



Australian Government  
Australian Maritime Safety Authority

Annual Report  
**2021-22**

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

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## 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

The Australian Maritime Safety Authority (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 to the maritime industry on a commercial basis

# Transmittal letter



Australian Government  
Australian Maritime Safety Authority

CHAIR

The Hon Catherine King MP  
Minister for Infrastructure, Transport, Regional Development, Communications and the Arts  
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 2021 to 30 June 2022.

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 13 September 2022 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

**Stuart Richey AM**  
Chair

21 September 2022





| The Hon Catherine King MP

## 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 2021–22 is presented in accordance with the Public Governance, Performance and Accountability Rule 2014 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. It is the government's preferred policy that the reports be tabled by 31 October. 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 and Regional Development 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 2021–22, using the reporting arrangements set out in the Portfolio Budget Statements 2021–22 and the AMSA Corporate Plan 2021–22 (covering the period 2021–22 – 2023–24).

## Chair's foreword

Global upheaval continues to impact our lives and our business. The pandemic, war in Ukraine and the effects of climate change flow through to supply chains and the movement of labour, which in turn creates inflationary pressure manifesting in rising costs for day-to-day essentials. While Australia continues to weather the storm comparatively well, these factors impact every organisation, including AMSA and this is very likely what 'normal' will look like into the future. Domestically, demands for our services and the public expectations on us as regulator continue to grow.

In January 2022 the Review of Domestic Commercial Vessel Safety (DCV) legislation commenced through the Department of Infrastructure, Transport and Regional Development. The review will be conducted in two phases, with the first focusing on the National Law framework, and the second considering national system delivery costs and future funding options. The review will also provide opportunities to progress actions recommended from related inquiries, such as exploring a role for the Australian Transport Safety Bureau within the domestic maritime sectors.

AMSA's submission to phase 1 of the independent review recommended the following reforms:

- aligning the scope of the National Law Act with risk
- establishing a flexible and risk-based certification framework that allows subordinate legislation (such as marine orders) to determine which certificates and approvals are required
- reducing overlaps with work health and safety laws and ensure clear general safety duties are placed on owners, masters, designers, builders, and surveyors
- winding back grandfathering provisions where they are a risk to safety
- amending the penalty and offence provisions to provide stronger deterrence to non-compliance
- amending the National Law Act to allow the accredited marine surveyor regime to be established in the marine orders, ensuring the regime is fit for purpose.

Delivery of the phase one final report is expected in the early part of the 2022–23 financial year, and AMSA looks forward to playing our part in delivering the government response.

Consultation with our regulated industry remains a priority for AMSA. During the 2021–22 financial year we conducted five public consultations on proposed regulatory changes:

- National Standard for Commercial Vessels (NSCV) Part C1 (Wheelhouse visibility, escape, accommodation, and personal safety): several fatalities in recent years have involved coronial recommendations about items contained within NSCV Part C1. Some examples include people falling overboard due to guardrails not being high enough, a lack or ineffective use of emergency escape lighting, escape doors, and openings that do not function against water pressure.
- Marine Order 64 (vessel traffic services): sets out the requirements for authorisation as a vessel traffic service (VTS) authority; accreditation as a VTS training organisation and approval of their model courses; and masters to provide reports required by a VTS authority and comply with instructions.
- Marine Order 97 (air pollution): deals with the prevention of air pollution from vessels and gives effect to the International Convention for the Prevention of Pollution from Ships (MARPOL) Regulations.



| Mr Stuart Richey, AM Chair

- Marine Order 505 (certificates of competency) includes the kinds of certificates that may be issued, application requirements for a certificate of competency, criteria which must be met for AMSA to issue a certificate of competency, conditions on a certificate of competency, endorsements of existing certificates; and requirements for renewing, varying, suspending and revoking a certificate
- Lifejacket wear requirements for DCVs: since July 2013, 44 people on domestic commercial vessels have fallen overboard and lost their lives. AMSA is taking action to limit this unnecessary loss of life by proposing to make it mandatory to wear a lifejacket on certain domestic commercial vessels

Of these five, AMSA has published evaluation reports for three, with the consultation reports for NSCV C1, Lifejacket wear requirements for DCVs and Marine Order 97 (air pollution) pending as policy settings have not been finalised to allow completion of our response to submissions. Details of the consultations can be found on the AMSA website: <https://www.amsa.gov.au/news-community/consultations>.

AMSA also undertook a number of campaigns during the year including on fatigue management, passenger safety (see case study p32), construction barge safety, and participation of women in maritime (see case study p45).

With women representing just 1.2 per cent of the global seafarer workforce, AMSA is proud to proactively support and facilitate an increase in female participation in the maritime industry. Internationally, we were a vocal advocate at the International Maritime Organization for the establishment of an International Day for Women in Maritime on 18 May each year. Closer to home, AMSA has been instrumental in setting up an Australian scholarship program to provide maritime scholarships and cadetships for women, including a Women in Maritime Engineering Scholarship. The program helps build skills and support future maritime professionals, while encouraging young women to enter the industry. And for ourselves, this year AMSA implemented our own 2022–27 Gender Equity Action Plan to help us work towards gender equity across our workforce.

AMSA continues to focus on making our interactions with our regulated community more effective and efficient. For example, in December 2021 AMSA transitioned survey reports to an online process (with limited exceptions) rather than via email. This change means that certificates are processed faster, and vessel owners and operators receive their certificates sooner. Other examples of innovation can be found under Strategic objective 7: Innovation.

While AMSA delivered or progressed a range of improvement initiatives in pursuit of its strategic objectives over the year (see pages 35 to 50) — and notwithstanding the ongoing challenges in our operating environment — we never took our eyes off our core business of safe and clean seas, saving lives. For example, this year we undertook 10,738 port State, Flag State and domestic commercial vessel inspections, responded to two significant pollution incidents, and were involved in saving 786 people from serious injury or death through our search and rescue activities. It is these activities that galvanise and engage our staff; and generate an immense sense of pride in what AMSA does on behalf of Australia.

On behalf of the Board, I thank all AMSA staff for continuing to deliver over what has been a very challenging 12 months. I can't promise smoother sailing over the next year, but the Board has the utmost confidence that AMSA is up to the challenge.



