19 | 1 | 0.8 | 19/20 | 0 | 0.4 | 20/21 | 1 | 0.6 | 21/22 | 0 | 0.4 | 22/23 | 2 | 0.8 | 23/24 | 0 | 0.6 | 24/25 | 1 | 0.8 |
| Financial Year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Passenger fatalities                                                                                                                                                                              | 5 year average                    |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 18/19                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                 | 0.8                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 19/20                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0                                                                                                                                                                                                 | 0.4                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 20/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                 | 0.6                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 21/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0                                                                                                                                                                                                 | 0.4                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 22/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 2                                                                                                                                                                                                 | 0.8                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 23/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0                                                                                                                                                                                                 | 0.6                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 24/25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                 | 0.8                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| <p>3.2 In the 2024–25 financial year, there were two fatal marine incidents which resulted in three crew fatalities. These were linked to the operation of a domestic commercial vessel.</p> <p>In one fatal marine incident, two crew lost their lives after an aluminium fishing dinghy capsized.</p> <p>The other fatal marine incident occurred after a crew member on a domestic commercial vessel was struck by the boom while competing in the Rolex Sydney to Hobart Yacht Race.</p> <p>The five-year rolling average shows a decreasing trend from 2018–19 to 2023–24. While an upward shift is evident in 2024–25, the five-year rolling average (1.6) remains within a consistent range.</p> <p>Of the 40 crew fatalities since 1 July 2013, 13 (32.5 per cent) occurred after 1 July 2018 (commencement of service delivery by AMSA).</p>                                                                                                                                             |                                                                                                                                                                                                   |                                   |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| <p>Measure 3.2 Crew fatalities on Domestic Commerical Vessels (rolling 5 year average)</p> <p>This chart displays crew fatalities on domestic commercial vessels from the 2020/21 financial year to the 2024/25 financial year. The y-axis represents the number of fatalities, ranging from 0 to 6. The x-axis lists the financial years. Dark blue bars represent the actual number of DCV crew fatalities for each year, while a purple line represents the 5-year rolling average. Data labels are provided for both the bars and the line.</p> <table><thead><tr><th>Financial Year</th><th>DCV Crew fatalities</th><th>Average</th></tr></thead><tbody><tr><td>20/21</td><td>3</td><td>4.4</td></tr><tr><td>21/22</td><td>1</td><td>4.0</td></tr><tr><td>22/23</td><td>0</td><td>3.6</td></tr><tr><td>23/24</td><td>1</td><td>1.4</td></tr><tr><td>24/25</td><td>3</td><td>1.6</td></tr></tbody></table>                                                                                    |                                                                                                                                                                                                   |                                   | Financial Year | DCV Crew fatalities  | Average        | 20/21 | 3 | 4.4 | 21/22 | 1 | 4.0 | 22/23 | 0 | 3.6 | 23/24 | 1 | 1.4 | 24/25 | 3 | 1.6 |       |   |     |       |   |     |
| Financial Year                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | DCV Crew fatalities                                                                                                                                                                               | Average                           |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 20/21                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3                                                                                                                                                                                                 | 4.4                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 21/22                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                 | 4.0                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 22/23                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 0                                                                                                                                                                                                 | 3.6                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 23/24                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 1                                                                                                                                                                                                 | 1.4                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| 24/25                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 3                                                                                                                                                                                                 | 1.6                               |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>SOURCE:</b> 2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> | <b>RPG:</b><br>Principles 1 and 2 |                |                      |                |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |       |   |     |

## Clean seas

AMSA's core business supports **clean seas** through activities including but not limited to:

### Protection of the sea conventions and legislation

#### International conventions and Commonwealth legislation

A global regulation system has been implemented by the [International Maritime Organization](https://www.imo.org) (<https://www.imo.org>) to ensure ships are subject to uniform pollution standards whether they are on the high seas, in territorial waters or in port.

Australia has ratified several international conventions, developed by the IMO, dealing specifically with ship-related marine pollution matters. Australia is active at the IMO, influencing international ship safety, search and rescue protocols and marine environment standards and encouraging their effective implementation, which complements our own compliance regime applied to ships arriving in Australian ports.

### Marine environment incident response

AMSA prepares for and responds to marine pollution incidents from shipping. The National Plan for Maritime Environmental Emergencies (National Plan) sets down arrangements for federal, state and territory cooperation in response to pollution incidents. The National Plan applies to pollution of the marine environment by oil or hazardous and noxious substances, originating from vessels and offshore petroleum activities.

#### Oil spill response in the Pacific

AMSA represents Australia in the Pacific Islands Regional Marine Spill Contingency Plan (PACPLAN). The plan provides the framework for cooperative regional responses to major marine spills in the Pacific Islands region and sets out how Pacific Island countries can request assistance from Australia, New Zealand, France or the United States.

#### Regional cooperation on transboundary pollution

AMSA has bilateral non-binding arrangements with France, Indonesia, Papua New Guinea, New Caledonia, and New Zealand to facilitate cooperation during significant marine pollution events. These agreements are intended to ensure that AMSA and our regional partners can coordinate joint responses effectively during incidents with a risk of transboundary marine pollution.

Marine pollution response activities outside of Australian waters are cost recovered by AMSA.

#### Emergency towage

The National Plan sets out a minimum level of emergency towage capability around the Australian coastline.

Emergency towage is the initial response to assist a ship that is incapacitated and in danger of grounding, sinking or other types of casualty-at-sea.

AMSA contracts a primary dedicated emergency vessel in the Great Barrier Reef Marine Park and emergency towing vessels around Australia's coastline.

Performance measure 4

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              | Target                                                                                                                                                                                                                                                                                                          | Results |   |         |   |         |   |                            |   |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------|---|---------|---|----------------------------|---|
| 4                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                 | 2021–22 |   | 2022–23 |   | 2023–24 |   | 2024–25                    |   |
| Reducing trend in the number of significant pollution incidents                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Trending downwards                                                                                                                                                                                                                                                                                              | 2       | ● | 0       | ● | 0       | ● | 0                          | ● |
| <p><b>RATIONALE:</b> AMSA's operations, such as ship inspections, safety education and regulation, are preventative measures that reduce the risk of a significant pollution incident. A reducing trend in the number of significant pollution incidents is an indicator of the success of these measures, which collectively contribute to preventing marine pollution.</p> <p>A significant pollution incident is defined as a Level 2 (or higher) incident in accordance with the <a href="https://www.amsa.gov.au/marine-environment/national-plan-maritime-environmental-emergencies">National Plan for Maritime Environmental Emergencies</a>. (<a href="https://www.amsa.gov.au/marine-environment/national-plan-maritime-environmental-emergencies">https://www.amsa.gov.au/marine-environment/national-plan-maritime-environmental-emergencies</a>)</p> |                                                                                                                                                                                                                                                                                                                 |         |   |         |   |         |   |                            |   |
| <p><b>TOLERANCES:</b></p> <p>● One or more level 2 incident reported to AMSA</p> <p>● N/A</p> <p>● No level 2 incidents reported to AMSA</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |                                                                                                                                                                                                                                                                                                                 |         |   |         |   |         |   |                            |   |
| <p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>There were no significant pollution incidents reported in the 2024–25 financial year.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                 |         |   |         |   |         |   |                            |   |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>SOURCE:</b> 2024–25 Corporate Plan <a href="https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9">https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9</a> |         |   |         |   |         |   | <b>RPF:</b><br>Principle 1 |   |

Performance measure 5

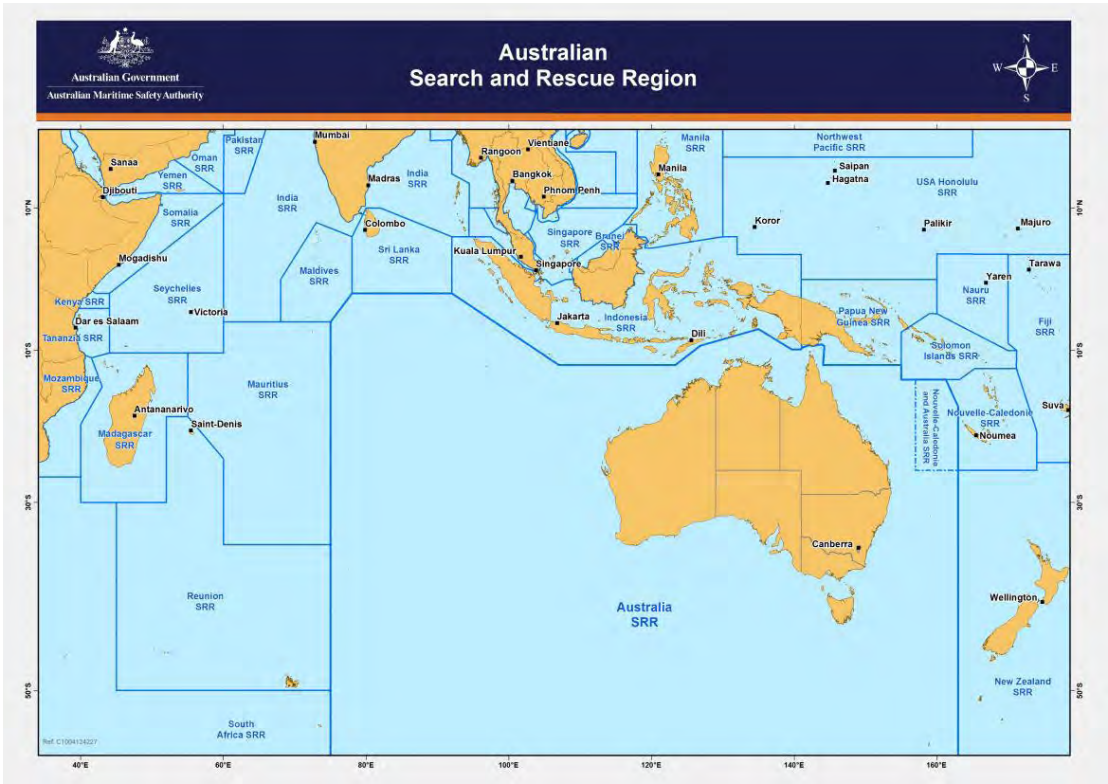
| Performance measure                                                                                                                                                                                                                                                                                                                                                 | Target                                                                                                                                                                                                                                                                                                                                                                                                                                   | Results |   |         |   |         |   |                    |   |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------|---|---------|---|--------------------|---|
| 5                                                                                                                                                                                                                                                                                                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                          | 2021–22 |   | 2022–23 |   | 2023–24 |   | 2024–25            |   |
| Timeliness of response to significant oil spill incidents                                                                                                                                                                                                                                                                                                           | AMSA services, resources or managed capabilities are ready to deploy (when required by AMSA or state/territory control agencies) within 4 hours of an incident being assessed as a Level 2 (or higher) oil spill incident.                                                                                                                                                                                                               | Met     | ● | Met     | ● | Met     | ● | Met                | ● |
| <b>RATIONALE:</b> The time taken to ready AMSA oil spill response equipment and response personnel for mobilisation to a Level 2 (or higher) oil spill incident is an indicator of the effectiveness and efficiency of AMSA's marine pollution response arrangements.                                                                                               |                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |         |   |         |   |                    |   |
| <b>TOLERANCES:</b><br>● Response time is greater than four hours<br>● N/A<br>● Response time is equal to or less than four hours                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |         |   |         |   |                    |   |
| <b>ANALYSIS OF PERFORMANCE:</b><br>There were no significant oil spill incidents this year. AMSA has arrangements in place to activate response personnel and equipment stockpiles within four hours of notification should a Level 2 or higher incident occur. There is an exercising regime in place to ensure the national capability is prepared when required. |                                                                                                                                                                                                                                                                                                                                                                                                                                          |         |   |         |   |         |   |                    |   |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                           | <b>SOURCE:</b> 2024–25 PBS: Page 174 ( <a href="https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf">https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf</a> )<br>2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> |         |   |         |   |         |   | <b>RPF:</b><br>N/A |   |

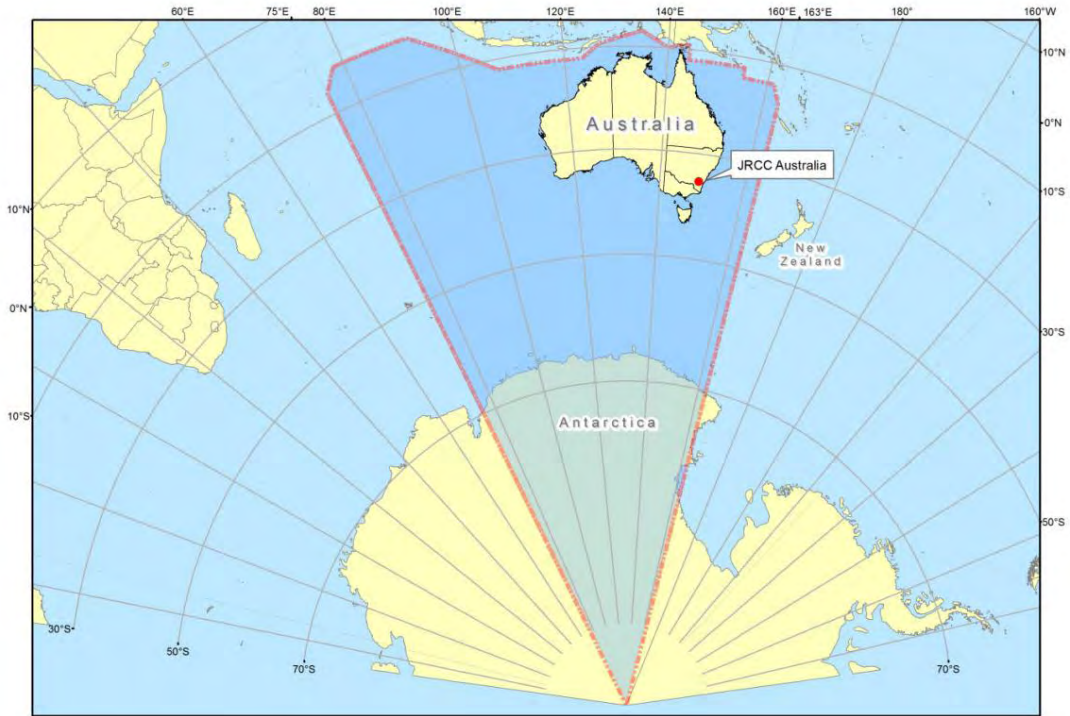
# Saving lives

AMSAs core business supports **saving lives** through activities including, but not limited to:

## Search and rescue coordination

Australia is responsible for an internationally agreed search and rescue region which covers Australia, large areas of the Indian, Pacific and Southern oceans, the Coral and Timor seas, and most of the Australian Antarctic territories to the South Pole. This is almost 53 million square kilometres (or about 10 per cent of the earth's surface).





AMSA provides coordination of a national search and rescue service for both maritime and aviation incidents. Responses are coordinated by the 24-hour AMSA Response Centre in Canberra. Cooperative arrangements with other search and rescue agencies including state and territory police and the Australian Defence Force (ADF) ensure efficient and effective responses across the search and rescue region.

AMSA meets Australia's search and rescue obligations under the:

- *International Civil Aviation Convention* (Chicago Convention)
- *International Convention for the Safety of Life at Sea (SOLAS Convention) 1974*, and
- *International Convention on Maritime Search and Rescue 1979*.

Additionally, AMSA chairs the National Search and Rescue Council (NATSAR) as a cooperative body responsible for national search and rescue response arrangements which also supports interagency collaboration.

## Search and rescue asset management

AMSA contracts a fleet of dedicated search and rescue aircraft located at strategic locations around Australia and maintains a panel of general aviation operators for search and rescue on an 'as needs' basis.

Under a 12-year contract to the value of \$640 million, Leidos provides four Bombardier Challenger CL-604 jets converted for their search and rescue role.

The aircraft have a response time of 30 minutes during the day and 60 minutes at night. The aircraft have a crew composition of five: two pilots, a mission coordinator and two search observers. The aircraft capabilities include:

- a range of more than 6000 kilometres and a top speed of 900 kilometres per hour
- a suite of modern sensors and equipment including satellite communications, high-definition colour and infra-red cameras, and a visual anomaly detection system designed to identify search targets under the aircraft, and
- ability to air drop equipment to survivors (enough life rafts for 200 people in the water).

The panel of contracted fixed-wing and rotary-wing aircraft available for search and rescue include:

- Rotary-wing rescue  
Rescue capable and winch-equipped helicopters and crew for rescue, homing to distress beacons, visual search, and limited supply dropping
- Rotary-wing search  
Helicopters and crew for homing to distress beacons and visual search
- Fixed-wing search  
Fixed-wing aircraft and crew for homing to distress beacons, visual search and communications relay

## Distress beacons

Australia has the second largest distress beacon register and the largest distress beacon ownership per capita in the world. There are currently around 903,000 beacons registered and, on average, AMSA registers 50,000 new beacons each year.

There are three types of 406MHz distress beacons:

- Emergency Position Indicating Radio Beacons (EPIRBs) used in ships and boats
- Emergency Locator Transmitters (ELTs) used in aircraft, and
- Personal Locator Beacons (PLBs) which are hand-held, multi-purpose beacons that have utility across remote areas.

AMSA provides education and advice to industry about the requirements, registration, activation and disposal of distress beacons.

Satellite distress beacon detection system

The detection and processing of distress beacons uses the medium-altitude earth orbit search and rescue (MEOSAR) satellite system. This replaces the low-altitude system and is designed to reduce beacon detection times and improve accuracy. Australia and New Zealand’s MEOSAR systems work cooperatively to support seamless data transfer between respective rescue coordination centres in the event of a beacon activation. AMSA has contractual arrangements with TechnoSciences Inc for the management of beacon alerting.

Performance measure 6

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Results |   |         |     |         |                 |                               |                 |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|---|---------|-----|---------|-----------------|-------------------------------|-----------------|
| 6                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | 2021–22 |   | 2022–23 |     | 2023–24 |                 | 2024–25                       |                 |
| Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | 100% <sup>[1]</sup>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | 92%     | ● | 99.14%  | N/A | 99.4%   | N/A (see below) | 100%                          | N/A (see below) |
| <p><b>RATIONALE:</b> Measures AMSA's overall search and rescue (SAR) coordination capability to respond to persons at risk within the Australian search and rescue region.</p> <p>A person at risk includes both the NATSAR defined “person in distress” (a person is considered to be in distress when threatened by grave and imminent danger and requiring immediate assistance); and any person who, without a SAR response, is in danger of being in distress.</p> <p>A life is considered to have been saved (as defined by NATSAR and AMSA) “when the person has been retrieved from a distress situation, provided for initial medical or other needs, and delivered to a place of safety.”</p> <p>Lives assisted are defined by NATSAR and AMSA as “persons that were not in distress but were provided assistance and, if not assisted, would be at risk of exposure to grave and imminent danger.”</p> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |         |     |         |                 |                               |                 |
| <p><b>TOLERANCES:</b></p> <p>Before 2022–23, a result of anything less than 100 per cent delivered a ‘red’ result. Given the challenges associated with live SAR and performance year-on-year consistently above 90 per cent, management determined that a ‘red’ result was not an accurate reflection of performance. AMSA now reports the percentage only.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |         |     |         |                 |                               |                 |
| <p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>AMSA continues to deliver efficient and effective national search and rescue services across the Australian Search and Rescue Region.</p> <p>AMSA's analysis shows 100% of saveable lives at risk were saved or assisted.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |         |     |         |                 |                               |                 |
| <p><b>CASE STUDY:</b></p> <p>Case study 1: Fisher medevac after sea snake bite p28</p> <p>Case study 2: Incident 2025/1612 – Rescue of Solo Rower from vessel Kursis p29</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <p><b>SOURCE:</b> 2024–25 PBS: Page 174 (<a href="https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf">https://www.infrastructure.gov.au/sites/default/files/documents/2024-25_infra_pbs_06_amsa.pdf</a>)</p> <p>2024–25 Corporate Plan <a href="https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9">https://www.amsa.gov.au/corporate-plan-2023-24/part-2-strategic-priorities-performance-risk-and-core-business/non-financial#9</a></p> |         |   |         |     |         |                 | <p><b>RPF:</b></p> <p>N/A</p> |                 |
| <p><b>FOOTNOTE:</b></p> <p>[1] AMSA's intention is to coordinate the response to save all lives at risk (100 per cent). In practicality, the circumstances surrounding individual incidents — for example, severe medical conditions requiring specialist treatment, bad weather — affect the possibility of success of a search and rescue response.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |         |   |         |     |         |                 |                               |                 |

## Search and rescue case studies

Combining Australia's large land mass, small population and active lifestyle, Australia has established a cooperative search and rescue arrangement between AMSA, Australian police forces, and the Australian Defence Force. These three organisations make up Australia's search and rescue authorities, with many other organisations acting in support, including:

- professional search and rescue practitioners
- volunteers
- general aviation aircraft
- shipping
- the public

The AMSA Response Centre (ARC) is located in AMSA's Canberra office. As an international point of contact for Australian search and rescue, the ARC receives distress alerts and either coordinates the response or transfers coordination to the responsible search and rescue authority. The ARC can also provide support for state authorities in meeting other national search and rescue obligations.

The following case studies are incidents from the 2024–25 financial year which demonstrate AMSA's coordination of search and rescue.

### Case study 1

#### Incident 2024/5701: Fisher medevac after sea snake bite

On the morning of 15 July 2024, CareFlight Darwin asked AMSA to assist with the medevac of a crew member who had suffered a sea snake bite aboard the fishing vessel *Xanadu 1*, trawling in the Joseph Bonaparte Gulf—about 350 km (190 nautical miles) south-west of Darwin. The location lay beyond the reach of CareFlight's helicopter.

AMSA consulted with the Telemedical Advice Service (TMAS), which confirmed the urgent need for evacuation. AMSA tasked the LifeFlight rescue helicopter from the remote Truscott Airbase in Western Australia. The helicopter arrived at approximately 11:45 am Northern Territory time, located the vessel and performed a winch recovery of the injured crew member. The patient was transported to Truscott Health Clinic, where they were stabilised before being transferred via the Royal Flying Doctor Service (RFDS) to Broome for advanced treatment.

Supporting the operation, AMSA also tasked our Cairns-based Challenger aircraft to provide important aerial 'top cover' during the winching operation, ensuring communication and risk mitigation support throughout the mission.

Sea snakes are among the most venomous reptiles in the world. While they rarely bite humans, fishing boat crews are especially vulnerable, as they can encounter the snakes when removing them from nets. Sea snake venom acts fast, paralysing muscles and causing respiratory failure if treatment is delayed. Immediate immobilisation and medical assistance are key, and delays can have devastating consequences.

This incident exemplifies AMSA's coordination of multiple agencies—CareFlight, RFDS, and TMAS. The coordinated efforts of all agencies – from winch rescue operations to fixed-wing transfers – showcase the essential collaboration required for remote emergency response and aeromedical logistics.

## Case study 2

### Incident 2025/1612 – Rescue of solo rower from vessel *Kursis*

In early 2025, Lithuanian national Aurimas Mockus was undertaking a 12,000 km solo crossing of the Pacific Ocean from San Diego to Brisbane, in his sea-going rowing boat *Kursis*. As Mr Mockus was transiting approximately 360 nautical miles northeast of Gladstone, Queensland, Tropical Cyclone Alfred was intensifying in the same area. With winds estimated to be up to 165km/h, Mr Mockus made the decision to activate his emergency beacon and AMSA received the alert.

AMSA immediately tasked its Cairns-based aircraft to locate the vessel and assess the situation. Initial flights were unable to establish visual or radio contact with the ocean rower. Due to the distance offshore and severe weather conditions, AMSA identified the need for a large ocean-going rescue platform and requested Australian Defence Force assistance. The Royal Australian Navy vessel HMAS *Choules* was tasked for the rescue effort.