Stuart Richey AM  
Chair  
21 September 2022

## Financial summary

AMSA reported an operating surplus of \$14.9 million in 2021–22 compared to a restated surplus of \$17.7 million in 2020–21. This result represents a net movement of \$2.8 million, reflective of a reduction in revenue of \$2.1 million and an increase in operating expenses of \$0.7 million.

The decrease in revenue is largely due to non-recurring insurance recoveries and legal settlement claims received in 2020–21, and reduction in contributions from States and Northern Territory governments for 2021–22. This is partially offset by additional government appropriation funding, rise in levy revenue, and one-off accounting adjustments.

Operating expenses increased slightly due to a rise in employee benefits and supplier expenditure due to a marginal rise in staffing levels and movements in provision for asset restoration. This was partially offset by reduction in depreciation and write-down of assets.

Figure 1 shows the net movements in revenue and operating expenses for 2021–22 against 2020–21. It shows the cumulative and sequential effect.

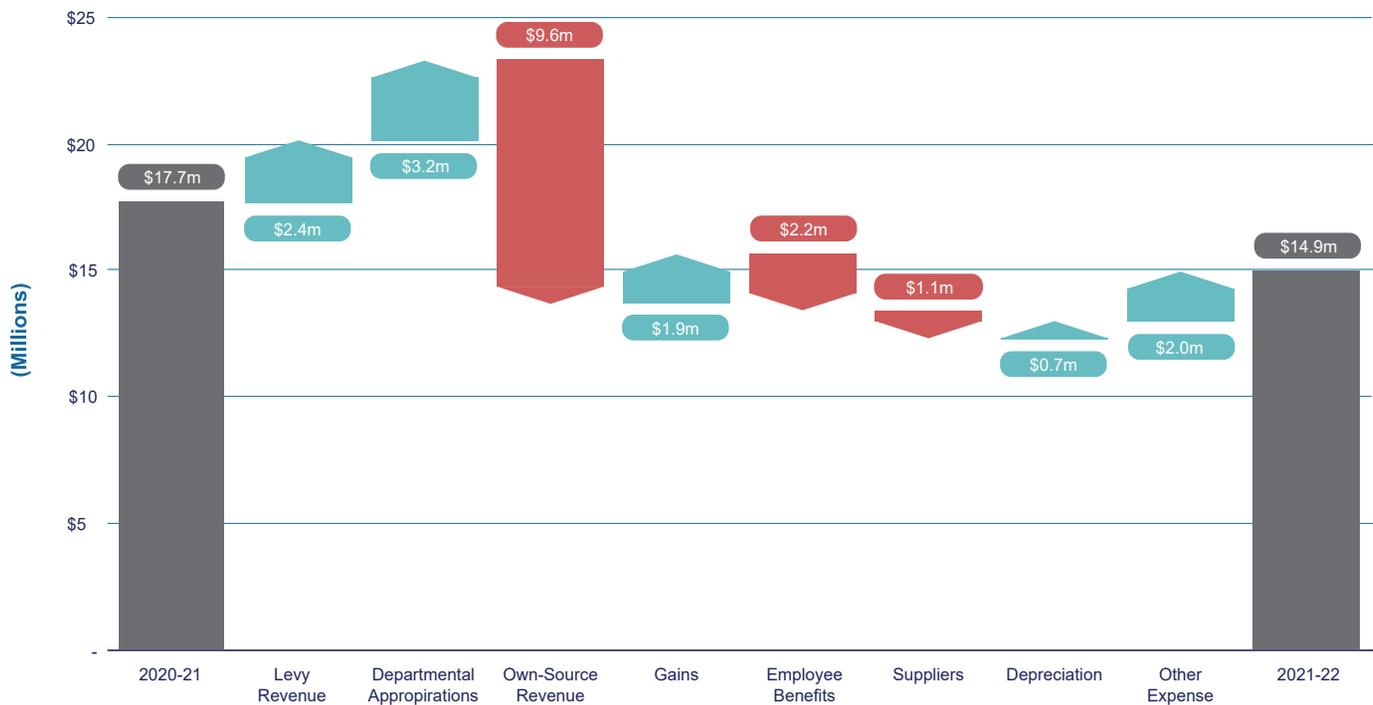


Figure 1 – Waterfall diagram of net movements for 2021–22

## Comprehensive income

### Revenue

Revenue for 2021–22 is \$246.9 million, compared to \$249.0 million for 2020–21, a decrease of \$2.1 million.

This is largely driven by non-recurring insurance recoveries and legal settlements (\$12.0 million), and reductions in National System transition contributions from States and Northern Territory governments (\$2.8 million). This is partially offset by accounting adjustments for reversal of provisions previously recognised for lead paint and asbestos remediation works (\$3.6 million), and recognition of assets owned but not previously recognised (\$1.6 million), an increase in departmental appropriations (\$3.2 million), and rise in levy revenue (\$2.4 million).

Figure 2 shows the sources of revenue for 2021–22, with levy revenue broken down into the main vessel classifications.