Throughout the weekend, AMSA and Defence aircraft conducted six flights over the search area, facing difficult flying conditions in the face of category 4 cyclone conditions. On Sunday, 2 March, contact was finally made with Mr Mockus, who confirmed he was fatigued but not seriously injured, and required rescue.

On Monday morning, 3 March, HMAS *Choules* arrived and successfully extracted Mr Mockus from his vessel in rough seas. Unfortunately, the *Kursis* could not be salvaged due to the extreme weather, however two oars and some personal belongings were retrieved. Mr Mockus was safely transported to Sydney aboard the naval vessel.

This incident demonstrates the challenges AMSA faces when conducting maritime rescues during severe weather and underscores the value of inter-agency relationships in safeguarding lives at sea.



Photo taken from AMSA's Challenger aircraft of vessel *Kursis* on 2 March 2025



Photo: Mr Aurimas Mockus (centre), with wife Sonata (second from right) and translator Mantas visiting the AMSA Response Centre in AMSA's head office in Canberra following his rescue (AMSA)

## Regulatory performance

As a regulator, AMSA is required to report against our regulatory performance.

Our measures are predominantly at an outcome level and measure the achievement of our purpose and vision – *safe and clean seas*, saving lives. AMSA also includes some measures that demonstrate our performance against the three principles of regulator best practice described in Resource Management Guide 128: Regulator Performance (<https://www.finance.gov.au/government/managing-commonwealth-resources/regulator-performance-rmg-128>):

- continuous improvement and building trust (see performance measures 4 and 7)
- risk-based and data-driven (see performance measures 1, 2, and 3)
- collaboration and engagement (see performance measure 8)

### Performance measure 7

Regulator best practice Principle 1: Continuous improvement and building trust

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Target <sup>[1]</sup> | Results  |         |          |         |          |         |                                    |   |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|----------|---------|----------|---------|----------|---------|------------------------------------|---|
| 7                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |                       | 2021–22  | 2022–23 |          | 2023–24 |          | 2024–25 |                                    |   |
| Specific activities and performance that contribute to continuous improvement and building trust                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                       |          |         |          |         |          |         |                                    |   |
| 7.1 Satisfaction with the resolution of inquiries through AMSA Connect                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | 90%                   | 90.3%    | ●       | 91.2%    | ●       | 90.9%    | ●       | 91.2%                              | ● |
| 7.2 Maintenance of ISO certification                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Maintained            | Achieved | ●       | Achieved | ●       | Achieved | ●       | N/A<br>See analysis of performance |   |
| 7.3 Case studies of business process improvement projects                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | See case studies      |          |         |          |         |          |         | See case studies                   |   |
| <p><b>RATIONALE:</b> Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.</p> <p>Information from stakeholders through reported issues, difficulties and inquiries, assists AMSA to refine its guidance, understand industry concerns and improve accessibility of materials and systems. This in turn, demonstrates that AMSA understands the issues, is listening and is evolving systems and capabilities to improve.</p>                                                                                          |                       |          |         |          |         |          |         |                                    |   |
| <p><b>TOLERANCES</b></p> <p>7.1 – 0.3. Data is available, auditable and defensible. Quantity of data is substantial</p> <p>7.2 – 0.5. Not applicable, see Analysis of Performance.</p> <p>7.3 – 0.2. Case studies, while demonstrating achievement, could be viewed as biased. AMSA tries to address bias by selecting case studies at the start of the reporting period so the outcomes are unknown at the time of selection.</p> <p>● Overall weighted results of sub-measures not achieved</p> <p>● Overall weighted results of sub-measures are largely achieved</p> <p>● Overall weighted results of sub-measures are achieved</p> |                       |          |         |          |         |          |         |                                    |   |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Target <sup>[1]</sup>                                                                                                                                                                             | Results                    |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <b>ANALYSIS OF PERFORMANCE:</b><br>Weighted performance result: <b>GREEN</b><br><b>7.1: Satisfaction with the resolution of enquiries</b><br>Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.<br>Information from stakeholders through reported issues, difficulties, and inquiries, assists AMSA to refine its guidance, understand industry concerns and improve accessibility of materials and systems. This in turn, demonstrates that AMSA understands the issues, are listening and evolving our systems and capabilities to improve.<br>The average satisfaction score for the financial year was 91.02 per cent.<br><b>7.2: Maintenance of ISO certification</b><br>AMSA ceased ISO certification in September 2024.<br><b>7.3: Case studies of business process improvement projects</b><br>See case studies below |                                                                                                                                                                                                   |                            |
| <b>CASE STUDY:</b><br>Improving AMSA's search and rescue arrangements, p32<br>Unlocking industry productivity through the myAMSA portal, p33                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>SOURCE:</b> 2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> | <b>RPF:</b><br>Principle 1 |
| <b>FOOTNOTE:</b><br>[1] Each demonstration activity is different. Not all have quantifiable targets currently or are suitable candidates for quantifiable targets.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                   |                            |

## Case studies: business process improvement

AMSA is committed to providing the highest quality services, enhancing environmental performance, upholding exemplary standards of workplace health and safety, and continually improving the way it does business.

A culture of improvement drives staff engagement and efficiency, promotes customer and stakeholder respect as a regulator, and enables AMSA to grow and innovate. The following case studies were identified in the 2024–25 Corporate Plan, provide a snapshot of the types of business improvement projects undertaken by AMSA in the reporting period and demonstrate commitment to principle 1 of the Regulator Performance Guide: continuous improvement and building trust.

### Case study: Improving AMSA's search and rescue arrangements

**Initiative 24.5.2: Develop and implement AMSA's Future Operating Model for incident response service delivery, utilising an alternative and iterative approach to embed research, innovation and technology into an all-hazards capability.**

AMSA's emergency management systems are being challenged by an increasingly complex risk environment. More adaptable systems and practices are needed as we experience threats driven by severe weather events, the introduction and adoption of alternative fuels for shipping, and new industries are established in the maritime domain for example, offshore renewables. Being prepared to meet these challenges requires modified approaches to strategic planning, evolving maritime industries and response technologies, communications and engagement with domestic and international stakeholders.

AMSA initiated a program of work during 2024–25 to design and implement a future operating model to meet these imminent risks and continue to deliver a world-class maritime emergency response service. This future operating model and recommendations for AMSA's emergency response arrangements and systems was established through an iterative, co-design process. During the year, AMSA commenced the transition and delivered the following:

- a program of business improvements to improve data integration and decision support systems
- establishment of cross functional teams to enhance risk management, data analysis capability and strategic policy and planning
- evaluation and modification of AMSA Response Centre staffing and service delivery requirements, resulting in redevelopment of training systems, review of workforce plans, and recruitment of new search and rescue officers to commence in 2025–26.

As we make this transition, AMSA is building in regular reviews to make sure improvements meet all the key responsibilities that we are expected to deliver. When fully implemented, the model will build on AMSA's existing capabilities to rescue of people in distress.

## Case study: Unlocking industry productivity through the myAMSA portal

Initiative 5.4: Modernise AMSA's service delivery arrangements by implementing self-service application and payment capabilities and streamlining AMSA's internal systems to achieve consistent and efficient regulatory outcomes for our stakeholders and our operations.

In June 2025, AMSA launched a trial of the myAMSA portal to the domestic maritime community for Near Coastal Certificate of Competency applications. Designed to enhance customer experience and streamline internal processes, the portal provides seafarers a faster, digital application process with online payments. The myAMSA portal also uses the Government's myID platform for secure logins. It is expected that this platform will be publicly launched towards the end of September 2025.

myAMSA was built with a strong focus on:

- self-service capabilities to allow users 24/7 access to key services and offers an alternative to the need to travel to a participating Australia Post outlet to make an application
- integrated data systems that eliminate the need to submit duplicate information
- real-time status tracking for submissions and certificates
- security and identity verification via digital credentials

The portal was developed with significant industry consultation to ensure it addressed operational pain points and compliance challenges.

### Productivity improvement

#### FOR INDUSTRY

##### REDUCED ADMINISTRATIVE OVERHEAD

Before myAMSA, updating seafarer qualifications could take days to weeks via email or post. Now, myAMSA allows Near Coastal applicants to complete the process online, in their own time, usually in less than 30 minutes, with instant confirmation and real-time updates. Certificates can now be issued quicker, allowing seafarers to return to work faster, reducing time and travel costs for Near Coastal seafarers.

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*'This was a simple online system that will assist various individuals that are restricted to access a Post Office due to location. A great initiative by AMSA, well done' — near coastal applicant*

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*'Bypassing the post office and being able to apply for certificates of currency anywhere is a lot easier for people living remote'*  
— near coastal applicant

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INTEGRATED SERVICES AND DATA REUSE

myAMSA eliminates the need for repetitive data entry by consolidating all relevant seafarer information under a unique AMSA ID. This approach empowers seafarers to maintain ownership and control of their personal data, ensuring greater accuracy across all submissions. By streamlining data management, myAMSA significantly accelerates the application process, reduces administrative errors and enhances overall efficiency for both users and AMSA.

IMPROVED ACCESS AND FLEXIBILITY

myAMSA enables access from any device, using the my.amsa.gov.au URL, removing the need for in-person visits or paper-based communications.

For AMSA

myAMSA is transforming AMSA's engagement with industry and aims to become an essential tool for boosting productivity, regulatory compliance, and operational efficiency across Australia's maritime sector. AMSA is improving our service offering to stakeholders by delivering increased digital services.

Performance measure 8

Regulator best practice Principle 3: Collaboration and engagement

| Performance measure                                                                                 | Target <sup>[1]</sup>                                                                                                      | Results              |                                                                                     |                      |                                                                                     |                                                                                      |                                                                                       |                                                                                       |                                                                                       |
|-----------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------|----------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|
| 8                                                                                                   |                                                                                                                            | 2021–22              |                                                                                     | 2022–23              |                                                                                     | 2023–24                                                                              |                                                                                       | 2024–25                                                                               |                                                                                       |
| Specific activities and performance that contribute to collaboration and engagement                 |                                                                                                                            |                      |                                                                                     |                      |                                                                                     |                                                                                      |                                                                                       |                                                                                       |                                                                                       |
| 8.1 Effective Communication to stakeholders                                                         | Annual increase in audience reach and engagement across AMSA's digital channels                                            | Measure not in place |                                                                                     | Measure not in place |                                                                                     |  |                                                                                       |  |                                                                                       |
| 8.2 Level of regulated community awareness of their obligations and responsibilities                | 10% or more of website users and sessions have resulted from campaign                                                      | Measure not in place |                                                                                     | Measure not in place |                                                                                     |  |                                                                                       |  |                                                                                       |
| 8.3 consultation with our regulated community and key stakeholders is open, transparent, and timely | target 100% of regulatory changes publicly consulted with impacted stakeholders and outcomes informed by industry feedback | Measure not in place |                                                                                     | Measure not in place |                                                                                     |  |                                                                                       |  |                                                                                       |
| 8.4 Regulator stakeholder survey                                                                    | Average greater than or equal to 3 on a scale of 1-6 <sup>[2]</sup>                                                        | 4.1                  |  | 3.16                 |  | 4.1                                                                                  |  | 3.7                                                                                   |  |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Target <sup>[1]</sup> | Results |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|
| <p><b>RATIONALE:</b> It is important that AMSA provides stakeholders with the opportunity to influence the regulation that impacts on them through open, transparent and timely consultation.</p> <p>It is also important that AMSA provides clear, up-to-date guidance and information so our regulated community understand their obligations and responsibilities, which in turn encourages voluntary compliance.</p> <p>Feedback from our stakeholders helps us to improve, including understanding how effective and practical the regulation was to implement and apply.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |                       |         |
| <p><b>TOLERANCES:</b></p> <p>The final result is an amalgamation of the results for the four sub-measures. The sub-measures have the following weightings:</p> <p>8.1 – 0.3 – largest audience reach (followers and users) across each channel; engagement is high across each channel compared to the other sub-measures; channels are the primary sources of information for our stakeholders; effort to maintain our channels is high</p> <p>8.2 – 0.3 – medium audience reach but communication is targeted to identified audiences; engagement is high; communication aims to convert users (encourage action, raise awareness, change behaviour); effort to produce output is high and supports strategic objectives.</p> <p>8.3 – 0.3 – audience engagement is important in shaping policy and understanding impacts; strongest alignment to the RPG principle ‘collaboration and engagement’; reputational risk if consultation is not conducted correctly; effort is high</p> <p>8.4 – 0.1 – smallest audience reach and engagement; not representative of all stakeholders; effort is minimal</p> <p>● Overall weighted results of sub-measures not achieved.</p> <p>● Overall weighted results of sub-measures are largely achieved.</p> <p>● Overall weighted results of sub-measures are achieved.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |                       |         |
| <p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>Weighted performance result: <b>GREEN</b></p> <p>8.1: Based on the analysis below, and with a focus on engagement, the financial year status is rated ‘Achieved’</p> <p><b>Website:</b> In 2024–25, session and active users on the AMSA website decreased by 19 per cent and 33 per cent respectively compared to 2023–24. However, engagement has improved. Visitors are spending more time on the site (up 36 per cent), viewing more pages (up 34 per cent), and the engagement rate has increased by eight per cent compared to the previous year. Although overall visitor numbers declined, those who did visit engaged more meaningfully with the content—suggesting an improved user experience or a shift toward more targeted, high-quality traffic.</p> <p>The decline in traffic is likely linked to changes in Google’s search algorithm, updates to reporting measures, and the introduction of Google’s AI Overview, which provides AI-generated summaries directly in search results. This reduces the need for users to click through to AMSA’s website and has contributed to a 16 per cent drop in users arriving via Google search.</p> <p>With AI-generated summaries becoming more common, trends will continue to be monitored and benchmarks refined. These results will inform how website performance is measured moving forward. Overall, website engagement is rated ‘Achieved’, reflecting stronger interaction with AMSA’s content despite the decline in reach.</p> <p><b>Email marketing:</b> In 2024–25, subscriber numbers increased by 0.5 per cent, bringing the total to 22,174. The average engagement rate for the financial year was 48.1 per cent, up from 45 per cent last year. Email marketing reach and engagement is rated ‘Achieved’.</p> <p><b>Social media:</b> In 2024–25, AMSA’s social media following grew by 15.4 per cent (an additional 18,114 followers), bringing the total to 135,912 across three platforms. The frequency rate—how often unique viewers see AMSA’s content—rose from 1.17 in 2023–24 to 1.29 in 2024–25, showing that audiences are seeing AMSA’s messages more than once. Social media reach and engagement is rated ‘Achieved’.</p> <p>With Facebook retiring traditional engagement metrics and platform algorithms shifting, AMSA has adopted frequency as the primary measure of social media engagement for consistency across platforms.</p> |                       |         |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Target <sup>[1]</sup>                                                                                                                                                                             | Results                    |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| <p>8.2: The cumulative average for the year is six per cent of website users and five per cent of sessions resulting from campaigns, with an overall conversion average rate of 5.5 per cent. This sub-measure <b>'Not achieved'</b>. This outcome reflects a pause in stakeholder engagement activities during the caretaker period (April–May 2025) and management's decision to scale back the annual communication program in 2024–25 to deliver other priorities. The best-performing campaign for the financial year was for MO504 (new SMS requirements).</p> <p>Targets have been adjusted (for the coming year) to better align with expectations and account for changes in digital platform algorithms and engagement reporting methods.</p> <p>8.3 Sub measure rated <b>'Achieved'</b></p> <p>Consultations closed during the year:</p> <ul style="list-style-type: none"> <li>• Exemption 24 - Marine Safety (Emergency service vessels). Consultation open between 8 October and 2 December 2024.</li> <li>• Marine Order 28: Proposed changes relating to the operation of RAVs and foreign vessels. Consultation open between 21 October and 2 December 2024</li> <li>• Marine Order 16 and Marine Order 19: Proposed changes relating to international load lines and tonnage conventions. Consultation open between 18 February and 31 March 2025.</li> </ul> <p>All consultations were supported with communication to targeted stakeholders.</p> <p>Consultation feedback reports published during the year</p> <ul style="list-style-type: none"> <li>• Proposed changes to Marine Order 504 (Safety management systems) – published on 27 September</li> <li>• Marine Order 11: Living and working conditions on vessels 2024 (published 21 November 2024)</li> <li>• Marine Order 504: Proposed changes to relating to safety management systems (published 19 November 2024).</li> <li>• Proposed changes to Marine Order 91 (Marine pollution prevention – oil). The report published on 5 February 2025.</li> </ul> <p>8.4 Sub-measure rated <b>'achieved'</b> Overall sentiment score for the financial year is 3.75, a slight reduction from the score of 4.1 achieved in the 2023–24 reporting period. The overall result is neutral – straddling the somewhat disagree (3) to somewhat agree (4) range. While we continue to promote the survey via our social media channels, responses for the year were down compared to the previous year (131 for the 2024–25 financial year compared to 320 for the 2023–24 financial year).</p> <p>The questions with the highest positive response were: 'Communications I get from AMSA are clear and useful' (4.2) and 'AMSA is always trying to improve maritime regulations to create a safer and more efficient industry' (3.91).</p> <p>The questions with the lowest positive response were: 'AMSA's compliance and monitoring arrangements are well organised and efficient' (3.45) and 'Given the risks involved in what I do, the level of AMSA's regulation is about right' (3.62).</p> <p>Respondents to the survey can either respond anonymously or request a call back or follow up with AMSA, and this process has been automated through our customer relationship management tool.</p> |                                                                                                                                                                                                   |                            |
| <b>CASE STUDY:</b><br>N/A                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>SOURCE:</b> 2024–25 Corporate Plan <a href="https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf">https://www.amsa.gov.au/sites/default/files/2024-25-corporate-plan.pdf</a> | <b>RPF:</b><br>Principle 3 |

| Performance measure                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Target <sup>[1]</sup> | Results |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------|
| <b>FOOTNOTE:</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |                       |         |
| <p>[1] Targets are variable</p> <p>[2] The purpose of the Commonwealth 2015 Regulator Performance Framework (RPF) was to encourage regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting cultural change. The RPF consisted of six outcomes-based key performance indicators (KPIs) which set the Government's overarching expectations of regulator performance: 1. regulators do not unnecessarily impede the efficient operation of regulated entities; 2. communication with regulated entities is clear, targeted and effective; 3. actions undertaken by regulators are proportionate to the risk being managed; 4. compliance and monitoring approaches are streamlined and coordinated; 5. regulators are open and transparent in their dealings with regulated entities; 6. regulators actively contribute to the continuous improvement of regulatory frameworks. AMSA implemented an online survey in 2015 for stakeholders based on the six KPIs with a six-point scale (1. strongly disagree to 6. strongly agree) and has maintained the survey since. In 2021 the RPF was superseded by the Regulator Performance Guide (RPG) which has three principles. Due to strong alignment between the six previous RPF KPIs and the RPG principles, AMSA has maintained the same question set throughout, providing continuity and the opportunity to identify trends over a longer time.</p> |                       |         |





2024–25  
Corporate Plan –  
progress against  
key initiatives

# Key initiatives

Organised under the five strategic priorities outlined in our 2024–25 Corporate Plan, the following provides progress reports on our key initiatives over the next four years. New capabilities are identified with the [CAP] mark.

## Strategic priority 1: Risk-based regulation

Our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those regulated. Through developing and maintaining regulatory frameworks that support innovation, including adoption of new and emerging technologies, we will maintain the safety of navigation, seafarers and vessels, while protecting Australia’s marine environment.

### Demonstrating achievement — key initiatives for the 2024–25 reporting period

Delivery of the following initiatives are a major component of AMSA’s response to this strategic priority.

#### SP1: Risk-based regulation

| No.    | Title                                                                                                                                                                                                                                                      | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.1.1 | Research and develop policy and standards to prepare AMSA for the regulation of future technologies. This includes safety; decarbonisation and alternative fuels; as well as connected and autonomous operations and other relevant emerging technologies. | On track | <p>AMSA has progressed several priority policy projects aimed at enabling industry to harness emerging technologies, while maintaining safety outcomes and protection of the marine environment. Key projects include developing safety requirements for low-risk battery electric propulsion and amending the regulatory framework to include a pathway for low-risk autonomous surface vessels. These projects are scheduled for completion in 2025–26. The Novel Vessel Policy Statement is also under review with a proposed alternative design approval process expected to be finalised by the end of 2025.</p> <p>AMSA initiated a series of stakeholder roundtable discussions to support the transition of Australia’s maritime sector in line with the IMO 2023 Greenhouse Gas Strategy. The first roundtable discussion was held in February 2025 and focussed on alternative fuels and energy, with the second held in June on transitional arrangements. A further roundtable is scheduled for November 2025, focussing on alternative fuels and energy.</p> <p>AMSA supported the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts in negotiations at the IMO Marine Environment Protection Committee (MEPC). MEPC 83 in April 2025 agreed a ‘Net Zero Framework’ which combines a greenhouse gas fuel standard with a pricing mechanism to drive the transition to alternative fuels. The agreed Framework is scheduled to be adopted as amendments to the MARPOL Convention in October 2025, taking effect in 2027.</p> <p>AMSA continues to participate in the development of an IMO regulatory framework to support the adoption of new fuels and alternative technologies. The workplan was passed onto the sub-committees on Ship Design and Construction, Carriage of Cargoes and Containers and Human Element, Training and Watchkeeping to develop at IMO’s Maritime Safety Committee (MSC) 110th session in June 2025.</p> |

| No.    | Title                                                                                                                                                                | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                           |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.1.2 | Deliver the Annual Regulatory Program to give effect to risk-based and data driven regulatory changes, and international convention amendments.                      | On track | <p>AMSA has completed seven and progressed 15 regulatory reform projects in accordance with the 2024–25 Annual Regulatory Program.</p> <p>Key outcomes include strengthening Australia's regulation of domestic commercial vessels and implementing mandatory changes to international conventions. Five projects due for completion in 2024–25 remain underway.</p> |
| 24.1.3 | Continue to refine Port State Control arrangements to ensure a robust risk-based approach to inspections and leverage machine learning to inform safety focus areas. | On track | <p>AMSA continues to refine Port State Control arrangements to ensure that capability used to support risk-based inspection targeting is fit for purpose and robust.</p>                                                                                                                                                                                             |

## Strategic priority 2: Incident management capabilities

Through a process of continual improvement, we will sustain our capability in the areas of search and rescue and environmental incident response. We will invest in our people as we integrate new systems and technology to continue to provide and coordinate high quality search and rescue services and emergency response capabilities.

### Demonstrating achievement — key initiatives for the 2024–25 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

#### SP2: Incident management capabilities

| No.    | Title                                                                                                                                                                                                                                                                                                     | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.2.1 | Finalise the National Plan for Maritime Environmental Emergencies Review in collaboration with our portfolio department.                                                                                                                                                                                  | On track | <p>In September 2024 the Infrastructure and Transport Senior Official's Committee (ITSOC) agreed to all 11 recommendations within the National Plan Review Report. Work is underway to progress the recommendations, including:</p> <ul style="list-style-type: none"><li>• considering scenarios to inform capability requirements for alternative energy maritime emergencies.</li><li>• considering National Plan governance arrangements and review the two inter-governmental agreements in place for the National Plan. This work will continue in 2025–26.</li><li>• establishing the Scope Working Group, which will meet in early 2025–26 to develop recommendations on the expanded scope of new national arrangements.</li></ul> <p>In addition, AMSA is leading an administrative review of the current National Plan and supporting documents to ensure they remain fit-for-purpose.</p> <p>ITSOC has agreed to consider a model for resourcing of any new national arrangements.</p> |
| 24.2.2 | Develop business plan to support implementation of National Search and Rescue (NATSAR) Council environmental scan recommendations, in order to transition Council to a fit-for-purpose construct capable of enabling the national SAR system to be effective to meet future challenges and opportunities. | On track | <p>NATSAR Council has agreed to establish a Council Executive Committee, to provide strategic oversight. The Executive Committee will be asked – among other things – to endorse the NATSAR Council Strategic Plan.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

## Strategic priority 3: Environmental protection

In recognition of the increasing impacts of climate change, the International Maritime Organization (IMO) has agreed goals that will transition international shipping towards net zero greenhouse gas emissions by 2050. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. We also need to make sure that we are anticipating and planning for changes driven by industry including new industries operating in the maritime environment, whilst balancing our traditional role of protecting the environment from ship-sourced pollution and operating impacts.

### Demonstrating achievement — key initiatives for the 2024–25 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

#### SP3: Environmental protection

| No.    | Title                                                                                                                                                                 | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|--------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.3.1 | Contribute to the implementation of the 2023 IMO Greenhouse Gas (GHG) Strategy for international shipping.                                                            | On track | <p>The Revised IMO GHG Strategy was adopted in 2023 with new levels of ambition. Mid-term measures to decarbonise shipping by 2050 were agreed at Marine Environment Protection Committee (MEPC) 83rd session in April 2025. Known as the Net Zero Framework, these measures are scheduled to be adopted at an Extraordinary Session of MEPC in October 2025. The development of supporting guidelines will continue at MEPC 84 in April 2026 and intersessional working groups.</p> <p>A review of the short-term measure is being conducted by MEPC in two phases. MEPC 83 concluded phase 1. Work under Phase 2 will continue at MEPC 84.</p>                                                                                                                                 |
| 24.3.2 | Establish a nationally consistent framework to enable ships to discharge clean segregated recyclable materials at Australian ports to divert this waste from landfill | Complete | <p>The joint AMSA/Department of Agriculture, Fisheries and Forestry (DAFF) Maritime Recycling Risk Assessment Trial (MRRAT) aims to identify if certain waste materials can be safely recycled and potentially reduce the amount of biosecurity low-risk garbage sent to landfill. The trial was completed at the end of the 2023–24 reporting period, and the report was finalised through DAFF in 2024–25.</p> <p>The trial results are feeding into the DAFF Maritime Waste Recycling Pilot (DMWRP), which aims to collect further data to inform future maritime waste recycling measures in Australia.</p>                                                                                                                                                                  |
| 24.3.3 | Develop and implement measures identified in the IMO Action Plan to address marine plastic litter from ships                                                          | On track | <p>MEPC 82 agreed to proceed with mandatory measures to regulate the transport of plastic pellets. An assessment of options for a mandatory measure commenced at the 12th session of the Sub-Committee on Pollution Prevention and Response PPR 12 in January 2025 (PPR 12) and analysis is expected to continue at PPR 13 in 2026.</p> <p>AMSA worked with Australia's plastics industry to submit a paper outlining recent experience implementing improved transport methods that MEPC 81 issued via a voluntary circular in March 2024 to contribute to these discussions. It is expected that Australia will submit an updated paper to PPR 13 with further information on our implementation experience to contribute to the ongoing discussion on regulatory options.</p> |

## Strategic priority 4: Engagement

Our stakeholder engagement is a critical element of our business. We engage with a diverse range of international and domestic stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. We maintain a high standard of consultation and regulatory impact analysis to ensure our engagement activities are transparent, targeted and fit-for-purpose. Our international engagement aims to shape global standards and agreements to meet Australia's maritime interests. Our engagement with our regional partners serves to strengthen regional implementation of shipping standards and increase resilience in maritime safety, pollution response, and search and rescue. Cooperation between maritime regulators improves the standard of ships operating across the region and reduces the risk of a major safety or pollution incident in our waters.

### Demonstrating achievement — key initiatives for the 2024–25 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

#### SP4: Engagement

| No.    | Title                                                                                                                                                                                                        | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.4.1 | Continue to provide the Secretariat to the Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA) and work with APHoMSA members to improve maritime safety and environmental outcomes in the Asia-Pacific. | Complete | <p>The 24th session of APHoMSA was held 25–27 March 2025 in Fuzhou, China. Representatives from 19 member states participated, along with a special administrative region and five standing observers.</p> <p>Two correspondence groups were established, the Secretariat is exploring upgrades to the APHoMSA website to facilitate intersessional collaboration. AMSA will do further work on Pacific outcomes, particularly relating to liability and compensation and capacity building opportunities.</p> |

| No.    | Title                                                                                                                                                                                                                                                                                                                                           | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.4.2 | Cooperate with regional maritime and incident response agencies to improve maritime safety, environment and incident response outcomes in our region. Strengthening capability and cooperation between maritime administrations will improve enforcement of international maritime standards and the quality of shipping throughout our region. | On track | <p><b>Papua New Guinea (PNG)</b></p> <p>Under the Australia-Papua New Guinea Transport Sector Support Program (TSSP), agencies within the Infrastructure portfolio deliver capacity building activities to strengthen PNG's transport sector.</p> <p>Through the TSSP, AMSA has overseen an assessment of the PNG National Maritime Safety Authority's (NMSA) management of small craft safety, data, marine rescue coordination and incident response, and maritime communications. A report exploring the capability gaps identified and providing recommendations to address them, will be finalised in the first quarter of the 2025–26 financial year. The recommendations will inform a program of work between AMSA and NMSA, designed to strengthen the NMSA's management of these areas.</p> <p><b>Indonesia</b></p> <p>In 2024–25 the Indonesian Domestic Ferry Safety Project (DFSAP) maintained a high level of continuous management and technical engagement. This included the development and implementation of institutional, regulatory, and capacity building objectives and activities comprising 59 discrete training / information activities covering a total of 127 days. These activities were conducted in 14 separate cities / ports and involved 2,391 participants with a gender breakdown of 78 per cent men and 22 per cent women.</p> <p><b>Indian Ocean</b></p> <p>Contractors have been engaged to undertake a maritime safety and maritime incident response needs assessment of Bangladesh and the Republic of Maldives. The assessment of the Republic of Maldives is complete and the draft reports are being shared with relevant in-country maritime and incident response administrations. In-country visits to Bangladesh are scheduled for August/ September 2025. The project is fully funded by DFAT.</p> |

## Strategic priority 5: Business transformation

Our organisation – its systems, processes, and people, must continue to evolve to realise efficiencies in the delivery of our functions. Our technology infrastructure, data and information management approaches must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As an organisation we need to be constantly vigilant with our service delivery transactions and the data we collect to ensure AMSA's credibility as a trusted regulator is maintained. Ensuring our people have the capability and capacity to deliver on our core business and support the business transformation required is pivotal to realising AMSA's strategic outcomes.

### Demonstrating achievement — key initiatives for the 2024–25 reporting period

Delivery of the following initiatives are a major component of AMSA's response to this strategic priority.

#### SP5: Business transformation

| No.    | Title                                                                                                                                                                                                                           | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.5.1 | Deliver user requirements to support business case development for a Response incident management future state, capable of supporting an all-hazards and whole-of-organisation approach to data integration and analysis. [CAP] | Complete | <p>Functional and non-functional user requirements were developed and described via a scenario which outlined requirements in two phases:</p> <ul style="list-style-type: none"><li>• receipt and initial response to an emergency alert, and</li><li>• escalation to a more complicated event with a more complex response by AMSA.</li></ul> <p>Functional requirements included capability to support Search and Rescue, Maritime Assistance Service and Pollution, as well as establishment of incident management teams, interoperability, and data integration and analysis.</p>                                                                                                  |
| 24.5.2 | Develop and implement AMSA's Future Operating Model for incident response service delivery, utilising an alternative and iterative approach to embed research, innovation and technology into an all-hazards capability.        | On track | <p>The Future Operating Model Program focused on establishing cross-divisional Impact Teams to improve strategic planning and operational capabilities. These teams identified deliverables that are progressed as resourcing allows.</p> <p>The Integrated Management Model project defined a phased improvement plan towards a cohesive and efficient operational model. Implementation has been paused due to resourcing reprioritisation.</p> <p>Administrative optimisation projects have been delivered to facilitate improved document control, capability and training needs, and information sharing and retention.</p> <p>See case study on page 32 for more information.</p> |

| No.    | Title                                                                                                                                                                                                                                                                      | Status   | Commentary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24.5.3 | Deliver the Aids to Navigation (AtoN) network services project with a new operating model to expand AMSA technical capacity and information control with maintenance and related services delivered through a range of providers.<br><b>[CAP]</b>                          | Complete | <p>AMSA manages a network of approximately 480 marine AtoNs located at 380 sites around Australia's coastline. Management of the network utilises a significant number of contractors to provide services including maintenance, communications and major refurbishments, underpinned by our own in-house expertise in contract management, engineering, information technology, property management and navigation.</p> <p>In 2023–24 AMSA commenced an open market approach which included a total of nine tender opportunities released to support AMSA's AtoN regional maintenance model. The subsequent contracting was completed and in place for the start of the 2024–25 reporting period and all contractors are performing services.</p> |
| 24.5.4 | Modernise AMSA's service delivery arrangements by implementing self service application and payment capabilities and streamlining AMSA's internal systems to achieve consistent and efficient regulatory outcomes for our stakeholders and our operations.<br><b>[CAP]</b> | On track | <p>Soft Launch of myAMSA Portal trial commenced 25 June 2025. See case study on page 33 for details.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |





# Governance

# Organisational profile

## Enabling legislation

As Australia’s national maritime safety regulatory body, AMSA is responsible for the maritime safety of international shipping and domestic commercial vessels, protection of the marine environment from ship-sourced pollution, and search and rescue nationally.

AMSA is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act), and as a corporate Commonwealth entity it is subject to the *Public Governance, Performance and Accountability Act 2013* (PGPA Act). Appendix 7: Our functions and powers outlines AMSA’s functions and powers under the AMSA Act.

A list of enabling legislation for AMSA in the areas of vessel operations, registration, marine pollution and levies collection is available on our website ([www.amsa.gov.au](http://www.amsa.gov.au)).

## Significant activities and changes affecting the operations or structure of the entity during the period

There were no new activities or changes that affected the operation or structure of the entity during the reporting period.

## Structure and location

Figure 1: AMSA Organisational structure

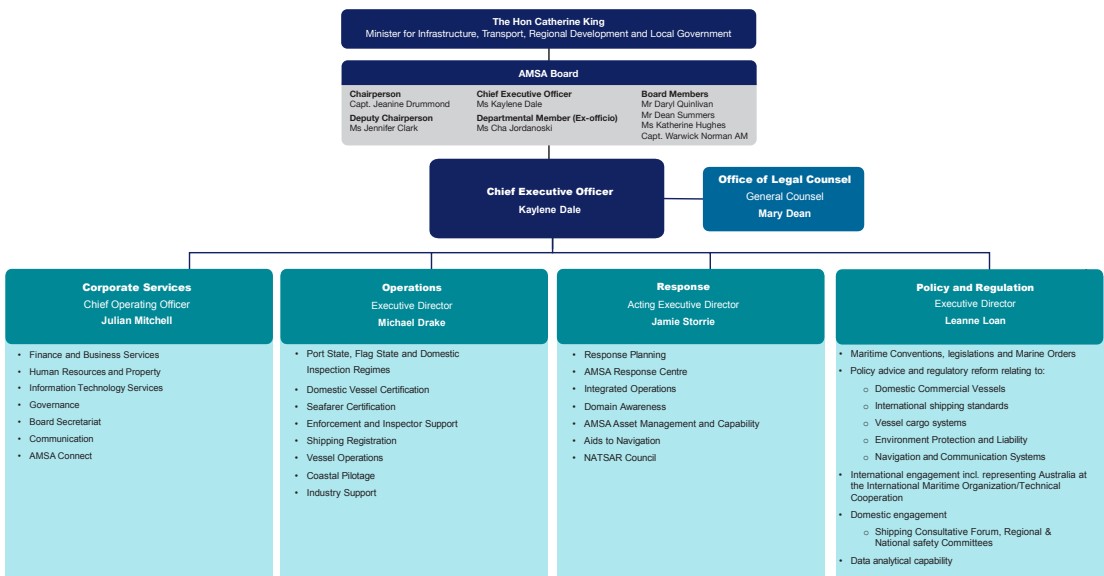


Figure 2: AMSA Office locations



For contact details of AMSA's state and regional offices please see the AMSA website [<https://www.amsa.gov.au/about/who-we-are/amsa-state-and-territory-offices>].

## Main governance practices

### Accountable Authority

Under the PGPA Act, the AMSA Board is the agency's Accountable Authority. The Board discharges its governance obligations through its involvement in AMSA's planning, performance reporting and risk management activities.

The Board provides clear direction on the operational application of relevant legislation by issuing Accountable Authority Instructions which must be followed by all AMSA officials. The Board has authorised the CEO to issue Accountable Authority Instructions on their behalf under section 58(1) of the AMSA Act (extract below).

*AMSA Act Section 58 Delegation by Authority*

*Subject to subsection (2), the Authority may, by written instrument, delegate to a person all or any of its powers under this or any other Act.*

More information on the Board, its committees and meetings can be found below and on our website (<http://www.amsa.gov.au>).

### Arrangements

Governance arrangements must be fit for purpose. The AMSA Board determines the precise nature of our governance arrangements and structures, including monitoring and reporting compliance.

## Board and Committees

As the Accountable Authority, the Board's duties are to:

- govern AMSA in a way that promotes the:
  - proper use and management of public resources for which AMSA is responsible
  - achievement of AMSA's purpose
  - financial stability of AMSA
- establish and maintain appropriate systems of risk oversight and management, and internal control including for preventing, detecting and dealing with fraud
- encourage cooperation with others to achieve common objectives
- keep the relevant Ministers informed.

The Board continues to:

- provide significant strategic oversight of AMSA's business by determining the overall way various functions should be performed including through:
  - strategy setting and approval
  - embedding effective risk management
  - communication and stakeholder relationships
  - reviewing the performance of the Chief Executive Officer
- take responsibility for AMSA's resources with the financial oversight of AMSA's budget and fiscal outlook, its financial statements and reporting, compliance; and approving major expenditure
- execute good governance by ensuring compliance with the PGPA Act, the PGPA Rule, the AMSA Act, and operational legislation with corporate governance implications, while promoting careful, diligent, transparent and ethical conduct throughout the organisation.

The Chair and Board members are appointed by the Minister for Infrastructure, Transport, Regional Development and Local Government. Current Board members have been appointed with experience relevant to the maritime industry, financial management and government institutions. All members work on a part-time basis, with the exception of the Chief Executive Officer.

During formal Board meetings, Board members have been briefed on the legislative requirements for Commonwealth agencies including Work, Health and Safety responsibilities. The Board highlighted the importance of industry engagement when they visited Newcastle and Geelong and met with stakeholders. The Board visited AMSA's search and rescue Challenger aircraft; Searoad Ferries, Ports Victoria, the Australian Marine Oil Spill Centre and the Port Authority of NSW.

The Board throughout the year had the following presentations:

- National Plan for Environmental Emergencies Review
- Strategic Fleet update
- AMSA's Seafarer Application Portal myAMSA
- Respect@Work Positive Duty Masterclass which highlighted the legal obligations and what the Board should expect from management

Appendix 2 lists Board members, their qualifications and experience, and attendance at Board meetings.

## Board Audit and Risk Committee

The Board has established an audit committee in compliance with section 45 the PGPA Act and section 17 of the PGPA Rule 2014. The Board Audit and Risk Committee (the Committee) assists the Board to fulfil its responsibilities under the AMSA Act and the PGPA Act. The legislative functions of the Committee include reviewing the appropriateness of AMSA's financial reporting, performance reporting, system of risk oversight and management, and the system of internal control. A copy of the Committee Charter can be found on the AMSA website here [<https://www.amsa.gov.au/about/corporate-publications/amsa-board-audit-risk-and-finance-committee-charter>].

The Committee provides independent advice to the AMSA Board and is independent from management.

As at 30 June 2025, there were three committee members: the deputy Chair of the AMSA Board is Chair of the Committee, and there are two external members. All members have the appropriate qualifications knowledge, skills and experience to assist the Committee to perform its functions. The Chair of the Committee and members are appointed by the Board. The Australian National Audit Office and AMSA's internal auditors have been represented at all Committee meetings and other Board members have attended Committee meetings during the year as observers.

The Committee conducted five meetings in the reporting period 2024–25 and reported directly to the Board after each.

Appendix 2 lists Committee members, their qualifications and experience, remuneration and attendance at Committee meetings.

## Remuneration Committee

The Remuneration Committee assists the Board in considering the Chief Executive Officer's remuneration and issues arising from the Remuneration Tribunal. The Remuneration Committee provides its recommendations to the Board.

The Remuneration Committee conducted two meetings in 2024–25 with overall outcomes advised to relevant Government authorities and Ministers.

## People and Culture Committee

The People and Culture Committee was established in 2025 to assist the Chief Executive Officer (CEO) and AMSA Executive in managing:

- monitoring workplace culture, employee engagement and well-being, including physical and psychological safety.
- oversight of people and culture strategies, policies, and frameworks.
- attracting, developing, and retaining talent.
- promoting diversity, equity, and inclusion.
- ensuring alignment of people strategies with AMSA's strategic objectives.

The People and Culture Committee conducted three meetings in 2024–25.

## Risk management

AMSA has a well-established and mature risk management culture. Risk management is central to our purpose.

Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the international standard of risk management (ISO 31000: 2018) and the Commonwealth Risk Management Policy 2023. Further, AMSA revalidates our risk management practices yearly to ensure they support our obligations under the PGPA Act.

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

Enterprise risk is a standing agenda item for our Board and Board Audit and Risk Committee. Additionally, during the year management conducted two formal reviews of AMSA's enterprise risks; maintained the currency of division risk registers; and conducted several operational and project risk assessments in support of AMSA's business.

AMSA's enterprise risks can be found in our corporate plan [<http://www.amsa.gov.au/about-us/corporate-publications>].

## Fraud and corruption control

AMSA has a zero tolerance for fraud and corruption and takes all reasonable steps to prevent, detect, report and deal with fraud.

The AMSA Fraud and Corruption Control Plan 2024 (Plan) outlines our commitment to effectively manage and mitigate fraud and corruption. The purpose of the Plan is to provide a framework for managing and monitoring fraud and corruption risks identified in the AMSA fraud risk assessment.

The Plan complies with the Commonwealth Fraud Control Framework 2024, including section 10 of the Rule 2014, the Commonwealth Fraud Control Policy, and Resource Management Guide No. 201 — Preventing, Detecting and Dealing with Fraud.

AMSA participated in the annual fraud survey conducted by the Attorney-General's Department and reported all relevant fraud data to the Australian Institute of Criminology.

During the 2024–25 financial year:

- there were no proven instances of fraud or corruption; and
- there were no reported bribery attempts on AMSA's officials. AMSA has a policy of reporting all attempted bribes to the Australian Federal Police or state police.

New AMSA employees are required to complete fraud and corruption awareness training during their induction.

Regular staff communications were also provided on a range of ethical topics including:

- disclosing material interest
- fraud control reporting processes
- gifts and benefits and official hospitality.

## Ethical culture

AMSA has a wide range of interventions and controls that individually and collectively influence culture and the way employees work. Guided by our values, systems such as confidential reporting, risk management, and training and awareness all contribute to embedding a culture of ethical behaviour.

## Indemnities and insurance premiums

Insurance cover is provided to Board members and other officers in line with the PGPA Act. AMSA is required by the Australian Government to use Comcover for insurance coverage. Comcover's relevant insurance policy covers legal liability (including legal costs) for Board members and employees (directors and officers liability). Staff are indemnified from liability when acting in good faith (without recklessness or gross negligence) while employed by AMSA. AMSA's premium for Professional Indemnity was \$40,002 and for Directors' and Officer's liability was \$31,989.

## Performance reporting

AMSA's non-financial performance measures are detailed in both the Portfolio Budget Statements and the corporate plan. They include several measures that meet the agency's performance reporting obligations under the Regulator Performance Guidance (see regulatory performance, p34).

AMSA produces quarterly internal reports on its non-financial performance. These reports provide the Accountable Authority with assurance of progress towards our targets and support the development of the annual performance statements. Each quarterly non-financial performance report is presented at the Board Audit and Risk Committee meeting following the end of the respective quarter.

Financial performance is reported separately through monthly internal finance reports to management, and to every Board meeting. AMSA's performance reporting culminates in the publication of the annual report—inclusive of the financial statements and annual performance statements.

Several other mechanisms assist the Board and management to monitor performance in a wider context:

- the Board Audit and Risk Committee annual rolling work program requires management to regularly provide evidence of performance against the mandatory elements of the PGPA Act and other relevant legislation
- AMSA's internal audit program, informed by risk and directed by the Board Audit and Risk Committee, has audits focused on compliance, and on our performance delivering operational outputs and outcomes. During 2024–25 our internal audit provider undertook audits on:
  - Operations activity following marine response – assessment of key controls assigning and transitioning responsibility for responding to incidents between Response and Operations Divisions
  - Review of the implementation of Procure to Pay and AMSA's procurement policy
  - Aids to Navigation maintenance procurement
  - Cyber: review of identity access management
  - Review of payroll and financial controls

## Related entity transactions

During the reporting period there were no reportable related entity transactions.

## Public interest disclosure

Under section 76 of the *Public Interest Disclosure Act 2013* (PID Act), the Commonwealth Ombudsman is required to prepare a report to Parliament each year on the operation of the PID Act. AMSA contributes to this report by completing the Ombudsman's annual PID survey.

AMSA received seven PID Act disclosures in the reporting period:

- four were not allocated as they did not meet the PID threshold and were referred to operational divisions for action, and
- three were allocated to AMSA for investigation. Two investigations found no evidence of misconduct and the third investigation was ceased by the Principal Officer (the CEO) as the matter had previously been investigated by AMSA.

## One AMSA

AMSA has embarked on a body of work to ensure alignment of our people, values, mission and priorities to shape our ongoing success. One AMSA's goal is to ensure our people are supported by clear values, capable leadership and safe, respectful workplace practices. It will foster a culture that will benefit our people and AMSA well into the future. In 2024–25, program activities commenced relating to the realignment of our organisational values and capability uplift for senior leaders.

## Diversity and Inclusion at AMSA

Guided by our *Diversity and Inclusion Strategy 2023–2027*, in 2024–25, AMSA continued to focus on nurturing a culture of collaboration and respect, where individuality is celebrated, and diversity is embraced as our strength. AMSA maintained status as an inclusive employer by the Diversity Council of Australia.

In 2024–25 AMSA introduced mandatory training for senior leadership on gender equity and inclusive recruitment and Aboriginal and Torres Strait core cultural learning. Additionally, all staff are required to complete core inclusion and appropriate workplace behaviour training.

# Our Diversity Profile

| Identity                                                | 2024–2025 |
|---------------------------------------------------------|-----------|
| Identifying as Aboriginal and/or Torres Strait Islander | 0.8%      |
| Caring responsibilities                                 | 25.1%     |
| from a non-English speaking background                  | 25.7%     |
| living with a disability                                | 2.3%      |
| identifying as women                                    | 45.2%     |
| identifying as LGBTQIA+                                 | 4.4%      |
| under 35 years of age                                   | 17.5%     |
| over 55 years of age                                    | 22.1%     |

## Delivering on our commitments

### Gender equity

The Workplace Gender Equality Agency (WGEA) has publicly released the 2023 gender pay gap information for Commonwealth employers with over 100 staff [\[https://www.wgea.gov.au/sites/default/files/documents/WGEA-Commonwealth-Public-Sector-Gender-Equality-Scorecard-May2025.pdf\]](https://www.wgea.gov.au/sites/default/files/documents/WGEA-Commonwealth-Public-Sector-Gender-Equality-Scorecard-May2025.pdf). AMSA's gender pay gap is 30.4 per cent in favour of male employees, which is significantly higher than the Commonwealth average. This means that, on average, men at AMSA earn more than women mostly because there are more men in our higher paid roles. Data also shows that our gender pay gap has not improved from previous years.