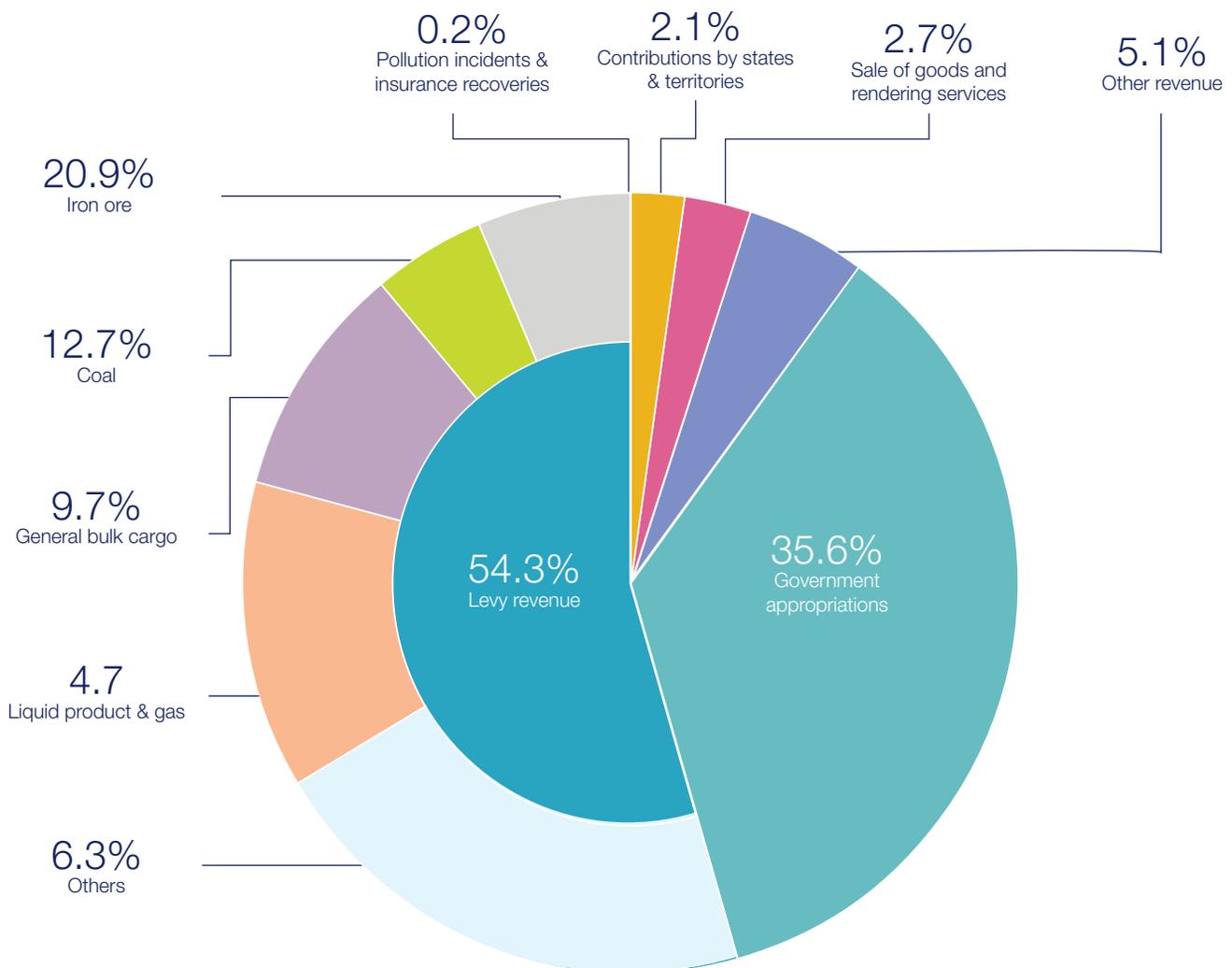


Figure 2 – Source of revenue for 2021-22

## Levy revenue - volumes

Figure 3 shows the total net registered tonnage of vessels contributing to levy revenue from 2017–18 to 2021–22, and the quantity (number of times vessels are liable for levies throughout the year).

As illustrated, net tonnage has risen consistently year-on-year from 311.3 million tonnes in 2017–18 to 342.1 million tonnes in 2021–22 (9.9 per cent increase) with a corresponding increase in the quantity of vessels liable for levies which has risen from 10,289 in 2017–18 to 11,314 in 2021–22 (9.7 per cent increase).

Despite trade disruptions during 2020–21 and continuing (to a lesser extent) into 2021–22, levy volume tonnage has risen by 1.9 per cent and the quantity of vessels liable for levies has increased by 4.9 per cent. This is driven predominately by iron ore, general bulk cargo, container, and liquid gas tanker vessels, which more than offsets reductions in coal, cruise ships, and liquid product tankers.

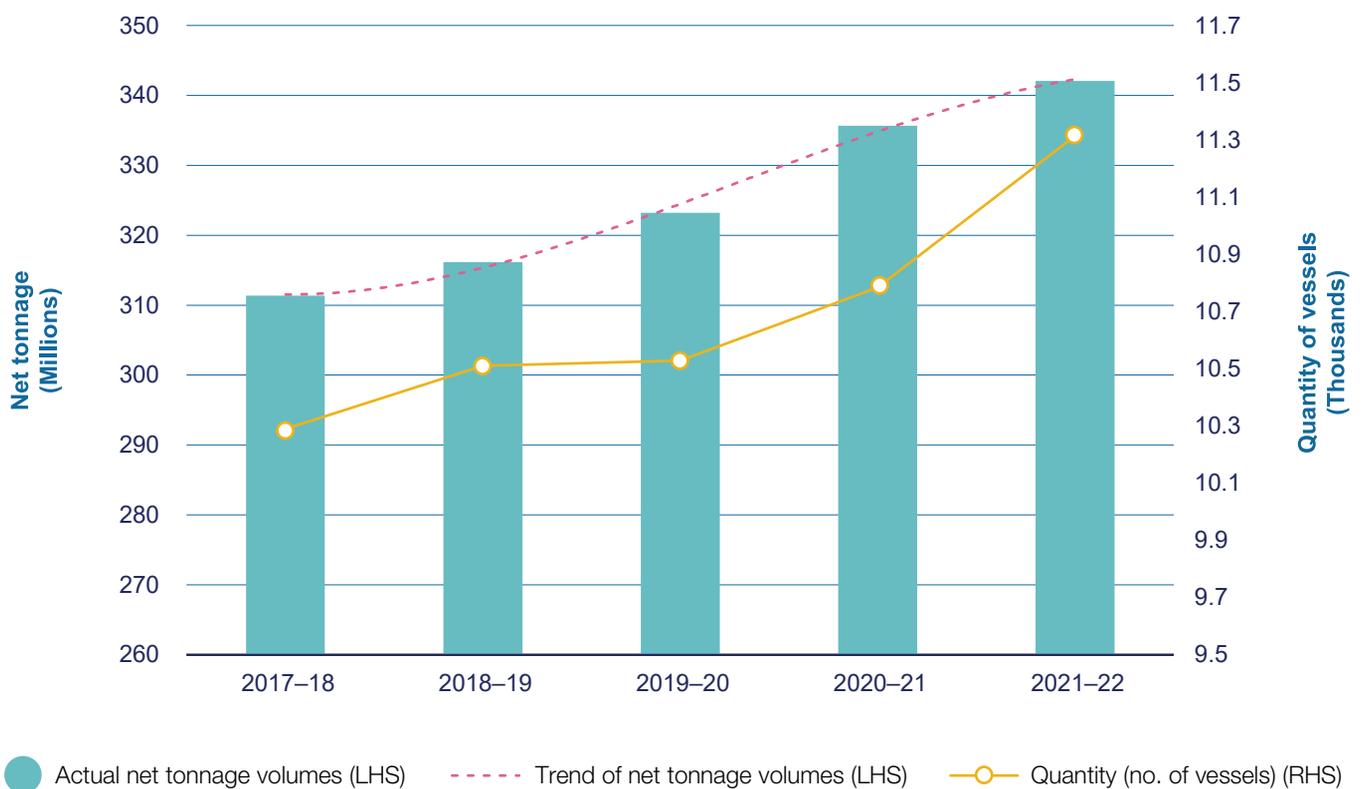


Figure 3 – Levy revenue volumetric data

## Operating expenses

Operating expenses for 2021–22 is \$232.0 million, compared to \$231.3 million in 2020–21 and budget of \$235.6 million. This represents an increase of \$0.7 million (or 0.3 per cent) from 2020–21 and a reduction of \$3.6 million (or 1.8 per cent) from budget.

Supplier expenses increased by \$1.1 million mainly due to increases in travel expenditure, labour-hire contractors, and provision for make-good, partially offset by reduction in live search and rescue activities, delays in a few technology related projects, and accounting adjustments recognising lead paint and asbestos remediation work.

Employee benefits increased by \$2.2 million, corresponding to a rise in average staffing levels from 420.8 in 2020–21 to 424.9 in 2021–22, marginal salary increases aligning with AMSA's remuneration determination, and unbudgeted redundancy pay-outs.

Depreciation decreased slightly by \$0.8 million, driven largely by assets approaching and nearing end-of-life.

Other expenses reduced by \$2.0 million, predominately from a reduction in write-off and impairments from assets and work-in-progress projects.

## Cash position

As at 30 June 2022, AMSA's net cash position (including investments) is \$143.2 million, compared with \$113.2 million as at 30 June 2021. The increase of \$30.0 million is mainly due to net cash from operating activities and subdued capital expenditure, in part reflecting supply chain challenges.

Investments earned a weighted average yield for 2021–22 of 0.375 per cent (2020–21: 0.750 per cent), largely following the reductions in official cash rate throughout 2021–22 – although since the last quarter of 2021–22 rates are steadily returning to a neutral stance.

AMSA considers it has adequate cash, cash equivalents, and investments to meet all liabilities, fund a Pollution Response Reserve of \$50 million and plan for significant future expenditure under AMSA's Capital Management Plan.

## Financial outlook

AMSA is budgeting surpluses in 2022–23 and each of the three forward years, with a cash position expected to slowly decrease from 2022–23 as the provision for lead paint and asbestos remediation work is undertaken during the next few financial years.

However, the operating position is largely dependent on stability of levy revenue and potential disruptions that the ongoing pandemic may have on expenditure, influenced by externalities outside AMSA's control. This includes volatility in demand for Australian commodity exports with a heavy reliance on bulk cargo vessels – particularly iron ore and coal exports.

AMSA will be working within the framework of the larger Commonwealth budgeting strategy to ensure that its regulatory services are delivered as efficiently and effectively as required to ensure compliance with maritime safety standards.

# Annual Performance Statements

The PGPA Rule section 16F requires corporate Commonwealth entities to provide annual performance statements as part of their annual report.

The annual performance statements describe how AMSA performed against the non-financial performance measures set out in the relevant Corporate Plan (2021–22) and Portfolio Budget Statements for the reporting period (2021–22). The Annual Report also includes a summary of progress for the key activities listed in the Corporate Plan. These documents are available on the website ([amsa.gov.au](https://amsa.gov.au)). Essentially, the annual performance statements are the ‘bookend’ to the Corporate Plan

Performance against the 2021–22 performance measures are presented in tables under the relevant element of the AMSA vision: ‘Safe and clean seas, saving lives’, as well as a separate table for regulatory performance

## Purpose

AMSA’s purpose, vision and mission are described on page 4 ([Purpose](#)). All performance measures are attributed and aligned to the key elements of our the AMSA vision. The rationale statements for each measure link the detailed measure with AMSA’s purpose.

## Reading the AMSA 2021–22 annual performance statements

AMSA has a rich and detailed performance story, evidenced by the range of non-financial measures set out in AMSA’s annual performance statements.

## Performance measures

The annual performance statements are introduced by a ‘traffic light’ summary of performance against quantitative measures followed by tables providing the detailed results (see over page for how to read the tables) including relevant case studies.

## How to read the performance tables

PERFORMANCE MEASURE	TARGET	RESULTS <sup>(1)</sup>			
		2018-19	2019-20	2020-21	2021-22
xxx					
Name of measure					
RATIONALE:					
TRAFFIC LIGHT: <sup>(2)</sup>					
Red: ●					
Amber: ●					
Green: ●					
ANALYSIS OF PERFORMANCE <sup>(3)</sup>					
CASE STUDY <sup>(4)</sup>		SOURCE <sup>(5)</sup>		RPF <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. Traffic light definitions have been established for each performance measure and 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 available)
5. The page number from either the 2021-22 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 2021-22 AMSA Corporate Plan as well as where additional clarification of the results is required.

## Statement by the Accountable Authority

As the Accountable Authority of the Australian Maritime Safety Authority (AMSA), the Board presents AMSA's 2021-22 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.