It is important to note that our gender pay gap does not indicate unequal pay between women and men working at the same level.

We know that there are several causes:

- women outnumber men in lower paid, generalist and support roles.
- there are more men in higher paid and technical roles. The areas of our organisation with the biggest gender pay gaps include highly technical roles.
- some technical roles at AMSA currently require extensive seafaring experience and tertiary qualifications. This makes increasing female representation in those roles challenging because women currently make up only 1.2 per cent of the global seafaring workforce.

### Reducing the gender pay gap

Action needs to be taken to address the structural and historical factors contributing to our gender pay gap.

This issue will be considered as part of the One AMSA program to ensure every employee — regardless of gender or role — feels valued and empowered to make AMSA a great place to work. One of the program's initiatives is to refresh our Gender Equity Action Plan, which will have a strong focus on how we recruit and support a workforce that is more inclusive.

### Reconciliation Action Plan (RAP)

AMSA's second RAP *Innovate* was launched in August 2024.

Driven by the Reconciliation Working Group (RWG) alongside extensive staff and stakeholder consultation, the Innovate RAP is a two-year action plan (2024–26) that will further guide and refine AMSA's reconciliation journey for the shared benefit of the organisation and First Nations people.

#### AMSA First Nations Library

For the 2025 National Reconciliation Week, AMSA established an AMSA First Nations Library.

The library is a permanent AMSA resource and contains physical and digital materials for all staff to access. The library is intended to grow and expand over time, with a variety of works and materials across multiple mediums including books, music, podcasts, television shows and movies, articles, and event information.

### Advertising and market research

Section 311A of the *Commonwealth Electoral Act 1918* requires certain reporting on advertising and market research by Commonwealth agencies, including those covered by the PGPA Act. In 2024–25 the following payments were made for advertising:

#### Online and social media

| Channel                                                                                                                                                                                                                                                           | Spend              |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|
| <b>Social media:</b> Raise awareness and educate industry about the new Marine Order 504 safety management system requirements, promoting compliance and safer operations, and encouraging participation in consultation and industry webinars relating to MO504. | \$2,346.52         |
| <b>Social media and online industry publications:</b> Maritime safety education promoting safer practices across three main education campaigns: electrical safety, hazardous gases, and lifejacket use.                                                          | \$10,939.05        |
| <b>Social media:</b> Promotion to encourage a proactive incident reporting culture to help drive improved maritime safety outcomes.                                                                                                                               | \$994.47           |
| <b>Social media:</b> Promoted the 2024 NATSAR Search and Rescue Awards, encouraging nominations.                                                                                                                                                                  | \$522.02           |
| <b>Social media:</b> Promoted AMSA's capabilities and its role as Australia's national search and rescue coordinating authority                                                                                                                                   | \$98.62            |
| <b>Online publication:</b> Shipping Australia Annual Review: CEO article and promotion of AMSA's role in protecting seafarers and marine environment.                                                                                                             | \$4,702.50         |
| <b>Total</b>                                                                                                                                                                                                                                                      | <b>\$19,603.18</b> |

## Market research

In 2024–25, \$11,000 (ex GST) was spent in market research through focus group testing to inform the development of the myAMSA campaign (see case study p33). This targeted user research ensures the campaign is evidence-based and aligned with user needs, providing valuable insights to guide messaging and drive adoption of AMSA's new online portal.

## Statement of significant non-compliance

AMSA management acknowledges their responsibility for ensuring compliance with the provisions of the PGPA Act and requirements related to finance law.

AMSA has complied with the provisions and requirements of the:

- *Public Governance, Performance and Accountability Act 2013*
- Public Governance, Performance and Accountability Rule 2014
- Appropriation Acts
- any other instrument defined as finance law including relevant ministerial directions.

There were no significant non-compliance issues with finance law during the reporting period.

Where immaterial non-compliances were identified they were managed in accordance with AMSA's policies and procedures, including analysis to detect and rectify any breakdowns of internal controls.

## Judicial decisions and reviews by outside bodies

### Reports (Auditor-General, Parliament, Ombudsman)

AMSA was not the subject of any Australian National Audit Office non-financial performance audits in the 2024–25 financial year.

### Judicial decisions/decisions of administrative bodies

In 2024–25 AMSA was not party to any matters before the Federal Court or the Federal Circuit Court. AMSA had one matter in the Administrative Appeals Tribunal which is still in progress.

## Australian Transport Safety Bureau

On 26 July 2024, the Australian Transport Safety Bureau (ATSB) released its final report into the near grounding of *Rosco Poplar* on Bond Reef, Queensland on 2 May 2022 [[Pilotage competency assurance safety recommendation after near grounding in Great Barrier Reef | ATSB](#)]. The ATSB issued AMSA with a safety recommendation to address factors limiting the effectiveness of its check pilot framework as a system for coastal pilot competency assurance. To address the safety issue AMSA is reviewing coastal pilotage, including the check pilot framework.

On 15 May 2025, the ATSB released its final report into the propulsion failure and near stranding of Portland Bay [[Propulsion failure and near stranding of Portland Bay, on the coast 22 km south of Port Botany \(Sydney\), New South Wales, on 4 July 2022](#)]. The final report included recommendations that AMSA progresses safety action, to address the following (summarised) safety issues:

- procedures to effectively implement the National Plan
- understanding of AMSA's central role in any response, regardless of location.
- management of the National Plan and annual exercises, and effective implementation of Maritime Assistance Service procedures.
- process to issue directions under powers of intervention

AMSA is progressing actions to address the recommendations and will work with ATSB to close the safety issues.

## Coronial inquests

AMSA is committed to increased transparency in our response to coroner's findings. AMSA has an established process for tracking the implementation of findings, which is monitored by the Executive. Appendix 6 shows the coronial inquiries that involved AMSA which have findings that are yet to be implemented. Information on historical coronial inquiries where all agreed findings have been implemented can be found in previous AMSA annual reports.

## Freedom of Information

AMSA's Information Publication Scheme statement, pursuant to Part II of the *Freedom of Information Act 1982*, is available at Information Publication Scheme | Australian Maritime Safety Authority [<https://www.amsa.gov.au/about/reporting-and-accountability/information-publication-scheme>].

## Ministerial decisions, and government policy orders

Under section 8 of the AMSA Act, the Minister may give AMSA written direction with respect to the performance of our functions. The Minister did not issue any directions during 2024–25.

The Minister did not issue any notices about AMSA's strategic direction under section 9A of the AMSA Act, or any directions to give documents and information under section 9B.

The Finance Minister did not issue any government policy orders under section 22 of the PGPA Act during the reporting period. The existing [Public Governance, Performance and Accountability \(Charging for Regulatory Activities\) Order 2017](#) applies to AMSA.

AMSA was provided with the Ministerial Statement of Expectations on 30 September 2024 [[Minister's Statement of Expectations | Australian Maritime Safety Authority](#)] and responded with a Statement of Intent on 20 December 2024.

These statements provide clarity about government policies relevant to each agency, in line with its statutory objectives, and the priorities the Minister expects the agency to focus on and deliver. Statements are expected to be updated with every change in Minister, change in Commonwealth policy, or every two years.

## Regulator performance

To promote regulator performance and best practice, the former government released a refreshed Regulator Performance Guide in July 2021. The guide outlines the principles of best practice that underpin regulator performance. These principles are:

- continuous improvement and building trust
- risk based and data driven
- collaboration and engagement.

AMSA's key performance measures (see pp 10–37) are linked to the principles where appropriate.

## Work health safety and environment

AMSA continues to build and embed tools and practices that promote a focus on the physical, emotional and mental safety and wellbeing of our people.

AMSA's Health, Safety and Environment Committee meet bi-monthly and play an active role in shaping key health and safety initiatives and priorities through the Work Health and Safety Management Plan. This plan was refreshed during 2024–25 with a focus on continuous improvement through actions arising from audit and inspection activity and proactive responses to identified risks.

### Mental health and psychosocial risks

The AMSA Mental Health and Wellbeing Plan 2025–26 was launched, laying the foundation for AMSA's approach to managing mental health and wellbeing. The plan is reflective of AMSA's evolving wellbeing journey and is focussed on managing identified risks and preventing harm through boosting wellbeing, intervening early and supporting recovery.

To ensure AMSA is positioned to proactively identify psychosocial risks and support employees, senior leadership psychological safety workshops were rolled out that focused on how senior leaders can create a climate to support mental health.

AMSA joined the Before Blue program developed by Beyond Blue. Before Blue is a structured program for individuals offering up to eight sessions with a dedicated coach. It focuses on practical skill-building towards a goal with weekly progress monitoring to stay on track.

AMSA also introduced the Manager Hotline service provided by our employee assistance provider (EAP), Telus Health. The Hotline provides managers and supervisors access to a telephone-based helpline for support and advice on people-related issues. The Telus Health EAP offerings were expanded to offer 'solutions for work, health and life' including legal advice, financial guidance, nutrition support and a nurse on call in addition to the confidential support offered by EAP clinicians. Additionally, Telus Health provided targeted staff support for specific stressful work events.

### Investigations and compensation

In 2024–25, there were no notifiable incidents to Comcare and nil serious incidents that occurred. AMSA strengthened the approach to investigations with the introduction of the WHS Investigations Procedure and Incident Investigation Form.

AMSA participated in a Comcare Proactive Inspection to assess compliance with the legislative requirements relating to workplace consultation, cooperation and coordination. Comcare did not identify any non-compliance.

AMSA's 2024–25 compensation premium rate was \$525,017 compared to \$588,265 for financial year 2023–24. AMSA's premium rate was 0.86 per cent which is lower than the overall scheme premium of 0.95 per cent.

## Health and wellbeing initiatives

As part of AMSA's commitment to health and wellbeing in the workplace we offer a range of initiatives for our staff, including:

- Free influenza vaccinations for all staff through the Pharmacy Guild of Australia.
- A \$300 reimbursement for health, fitness and wellbeing related activities.
- The AMSA Wellbeing Hub offering access to curated tools and resources to support staff to proactively manage their own health and wellbeing.
- An early intervention program to assist employees with costs related to work-related illnesses or injuries.

| Activity                                                                                | Number |
|-----------------------------------------------------------------------------------------|--------|
| Incidents notified by employees                                                         | 30     |
| Notifiable incidents                                                                    | 0      |
| Hazards notified by employees                                                           | 13     |
| Workers Compensation claims lodged by employees                                         | 11     |
| Employees who participated in the seasonal influenza vaccination program                | 123    |
| Employees who claimed the health and fitness reimbursement                              | 236    |
| Employees who accessed early intervention assistance for work-related illness or injury | 5      |
| Employees and family members who accessed the Employee Assistance Program               | 17     |

## Environmental performance

AMSA is committed to minimising its negative impact on the environment and supporting the Government's broader aim to reduce greenhouse gas emissions related to government operations to net zero. AMSA is also focused on identifying potential climate change risks to its operations with the aim of embedding strategies to mitigate these risks and build organisational resilience.

The Department of Finance *Net Zero in Government Operations Strategy* describes the approach for implementing the Australian Government's commitment to achieve net zero in government operations by 2030. As a corporate entity, AMSA can declare it will meet the 2030 target or determine its own net zero target. AMSA is currently progressing work to agree a net zero target that is ambitious yet achievable.

This policy also complements the Government's Commonwealth Climate Disclosure policy which requires Commonwealth entities and Commonwealth companies to publicly report on their exposure to climate risks and opportunities, as well as their actions to manage them. AMSA will report its Climate Risk Disclosure from 2026 onwards.

To support its emissions reduction program and understand potential impacts of climate change on operations AMSA:

- captures greenhouse gas emissions data in accordance with the *Public Governance, Performance and Accountability Act 2013* (PGPA Act) and s516A of the *Environment Protection and Biodiversity Conservation Act 1999* (EPBC Act)
- has commenced emission reduction planning and climate risk and opportunity identification. Related activities include:
  - undertaking a Climate Risk Assessment
  - developing a Sustainability Plan and Emission Reduction Plan, which will set out the actions AMSA will take to achieve its emissions target.

AMSA's current actions to reduce emissions and protect the environment include:

- optimising office space by introducing unassigned seating, which allows for reduction in nett lettable areas as leases are renewed
- constructing energy-efficient office fit outs as leases are renewed
- establishing waste management and recycling solutions at all offices and enhancing workforce capability and environmental literacy through awareness campaigns
- transitioning AMSA's fleet to low emission vehicles
- establishing environmental management plans for high environmental value sites across our Aid to Navigation network
- continuing to collect data from a range of sources to help monitor the impact that activities may be having on the environment. Currently, this includes data related to carbon emissions from electricity consumption, generator use, domestic flights, accommodation, fleet vehicles, and solid waste to landfill.

## Emissions Reporting 2024–25

As part of the Net Zero in Government Operations Strategy [<https://www.finance.gov.au/government/climate-action-government-operations/aps-net-zero-emissions-2030>], and the reporting requirements under section 516A of the *Environment Protection and Biodiversity Conservation Act 1999* [<https://www.legislation.gov.au/C2004A00485/latest/text>], non-corporate Commonwealth entities, corporate Commonwealth entities and Commonwealth companies are required to report on their operational greenhouse gas emissions.

The Greenhouse Gas Emissions Inventory and Electricity Greenhouse Gas Emissions tables present greenhouse gas emissions over the 2024–25 financial year. The greenhouse gas emissions reported are calculated on the basis of Carbon Dioxide Equivalent (CO<sub>2</sub>-e) and in line with the Emissions Reporting Framework [<https://www.finance.gov.au/government/climate-action-government-operations/commonwealth-emission-reporting/australian-public-service-net-zero-emissions-reporting-framework>]. This is consistent with a Whole-of-Australian Government approach, outlined in the Net Zero in Government Operations Strategy, and Commonwealth Climate Disclosure requirements [<https://www.finance.gov.au/government/climate-action-government-operations/commonwealth-climate-disclosure-requirements>].

### Electricity data

Some electricity data was unavailable at the time of reporting and amendments may be required in future reports.

Previous reporting included electricity data for residential properties which should not have been included. These sources have been removed as at this reporting period.

### Solid waste data

Some solid waste data was unavailable at the time of reporting and amendments may be required in future reports.

### Domestic hire car data

Emissions from hire cars for 2024–25 is unavailable due to a lack of robust data. The availability and quality of data is expected to improve over time as emissions reporting matures.

### 2024–25 Greenhouse gas emissions inventory– location-based method

| Emission Source                       | Scope 1 t CO <sub>2</sub> -e | Scope 2 t CO <sub>2</sub> -e | Scope 3 t CO <sub>2</sub> -e | Total t CO <sub>2</sub> -e |
|---------------------------------------|------------------------------|------------------------------|------------------------------|----------------------------|
| Electricity (Location Based Approach) | N/A                          | 620.99                       | 51.93                        | 672.92                     |
| Natural Gas                           | -                            | N/A                          | -                            | -                          |
| Solid Waste                           | -                            | N/A                          | 8.14                         | 8.14                       |
| Refrigerants                          | -                            | N/A                          | N/A                          | -                          |
| Fleet and Other Vehicles              | 173.39                       | N/A                          | 43.84                        | 217.24                     |
| Domestic Commercial Flights           | N/A                          | N/A                          | 387.04                       | 387.04                     |
| Domestic Hire Car                     | N/A                          | N/A                          | -                            | -                          |
| Domestic Travel Accommodation         | N/A                          | N/A                          | 80.68                        | 80.68                      |
| Other Energy                          | 0.89                         | N/A                          | 0.22                         | 1.11                       |
| <b>Total t CO<sub>2</sub>-e</b>       | <b>174.28</b>                | <b>620.99</b>                | <b>571.87</b>                | <b>1,367.14</b>            |

Note: the table above presents emissions related to electricity usage using the location-based accounting method.

CO<sub>2</sub>-e = Carbon Dioxide Equivalent.

n/a = not applicable

## 2024–25 Electricity greenhouse gas emissions

| Emission Source                                                 | Scope 2 t CO <sub>2</sub> -e | Scope 3 t CO <sub>2</sub> -e | Total t CO <sub>2</sub> -e | Electricity kWh |
|-----------------------------------------------------------------|------------------------------|------------------------------|----------------------------|-----------------|
| Electricity (Location Based Approach)                           | 620.99                       | 51.93                        | 672.92                     | 1,028,713.92    |
| Market-based electricity emissions                              | 412.37                       | 56.00                        | 468.37                     | 509,093.47      |
| Total renewable electricity consumed                            | n/a                          | n/a                          | n/a                        | 519,620.45      |
| <i>Renewable Power Percentage<sup>1</sup></i>                   | n/a                          | n/a                          | n/a                        | 187,174.50      |
| <i>Jurisdictional Renewable Power Percentage<sup>2, 3</sup></i> | n/a                          | n/a                          | n/a                        | 332,445.95      |
| <i>GreenPower<sup>2</sup></i>                                   | n/a                          | n/a                          | n/a                        | -               |
| <i>Large-scale generation certificates<sup>2</sup></i>          | n/a                          | n/a                          | n/a                        | -               |
| <i>Behind the meter solar<sup>4</sup></i>                       | n/a                          | n/a                          | n/a                        | -               |
| <i>Total renewable electricity produced</i>                     | n/a                          | n/a                          | n/a                        | -               |
| <i>Large-scale generation certificates<sup>2</sup></i>          | n/a                          | n/a                          | n/a                        | -               |
| <i>Behind the meter solar<sup>4</sup></i>                       | n/a                          | n/a                          | n/a                        | -               |

Note: The table above presents emissions related to electricity usage using both the location-based and the market-based accounting methods. CO<sub>2</sub>-e = Carbon Dioxide Equivalent. Electricity usage is measured in kilowatt hours (kWh).

- 1 Listed as Mandatory renewables in 2023–24 Annual Reports. The renewable power percentage (RPP) accounts for the portion of electricity used, from the grid, that falls within the Renewable Energy Target (RET).
- 2 Listed as Voluntary renewables in 2023–24 Annual Reports.
- 3 Australian Capital Territory is currently the only state with a jurisdictional renewable power percentage (JRPP).
- 4 Reporting behind the meter solar consumption and/or production is optional. The quality of data is expected to improve over time as emissions reporting matures.





# Appendices

# Appendix 1: Financial Statements



## INDEPENDENT AUDITOR'S REPORT

**To the Minister for Infrastructure, Transport, Regional Development and Local Government**

### Opinion

In my opinion, the financial statements of the Australian Maritime Safety Authority (the Entity) for the year ended 30 June 2025:

- (a) comply with Australian Accounting Standards – Simplified Disclosures and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of the Entity as at 30 June 2025 and its financial performance and cash flows for the year then ended.

The financial statements of the Entity, which I have audited, comprise the following as at 30 June 2025 and for the year then ended:

- Statement by the Directors, Chief Executive Officer and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to and forming part of the financial statements, comprising material accounting policy information and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of the Entity in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and their delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Accountable Authority's responsibility for the financial statements

As the Accountable Authority of the Entity, the Australian Maritime Safety Authority Board (the Board) is responsible under the *Public Governance, Performance and Accountability Act 2013* (the Act) for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Simplified Disclosures and the rules made under the Act. The Board is also responsible for such internal control as the Board determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Board is responsible for assessing the ability of the Entity to continue as a going concern, taking into account whether the Entity's operations will cease as a result of an administrative restructure or for any other reason. The Board is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting, unless the assessment indicates that it is not appropriate.

GPO Box 707, Canberra ACT 2601  
38 Sydney Avenue, Forrest ACT 2603  
Phone (02) 6203 7300

### Auditor's responsibilities for the audit of the financial statements

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Entity's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Entity's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause the Entity to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Summer Wesche

Senior Director

Delegate of the Auditor-General

Canberra

15 September 2025

Australian Maritime Safety Authority

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**Australian Maritime Safety Authority**

**STATEMENT BY THE DIRECTORS, CHIEF EXECUTIVE OFFICER AND CHIEF FINANCIAL OFFICER**

In our opinion, the attached financial statements for the year ended 30 June 2025 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that the Australian Maritime Safety Authority will be able to pay its debts as and when they fall due.

This statement is made in accordance with a resolution of the directors.