Stuart Richey AM Chair

21 September 2022

## Snapshot summary – Quantitative

		Page
1	<p>● 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</p> <p><i>Note: result reflects an increase in incident reporting rates – which is positive in terms of safety culture – and more accurate coding of incidents. Target revised for 2022-23.</i></p>	16
2	● Port State Control (PSC) risk-based inspection rates are met	18
3	Improvement in the safety of domestic commercial vessels is demonstrated through:	
3.1	● The average number of seafarer fatalities on domestic commercial vessels since 2013 trends towards zero	18
3.2	● The average number of passenger fatalities on domestic commercial vessels since 2013 trends towards zero	18
4	● Reducing trend in the number of significant pollution incidents	21
5	● Timeliness of response to significant oil spill incidents	22
6	<p>● Save as many lives as possible from those at risk</p> <p><i>Note: AMSA's intends to save all lives at risk (target = 100% percent). Practically, the circumstances surrounding individual search and rescue incidents are highly variable and affect the possibility wof success. Any fatalities during the year deliver a 'RED' result.</i></p>	22
7	<p>Regulatory performance: Principle 1: Continuous improvement and building trust</p> <p>Demonstrated through: Measures 3.1, 3.2 and 4 as well as:</p>	
7.1	● Satisfaction with the resolution of inquiries through AMSA Connect	27
7.2	● General stakeholder feedback	27
7.3	● Maintenance of ISO certification	27
7.4	● Case studies of business process improvement projects	28
	<p>Regulatory performance: Principle 2: Risk based and data driven</p> <p>See measures 1 – 3.2</p>	
8	<p>Regulatory performance: Principle 3: Collaboration and engagement</p> <p>Demonstrated through:</p>	
8.1	● Number and duration of consultations available	31
8.2	<p>● Channels used, e.g., online and face-to-face</p> <p><i>Note: measure discontinued and performance therefore not reported.</i></p>	31
8.3	● Engagement rates, e.g., email open rates	31
8.4	● Analysis of consultation feedback, and publishing outcomes	31
8.5	<p>● Results of targeted surveys</p> <p><i>Note: result reflects low response rate</i></p>	31
8.6	● Outcomes of education and compliance campaigns	31

# Key performance measures

## Safe seas

### Performance measure 1

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
1									
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	<0.5%	<0.5%	●	0.19%	●	1.16%	●	0.81%	●
<p><b>RATIONALE:</b>            Indicates whether standards are being met.            Marine incidents are classified by AMSA into one of three severity levels:</p> <ul style="list-style-type: none"> <li>• Very serious</li> <li>• Serious</li> <li>• Less serious</li> </ul> <p>Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include:</p> <ul style="list-style-type: none"> <li>• Fatalities</li> <li>• Serious injuries</li> <li>• Loss of vessel</li> <li>• Damage to vessel and equipment</li> <li>• Serious pollution and other incidents that result in serious consequences (i.e. fire, grounding, collisions, etc).</li> </ul> <p>Incidents are categorised individually</p>									
<p><b>TRAFFIC LIGHT:</b></p> <p><b>Red:</b> Trend is more than 0.5%</p> <p><b>Amber:</b> Trending at 0.5%</p> <p><b>Green:</b> Trending less than 0.5%</p>									
<p><b>ANALYSIS OF PERFORMANCE:</b>            The total number of marine incident reports received by AMSA in 2020–21 represented a 9.4% increase to the previous year. It is generally recognised that the maritime industry suffers from widespread underreporting of incidents. Barriers include a culture of non-reporting, and difficult and time-consuming aspects associated with reporting. While the increase in reporting adversely impacted the result for this measure, AMSA's view is that this is a positive development as incident reporting is a key safety improvement strategy, and improved rates of reporting indicate a positive shift in safety culture. The following case study provides more detail of how AMSA is progressing this strategy.            In response to the increase in reporting (up 45% between 2015–16 and 2020–21), more accurate reporting and coding of severity of incident data since 2017, and the four-year rolling average tracking at 0.98%, from 1 July 2022 the target for this measure will change to 1.5% — see the AMSA 2022–23 Corporate Plan for background.</p>									
<p><b>CASE STUDY:</b>            Incident reporting culture page 17</p>		<p><b>SOURCE:</b>            2021–22 Portfolio Budget Statement: Page 200            2021–22 Corporate Plan: Page 32  <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a></p>				<p><b>RPF:</b> Principle 2</p>			

## Case study: Incident reporting culture

To address underreporting, AMSA has commenced a safety campaign to raise awareness of the importance of incident reporting. The campaign, launched on 9 May 2022, includes a dedicated campaign site [Marine incident reporting ([amsa.gov.au](https://amsa.gov.au))]. The site provides a one-stop shop, where information is easily accessible, and highlights key areas including guidance on how to report, direct links to safety publications, annual and monthly incident reports and safety lessons — showcasing what AMSA does with the reported incident data and promoting the benefits of reporting. The site will be updated periodically as more related publications and content is made available. AMSA publications and a social media campaign will also be released to direct users to the website with more information.

### Why is reporting important

The real value of incident reporting and the resulting analysis is the development of more effective safety guidance and advice for owners, operators and crew to avoid similar events in the future. Incident reporting helps us:

-  **Have an informed picture of the risks affecting industry and allows us to respond to poorly detected risks.**
-  **Build an accurate and reliable database to guide our future education and compliance activities.**
-  **Provide insights and trends to ensure safety policies and campaigns can be developed effectively to assist industry.**
-  **Provides us and industry with assurance that safety culture is improving.**

Providing detailed description of an incident, including actions taken or will be taken to manage the event, will help AMSA better understand how the risk is being managed and influence our response to the event.

**If in doubt, report the incident!**

Difficulty and time-consuming aspects associated with reporting were also identified as barriers. AMSA reviewed its incident reporting webforms and updated these to improve usability and make it easier for industry to report incidents online, including reporting using mobile devices. Stickers with a QR code for quick access to the reporting website are also free to order. Reporters will also receive an acknowledgement email with a copy of their submission.

# Don't ignore it - report it

## Your experiences help us improve safety.



Australian Government  
Australian Maritime Safety Authority

Report your  
incident to AMSA



| Caption: An example of the stickers available to the industry developed as part of the campaign

## Performance measure 2

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
2		2018–19		2019–20		2020–21		2021–22	
Port State control (PSC) risk-based inspection targets are met	100%	Not reported		Not reported		Not reported		100%	
<p><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</p> <p><b>TRAFFIC LIGHT:</b>  <b>Red:</b> below 97% of high-risk ships are targeted  <b>Amber:</b> N/A  <b>Green:</b> 97% – 100% of high-risk ships are targeted</p> <p><b>ANALYSIS OF PERFORMANCE:</b> At the beginning of the year inspection rates were significantly lower than target due to COVID-19 public health directions preventing the conduct of inspections. As restrictions eased, the inspection rate increased, and the target number of inspections has been met. Over the year AMSA conducted 3,536 PSC inspections (2,328 initial, 1208 follow up).</p> <p><b>CASE STUDY:</b> N/A</p> <p><b>SOURCE:</b> 2020–21 Corporate Plan: Page 33 <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a></p> <p><b>RPF:</b> Principle 2</p>									

## Performance measure 3

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
3		2018–19		2019–20		2020–21		2021–22	
Improvement in the standard of domestic commercial vessels is demonstrated through:									
3.1 the average number of seafarer fatalities on domestic commercial vessels since 2013 trends towards zero	average trending to zero	2 (fatalities)	 see footnotes [1] [2]	2 (fatalities)	 see footnote [3]	3 (fatalities)	 see footnote [4]	1 (fatality)	 3.9 (av. # fatalities since 2013)
3.2 the average number of passenger fatalities on domestic commercial vessels since 2013 trends towards zero	average trending to zero	Not reported		0 (fatalities)		1 (fatality)		0 (fatalities)	
<p><b>RATIONALE:</b> Both 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>Measure 3.1 has been updated for the reporting period to show the average since July 2013 (when AMSA assumed full responsibility for service delivery) and trend. Previously the measure reported on absolute numbers of fatalities, but the average from 2013 to date provides a better understanding of the overall data over time without eliminating years with significant increases or decreases (which may be the result of a single event).</p>									

The measure is related to deaths associated directly with the operation of the vessel, for example, fatalities from a vessel sinking are included, but deaths from natural causes are not.

Measure 3.2 has also been updated — see 3.1 above

TRAFFIC LIGHT:

**Red:** Absolute number of deaths in a given year is above the average (see below for the average for seafarers and passengers)

**Amber:** Absolute number of deaths in a given year is equal to the average

**Green:** Absolute number of deaths in a given year is less than the average

ANALYSIS OF PERFORMANCE:

**Seafarer fatalities:** AMSA has data related to seafarer deaths going back to 2013 when AMSA became the National Regulator for domestic commercial vessels – see graph below. The average number of deaths (seafarer) since 2013 is 3.9. There was one seafarer death in the 2021–22 reporting period.

Measure 3.1: Fatalities on Domestic Commercial Vessels



**Passenger fatalities:** AMSA does not have reliable data on passenger deaths before mid-2018 when we began receiving marine incident reports directly after assuming full-service delivery. Prior to 2018 States and Territories delivered national system services on behalf of AMSA as the national regulator, and the deaths of passengers on DCVs may not have been captured, and it is likely that deaths from illness or natural causes were included in the statistics (that is, not related to the operation of the vessel). AMSA commenced collating accurate figures of passenger fatalities in 2018. The average number of passenger deaths since 2018 is 0.5. There were no passenger deaths related to the operation of the vessels reported to AMSA during the reporting period.

CASE STUDY:

Mandatory reporting of seafarer deaths at sea, p 20

SOURCE:

2021-22 Corporate Plan:  
Page 33  
<https://www.amsa.gov.au/non-financial-performance-measures>

RPF: Principles 1 and 2

FOOTNOTES:

[1] in the 2020-21 annual report we incorrectly reported the result for 2018-19 as 9 fatalities, this figure was from the 2017-18 period, and the correct figure for seafarer deaths in 2018-19 is 2.

[2] in 2018-19, an Amber result was based on the absolute number of fatalities. More than 2 fatalities would have constituted a Red result.

[3] in 2019-20, the traffic light was based on the absolute number of fatalities. Any figure above 0 was considered a Red result.

[4] in 2020-21, the traffic light was determined by comparing the absolute number of fatalities (n=3) against the rolling 5-year average number of fatalities (4.3). As such, the 3 deaths recorded in that period were fewer than the average and so the result was Green.

## Case study: Mandatory reporting of seafarer deaths at sea

In a significant step towards saving more lives at sea, in June 2022 the International Labor Organization (ILO) adopted an Australian-initiated proposal to mandate reporting of seafarer deaths including suicides and person-overboard.

The Australian Seafarers' Welfare Council (ASWC)<sup>1</sup> was instrumental in identifying a gap in international data – specifically seafarer deaths attributed to medical events, lost overboard, or suicides making the availability of such data inconsistent, and fragmented. The absence of such data became more prominent during the COVID-19 pandemic.

While AMSA data from foreign flag vessel incident reports suggested an increase in person overboard incidents during the COVID-19 pandemic (2020<sup>2</sup>), this could not be globally verified due to the lack of data on international deaths at sea. Emerging evidence was showing that seafarers experienced high levels of psychological distress, depression and anxiety during the COVID-19 pandemic<sup>3</sup>. Additionally, research identified that the impact of the COVID-19 pandemic has exacerbated some of the pre-existing challenges, while also posing new challenges for the maritime industry<sup>4</sup>. The availability of data in this area is critical to allow for patterns and trends to be analysed to better enable targeting of areas of concern, such as mental health.

AMSA worked closely with the Attorney-General's Department, which leads Australia at the ILO on labour standards, on the proposed amendment to make reporting of all deaths at sea mandatory. AMSA also engaged extensively internationally, seeking support from other member states and international stakeholders' groups with an interest in seafarer welfare.

The Australian proposal to amend the Code to the Maritime Labour Convention (MLC) 2006 to capture meaningful data of all seafarer deaths at sea was submitted in October 2021 for consideration at the 4th Maritime Labour Convention Special Tripartite Committee in April 2022. The proposal was co-sponsored by France, Panama, New Zealand, Norway and Kenya, and supported by several other countries.

After much deliberation and consultation by the tripartite members (seafarer, shipowner and government groups) it was agreed unanimously by the Special Tripartite Committee in April 2022 to include in the Code a mandatory requirement to report deaths at sea. This is a significant positive outcome for the global maritime industry and the first time that mandatory reporting will be received by the ILO on deaths in any sector in the world. The resolution will come into effect in 2024.