Jeanine Drummond  
Chair of the Board

15 September 2025



Kaylene Dale  
Chief Executive Officer

15 September 2025



Stephanie Wahren  
Chief Financial Officer

15 September 2025

**Australian Maritime Safety Authority**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2025*

|                                                                                 |       | 2025             | 2024             | Original<br>Budget<br>2025 |
|---------------------------------------------------------------------------------|-------|------------------|------------------|----------------------------|
|                                                                                 | Notes | \$'000           | \$'000           | \$'000                     |
| <b>NET COST OF SERVICES</b>                                                     |       |                  |                  |                            |
| <b>Expenses</b>                                                                 |       |                  |                  |                            |
| Employee benefits                                                               | 4.1A  | 89,923           | 85,321           | 86,070                     |
| Suppliers                                                                       | 1.1A  | 134,528          | 133,073          | 133,979                    |
| Depreciation and amortisation                                                   | 2.2A  | 35,545           | 40,831           | 36,427                     |
| Finance costs                                                                   | 1.1B  | 3,843            | 3,054            | 2,908                      |
| Impairment on trade and other receivables                                       |       | 4                | 9                | -                          |
| Write-down and impairment of other assets                                       | 1.1C  | 3,692            | 1,095            | -                          |
| <b>Total expenses</b>                                                           |       | <b>267,535</b>   | <b>263,383</b>   | <b>259,384</b>             |
| <b>Own-source income</b>                                                        |       |                  |                  |                            |
| <b>Own-source revenue</b>                                                       |       |                  |                  |                            |
| Revenue from contracts with customers                                           | 1.2A  | 8,789            | 9,131            | 8,723                      |
| Interest                                                                        |       | 7,975            | 6,542            | 6,109                      |
| Rental income                                                                   | 1.2B  | 52               | 111              | 496                        |
| Recovery of pollution incident costs and insurance claims                       |       | 106              | 93               | -                          |
| Contributions from states and territories                                       |       | 1,484            | 1,484            | 1,484                      |
| Other revenue                                                                   | 1.2C  | 4,029            | 4,107            | 4,811                      |
| <b>Total own-source revenue</b>                                                 |       | <b>22,435</b>    | <b>21,468</b>    | <b>21,623</b>              |
| <b>Gains</b>                                                                    |       |                  |                  |                            |
| Gains from sale of assets                                                       |       | 95               | -                | -                          |
| Reversal of impairment loss on trade and other receivables                      |       | 1                | 2                | -                          |
| <b>Total gains</b>                                                              |       | <b>96</b>        | <b>2</b>         | <b>-</b>                   |
| <b>Total own-source income</b>                                                  |       | <b>22,531</b>    | <b>21,470</b>    | <b>21,623</b>              |
| <b>Net cost of services</b>                                                     |       | <b>(245,004)</b> | <b>(241,913)</b> | <b>(237,761)</b>           |
| Revenue from Government                                                         | 1.2D  | 217,492          | 234,067          | 222,159                    |
| <b>Surplus / (Deficit) on continuing operations</b>                             |       | <b>(27,512)</b>  | <b>(7,846)</b>   | <b>(15,602)</b>            |
| <b>OTHER COMPREHENSIVE INCOME</b>                                               |       |                  |                  |                            |
| <b>Items not subject to subsequent reclassification to net cost of services</b> |       |                  |                  |                            |
| Changes in asset revaluation reserve                                            |       | 9,395            | 13,285           | -                          |
| <b>Total other comprehensive income</b>                                         |       | <b>9,395</b>     | <b>13,285</b>    | <b>-</b>                   |

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

**Australian Maritime Safety Authority**  
**Statement of Financial Position**  
*as at 30 June 2025*

|                                           |       | 2025           | 2024           | Original<br>Budget<br>2025 |
|-------------------------------------------|-------|----------------|----------------|----------------------------|
|                                           | Notes | \$'000         | \$'000         | \$'000                     |
| <b>ASSETS</b>                             |       |                |                |                            |
| <b>Financial assets</b>                   |       |                |                |                            |
| Cash and cash equivalents                 | 2.1A  | 36,766         | 40,841         | 24,610                     |
| Investments                               |       | 87,000         | 92,000         | 85,000                     |
| Trade and other receivables               | 2.1B  | 8,987          | 8,820          | 12,706                     |
| <b>Total financial assets</b>             |       | <b>132,753</b> | <b>141,661</b> | <b>122,316</b>             |
| <b>Non-financial assets<sup>1</sup></b>   |       |                |                |                            |
| Land                                      | 2.2A  | 5,585          | 5,748          | 5,545                      |
| Buildings                                 | 2.2A  | 48,796         | 50,450         | 66,988                     |
| Plant and equipment                       | 2.2A  | 201,854        | 194,204        | 196,066                    |
| Computer software                         | 2.2A  | 2,962          | 4,108          | 4,345                      |
| Inventories                               | 2.2B  | 3,963          | 4,697          | 4,485                      |
| Prepayments                               |       | 2,802          | 3,730          | 3,054                      |
| <b>Total non-financial assets</b>         |       | <b>265,962</b> | <b>262,937</b> | <b>280,483</b>             |
| <b>Total assets</b>                       |       | <b>398,715</b> | <b>404,598</b> | <b>402,799</b>             |
| <b>LIABILITIES</b>                        |       |                |                |                            |
| <b>Payables</b>                           |       |                |                |                            |
| Suppliers                                 | 2.3A  | 29,880         | 29,831         | 26,655                     |
| Other payables                            | 2.3B  | 4,534          | 4,294          | 1,133                      |
| <b>Total payables</b>                     |       | <b>34,414</b>  | <b>34,125</b>  | <b>27,788</b>              |
| <b>Interest bearing liabilities</b>       |       |                |                |                            |
| Leases                                    | 2.4A  | 100,450        | 93,260         | 107,198                    |
| <b>Total interest bearing liabilities</b> |       | <b>100,450</b> | <b>93,260</b>  | <b>107,198</b>             |
| <b>Provisions</b>                         |       |                |                |                            |
| Employee provisions                       | 4.1B  | 26,285         | 24,725         | 36,956                     |
| Other provisions                          | 2.5A  | 29,779         | 26,584         | 28,785                     |
| <b>Total provisions</b>                   |       | <b>56,064</b>  | <b>51,309</b>  | <b>65,741</b>              |
| <b>Total liabilities</b>                  |       | <b>190,928</b> | <b>178,694</b> | <b>200,727</b>             |
| <b>Net assets</b>                         |       | <b>207,787</b> | <b>225,904</b> | <b>202,072</b>             |
| <b>EQUITY</b>                             |       |                |                |                            |
| Contributed equity                        |       | 37,986         | 37,986         | 37,986                     |
| Reserves                                  |       | 131,565        | 122,170        | 108,885                    |
| Retained earnings                         |       | 38,236         | 65,748         | 55,201                     |
| <b>Total equity</b>                       |       | <b>207,787</b> | <b>225,904</b> | <b>202,072</b>             |

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

1. Right-of-use assets are included in land, buildings and plant and equipment.

**Australian Maritime Safety Authority**  
**Statement of Changes in Equity**  
*as at 30 June 2025*

|                                           |       |                | Original<br>Budget<br>2025 |
|-------------------------------------------|-------|----------------|----------------------------|
|                                           | Notes | 2025<br>\$'000 | 2024<br>\$'000             |
|                                           |       |                | \$'000                     |
| <b>CONTRIBUTED EQUITY</b>                 |       |                |                            |
| Opening balance as at 1 July              |       | 37,986         | 37,986                     |
| Closing balance as at 30 June             |       | 37,986         | 37,986                     |
| <b>RETAINED EARNINGS</b>                  |       |                |                            |
| Opening balance                           |       | 65,748         | 73,594                     |
| Comprehensive income                      |       |                |                            |
| Surplus / (Deficit) for the period        |       | (27,512)       | (7,846)                    |
| Closing balance as at 30 June             |       | 38,236         | 65,748                     |
| <b>ASSET REVALUATION RESERVE</b>          |       |                |                            |
| Opening balance                           |       | 122,170        | 108,885                    |
| Comprehensive income                      |       |                |                            |
| Non-financial asset revaluation increment |       | 11,103         | 9,279                      |
| Provision for restoration assessment      |       | (1,708)        | 4,006                      |
| Total comprehensive income                |       | 9,395          | 13,285                     |
| Closing balance as at 30 June             |       | 131,565        | 122,170                    |
| <b>TOTAL EQUITY</b>                       |       |                |                            |
| Opening balance                           |       | 225,904        | 220,465                    |
| Comprehensive income                      |       |                |                            |
| Surplus / (Deficit) for the period        |       | (27,512)       | (7,846)                    |
| Other comprehensive income                |       | 9,395          | 13,285                     |
| Total comprehensive income                |       | (18,117)       | 5,439                      |
| Closing balance as at 30 June             |       | 207,787        | 225,904                    |

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

**Australian Maritime Safety Authority**  
**Cash Flow Statement**  
*for the period ended 30 June 2025*

|                                                                     |       |                 | Original<br>Budget<br>2025<br>\$'000 |
|---------------------------------------------------------------------|-------|-----------------|--------------------------------------|
|                                                                     | Notes | 2025<br>\$'000  | 2024<br>\$'000                       |
| <b>OPERATING ACTIVITIES</b>                                         |       |                 |                                      |
| <b>Cash received</b>                                                |       |                 |                                      |
| Receipts from Government                                            |       | 217,637         | 235,753                              |
| Sale of goods and rendering of services                             |       | 8,840           | 10,288                               |
| Interest                                                            |       | 7,570           | 6,173                                |
| Net GST received                                                    |       | 16,031          | 16,896                               |
| Other                                                               |       | 5,634           | 5,821                                |
| <b>Total cash received</b>                                          |       | <b>255,712</b>  | <b>274,931</b>                       |
| <b>Cash used</b>                                                    |       |                 |                                      |
| Employees                                                           |       | 88,267          | 83,465                               |
| Suppliers                                                           |       | 149,578         | 150,139                              |
| Interest payments on lease liabilities                              |       | 2,846           | 1,928                                |
| <b>Total cash used</b>                                              |       | <b>240,691</b>  | <b>235,532</b>                       |
| <b>Net cash from operating activities</b>                           |       | <b>15,021</b>   | <b>39,399</b>                        |
| <b>INVESTING ACTIVITIES</b>                                         |       |                 |                                      |
| <b>Cash received</b>                                                |       |                 |                                      |
| Investments                                                         |       | 97,000          | 60,000                               |
| Proceeds from sales of property, plant and equipment                |       | 676             | -                                    |
| <b>Total cash received</b>                                          |       | <b>97,676</b>   | <b>60,000</b>                        |
| <b>Cash used</b>                                                    |       |                 |                                      |
| Investments                                                         |       | 92,000          | 41,000                               |
| Purchase of property, plant, equipment and intangibles              |       | 7,965           | 19,239                               |
| <b>Total cash used</b>                                              |       | <b>99,965</b>   | <b>60,239</b>                        |
| <b>Net cash used by investing activities</b>                        |       | <b>(2,289)</b>  | <b>(239)</b>                         |
| <b>FINANCING ACTIVITIES</b>                                         |       |                 |                                      |
| <b>Cash used</b>                                                    |       |                 |                                      |
| Principal payments of lease liabilities                             |       | 16,807          | 21,271                               |
| <b>Total cash used</b>                                              |       | <b>16,807</b>   | <b>21,271</b>                        |
| <b>Net cash used by financing activities</b>                        |       | <b>(16,807)</b> | <b>(21,271)</b>                      |
| <b>Net increase / (decrease) in cash held</b>                       |       | <b>(4,075)</b>  | <b>17,889</b>                        |
| Cash and cash equivalents at the beginning of the reporting period  |       | 40,841          | 22,952                               |
| <b>Cash and cash equivalents at the end of the reporting period</b> |       | <b>36,766</b>   | <b>40,841</b>                        |

The above statement should be read in conjunction with the accompanying notes.

Please refer to the budget variances note for explanations of major variances between budgeted and actual amounts.

## Australian Maritime Safety Authority

## Budget Variances

The following high level commentary of major variances between budgeted information for the Australian Maritime Safety Authority (AMSA) published in the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts 2024-25 Portfolio Budget Statements (PBS) and the 2024-25 final outcome are presented in accordance with Australian Accounting Standards.

Major variances are those deemed relevant to the analysis of AMSA's performance and are not necessarily focused on numerical differences between budget and actual amounts.

| Affected line item                                     | Variance to budget<br>\$'000 | Explanation of variance                                                                                                                                                                                                                                                                       |
|--------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Statement of Comprehensive Income</b>               |                              |                                                                                                                                                                                                                                                                                               |
| Write-down and impairment of other assets              | 3,692                        | The variance relates to the write-down and disposal of inventory held to respond to pollution incidents under the National Plan for Maritime Environment Emergencies and the write-down and disposal of property, plant and equipment from aids to navigation sites and AMSA office fit-outs. |
| <b>Statement of Financial Position</b>                 |                              |                                                                                                                                                                                                                                                                                               |
| Cash and cash equivalents                              | 12,156                       | The variance relates to lower capital expenditure on office fit-outs and the renewal of the aids to navigation network, partially offset by lower than budgeted levy revenues.                                                                                                                |
| Buildings                                              | (18,192)                     | The variance primarily relates to lower capital expenditure on office fit-outs and lower lease costs for office accommodation as a result of the ongoing move to a smaller office footprint.                                                                                                  |
| Leases                                                 | (6,748)                      | The variance primarily relates to lower lease costs for office accommodation as a result of the ongoing move to a smaller office footprint and lower than expected price increases through indexation for some contracts.                                                                     |
| <b>Statement of Changes in Equity</b>                  |                              |                                                                                                                                                                                                                                                                                               |
| Reserves                                               | 22,680                       | The variance relates to an increase in the fair value of property, plant and equipment from the current and prior year asset valuations.                                                                                                                                                      |
| Retained earnings                                      | (16,965)                     | The variance relates to the cumulative impact of higher than budgeted operating deficits in the current and prior year.                                                                                                                                                                       |
| <b>Cash Flow Statement</b>                             |                              |                                                                                                                                                                                                                                                                                               |
| Purchase of property, plant, equipment and intangibles | (7,052)                      | The variance relates to lower capital expenditure on office fit-outs and the renewal of the aids to navigation network.                                                                                                                                                                       |

## Australian Maritime Safety Authority

## Overview

### The basis of preparation

The financial statements are required by section 42 of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

The Australian Maritime Safety Authority (AMSA) is an Australian Government controlled and not-for-profit entity.

The financial statements have been prepared in accordance with:

- *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR)
- Australian Accounting Standards and Interpretations – including simplified disclosures for Tier 2 Entities under AASB 1060 issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars and values are rounded to the nearest thousand dollars unless otherwise specified.

### Taxation

AMSA is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and the Goods and Services Tax (GST).

### New accounting standards

#### Adoption of new Australian Accounting Standard requirements

No new, revised and amending standards or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period had a material effect on AMSA's financial statements.

## Notes to and forming part of the financial statements

**Financial Performance**

This section analyses the financial performance of AMSA for the financial year.

**Note 1.1: Expenses**

|                                                      | 2025<br>\$'000 | 2024<br>\$'000 |
|------------------------------------------------------|----------------|----------------|
| <b>Note 1.1A: Suppliers</b>                          |                |                |
| <b>Goods and services supplied or rendered</b>       |                |                |
| Travel and transport                                 | 4,067          | 4,730          |
| Material and services                                | 115,543        | 113,685        |
| Communications                                       | 4,761          | 4,703          |
| Administration                                       | 7,022          | 7,410          |
| Audit fees (paid) <sup>1</sup>                       | 100            | 97             |
| <b>Total goods and services supplied or rendered</b> | <b>131,493</b> | <b>130,625</b> |
| Goods supplied                                       | 819            | 1,294          |
| Services rendered                                    | 130,674        | 129,331        |
| <b>Total goods and services supplied or rendered</b> | <b>131,493</b> | <b>130,625</b> |
| <b>Other suppliers</b>                               |                |                |
| Workers compensation expenses                        | 639            | 633            |
| Variable lease payments                              | 2,396          | 1,815          |
| <b>Total other suppliers</b>                         | <b>3,035</b>   | <b>2,448</b>   |
| <b>Total suppliers</b>                               | <b>134,528</b> | <b>133,073</b> |

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 1.2B, 2.2A, 2.4A.

1. Financial statement audit services were provided to AMSA by KPMG under contract from the Australian National Audit Office.

**Other services provided by KPMG during the reporting period**

|                                                                          |           |           |
|--------------------------------------------------------------------------|-----------|-----------|
| Fringe benefits tax services                                             | 30        | 30        |
| <b>Total other services provided by KPMG during the reporting period</b> | <b>30</b> | <b>30</b> |

**Accounting Policy****Short-term leases and leases of low value assets**

AMSA has elected not to recognise right-of-use assets and lease liabilities for short-term leases of assets that have a lease term of 12 months or less and leases of low-value assets (less than \$10,000 per asset). AMSA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**Note 1.1B: Finance costs**

|                               |              |              |
|-------------------------------|--------------|--------------|
| Interest on lease liabilities | 2,846        | 1,928        |
| Unwinding of discount         | 997          | 1,126        |
| <b>Total finance costs</b>    | <b>3,843</b> | <b>3,054</b> |

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.2B, 2.2A, 2.4A.

**Note 1.1C: Write-down and impairment of other assets**

|                                                        |              |              |
|--------------------------------------------------------|--------------|--------------|
| Write-down of property, plant and equipment            | 1,754        | 1,008        |
| Write-down of inventory                                | 1,938        | 87           |
| <b>Total write-down and impairment of other assets</b> | <b>3,692</b> | <b>1,095</b> |

## Notes to and forming part of the financial statements

**Note 1.2: Own-source income**

|  | 2025   | 2024   |
|--|--------|--------|
|  | \$'000 | \$'000 |

**Own-source revenue****Note 1.2A: Revenue from contracts with customers**

|                                                    |              |              |
|----------------------------------------------------|--------------|--------------|
| Sale of publications                               | -            | 94           |
| Regulatory services                                | 8,500        | 8,671        |
| Other                                              | 289          | 366          |
| <b>Total revenue from contracts with customers</b> | <b>8,789</b> | <b>9,131</b> |

**Accounting Policy**

Revenue from contracts with customers is recognised when control has been transferred to the buyer.

AMSA identifies that a contract is within the scope of AASB 15 *Revenue from Contracts with Customers* when an enforceable agreement exists, including where enforceable rights and obligations arise through statutory requirements, where the performance obligations are sufficiently specific to enable AMSA to determine when they have been satisfied and where it is probable that AMSA will collect payment in exchange for the goods or services.

Where these criteria are not met and the consideration to acquire the asset is significantly less than fair value principally to enable AMSA to further its objectives it will be within the scope of AASB 1058 *Income of Not-for-Profit Entities* and revenue is recognised when AMSA has a right to receive payment.

AMSA principally generates its revenue from contracts with customers through the delivery of regulatory services, where the performance obligations are satisfied at a point in time when the regulatory process is finalised and the outcome is provided to the customer.

The transaction price is the total amount of consideration to which AMSA expects to be entitled in exchange for transferring promised goods or services to a customer. The consideration promised in a contract with a customer may include fixed amounts, variable amounts, or both. Consideration for regulatory services is primarily received up front and recognised as a contract liability until the performance obligations are satisfied by AMSA.

Receivables for goods and services, which have 30 day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

**Note 1.2B: Rental income**

|                                |           |            |
|--------------------------------|-----------|------------|
| Operating lease                |           |            |
| Lease income                   | 35        | 27         |
| Subleasing right-of-use assets | 17        | 84         |
| <b>Total rental income</b>     | <b>52</b> | <b>111</b> |

**Operating leases**

AMSA leases its residential properties to employees in remote regions and to external parties when not required by employees. AMSA subleases a small part of its warehouse and office space to its contractors and subleases car parking spaces to employees. AMSA manages the risks associated with any rights it retains in the underlying asset through the use of commercial arrangements to manage the lease and appropriate insurance coverage.

## Notes to and forming part of the financial statements

**Note 1.2: Own-source income (continued)**

|                                                          | 2025<br>\$'000 | 2024<br>\$'000 |
|----------------------------------------------------------|----------------|----------------|
| <b>Maturity analysis of operating lease receivables:</b> |                |                |
| Within 1 year                                            | 10             | 53             |
| 1 to 2 years                                             | -              | 10             |
| <b>Total undiscounted lease payments receivable</b>      | <b>10</b>      | <b>63</b>      |

Operating lease receivables are GST inclusive where relevant.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 2.2A, 2.4A.

**Note 1.2C: Other revenue**

|                                                                       |              |              |
|-----------------------------------------------------------------------|--------------|--------------|
| Fines                                                                 | 201          | 181          |
| Funding from other Commonwealth entities for the delivery of programs | 1,901        | 2,551        |
| Other                                                                 | 1,927        | 1,375        |
| <b>Total other revenue</b>                                            | <b>4,029</b> | <b>4,107</b> |

**Note 1.2D: Revenue from Government****Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts**

Corporate Commonwealth entity payment item

Levy revenue: *Section 48, Australian Maritime Safety Authority Act 1990*

|                                               |        |         |
|-----------------------------------------------|--------|---------|
| Marine Navigation Levy                        | 36,846 | 37,017  |
| Marine Navigation (Regulatory Functions) Levy | 56,441 | 56,566  |
| Protection of the Sea Levy                    | 37,603 | 37,676  |
| Services provided on behalf of the Government | 86,218 | 102,278 |
| Other                                         | 384    | 530     |

|                                      |                |                |
|--------------------------------------|----------------|----------------|
| <b>Total revenue from Government</b> | <b>217,492</b> | <b>234,067</b> |
|--------------------------------------|----------------|----------------|

**Accounting Policy**

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts as a corporate Commonwealth entity payment item for payment to AMSA) is recognised as revenue from government by AMSA unless the funding is in the nature of an equity injection or a loan.

## Notes to and forming part of the financial statements

**Financial Position**

This section analyses AMSA's assets used to conduct its operations and the operating liabilities incurred as a result.

**Note 2.1: Financial assets**

|                                             | 2025<br>\$'000 | 2024<br>\$'000 |
|---------------------------------------------|----------------|----------------|
| <b>Note 2.1A: Cash and cash equivalents</b> |                |                |
| Cash on hand or on deposit                  | 36,766         | 40,841         |
| <b>Total cash and cash equivalents</b>      | <b>36,766</b>  | <b>40,841</b>  |

**Accounting Policy**

Cash is recognised at its nominal amount. Cash and cash equivalents includes cash on hand, and demand deposits in bank accounts with an original maturity of 3 months or less that are readily convertible to known amounts of cash and subject to insignificant risk of changes in value.

**Note 2.1B: Trade and other receivables**

|                                                                                                                |              |              |
|----------------------------------------------------------------------------------------------------------------|--------------|--------------|
| Goods and services                                                                                             | 900          | 653          |
| Department of Infrastructure, Transport, Regional Development, Communications and the Arts - levies receivable | 2,195        | 2,340        |
| Other receivables                                                                                              |              |              |
| GST receivable from the Australian Taxation Office                                                             | 3,361        | 3,767        |
| Interest                                                                                                       | 2,164        | 1,759        |
| Other                                                                                                          | 424          | 388          |
| <b>Total trade and other receivables (gross)</b>                                                               | <b>9,044</b> | <b>8,907</b> |
| Less expected credit loss allowance                                                                            | (57)         | (87)         |
| <b>Total trade and other receivables (net)</b>                                                                 | <b>8,987</b> | <b>8,820</b> |

**Accounting Policy**

Trade receivables and other receivables that are held for the purpose of collecting the contractual cash flows where the cash flows are solely payments of principal and interest, that are not provided at below-market interest rates, are subsequently measured at amortised cost using the effective interest method adjusted for any loss allowance.

## Notes to and forming part of the financial statements

**Note 2.2: Non-financial assets****Note 2.2A: Reconciliation of the opening and closing balances of property, plant, equipment and intangibles**

|                                                                       | Land<br>\$'000 | Buildings<br>\$'000 | Plant and<br>equipment<br>\$'000 | Computer<br>software<br>\$'000 | Total<br>\$'000 |
|-----------------------------------------------------------------------|----------------|---------------------|----------------------------------|--------------------------------|-----------------|
| <b>As at 1 July 2024</b>                                              |                |                     |                                  |                                |                 |
| Gross book value                                                      | 6,228          | 56,142              | 202,014                          | 19,250                         | 283,634         |
| Accumulated depreciation, amortisation and impairment                 | (480)          | (5,692)             | (7,810)                          | (15,142)                       | (29,124)        |
| <b>Total 1 July 2024</b>                                              | <b>5,748</b>   | <b>50,450</b>       | <b>194,204</b>                   | <b>4,108</b>                   | <b>254,510</b>  |
| <b>Additions</b>                                                      |                |                     |                                  |                                |                 |
| Purchase or internally developed                                      | -              | -                   | 7,456                            | -                              | 7,456           |
| Right-of-use assets                                                   | 15             | 2,183               | 20,140                           | -                              | 22,338          |
| Revaluations and impairments recognised in other comprehensive income | 225            | 1,761               | 9,117                            | -                              | 11,103          |
| <b>Depreciation</b>                                                   |                |                     |                                  |                                |                 |
| Depreciation and amortisation                                         | -              | (681)               | (15,201)                         | (1,146)                        | (17,028)        |
| Depreciation on right-of-use assets                                   | (123)          | (5,025)             | (13,369)                         | -                              | (18,517)        |
| Other movements of right-of-use assets                                | -              | 426                 | 1,253                            | -                              | 1,679           |
| Write-down and disposal of assets                                     | (280)          | (318)               | (1,746)                          | -                              | (2,344)         |
| <b>Total 30 June 2025</b>                                             | <b>5,585</b>   | <b>48,796</b>       | <b>201,854</b>                   | <b>2,962</b>                   | <b>259,197</b>  |
| <b>Total represented by:</b>                                          |                |                     |                                  |                                |                 |
| Gross book value                                                      | 6,177          | 56,221              | 212,150                          | 19,250                         | 293,798         |
| Accumulated depreciation, amortisation and impairment                 | (592)          | (7,425)             | (10,296)                         | (16,288)                       | (34,601)        |
| <b>Total 30 June 2025</b>                                             | <b>5,585</b>   | <b>48,796</b>       | <b>201,854</b>                   | <b>2,962</b>                   | <b>259,197</b>  |
| Carrying amount of right-of-use assets included in total above        | 1,990          | 35,394              | 56,416                           | -                              | 93,800          |

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 1.2B, 2.4A.

**Revaluations of non-financial assets**

On 30 June 2025 an independent valuer conducted the revaluation of land, buildings and plant and equipment owned by AMSA (excluding right-of-use assets).

The fair value of assets was measured by the approaches recognised by AASB 13 *Fair Value Measurement* including the market approach, the current replacement cost approach, with inputs used including adjusted market transactions, current acquisition prices, replacement costs, consumed economic benefits and the obsolescence of the asset. These approaches are consistent with generally accepted valuation methodologies utilised by the valuation profession.

**Contractual commitments for the acquisition of property, plant and equipment**

|                                                                                           | 2025<br>\$'000 | 2024<br>\$'000 |
|-------------------------------------------------------------------------------------------|----------------|----------------|
| Property, plant and equipment                                                             | 3,408          | 2,575          |
| <b>Total contractual commitments for the acquisition of property, plant and equipment</b> | <b>3,408</b>   | <b>2,575</b>   |

AMSA's capital commitments are predominantly for the purchase of aids to navigation and infrastructure requirements. Commitments are GST inclusive where relevant.

There were no contractual commitments for the purchase of computer software (2024: \$Nil).

## Notes to and forming part of the financial statements

**Note 2.2: Non-financial assets (continued)****Accounting Policy****Acquisition of assets**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition.

**Property, plant and equipment**Asset recognition threshold

Purchases of property, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than \$3,000, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located. This is particularly relevant to 'make good' provisions in land, buildings, furniture and fittings and aids to navigation taken up by AMSA where there exists an obligation to make good at the end of any lease term. These costs are included in the value of AMSA's assets with a corresponding provision for the make good recognised.

Leased right-of-use assets

Leased right-of-use assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for as separate asset classes to corresponding assets owned outright, but included in the same column where the corresponding underlying assets would be presented if they were owned.

An impairment review is undertaken for any right-of-use asset that shows indication of impairment and an impairment loss is recognised against any right-of-use asset that is impaired. Right-of-use assets continue to be measured at cost after initial recognition.

Revaluations

Following initial recognition at cost, property, plant and equipment (excluding right-of-use assets) are carried at fair value (or an amount not materially different from fair value) less subsequent depreciation and impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. An independent valuation is undertaken annually, with a comprehensive valuation undertaken every three years and a desktop valuation undertaken in the other years.

Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the operating result. Revaluation decrements for a class of assets are recognised directly in the operating result except to the extent that they reverse a previous revaluation increment for that class.

Any accumulated depreciation as at the revaluation date is eliminated against the gross carrying amount of the asset and the asset restated to the revalued amount.

Depreciation

Depreciable property, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to AMSA using, in all cases, the straight-line method of depreciation.

Depreciation rates applying to each type of depreciable asset are based on the following useful lives:

| Asset type                                      | 2025                          | 2024                          |
|-------------------------------------------------|-------------------------------|-------------------------------|
| Buildings on freehold land                      | 10 to 72 years                | 10 to 72 years                |
| Plant and equipment                             | 1 to 102 years                | 1 to 102 years                |
| Leasehold improvements (in plant and equipment) | Lease term<br>(5 to 20 years) | Lease term<br>(4 to 20 years) |

Notes to and forming part of the financial statements

**Note 2.2: Non-financial assets (continued)**

**Accounting Policy (Continued)**

The depreciation rates for right-of-use assets are based on the commencement date to the end of the useful life of the right-of-use asset. Depreciation rates applying to each type of right-of-use asset are based on the following useful lives:

| Right-of-use asset type | 2025           | 2024           |
|-------------------------|----------------|----------------|
| Land                    | 1 to 100 years | 2 to 100 years |
| Buildings               | 1 to 17 years  | 1 to 18 years  |
| Plant and equipment     | 1 to 10 years  | 1 to 12 years  |

Impairment

All cash-generating assets and assets held at cost, including intangibles and right-of-use assets, were assessed for impairment at 30 June 2025. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount. For non-cash generating assets held at fair value, the recoverable amount is expected to be materially the same as fair value at 30 June 2025.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its current replacement cost.

Derecognition

An item of property, plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

Heritage assets

Certain aids to navigation assets (such as heritage lighthouses) are primarily held as operational assets rather than being held for cultural, environmental or historical significance value and accounted for in accordance with AASB 116 *Property, Plant and Equipment*.

**Intangibles**

AMSA's intangibles comprise purchased and internally developed software for internal use. These assets are carried at cost less accumulated amortisation and accumulated impairment losses.

Software is amortised on a straight-line basis over its anticipated useful life. The useful life of AMSA's software is 2 to 13 years (2024: 2 to 13 years).

All software assets were assessed for indications of impairment as at 30 June 2025.

## Notes to and forming part of the financial statements

**Note 2.2: Non-financial assets (continued)**

|                                   | 2025<br>\$'000 | 2024<br>\$'000 |
|-----------------------------------|----------------|----------------|
| <b>Note 2.2B: Inventories</b>     |                |                |
| Inventories held for distribution | 3,963          | 4,697          |
| <b>Total inventories</b>          | <b>3,963</b>   | <b>4,697</b>   |

Inventory recognised as an expense during the period was \$99,000 (2024: \$233,000).

Impairment losses recognised in profit and loss during the period was \$1,938,000 (2024: \$87,000).

The loss of service potential on inventories held for distribution is based on an assessment of whether the current replacement cost is lower than the original acquisition cost and an assessment of whether there is any loss of operating capacity due to obsolescence.

**Accounting Policy**

Inventory is valued at cost, adjusted for any loss of service potential. Inventory acquired at no cost or at nominal consideration is initially measured at current replacement cost at the date of acquisition.

AMSA's inventory is largely for its own consumption or distribution at nil cost. While AMSA does not ordinarily hold inventory for sale, if sales are made they represent the distribution of inventory at a nominal value.

**Note 2.3: Payables****Note 2.3A: Supplier payables**

|                                |               |               |
|--------------------------------|---------------|---------------|
| Trade creditors and accruals   | 29,880        | 29,831        |
| <b>Total supplier payables</b> | <b>29,880</b> | <b>29,831</b> |

AMSA's standard payment terms are 30 days. Settlement was generally made within this period.

**Note 2.3B: Other payables**

|                                                    |              |              |
|----------------------------------------------------|--------------|--------------|
| Salaries and wages                                 | 2,370        | 2,618        |
| Superannuation                                     | 392          | 351          |
| Separations and redundancies                       | 491          | 296          |
| Contract liabilities from contracts with customers | 1,087        | 943          |
| Other                                              | 194          | 86           |
| <b>Total other payables</b>                        | <b>4,534</b> | <b>4,294</b> |

Notes to and forming part of the financial statements

**Note 2.4: Interest bearing liabilities**

|                                                                | 2025           | 2024           |
|----------------------------------------------------------------|----------------|----------------|
|                                                                | \$'000         | \$'000         |
| <b>Note 2.4A: Leases</b>                                       |                |                |
| Lease liabilities                                              | 100,450        | 93,260         |
| <b>Total leases</b>                                            | <b>100,450</b> | <b>93,260</b>  |
| <b>Maturity analysis - contractual undiscounted cash flows</b> |                |                |
| Within 1 year                                                  | 19,110         | 17,569         |
| 1 to 5 years                                                   | 56,268         | 56,302         |
| More than 5 years                                              | 39,017         | 31,843         |
| <b>Total leases</b>                                            | <b>114,395</b> | <b>105,714</b> |

Total cash outflow for leases for the year ended 30 June 2025 was \$19,653,000 (2024: \$23,199,000).

AMSA in its capacity as lessee has lease arrangements in place for the lease of office space, warehouse space, aids to navigation sites, search and rescue aircraft and equipment, emergency towage vessel and equipment and motor vehicles.

Variable lease payments not included in the measurement of the lease liability are used to ensure delivery against contractual requirements and will vary in accordance with the level of performance against key performance measures, including the availability of the underlying assets.

Variable lease payments are made in relation to two lease arrangements, which for the reporting period represented 12 per cent (2024: 8 per cent) of total lease payments.

Extension options are included in the measurement of the lease liability where it is reasonably certain that AMSA will exercise the option. There were no extension options exercised in 2025 that were not included in the initial measurement of the lease liability.

AMSA in its capacity as lessee has leasing arrangements with State and Territory governments for land at 152 sites around the Australian coastline for the operation of aids to navigation with below market terms. These leases allow AMSA to establish, operate and maintain marine navigational aids on the sites and have lease terms of between 20 and 100 years.

The above lease disclosures should be read in conjunction with the accompanying notes 1.1A, 1.1B, 1.2B, 2.2A.

**Accounting Policy**

For all new contracts entered into, AMSA considers whether the contract is, or contains a lease. A lease is defined as 'a contract, or part of a contract, that conveys the right to use an asset (the underlying asset) for a period of time in exchange for consideration'.

Once it has been determined that a contract is, or contains a lease, the lease liability is initially measured at the present value of the lease payments unpaid at the commencement date, discounted using the interest rate implicit in the lease, if the rate is readily determinable, or the incremental borrowing rate.

Subsequent to initial measurement, the liability will be reduced for payments made and increased for interest. It is remeasured to reflect any reassessment or modification to the lease. When the lease liability is remeasured, the corresponding adjustment is reflected in the right-of-use asset or profit and loss depending on the nature of the reassessment or modification.

## Notes to and forming part of the financial statements

**Note 2.5: Other provisions****Note 2.5A: Other provisions**

|                                 | Other provisions      |                      |                    | Total<br>\$'000 |
|---------------------------------|-----------------------|----------------------|--------------------|-----------------|
|                                 | Restoration<br>\$'000 | Lead paint<br>\$'000 | Asbestos<br>\$'000 |                 |
| <b>As at 1 July 2024</b>        | <b>13,668</b>         | <b>12,699</b>        | <b>217</b>         | <b>26,584</b>   |
| Additional provisions made      | 1,719                 | 762                  | 3                  | 2,484           |
| Amounts used                    | -                     | (160)                | (8)                | (168)           |
| Amounts reversed                | (11)                  | (56)                 | (2)                | (69)            |
| Other movements                 | 606                   | 335                  | 7                  | 948             |
| <b>Total as at 30 June 2025</b> | <b>15,982</b>         | <b>13,580</b>        | <b>217</b>         | <b>29,779</b>   |

**Provision for restoration**

AMSA has an obligation contained in leases or legislation for the making good of 13 property leases and 164 aids to navigation sites to their original condition at the conclusion of the lease. AMSA has therefore made a provision to reflect the present value of this obligation which will be settled over the next 77 years.

**Provision for lead paint and asbestos removal**

AMSA has a constructive obligation to undertake treatment and removal work in relation to lead paint and asbestos contaminants located at various aids to navigation sites. AMSA has therefore made a provision to reflect the present value of this obligation which will be settled over the next 19 years.

**Accounting Policy**

Where AMSA has a present obligation, either legal or constructive, it determines an estimate of that obligation in accordance with Australian Accounting Standard AASB 137 *Provisions, Contingent Liabilities and Contingent Assets* by determining a range of possible outcomes from which a sufficiently reliable estimate of the obligation can be made.

In determining an estimate of the obligation AMSA considers reliable available information, advice from independent experts, experience with similar incidents and AMSA's reasonable expectation of the probability of occurrence.

**Accounting Judgements and Estimates**

In the process of applying the accounting policies listed in this note, AMSA has made the following judgements that have the most significant impact on the amounts recorded in the financial statements.

**Provision for lead paint and asbestos removal**

The uncertainty in determining the provision arises due to the number of assumptions used in determining estimates, the judgement required by management and the possibility of identifying new sites, or new areas within existing sites with lead paint or asbestos contamination.

## Notes to and forming part of the financial statements

**Funding**

This section identifies AMSA's funding structure.

**Note 3.1: Regulatory charging summary**

|                                                                                                                 | 2025<br>\$'000 | 2024<br>\$'000 |
|-----------------------------------------------------------------------------------------------------------------|----------------|----------------|
| <b>Amounts applied</b>                                                                                          |                |                |
| Payments from Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts | 131,035        | 132,945        |
| Own-source revenue                                                                                              | 8,847          | 8,764          |
| <b>Total amounts applied</b>                                                                                    | <b>139,882</b> | <b>141,709</b> |
| <b>Expenses</b>                                                                                                 |                |                |
| Regulatory charging activities                                                                                  | 153,252        | 147,945        |
| <b>Total expenses</b>                                                                                           | <b>153,252</b> | <b>147,945</b> |
| <b>External revenue</b>                                                                                         |                |                |
| Payments from Department of Infrastructure, Transport, Regional Development, Communications, Sport and the Arts | 130,890        | 131,259        |
| Own-source revenue                                                                                              | 8,847          | 8,764          |
| <b>Total external revenue</b>                                                                                   | <b>139,737</b> | <b>140,023</b> |
| <b>Total amounts written-off</b>                                                                                | <b>34</b>      | <b>2</b>       |

**Regulatory charging activities**Navigation infrastructure

Supporting the national network of integrated aids to navigation and traffic management measures in Australian waters to ensure safe, efficient, and effective coastal navigation for the commercial shipping industry.

Environmental marine protection

Resources the National Plan for Maritime Environmental Emergencies and preparedness to combat pollution by ensuring adequate capability to respond to incidents through: training of personnel in response techniques; acquisition, maintenance, and stockpiling of relevant equipment and supplies at key sites around Australia; and provision of emergency towage capability.

Seafarer and ship safety under Navigation Act 2012

Conducting a range of maritime safety and regulatory activities on international and domestic commercial shipping operations, consisting of: compliance inspections and audits undertaken on a risk based approach; port and flag State control inspections; marine surveys; cargo and handling inspections; marine qualification duties; accreditations and audits of registered training organisations; promotion of a culture of safety in the maritime industry; development of Australia's maritime regulations and standards; and participation in international and regional maritime forums.

Marine services and ship registration under Navigation Act 2012

Range of fee-based activities comprising: seafarer and coastal pilot qualifications, including approvals, issuing permits, authorisations, certifications, and licensing for domestic and international recognised marine qualifications; inspections and surveys requested by ship owners (or agents); shipping registration of Australian flagged vessels, including ensuring ships are maintained and crewed to a suitable standard; and other activities, such as determinations and exemptions.

Marine services under National System for domestic commercial vessel and seafarers

Range of fee-based activities, including: assessing applications and issuing approvals and certificates of operation, survey and competency of near coastal qualifications; administering, monitoring and maintaining network of accredited marine surveyors; and assessing applications for exemptions from applications of National Law and equivalent means of competency.

Documentation (Cost Recovery Implementation Statement) for the above activities is available on the AMSA website.

## Notes to and forming part of the financial statements

**People and Relationships**

This section describes a range of employment and post employment benefits provided to our people and our relationships with other key people.

**Note 4.1: Employee benefits**

|                                               | 2025<br>\$'000 | 2024<br>\$'000 |
|-----------------------------------------------|----------------|----------------|
| <b>Note 4.1A: Employee expenses</b>           |                |                |
| Wages and salaries                            | 66,545         | 63,196         |
| Superannuation                                |                |                |
| Defined contribution plans                    | 9,545          | 8,511          |
| Defined benefit plans                         | 2,397          | 2,585          |
| Leave and other entitlements                  | 9,701          | 9,090          |
| Separations and redundancies                  | 928            | 1,307          |
| Other employee benefits - Fringe Benefits Tax | 807            | 632            |
| <b>Total employee expenses</b>                | <b>89,923</b>  | <b>85,321</b>  |
| <b>Note 4.1B: Employee provisions</b>         |                |                |
| Leave                                         | 26,285         | 24,725         |
| <b>Total employee provisions</b>              | <b>26,285</b>  | <b>24,725</b>  |

**Accounting Policy**Employee benefits

Liabilities for 'short-term employee benefits' (as defined in AASB 119 *Employee Benefits*) and 'termination benefits' due within 12 months of the end of the reporting period are measured at their nominal amounts.

Leave

The liability for employee benefits includes provision for annual leave, professional leave, surveyors leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including AMSA's employer superannuation contribution rates, to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the work of an actuary as at 30 June 2025 using the Department of Finance shorthand method. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

Separation and redundancy

Provision is made for separation and redundancy benefit payments. AMSA recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those affected employees that it will carry out the terminations.

Superannuation

AMSA staff are members of the Public Sector Superannuation Scheme (PSS), the PSS Accumulation Plan (PSSap), or other superannuation funds held outside the Australian Government.

The PSS is a defined benefit scheme for the Australian Government. The PSSap and other schemes are defined contribution schemes.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

AMSA makes employer contributions to the employee superannuation schemes at rates determined by an actuary to be sufficient to meet the current cost to the Government of the superannuation entitlements of AMSA's employees. AMSA accounts for the contributions as if they were contributions to defined contribution plans.

The liability for superannuation recognised as at 30 June represents outstanding contributions.

Notes to and forming part of the financial statements

**Note 4.1: Employee benefits (continued)**

**Accounting Judgements and Estimates**

In the process of applying the accounting policies listed in this note, AMSA has made judgements that have the most significant impact on the amounts recorded in the financial statements in relation to the use of estimates for on cost factors that are applied in calculating long service leave entitlements.

**Note 4.2: Key management personnel remuneration**

|                                                                         | 2025<br>\$'000 | 2024<br>\$'000 |
|-------------------------------------------------------------------------|----------------|----------------|
| Short-term employee benefits                                            | 2,344          | 2,378          |
| Post-employment benefits                                                | 356            | 366            |
| Other long-term employee benefits                                       | 173            | 68             |
| Termination benefits                                                    | 162            | -              |
| <b>Total key management personnel remuneration expenses<sup>1</sup></b> | <b>3,035</b>   | <b>2,812</b>   |

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of AMSA, directly or indirectly. AMSA has determined the key management personnel to be its Portfolio Minister, members of the AMSA Board and AMSA Executive.

The total number of key management personnel included in the table above is 15 (2024: 12). The number of personnel includes long-term acting arrangements and employees who have commenced or ceased during the reporting period, therefore more than one individual may have filled a single position over the course of the year.

1. The above key management personnel remuneration does not include the Portfolio Minister and one AMSA Board member in the current year as they did not receive payments from AMSA.

**Note 4.3: Related party disclosures**

**Related party relationships**

The parent entity to AMSA is the Australian Government. AMSA is an Australian Government controlled entity. Related parties to AMSA are key management personnel, as defined above in Note 4.2, and other Australian Government entities.

**Transactions with related parties**

Given consideration to relationships with related parties, and transactions entered into during the reporting period by AMSA, it has been determined that there are no related party transactions to be separately disclosed.

## Notes to and forming part of the financial statements

**Managing Uncertainties**

This section analyses how AMSA manages financial risks within its operating environment.

**Note 5.1: Contingent assets and liabilities**

|                                   | 2025<br>\$'000                     | 2024<br>\$'000 |
|-----------------------------------|------------------------------------|----------------|
|                                   | <b>Claims for damages or costs</b> |                |
| <b>Contingent assets</b>          |                                    |                |
| Balance from previous period      | 671                                | 543            |
| New contingent assets recognised  | -                                  | 154            |
| Re-measurement                    | -                                  | 67             |
| Assets realised                   | (106)                              | (93)           |
| <b>Total contingent assets</b>    | <b>565</b>                         | <b>671</b>     |
| <b>Quantifiable contingencies</b> |                                    |                |

The total contingent assets include insurance claims for damages to a number of aids to navigation of \$565,000 (2024: \$671,000) and pollution incidents of \$Nil (2024: \$Nil). The estimate is based on the expected settlements for these claims.

There were no contingent liabilities at 30 June 2025 (2024: \$Nil).

**Unquantifiable contingencies**

In the normal course of operations, AMSA is responsible for the provision of funds necessary to meet the clean-up costs arising from ship-sourced marine pollution, and in all circumstances is responsible for making appropriate efforts to recover costs of any such incidents. In accordance with the accounting policy on pollution incident costs, where quantifying a reasonable estimate of the cost to remediate ship sourced marine pollution has not been possible, no amount has been included.

There were no unquantifiable contingences at 30 June 2025 (2024: \$Nil).

AMSA's cash position includes \$50 million set aside to respond to any pollution response emergencies that may arise.

**Accounting Policy**

Contingent liabilities and contingent assets are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of a liability or asset or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

**Accounting Judgement and Estimates****Contingent liability for pollution incidents**

Where a contingent liability arises for pollution incidents it represents a possible obligation whose existence will only be confirmed by the occurrence or non-occurrence of future uncertain events outside AMSA's control, resulting in significant uncertainty whether the contingent liability will crystallise into a provision in future years and result in the outflow of resources.

The uncertainty in estimating a contingent liability for pollution incidents results in a significant risk that a material adjustment to the contingent liability may be required in future years. The uncertainty arises due to the complex judgement required by management in the estimation of the clean-up costs for pollution incidents and limited experience with similar pollution incidents.

AMSA will seek to recover all costs incurred for pollution incidents.

AMSA does not have any possible obligations in relation to pollution incidents at 30 June 2025 (2024: \$Nil)

## Notes to and forming part of the financial statements

**Note 5.2: Financial instruments**

|                                                               | Notes | 2025<br>\$'000 | 2024<br>\$'000 |
|---------------------------------------------------------------|-------|----------------|----------------|
| <b>Note 5.2A: Categories of financial instruments</b>         |       |                |                |
| <b>Financial assets at amortised cost</b>                     |       |                |                |
| Cash and cash equivalents                                     |       | 36,766         | 40,841         |
| Investments                                                   |       | 87,000         | 92,000         |
| Receivables for goods and services                            | 2.1A  | 843            | 566            |
| Other receivables                                             | 2.1A  | 2,588          | 2,147          |
| <b>Total financial assets at amortised cost</b>               |       | <b>127,197</b> | <b>135,554</b> |
| <b>Financial liabilities measured at amortised cost</b>       |       |                |                |
| Trade creditors and accruals                                  | 2.3A  | 29,880         | 29,831         |
| <b>Total financial liabilities measured at amortised cost</b> |       | <b>29,880</b>  | <b>29,831</b>  |
| <b>Note 5.2B: Net gains or losses on financial assets</b>     |       |                |                |
| <b>Financial assets at amortised cost</b>                     |       |                |                |
| Interest revenue                                              |       | 7,975          | 6,542          |
| Reversal of impairment loss                                   |       | 1              | 2              |
| Impairment loss allowance                                     |       | (4)            | (9)            |
| <b>Net gain on financial assets at amortised cost</b>         |       | <b>7,972</b>   | <b>6,535</b>   |

The total interest income from financial assets not at fair value through profit and loss was \$7,975,000 (2024: \$6,542,000). The total interest expense from financial liabilities not at fair value through profit and loss was \$Nil (2024: \$Nil).

**Accounting Policy****Financial assets**

AMSA classifies its financial assets as financial assets measured at amortised cost.

The classification depends on both AMSA's business model for managing the financial assets and contractual cash flow characteristics at the time of initial recognition. Financial assets are recognised when AMSA becomes a party to the contract and, as a consequence, has a legal right to receive or a legal obligation to pay cash and derecognised when the contractual rights to the cash flows from the financial asset expire or are transferred upon trade date.

**Financial assets at amortised cost**

Financial assets included in this category need to meet two criteria:

1. the financial asset is held in order to collect the contractual cash flows; and
2. the cash flows are solely payments of principal and interest (SPPI) on the principal outstanding amount.

Amortised cost is determined using the effective interest method.

**Effective interest method**

Income is recognised on an effective interest rate basis for financial assets that are recognised at amortised cost.

**Impairment of financial assets**

Financial assets are assessed for impairment at the end of each reporting period based on expected credit losses, using the general approach which measures the loss allowance based on an amount equal to lifetime expected credit losses where risk has significantly increased, or an amount equal to 12-month expected credit losses if risk has not increased.