1 Chaired by AMSA, the ASWC supports seafarer welfare at the national level and assists in coordination of port/regional welfare committees. It comprises membership from the International Transport Workers Federation (ITF), Maritime Industry Association Limited (MIAL), Australian Transport Safety Bureau, Ports Australia, Shipping Australia Limited and Port Seafarer Welfare Providers.

2 AMSA Maritime Labour Convention Annual Report: [Maritime Labour Convention – 2021 Annual Report \(amsa.gov.au\)](https://www.amsa.gov.au/annual-reports/maritime-labour-convention-2021-annual-report)

3 Qin, W., Li, L., Zhu, D., Ju, C., Bi, P., & Li, S. (2021). Prevalence and risk factors of depression symptoms among Chinese seafarers during the COVID-19 pandemic: A cross-sectional study. *BMJ Open*, 11, e048660. <https://doi.org/10.1136/bmjopen-2021-048660>

4 Pauksztat, B., Andrei, D. M., & Grech, M. R., (2021). Effects of the COVID-19 pandemic on the mental health of seafarers: A comparison using matched samples. *Safety Science* 146 (2022) 105542

## Clean seas

### Performance measure 4

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018-19		2019-20		2020-21		2021-22	
4									
Reducing trend in the number of significant pollution incidents	trending to zero	0	●	0	●	0	●	2	●
<p><b>RATIONALE:</b></p> <p>A reducing trend in the number of significant pollution incidents is an indicator of the success of AMSA's preventative measures across its operations (for example, ship inspection, safety education, regulation) which all contribute to preventing marine pollution. A significant pollution incident is now defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies [<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>TRAFFIC LIGHT:</b></p> <p><b>Red:</b> one or more significant pollution incidents caused by shipping</p> <p><b>Amber:</b> N/A</p> <p><b>Green:</b> 0 incidents</p>									
<p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>There were two level 2 spills during the reporting period.</p> <p>In December 2021, AMSA received a report of thick black oil globules on Cocos Keeling Islands. AMSA worked with the Western Australia Department of Transport, and despite the isolated location, within 72 hours a team was on site to assess the pollution. The assessment found that the oil appeared to be heavily weathered, indicating that it could be up to several weeks old. Shoreline clean-up operations were conducted over two separate week periods (December and January). It was assessed there was no damage to the environment, and crab migrations were unaffected. Any remaining oil was assessed as being able to disperse through natural means with no impacts.</p> <p>The response to this incident involved collaboration between AMSA, Western Australia Department of Transport, the Australian Federal Police, Parks Australia, Shire of Cocos Keeling Islands and the Department of Infrastructure, Transport, Regional Development and Communication.</p> <p>The second incident occurred in January 2022, when the cement carrier <i>MV Goliath</i> collided with two TasPorts tugboats. The tugs were berthed, stationary and unattended at the time of the collision. Both tugs were heavily damaged, and both sank in the Mersey River immediately adjacent to TasPorts wharf Berth 3. The tugs contained substantial volumes of diesel fuel and other oils. TasPorts estimated the combined volume of both tugs at 69,000 litres of diesel and 6,000 litres of engine, lubricant and hydraulic oils. Total loss was initially assumed.</p> <p>The response to this incident involved collaboration between the Environment Protection Authority (EPA), TasPorts, AMSA, the Department of Natural Resources and Environment Tasmania (NRE), Marine Safety Tasmania (MAST), Tasmanian Police (TasPol), local government, community groups and other agencies. AMSA provided immediate assistance in the way of expert technical advice and access to National Plan Pollution equipment within four hours of notification.</p> <p>AMSA has nine stockpiles of equipment strategically placed around the country to support a rapid response to pollution incidents, available to Commonwealth, State and territory agencies. In this instance at Devonport, this access and the rapid response by all parties minimised the impact on the environment.</p> <p>AMSA's regulatory activities reduce the likelihood of a spill occurring including by:</p> <ul style="list-style-type: none"> <li>• Ensuring regulated vessels are operated safely and meeting standards</li> <li>• Ensuring seafarer standards and welfare; and</li> <li>• Delivering, implementing and enhancing the National System for Domestic Commercial Vessel Safety.</li> </ul>									
CASE STUDY: N/A		SOURCE: 2021-22 Corporate Plan: Page 33 <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a>					RPF: Principle 1		

## Performance measure 5

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
5									
Timeliness of response to significant oil spill incidents	within 4 hours		N/A		N/A	Met	●	Met	●
<p><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 of AMSA's marine pollution response arrangements</p>									
<p><b>TRAFFIC LIGHT:</b>  <b>Red:</b> Response time is greater than four hours  <b>Amber:</b> N/A  <b>Green:</b> Response time is less than four hours</p>									
<p>There were two level 2 spill incidents during the reporting period and AMSA responded within one hour of the receiving the report. AMSA has arrangements in place to activate response personnel and equipment stockpiles within four hours should a Level 2 incident occur.</p>									
<p><b>CASE STUDY:</b> N/A</p>			<p><b>SOURCE:</b> 2021–22 PBS: Page 200 2021–22 Corporate Plan: Page 34 <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a></p>				<p>RPF: N/A</p>		

## Saving lives

### Performance measure 6

PERFORMANCE MEASURE	TARGET	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
6									
Save as many lives as possible of those at risk	100%	97%	●	99%	●	98%	●	92%*	●
<p>* IMPORTANT NOTE: This year's result does not mean that AMSA only saved 92% of lives at risk. In the interest of transparency and to remove potential bias, the data reported this year includes unpreventable loss of life (unpreventable loss of life includes un-survivable aircraft crashes and incidents where reporting occurred outside of the timeframe for survivability). As noted in methodology section below, previously a qualitative assessment was made, and these numbers were removed from the calculation. AMSA's actions saved 786 lives this year.</p>									
<p><b>RATIONALE:</b> Measures the effectiveness of AMSA's overall search and rescue coordination capability and management of search and rescue assets to respond to persons at risk within the Australian search and rescue region.</p> <p>Each search and rescue incident reported to AMSA is assessed to enable a plan to respond to a life at risk. At the time of planning a response information is often imperfect as to the status of those being rescued; every response initially assumes a life is savable. The assessment takes into account those times where the life may have already been lost but is unable to be determined at the time of response (e.g., a response to an un-survivable aircraft crash)</p>									

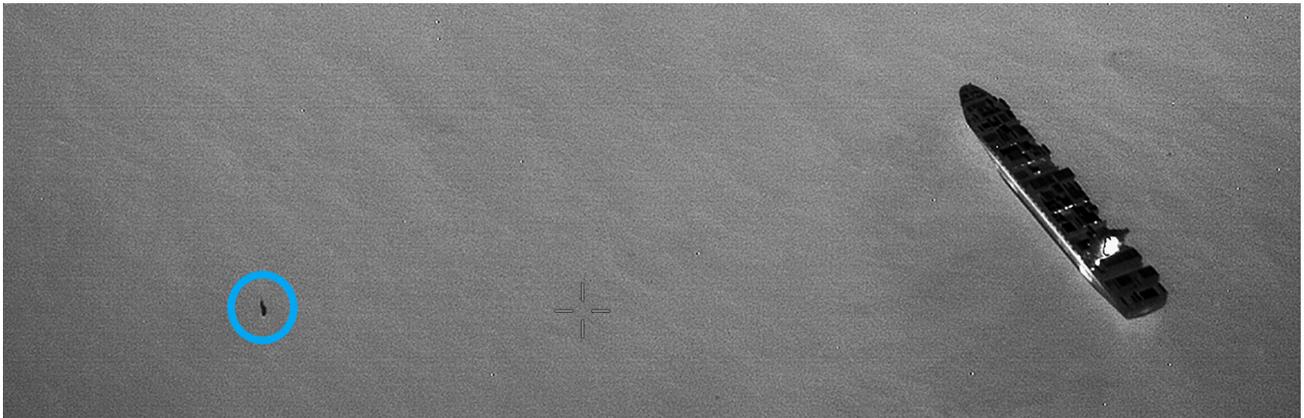
<p><b>METHODOLOGY:</b></p> <p>The methodology for calculating lives saved has been updated since the 2020–21 Annual Performance Statements. Prior to 2021–22, the AMSA Response Centre (ARC) manually assessed lives lost from data in the Nexus Incident Management System. A qualitative assessment was then applied to incidents where a life was lost, however this was subjective and with large data sets was difficult to manipulate particularly to be able to apply future trend analysis. It had limited merit in post-incident analysis for example, un-survivable aircraft crashes were not reported as lives lost because there was no action that could have taken to prevent loss of life, but data measurement was difficult to standardise.</p> <p>In 2021 Nexus was updated to allow capture of additional data fields including a specific data field for lives lost. This change allowed data to be more reliably captured and removed the manual filtering and need for subjective assessment of data.</p> <p>To ensure reliability and accuracy of data, the ARC now reports all lives lost. This acknowledges that it is difficult to assess if intervention could have prevented the loss of life. The consequence of this change of methodology is an increase in the lives lost (8% for 2021–22, versus 2% in the previous year). The performance of AMSA has not reduced in terms of capability or responses, but the way this is measured has changed and is responsible for the re-baselining for this criterion.</p> <p>Changes to this measure may need to be considered for future reporting periods. There is a related note in the AMSA 2022–23 Corporate Plan to reflect the change and potential impact on future results.</p>		
<p><b>TRAFFIC LIGHT:</b></p> <p><b>Red:</b> Less than 100%</p> <p><b>Amber:</b> N/A</p> <p><b>Green:</b> 100%</p>		
<p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>AMSA's intention is to save all lives at risk (100%). In practicality, the circumstances surrounding individual incidents (e.g., poor weather making flying untenable) are highly variable and affect the possibility of success of a search and rescue response. This reality is reflected in the previous results reported by AMSA for this measure. See *Important Note for further analysis.</p>		
<p><b>CASE STUDY:</b></p> <p>Solo sailor rescue, Mallacoota: Page 24</p> <p>Rescue of three crew from capsized fishing vessel: Page 25</p> <p>Unregistered beacon activation leads to rescue: Page 26</p>	<p><b>SOURCE:</b></p> <p>2021–22 PBS: Page 200</p> <p>2021–22 Corporate Plan: Page 34</p> <p><a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a></p>	<p>RPF: Principle N/A</p>

## Search and rescue case studies

Case studies demonstrating AMSA's search and rescue activities have been randomly selected to remove the potential for bias in our reporting.

### Case study: Solo sailor rescue, Mallacoota

#### Rescue in Australian waters



| Caption: This image was taken by AMSA's Challenger aircraft on the evening of 18 July 2021. It shows the yacht (circled) and the container vessel *Pusan C* which was diverted to assist the stricken sailor. The image demonstrates the range of vessels in AMSA's regulated community.

On 18 July 2021, a distress beacon registered to a 13m yacht *SV Avarest* with a solo sailor onboard was detected approximately 45 miles south east of Mallacoota, East Gippsland Victoria.

AMSA Response Centre tasked the Essendon-based Challenger, a rescue helicopter, and a New South Wales Water Police vessel to assist. This mix is indicative of the network of search and rescue assets AMSA maintains across the country through commercial contracts and memorandums of understanding with State/territory jurisdictions.

AMSA also issued a broadcast to shipping and diverted the container vessel *Pusan C* to assist. The Challenger located the *SV Avarest* and confirmed that the sailor was safe, but the vessel had suffered steering damage. After refuelling, the Challenger returned to the scene to remain overhead (with the *Pusan C* remaining on station) until a Gippsland Water Police vessel arrived and took the *SV Avarest* under tow to Gabo Island where the tow was handed over to an Eden Water Police vessel.

The NSW Police vessel, with yacht in tow, safely arrived back at Eden at midday 19 July 2021.



Caption: This image, captured by AMSA's Challenger aircraft in the evening on 18 July 2021, shows the stricken yacht (right) and the Police vessel which towed the *SV Averest* to Gabo Island

## Case study: Rescue of three crew from capsized fishing vessel

### Rescue in the Australian search and rescue region

Early in the afternoon of 20 March 2022, an Australian government surveillance aircraft reported sighting a capsized fishing vessel with three survivors clinging to the wreckage approximately 100 nautical miles west of