The simplified approach for trade, contract and lease receivables is used. This approach always measures the loss allowance as the amount equal to the lifetime expected credit losses.

asset.

**Financial liabilities**

Financial liabilities are classified as financial liabilities at amortised cost and are recognised and derecognised upon trade date.

**Financial liabilities at amortised cost**

Financial liabilities are initially measured at fair value, net of transaction costs. These liabilities are subsequently measured at amortised cost using the effective interest method, with interest expense recognised on an effective interest basis.

Supplier and other payables are recognised at amortised cost. Liabilities are recognised to the extent that the goods or services have been received (and irrespective of having been invoiced).

Notes to and forming part of the financial statements

## Other Information

### Note 6.1: Current / Non-current distinction for assets and liabilities

|                                               | 2025<br>\$'000 | 2024<br>\$'000 |
|-----------------------------------------------|----------------|----------------|
| <b>Assets expected to be recovered in:</b>    |                |                |
| <b>No more than 12 months</b>                 |                |                |
| Cash and cash equivalents                     | 36,766         | 40,841         |
| Investments                                   | 87,000         | 92,000         |
| Trade and other receivables                   | 8,987          | 8,820          |
| Prepayments                                   | 2,761          | 3,575          |
| <b>Total no more than 12 months</b>           | <b>135,514</b> | <b>145,236</b> |
| <b>More than 12 months</b>                    |                |                |
| Land                                          | 5,585          | 5,748          |
| Buildings                                     | 48,796         | 50,450         |
| Plant and equipment                           | 201,854        | 194,204        |
| Computer software                             | 2,962          | 4,108          |
| Inventories                                   | 3,963          | 4,697          |
| Prepayments                                   | 41             | 155            |
| <b>Total more than 12 months</b>              | <b>263,201</b> | <b>259,362</b> |
| <b>Total assets</b>                           | <b>398,715</b> | <b>404,598</b> |
| <b>Liabilities expected to be settled in:</b> |                |                |
| <b>No more than 12 months</b>                 |                |                |
| Suppliers                                     | 29,880         | 29,831         |
| Other payables                                | 4,534          | 4,294          |
| Leases                                        | 16,484         | 15,612         |
| Employee provisions                           | 8,084          | 7,298          |
| Other provisions                              | 2,483          | 1,812          |
| <b>Total no more than 12 months</b>           | <b>61,465</b>  | <b>58,847</b>  |
| <b>More than 12 months</b>                    |                |                |
| Leases                                        | 83,966         | 77,648         |
| Employee provisions                           | 18,201         | 17,427         |
| Other provisions                              | 27,296         | 24,772         |
| <b>Total more than 12 months</b>              | <b>129,463</b> | <b>119,847</b> |
| <b>Total liabilities</b>                      | <b>190,928</b> | <b>178,694</b> |

## Appendix 2: Details of the Accountable Authority

| Name                     | Qualifications of the Accountable Authority                                                            | Experience of the Accountable Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Position Title / Position held Executive / Non-Executive | Start Date (1 July 2024 or after) | End Date (30 June 2025 or before) | Number of meetings of accountable authority attended |
|--------------------------|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------|-----------------------------------|------------------------------------------------------|
| Captain Jeanine Drummond | COC Master Unlimited<br>GAICD<br>BBus (MarMan)<br>GCM (Mar)<br>GDipMan (Mar)<br>AdvDipAppSc (Nautical) | Capt. Jeanine Drummond is an experienced non-executive director, who works as an independent marine advisor, with significant expertise as Harbour Master, Master Mariner and Maritime Industry Senior Leader.<br><br>Capt. Drummond has an extensive background across the maritime industry sectors, at sea, offshore oil and gas, and in the ports sector, in operations, development and governance, both in Australia and internationally.                                                                                                                                                                                                                                                                                                          | Board Chair<br>Non-Exec                                  | 01 July 2024                      | 30 June 2025                      | 8                                                    |
| Ms Jennifer Clark        | FAICD                                                                                                  | Ms Jennifer Clark has an extensive background in business, finance and governance through a career as a non-executive director since 1991 and as an Investment Banker for over 22 years.<br><br>Ms Clark has been a board member and chair of several audit, finance and risk committees in Commonwealth Government agencies and private sector companies for more than 30 years including in the maritime, defence and finance sectors.                                                                                                                                                                                                                                                                                                                 | Deputy Board Chair<br>Non-Exec                           | 01 July 2024                      | 30 June 2025                      | 8                                                    |
| Ms Elizabeth Montano     | Bachelor of Arts/Law – UNSW<br>FAICD                                                                   | Ms Elizabeth Montano is an experienced non-executive director with a portfolio of positions and a consulting practice working in governance, strategic and business planning, performance assessment and reporting, change management, risk and assurance.<br><br>Ms Montano has worked extensively in financial services regulation, financial intelligence, information technology strategy and governance, marine natural resource management and marine scientific research.<br><br>Ms Montano is chair and a member of various public sector audit and audit and risk committees and the Independent member of the Steering Committee of the National Criminal Intelligence System (NCIS) based in the Australian Criminal Intelligence Commission. | Board Member<br>Non-Exec                                 | 01 July 2024                      | 15 December 2024                  | 4                                                    |

| Name               | Qualifications of the Accountable Authority                                                                   | Experience of the Accountable Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Position Title / Position held Executive / Non-Executive | Start Date (1 July 2024 or after) | End Date (30 June 2025 or before) | Number of meetings of accountable authority attended |
|--------------------|---------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------|-----------------------------------|------------------------------------------------------|
| Mr Peter Toohey    | MAICD<br>STCW III/2,<br>Engineer Class<br>1 (Motor)<br>Fitter & Turner<br>Trade Certificate                   | Mr Peter Toohey was formerly Chief Engineer, Brisbane Tugs with Switzer Australia. He has participated in 18 salvages with United Salvage and Switzer Salvage as Salvage engineer since 1991 until 2015.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Board Member<br>Non-Exec                                 | 01 July 2024                      | 15 December 2024                  | 4                                                    |
| Mr Daryl Quinlivan | BA Hons<br>Monash<br>BEC ANU                                                                                  | Mr Daryl Quinlivan was Secretary of the Federal Department of Agriculture and Water from 2015–20. He has worked across a range of public policy areas including agriculture and trade, water, communications, transport and infrastructure, and competition policy.<br>Mr Quinlivan was Head of Office at the Productivity Commission 2012–15.                                                                                                                                                                                                                                                                                                                                                                                                                                      | Board Member<br>Non-Exec                                 | 01 July 2024                      | 30 June 2025                      | 8                                                    |
| Ms Michelle Taylor | LLB (James<br>Cook University)<br>LLM Maritime<br>Law (University<br>of Queensland,<br>Dean's Honour<br>Roll) | Ms Michelle Taylor is a partner of Sparke Helmore and leads the firm's Maritime & Transport Group.<br>Ms Taylor is recognised internationally for her extensive experience in shipping casualties in the Asia Pacific region. During her career Ms Taylor has acted for shipowners, charterers, transport and logistics operators, ports, insurers and governments.<br>Ms Taylor is the Immediate Past President and Board member of the Maritime Law Association of Australia & New Zealand. She is on the Executive of Australian Maritime and Transport Arbitration Commission and was a founding member of the Brisbane Port Welfare Committee.<br>Ms Taylor is a leading shipping lawyer in Chambers Asia-Pacific, Legal 500, Best Lawyers, Doyle's Guide and Who's Who Legal. | Board Member<br>Non-Exec                                 | 1 July 2024                       | 27 May 2025                       | 7                                                    |

| Name                      | Qualifications of the Accountable Authority                                             | Experience of the Accountable Authority                                                                                                                                                                                                                                                                                                                                                                                                   | Position Title / Position held Executive / Non-Executive | Start Date (1 July 2024 or after) | End Date (30 June 2025 or before) | Number of meetings of accountable authority attended |
|---------------------------|-----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------|-----------------------------------|-----------------------------------|------------------------------------------------------|
| Mr Dean Summers           | GAICD<br>Qualified Australian Integrated Rating                                         | Mr Dean Summers has worked in the Australian maritime industry for almost 50 years. As a seafarer he worked in all the maritime industries including tugs, offshore oil and gas and coastal shipping.<br>Mr Summers was the National Coordinator for the International Transport Worker's Federation (ITF) for 20 years, developing and prosecuting the flags of convenience campaign in Australia and globally.                          | Board Member<br>Non-Exec                                 | 01 July 2024                      | 30 June 2025                      | 8                                                    |
| Ms Katherine Hughes       | BCom<br>Grad Dip (applied finance)<br>Grad Dip (OH&S)<br>GAICD                          | Ms Kate Hughes has comprehensive executive experience in risk management, health, safety, and environment, regulatory compliance, privacy, fraud prevention, business resilience and crisis management.<br>Ms Hughes is also an experienced non-executive director and chair of audit and risk committees in the private sector and government agencies and departments across various sectors including health, education and utilities. | Board Member<br>Non-Exec                                 | 11 February 2025                  | 30 June 2025                      | 3                                                    |
| Captain Warwick Norman AM | GAICD                                                                                   | Capt. Warwick Norman AM is an accomplished senior executive with a strong profile in the international maritime industry, demonstrating leadership and willingness to change the status quo for the betterment of the shipping industry and seafarers.<br>Capt. Norman currently chairs boards associated with both Seafarers Welfare and Maritime Heritage.                                                                              | Board Member<br>Non-Exec                                 | 11 February 2025                  | 30 June 2025                      | 3                                                    |
| Mr Mick Kinley            | BAppSc<br>BEng<br>GradDip Leg<br>Australian Chief Engineer Class 1 Certificate<br>MAICD | Mr Mick Kinley became Chief Executive Officer of AMSA on 27 August 2014 after joining the organisation as a marine surveyor in 1994.<br>Prior to joining AMSA, Mr Kinley had an extensive career with BHP. He started as an engineer cadet with BHP Transport and sailed with the BHP fleet before serving in various shore-based roles, including fleet safety instructor and project engineer.                                          | Chief Executive Officer / Board Member<br>Exec           | 01 July 2024                      | 30 September 2024                 | 3                                                    |

| Name                 | Qualifications<br>of the<br>Accountable<br>Authority | Experience of the Accountable Authority                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Position Title /<br>Position held<br>Executive /<br>Non-Executive | Start Date<br>(1 July 2024<br>or after | End Date<br>(30 June 2025<br>or before) | Number of<br>meetings of<br>accountable<br>authority<br>attended |
|----------------------|------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|----------------------------------------|-----------------------------------------|------------------------------------------------------------------|
| Ms Cha<br>Jordanoski | B Com<br>(Accounting)<br>FCPA<br>GAICD               | <p>Ms Cha Jordanoski is the First Assistant Secretary / Chief Financial Officer of the Australian Government Department of Infrastructure, Transport, Regional Development, Communications and the Arts since February 2023.</p> <p>Ms Jordanoski has a career spanning more than 20 years across the Australian Government, professional services, and commerce with an extensive background in finance, policy advice and program development, including the delivery of Federal Budgets. She has worked in various Commonwealth Portfolio Departments, Central Agencies and whole of government taskforces.</p> | Board Member<br>(ex-officio)                                      | 1 July 2024                            | 30 June 2024                            | 8                                                                |
| Ms Kaylene Dale      | MPA<br>MSt(AC)                                       | <p>Ms Kaylene Dale was appointed as Chief Executive Officer on 1 October 2024. Ms Dale has held senior leadership roles in the Australian Customs Service/ Australian Border Force, the Department of Home Affairs, and the Department of the Prime Minister and Cabinet.</p> <p>Ms Dale has worked extensively in a regulatory environment and has experience in civil maritime security, border operations and enforcement, strategy and capability, gender equality and emergency management.</p>                                                                                                               | Chief Executive<br>Officer / Board<br>Member<br>Exec              | 1 October 2024                         | 30 June 2025                            | 4                                                                |

## Board and Committee meetings

### Board meetings

- 267 – 3 July 2024
- 268 – 14 August 2024
- 269 – 25 September 2024
- 270 – 11 December 2024
- Out of session Microsoft Teams meeting – 5 February 2025
- 271 – 5 March 2025
- 272 – 8 April 2025
- 273 – 25 June 2025

### Board Audit, and Risk Committee meetings

- 171 – 28 August 2024
- 172 – 11 September 2024
- 173 – 27 November 2024
- 174 – 5 February 2025
- 175 – 27 May 2025

### Remuneration Committee meeting

- 1 July 2024
- 2 August 2024

### People and Culture Committee meetings

- 1 – 24 March 2025
- 2 – 23 April 2025
- 3 – 18 June 2025

## Board Audit, Risk and Finance Committee

| Member name              | Qualifications, knowledge, skills or experience (include formal and informal as relevant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Start date      | End date     | Number of meetings attended | Total number of meetings held | Total annual remuneration (GST inc.) | Additional Information (including role on committee)                                                                         |
|--------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------|-----------------------------|-------------------------------|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------|
| <b>Ms Jennifer Clark</b> | <p>Ms Jennifer Clark has an extensive background in business, finance and governance through a career as a non-executive director since 1991 and as an Investment Banker for over 22 years.</p> <p>Ms Clark has been a board member and chair of several audit, finance and risk committees in Commonwealth Government agencies and private sector companies for more than 30 years including in the maritime, defence and finance sectors.</p>                                                                                                          | 1 July 2024     | 30 June 2025 | 5                           | 5                             | N/A                                  | As Deputy Chair of the Board, Ms Clark is not entitled to receive remuneration in accordance with the Remuneration Tribunal. |
| <b>Mr Chris Crozier</b>  | <p>Mr Chris Crozier spent 35 years in private industry, focused primarily on the Global Mining and Energy sector. He held key Executive roles with BHP and Orica, including Chair of Orica International. Currently Mr Crozier is the Chief Information Officer with the Australian Department of Defence, and is a member of a number of committees including the Defence Risk and Audit Committee. He holds a Bachelor of Engineering (Chemical – First Class Honours), an MBA and is a Graduate of the Australian Institute of Company Directors.</p> | 6 November 2024 | 30 June 2025 | 3                           | 3                             | N/A                                  | As a Commonwealth employee, Mr Crozier is not entitled to receive remuneration for his membership                            |

| Member name                   | Qualifications, knowledge, skills or experience (include formal and informal as relevant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Start date      | End date         | Number of meetings attended | Total number of meetings held | Total annual remuneration (GST inc.) | Additional Information (including role on committee) |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|------------------|-----------------------------|-------------------------------|--------------------------------------|------------------------------------------------------|
| <b>Dr Russell Reichelt AO</b> | Dr Russell Reichelt is currently the Australian Prime Minister's representative for the High Level Panel for a Sustainable Ocean Economy; Chairman of NSW Marine Estate Management Authority; a Board member of the Great Barrier Reef Foundation Limited and Ozfish Unlimited (both pro-bono).<br>He has served as Chairman of the Great Barrier Reef Marine Park Authority, the Chief Executive Officer and Board member of the Australian Institute of Marine Science and as Chairman of Australia's Fisheries Research and Development Corporation and Seafood Services Australia Limited; and Chairman of the Commonwealth's National Oceans Advisory Group.               | 1 July 2024     | 31 December 2024 | 3                           | 3                             | \$13,555.38<br>incl. GST             |                                                      |
| <b>Mr Mark Harrison</b>       | Mr Mark Harrison is a seasoned consultant in financial management and reporting, internal audit, risk management, governance, compliance management and performance management. The first part of his career involved working with some of the largest companies in Australia, Europe and North America. Since, he has worked with the Australian Government in a range of roles, and is regarded as one of the leading risk and audit consultants for the Commonwealth. Mr Harrison has served as member and Chair of a number of audit and risk committees in Australian and State Governments, as well as member and deputy chair of several government boards of directors. | 21 October 2024 | 30 June 2025     | 3                           | 3                             | \$12,323.07<br>incl. GST             |                                                      |

| Member name          | Qualifications, knowledge, skills or experience (include formal and informal as relevant)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Start date  | End date         | Number of meetings attended | Total number of meetings held | Total annual remuneration (GST inc.) | Additional Information (including role on committee)                                                                                                                                                                  |
|----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------|------------------|-----------------------------|-------------------------------|--------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Ms Elizabeth Montano | <p>Ms Elizabeth Montano is an experienced non-executive director with a portfolio of positions and a consulting practice working in governance, strategic and business planning, performance assessment and reporting, change management, risk and assurance.</p> <p>Ms Montano has worked extensively in financial services regulation, financial intelligence, information technology strategy and governance, marine natural resource management and marine scientific research.</p> <p>Ms Montano is chair and a member of various public sector audit and audit and risk committees and the Independent member of the Steering Committee of the National Criminal Intelligence System (NCIS) based in the Australian Criminal Intelligence Commission.</p> | 1 July 2024 | 15 December 2024 | 3                           | 3                             | \$5,069.83 incl. GST                 | <p>The Remuneration Tribunal notes:<br/>A member (other than the Chair or Deputy Chair of the Board) who is appointed to an Audit Committee is entitled to additional fees – for a member of the Audit Committee.</p> |

# Appendix 3: Management of Human Resources

## Management of Human Resources

All ongoing employees current report period (2024–25)

|                      | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       | Total            |
|----------------------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|------------------|
|                      | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |                  |
| NSW                  | 40        | 1         | 41    | 29           | 4         | 33    | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 74               |
| Qld                  | 47        | -         | 47    | 25           | 3         | 28    | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 75               |
| SA                   | 7         | -         | 7     | 2            | -         | 2     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 9                |
| Tas                  | 11        | -         | 11    | 1            | -         | 1     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 12               |
| Vic                  | 25        | -         | 25    | 6            | 2         | 8     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 33               |
| WA                   | 20        | 1         | 21    | 6            | 1         | 7     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 28               |
| ACT                  | 117       | 1         | 118   | 127          | 15        | 142   | 1          | -         | 1     | -                     | -         | -     | -                     | -         | -     | 261              |
| NT                   | 3         | -         | 3     | 1            | 1         | 2     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 5                |
| External Territories | -         | -         | -     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | -                |
| Overseas             | 1         | -         | 1     | 1            | -         | 1     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 2                |
| Total                | 271       | 3         | 274   | 198          | 26        | 224   | 1          | -         | 1     | -                     | -         | -     | -                     | -         | -     | 499 <sup>1</sup> |

<sup>1</sup> The increase in ongoing employee numbers is primarily due to conversion of Senior Managers from non-ongoing to ongoing contracts

## All ongoing employees previous report period (2023–24)

|                      | Man/Male   |           |            | Woman/Female |           |            | Non-binary |           |          | Prefers not to answer |           |          | Uses a different term |           |            |
|----------------------|------------|-----------|------------|--------------|-----------|------------|------------|-----------|----------|-----------------------|-----------|----------|-----------------------|-----------|------------|
|                      | Full time  | Part time | Total      | Full time    | Part time | Total      | Full time  | Part time | Total    | Full time             | Part time | Total    | Full time             | Part time | Total      |
| NSW                  | 33         | 1         | 34         | 22           | 6         | 28         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 62         |
| Qld                  | 40         | 0         | 40         | 26           | 1         | 27         | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 67         |
| SA                   | 6          | 0         | 6          | 1            | 0         | 1          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 7          |
| Tas                  | 11         | 0         | 11         | 2            | 0         | 2          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 13         |
| Vic                  | 17         | 0         | 17         | 6            | 2         | 8          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 25         |
| WA                   | 21         | 0         | 21         | 3            | 2         | 5          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 26         |
| ACT                  | 100        | 1         | 101        | 117          | 14        | 131        | 1          | 0         | 1        | 0                     | 0         | 0        | 0                     | 0         | 233        |
| NT                   | 3          | 0         | 3          | 1            | 1         | 2          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 5          |
| External Territories | 0          | 0         | 0          | 0            | 0         | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0          |
| Overseas             | 0          | 0         | 0          | 0            | 0         | 0          | 0          | 0         | 0        | 0                     | 0         | 0        | 0                     | 0         | 0          |
| <b>Total</b>         | <b>231</b> | <b>2</b>  | <b>233</b> | <b>178</b>   | <b>26</b> | <b>204</b> | <b>0</b>   | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>0</b> | <b>0</b>              | <b>0</b>  | <b>438</b> |

All non-ongoing employees current report period (2024–25)

|                      | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       | Total |
|----------------------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|-------|
|                      | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |       |
| NSW                  | -         | -         | -     | 3            | -         | 3     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 3     |
| Qld                  | 3         | -         | 3     | 2            | -         | 2     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 5     |
| SA                   | 1         | -         | 1     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 1     |
| Tas                  | -         | -         | -     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | -     |
| Vic                  | 1         | -         | 1     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 1     |
| WA                   | 2         | -         | 2     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 2     |
| ACT                  | 6         | -         | 6     | 9            | -         | 9     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 15    |
| NT                   | -         | -         | -     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | -     |
| External Territories | -         | -         | -     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | -     |
| Overseas             | -         | -         | -     | -            | -         | -     | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | -     |
| Total                | 13        | -         | 13    | 14           | -         | 14    | -          | -         | -     | -                     | -         | -     | -                     | -         | -     | 27    |

All non-ongoing employees previous report period (2023–24)

|          | Man/Male  |           |       | Woman/Female |           |       | Non-binary |           |       | Prefers not to answer |           |       | Uses a different term |           |       |
|----------|-----------|-----------|-------|--------------|-----------|-------|------------|-----------|-------|-----------------------|-----------|-------|-----------------------|-----------|-------|
|          | Full time | Part time | Total | Full time    | Part time | Total | Full time  | Part time | Total | Full time             | Part time | Total | Full time             | Part time | Total |
| NSW      | 2         | 0         | 2     | 2            | 0         | 2     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 4     |
| QLD      | 9         | 0         | 9     | 2            | 0         | 2     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 11    |
| SA       | 1         | 0         | 1     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 1     |
| TAS      | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     |
| VIC      | 2         | 0         | 2     | 1            | 0         | 1     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 3     |
| WA       | 3         | 0         | 3     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 3     |
| ACT      | 18        | 2         | 20    | 14           | 2         | 16    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 36    |
| NT       | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     |
| External | 0         | 0         | 0     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 0     |
| Overseas | 1         | 0         | 1     | 0            | 0         | 0     | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 1     |
| Total    | 36        | 2         | 38    | 19           | 2         | 21    | 0          | 0         | 0     | 0                     | 0         | 0     | 0                     | 0         | 59    |

# Appendix 4: Executive remuneration

## Executive remuneration

Key management personnel (KMP) are those persons having authority and responsibility for planning, directing and controlling the activities of AMSA. AMSA has determined the KMP to be the members of the AMSA Board and Executive.

Members of the AMSA Board and Executive were as follows:

Table 1: Key Management Personnel Remuneration

| Name                     | Position Title | Period of Service      | Short-term benefits |            |                                  | Post-employment benefits | Other long-term benefits |                             | Termination benefits | Total remuneration |
|--------------------------|----------------|------------------------|---------------------|------------|----------------------------------|--------------------------|--------------------------|-----------------------------|----------------------|--------------------|
|                          |                |                        | Base salary \$      | Bonuses \$ | Other benefits and allowances \$ |                          | Long service leave \$    | Other long-term benefits \$ |                      |                    |
| Captain Jeanine Drummond | Chair          | 1/7/2024 to 30/6/2025  | 131,870             | –          | –                                | 20,308                   | –                        | –                           | –                    | 152,178            |
| Ms Jennifer Clark        | Deputy Chair   | 1/7/2024 to 30/6/2025  | 98,921              | –          | –                                | 15,234                   | –                        | –                           | –                    | 114,155            |
| Mr Peter Toohey          | Board Member   | 1/7/2024 to 15/12/2024 | 30,305              | –          | –                                | 4,667                    | –                        | –                           | –                    | 34,972             |
| Ms Elizabeth Montano     | Board Member   | 1/7/2024 to 15/12/2024 | 34,464              | –          | –                                | 5,307                    | –                        | –                           | –                    | 39,771             |
| Mr Daryl Quinlivan       | Board Member   | 1/7/2024 to 30/6/2025  | 65,935              | –          | –                                | 10,154                   | –                        | –                           | –                    | 76,089             |

| Name                   | Position Title                           | Period of Service      | Short-term benefits |            |                                  | Post-employment benefits | Other long-term benefits |                             | Termination benefits \$ | Total remuneration \$ |
|------------------------|------------------------------------------|------------------------|---------------------|------------|----------------------------------|--------------------------|--------------------------|-----------------------------|-------------------------|-----------------------|
|                        |                                          |                        | Base salary \$      | Bonuses \$ | Other benefits and allowances \$ |                          | Long service leave \$    | Other long-term benefits \$ |                         |                       |
| Mr Dean Summers        | Board Member                             | 1/7/2024 to 30/6/2025  | 65,935              | –          | –                                | 10,154                   | –                        | –                           | –                       | 76,089                |
| Ms Michelle Taylor     | Board Member                             | 1/7/2024 to 27/5/2025  | 59,870              | –          | –                                | 9,220                    | –                        | –                           | –                       | 69,090                |
| Ms Katherine Hughes    | Board Member                             | 11/2/2025 to 30/6/2025 | 25,269              | –          | –                                | 3,891                    | –                        | –                           | –                       | 29,160                |
| Captain Warwick Norman | Board Member                             | 11/2/2025 to 30/6/2025 | 25,269              | –          | –                                | 3,891                    | –                        | –                           | –                       | 29,160                |
| Ms Kaylene Dale        | Board Member and Chief Executive Officer | 1/10/2024 to 30/6/2025 | 361,492             | –          | 1,781                            | 45,021                   | 79,430                   | –                           | –                       | 487,724               |
| Mr Mick Kinley         | Board Member and Chief Executive Officer | 1/7/2024 to 30/9/2024  | 160,259             | –          | 600                              | 18,203                   | 42,085                   | –                           | –                       | 221,147               |
| Mr Mark Morrow         | Executive Director Response              | 1/7/2024 to 2/4/2025   | 262,312             | –          | 1,800                            | 36,714                   | 12,200                   | –                           | 162,180                 | 475,206               |
| Mr Michael Drake       | Executive Director Operations            | 1/7/2024 to 30/6/2025  | 344,415             | –          | 2,381                            | 51,751                   | 12,069                   | –                           | –                       | 410,616               |
| Ms Leanne Loan         | Executive Director Policy and Regulation | 1/7/2024 to 30/6/2025  | 328,381             | –          | 2,381                            | 58,512                   | 15,837                   | –                           | –                       | 405,111               |
| Mr Julian Mitchell     | Chief Operating Officer                  | 1/7/2024 to 30/6/2025  | 337,692             | –          | 2,729                            | 49,292                   | 11,715                   | –                           | –                       | 401,428               |
| Total                  |                                          |                        | 2,332,389           | –          | 11,672                           | 342,319                  | 173,336                  | –                           | 162,180                 | 3,021,896             |

**Table 2: Senior Executives**

Senior Executives (Senior Managers) are employed under common law contracts which set out the core conditions and terms of employment, including remuneration.

The AMSA Executive, in consultation with the CEO, determine remuneration and conditions for Senior Executives (Senior Manager) having regard to the Government's Public Sector Workplace Relations Policy 2020 and relativity for comparable positions within AMSA, the APS and the wider employment market.

Senior Executives are defined as persons holding senior leadership positions within AMSA (Senior Managers) and are included below:

| Total remuneration bands | Number of senior executives | Short-term benefits    |                    |                                          | Post-employment benefits | Other long-term benefits      |                                     | Termination benefits \$ | Total remuneration \$ |
|--------------------------|-----------------------------|------------------------|--------------------|------------------------------------------|--------------------------|-------------------------------|-------------------------------------|-------------------------|-----------------------|
|                          |                             | Average base salary \$ | Average bonuses \$ | Average other benefits and allowances \$ |                          | Average long service leave \$ | Average other long-term benefits \$ |                         |                       |
| \$220,000 or less        | 3                           | 62,930                 | -                  | 756                                      | 9,242                    | 6,445                         | -                                   | -                       | 79,373                |
| \$220,001 - \$245,000    | 6                           | 184,192                | -                  | 16,867                                   | 29,931                   | 4,387                         | -                                   | -                       | 235,377               |
| \$245,001 - \$270,000    | 6                           | 214,236                | -                  | 2,505                                    | 34,700                   | 9,545                         | -                                   | -                       | 260,986               |
| \$270,001 - \$295,000    | 10                          | 234,960                | -                  | 2,732                                    | 35,449                   | 9,805                         | -                                   | -                       | 282,946               |
| \$295,001 - \$320,000    | 5                           | 250,266                | -                  | 2,497                                    | 42,754                   | 8,357                         | -                                   | -                       | 303,874               |
| \$320,001 - \$345,000    | 2                           | 225,870                | -                  | 2,084                                    | 37,949                   | 9,708                         | -                                   | 61,100                  | 336,711               |

**Table 3: Other Highly Paid Staff**

Other highly paid staff are employed under the Australian Maritime Safety Authority Enterprise Agreement 2024–27.

| Total remuneration bands | Number of other highly paid staff | Short-term benefits    |                    |                                          | Post-employment benefits | Other long-term benefits      |                                     | Termination benefits \$ | Total remuneration \$ |
|--------------------------|-----------------------------------|------------------------|--------------------|------------------------------------------|--------------------------|-------------------------------|-------------------------------------|-------------------------|-----------------------|
|                          |                                   | Average base salary \$ | Average bonuses \$ | Average other benefits and allowances \$ |                          | Average long service leave \$ | Average other long-term benefits \$ |                         |                       |
| \$260,000 - \$270,000    | 6                                 | 213,408                | -                  | 11,949                                   | 32,482                   | 7,934                         | -                                   | -                       | 265,773               |
| \$270,001 - \$295,000    | 8                                 | 232,539                | -                  | 4,746                                    | 32,660                   | 8,923                         | -                                   | -                       | 278,868               |
| \$295,001 - \$320,000    | 2                                 | 204,818                | -                  | -                                        | 23,840                   | 11,209                        | -                                   | 73,910                  | 313,777               |
| \$345,001 - \$370,000    | 1                                 | 183,692                | -                  | -                                        | 29,498                   | 5,593                         | -                                   | 148,461                 | 367,244               |
| \$395,001 - \$420,000    | 1                                 | 177,290                | -                  | -                                        | 34,580                   | 8,198                         | -                                   | 195,042                 | 415,110               |

**Notes in relation to information contained in Table 1, 2 and 3**

1. These tables were prepared on an accrual basis. Some of the amounts are impacted by the duration of service during the reporting period.
2. The base salary amount includes salary, allowances, annual leave paid and the movement in annual leave provision during the reporting period.
3. The bonuses are payable within 12 months.
4. The other benefits and allowances amount includes car parking, housing benefits, other benefits and the associated fringe benefits tax amount where it is reportable.
5. The superannuation contributions amount is the employers contributions, including the productivity component.
6. The long service leave amount includes long service leave paid and the movement in the long service leave provision during the reporting period.
7. The termination benefits amount excludes annual leave and long service leave paid out on cessation of employment.

# Appendix 5: 2022–23 Aids to Navigation Maintenance Procurement

## Implementation of findings from the ANAO audit: 2022–23 Aids to Navigation Maintenance Procurement

| Recommendations                                                                                                                                                                                                                                        | Response                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Progress                                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1 The Australian Maritime Safety Authority strengthen its procurement controls and better inform the market by setting out in its request documentation the relative importance of the evaluation criteria that will be applied.                       | Agreed                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Recommendation closed.<br>AMSA's procurement evaluation plan, provided to all tenderers as part of the approach to market documentation, includes the relative weightings that the Evaluation panel will use when evaluating tenders. |
| 2 When re-tendering contracts, the Australian Maritime Safety Authority consider the benefits to encouraging competition by identifying any major changes proposed to the contractual arrangements in the request documentation.                       | Agreed                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Recommendation closed.<br>AMSA advises potential suppliers of any changes proposed to contractual arrangements in request documentation.                                                                                              |
| 3 When debriefing tenderers and in any public statements on the results of procurement processes, the Australian Maritime Safety Authority promote transparency by ensuring the reasons it provides are consistent with the tender evaluation reports. | Agreed<br>AMSA accepts that there has been inconsistency and inaccuracy in public statements on the results of the procurement process. This has not been deliberate and there is no reason for AMSA to have avoided transparency on this topic within the confines of the CPRs. However, AMSA certainly accepts that a more consistent approach to framing the explanation in line with the tender evaluation report findings would have improved understanding of the outcome. | Recommendation closed.<br>AMSA's debriefing guidelines include a statement that assessments were in accordance with the approved evaluation plan provided in the approach to market document.                                         |

| Recommendations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Response | Progress                                                                                                                               |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|----------------------------------------------------------------------------------------------------------------------------------------|
| 4 To effectively manage probity risks in procurement activities, the Australian Maritime Safety Authority: <ul style="list-style-type: none"><li>include an assessment of probity risks and identify how they should be managed within the risk register for large and/or complex procurements; and</li><li>have in place a probity plan that governs any pre-procurement activities including industry engagement and addresses the way it will engage with any incumbent contractor(s) during the planning for, and conduct of, the procurement process.</li></ul> | Agreed   | Recommendation closed.<br>AMSA's procurement documentation includes guidance regarding probity plans and risk management requirements. |

# Appendix 6: Coronial inquiries

| Year report released | Case name        | Description                                                                                                                                                                                                                                                                                                                                                     | Number of findings | Number of findings implemented                                                   |
|----------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------|
| 2016–17              | Munn             | Brett Anthony Munn was aboard the Seabring when it capsized in November 2016.                                                                                                                                                                                                                                                                                   | 8                  | 5<br>The open recommendations require potential regulatory or legislative change |
| 2019–20              | Cassandra/Dianne | Joint inquest into the loss of life arising from the capsizing of two fishing vessels, Cassandra and Dianne<br><a href="https://www.courts.qld.gov.au/_data/assets/pdf_file/0008/624176/cif-fvdianneandfcassandra-20190829.pdf">https://www.courts.qld.gov.au/_data/assets/pdf_file/0008/624176/cif-fvdianneandfcassandra-20190829.pdf</a>                      | 8                  | 8                                                                                |
| 2023–24              | Garbanzos        | Investigation into the death of Giovanni Garbanzos (death without inquest). Mr Garbanzos was struck by a wave whilst working on the open deck of a commercial fishing vessel and was swept off the working deck into the sea. Despite considerable efforts by the skipper and crew, Mr Garbanzos was unable to be recovered, and he is presumed to have drowned | 1                  | 1                                                                                |

## Appendix 7: Our functions and powers

### Our functions and powers

AMSA's functions are set out in sections 6 and 7 of the AMSA Act, as follows:

#### 6 Functions of Authority

1. The functions of the Authority are:
  - a. to combat pollution in the marine environment; and
  - b. to provide a search and rescue service; and
  - c. to provide, on request, services to the maritime industry on a commercial basis; and
    - ca) to provide on request services of a maritime nature, on a commercial basis, to:
      - i. the Commonwealth, a State, the Australian Capital Territory or the Northern Territory; or
      - ii. an authority or agency of the Commonwealth, a State or either of those Territories; and
    - cb) to cooperate with the Australian Transport Safety Bureau in relation to investigations under the Transport Safety Investigation Act 2003 that relate to aircraft and ships; and
  - d. to perform such other functions as are conferred on it by or under any other Act; and
  - e. to provide consultancy and management services relating to any of the matters referred to in this subsection; and
  - f. to perform any other prescribed functions relating to any of the matters referred to in this subsection; and
  - g. to perform functions incidental to any of the previously described functions.
2. The Authority may provide its services both within and outside Australia.
3. Subject to section 8, the functions to provide services may be performed at the discretion of the Authority.
4. The Authority must not perform any of its functions otherwise than for a purpose in respect of which the Parliament has the power to make laws.
5. The provision of a search and rescue service must be in a manner that is consistent with Australia's obligations under:
  - a. the Chicago Convention; and
  - b. the Safety Convention; and
  - c. the International Convention on Maritime Search and Rescue 1979 done at Hamburg on 27 April 1979.

#### 7 Functions to be performed in accordance with international agreements

1. The Authority must perform its functions in a manner consistent with the obligations of Australia under any agreement between Australia and another country.

## 8 Directions

1. The Minister may give the Authority written directions as to the performance of its functions.
2. Directions as to the performance of functions that are conferred on the Authority by or under another Act are to be only of a general nature.

## 9 Reimbursement of cost of complying with directions

1. Where the Authority satisfies the Minister that it has suffered financial detriment as a result of complying with a direction given by the Minister under section 8, the Authority is entitled to be reimbursed by the Commonwealth the amount that the Minister determines in writing to be the amount of that financial detriment.
2. The reference in subsection (1) to suffering financial detriment includes a reference to:
  - a. incurring costs that are greater than those that would otherwise have been incurred; and
3. forgoing revenue that would otherwise have been received.

### 9A Minister may give Authority notices about its strategic direction etc.

1. The Minister may, from time to time, by notice in writing to the Authority, advise the Authority of his or her views in relation to the following matters:
2. the appropriate strategic direction of the Authority;
3. the manner in which the Authority should perform its functions.
4. The Authority must, in performing its functions, take account of notices given to it under subsection (1).
5. The members must, in preparing each corporate plan, take account of notices given to the Authority under subsection (1).

### 9B Minister may direct Authority to give documents and information to nominee

1. In this section: ministerial nominee means a person whose responsibilities or duties include advising the Minister about the performance and strategies of the Authority.
2. The Minister may direct the Authority to give to a specified ministerial nominee any documents or information relating to the operations of the Authority that the nominee requests.
3. The Authority must comply with a direction by the Minister under subsection (2).

### 9C Extra matters to be included in annual report

1. The annual report prepared by the members of the Authority and given to the Minister under section 46 of the *Public Governance, Performance and Accountability Act 2013* for a period must include the following:
  - a. particulars of any directions given to the Authority under section 8 during the period;
  - b. a summary of notices given to the Authority under subsection 9A(1) during the period;
  - c. a summary of action taken during the period by the Authority because of notices given to the Authority under subsection 9A(1) in that or any other period;
  - d. particulars of any directions given to the Authority under subsection 9B(2) during the period.

# Compliance index

| PGPA Rule Reference     | Part of Report                                            | Description                                                                                                                                                                                                                                                                           | Requirement              |
|-------------------------|-----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>17BE</b>             | <b>Contents of annual report</b>                          |                                                                                                                                                                                                                                                                                       |                          |
| <b>17BE(a)</b>          | Governance<br>Page 50                                     | Details of the legislation establishing the body                                                                                                                                                                                                                                      | Mandatory                |
| <b>17BE(b)(i)</b>       | Appendix 7<br>Page 115                                    | A summary of the objects and functions of the entity as set out in legislation                                                                                                                                                                                                        | Mandatory                |
| <b>17BE(b)(ii)</b>      | Annual Performance Statements<br>Page 9                   | The purposes of the entity as included in the entity's corporate plan for the reporting period                                                                                                                                                                                        | Mandatory                |
| <b>17BE(c)</b>          | Reporting requirements and responsible Minister<br>Page 3 | The names of the persons holding the position of responsible Minister or responsible Ministers during the reporting period, and the titles of those responsible Ministers                                                                                                             | Mandatory                |
| <b>17BE(d)</b>          | Governance<br>Page 62                                     | Directions given to the entity by the Minister under an Act or instrument during the reporting period                                                                                                                                                                                 | If applicable, mandatory |
| <b>17BE(e)</b>          | Governance<br>Page 62                                     | Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act                                                                                                                                                            | If applicable, mandatory |
| <b>17BE(f)</b>          | Governance<br>Page 60                                     | Particulars of non-compliance with:<br>(a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or<br>(b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act | If applicable, mandatory |
| <b>17BE(g)</b>          | Annual Performance Statements<br>Page 9                   | Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule                                                                                                                                                                            | Mandatory                |
| <b>17BE(h), 17BE(i)</b> | Governance<br>Page 62                                     | A statement of significant issues reported to the Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance                                                                                              | If applicable, mandatory |
| <b>17BE(j)</b>          | Appendix 2<br>Page 96                                     | Information on the Accountable Authority, or each member of the Accountable Authority, of the entity during the reporting period                                                                                                                                                      | Mandatory                |
| <b>17BE(k)</b>          | Governance<br>Page 50                                     | Outline of the organisational structure of the entity (including any subsidiaries of the entity)                                                                                                                                                                                      | Mandatory                |
| <b>17BE(ka)</b>         | Appendix 3<br>Page 104                                    | Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:<br>(a) statistics on full-time employees;<br>(b) statistics on part-time employees;<br>(c) statistics on gender;<br>(d) statistics on staff location                               | Mandatory                |

| PGPA Rule Reference         | Part of Report                                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Requirement              |
|-----------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>17BE(l)</b>              | Governance<br>Page 51                           | Outline of the location (whether or not in Australia) of major activities or facilities of the entity                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Mandatory                |
| <b>17BE(m)</b>              | Governance<br>Page 50                           | Information relating to the main corporate governance practices used by the entity during the reporting period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Mandatory                |
| <b>17BE(n),<br/>17BE(o)</b> | Governance<br>Page 57                           | For transactions with a related Commonwealth entity or related company where the value of the transaction, or if there is more than one transaction, the aggregate of those transactions, is more than \$10,000 (inclusive of GST):<br>(a) the decision-making process undertaken by the Accountable Authority to approve the entity paying for a good or service from, or providing a grant to, the related Commonwealth entity or related company; and<br>(b) the value of the transaction, or if there is more than one transaction, the number of transactions and the aggregate of value of the transactions | If applicable, mandatory |
| <b>17BE(p)</b>              | Governance<br>Page 50                           | Any significant activities and changes that affected the operation or structure of the entity during the reporting period                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | If applicable, mandatory |
| <b>17BE(q)</b>              | Governance<br>Page 61                           | Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | If applicable, mandatory |
| <b>17BE(r)</b>              | Governance<br>Page 61                           | Particulars of any reports on the entity given by:<br>(a) the Auditor-General (other than a report under section 43 of the Act); or<br>(b) a Parliamentary Committee; or<br>(c) the Commonwealth Ombudsman; or<br>(d) the Office of the Australian Information Commissioner                                                                                                                                                                                                                                                                                                                                       | If applicable, mandatory |
| <b>17BE(s)</b>              | N/A                                             | An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | If applicable, mandatory |
| <b>17BE(t)</b>              | Governance<br>Page 56                           | Details of any indemnity that applied during the reporting period to the Accountable Authority, any member of the Accountable Authority or officer of the entity against a liability (including premiums paid, or agreed to be paid, for insurance against the authority, member or officer's liability for legal costs)                                                                                                                                                                                                                                                                                          | If applicable, mandatory |
| <b>17BE(taa)</b>            | Governance<br>Page 54<br>Appendix 2<br>Page 101 | The following information about the audit committee for the entity:<br>(a) a direct electronic address of the charter determining the functions of the audit committee;<br>(b) the name of each member of the audit committee;<br>(c) the qualifications, knowledge, skills or experience of each member of the audit committee;<br>(d) information about each member's attendance at meetings of the audit committee;<br>(e) the remuneration of each member of the audit committee                                                                                                                              | Mandatory                |
| <b>17BE(ta)</b>             | Appendix 4<br>Page 108                          | Information about executive remuneration                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          | Mandatory                |

# References

## Acronyms and abbreviations

| Acronym/<br>Abbreviation | Meaning                                                                 |
|--------------------------|-------------------------------------------------------------------------|
| AMSA                     | Australian Maritime Safety Authority                                    |
| AMSA Act                 | <i>Australian Maritime Safety Authority Act 1990</i>                    |
| ANAO                     | Australian National Audit Office                                        |
| APHoMSA                  | Asia-Pacific Heads of Maritime Safety Agencies                          |
| ARC                      | AMSA Response Centre                                                    |
| AtoN                     | Aid(s) to Navigation                                                    |
| DCV                      | Domestic commercial vessel                                              |
| DFAT                     | Department of Foreign Affairs and Trade                                 |
| DFSAP                    | Indonesian Domestic Ferry Safety Project                                |
| EAP                      | Employee assistance provider                                            |
| EPBC Act                 | <i>Environmental Protection and Biodiversity Conservation Act 1999</i>  |
| ILO                      | International Labor Organization                                        |
| IMO                      | International Maritime Organization                                     |
| ITSOC                    | Infrastructure and Transport Senior Official's Committee                |
| MARPOL                   | International Convention for the Prevention of Pollution from Ships     |
| MEPC                     | Marine Environment Protection Committee                                 |
| MRRAT                    | Maritime Recycling Risk Assessment Trial                                |
| MSQ                      | Marine Safety Queensland                                                |
| National Law             | <i>Marine Safety (Domestic Commercial Vessel) National Law Act 2012</i> |
| National plan            | National Plan for Maritime Environmental Emergencies                    |
| National system          | National System for Domestic Commercial Vessel Safety                   |
| NATSAR                   | National Search and Rescue Council                                      |
| PACPLAN                  | Pacific Islands Regional Marine Spill Contingency Plan                  |
| PBS                      | Portfolio budget statements                                             |
| PGPA Act                 | <i>Public Governance, Performance and Accountability Act 2013</i>       |
| PGPA Rule                | Public Governance, Performance and Accountability Rule                  |
| PID Act                  | <i>Public Interest Disclosure Act 2013</i>                              |
| PSC                      | Port State control                                                      |
| REEFVTS                  | Great Barrier Reef and Torres Strait Vessel Traffic Service             |
| SAR                      | Search and rescue                                                       |
| TMAS                     | Telemedical Advice Service                                              |
| TSSP                     | Australia-Papua New Guinea Transport Sector Support Program             |
| VTS                      | Vessel traffic service                                                  |

# Annual Report contact

General enquiries and comments about this report can be directed to:

Telephone: 1800 627 484

An electronic copy of this report with additional information detailing the activities of the Australian Maritime Safety Authority is available at [amsa.gov.au](https://amsa.gov.au) and on the Transparency Portal: [transparency.gov.au](https://transparency.gov.au)

## AMSA's main offices

### Canberra

Levels 7–8  
18 Marcus Clark Street  
Canberra ACT 2601  
  
GPO Box 2181  
Canberra City ACT 2601

### Brisbane

Level 11, 310 Ann Street  
Brisbane QLD 4000  
  
PO Box 10790  
Adelaide Street  
Brisbane QLD 4000

### Fremantle

Level 3, 3 Cantonment Street  
Fremantle WA 6959  
  
PO Box 1332  
Fremantle WA 6959

### Melbourne

Level 3, 655 Collins Street  
Docklands VIC 3008  
  
PO Box 16001  
Collins Street West  
Melbourne VIC 8007

### Sydney

Level 14, 300 Elizabeth Street  
Sydney NSW 2010  
  
PO Box K976  
Haymarket NSW 1240

## Compliments and complaints

To make a complaint, offer a compliment, or ask questions relating to any AMSA decision, procedure, policy or service, members of the public may contact:

Telephone: 1800 627 484

Website: [amsa.gov.au](https://amsa.gov.au) and click on 'Contact us'







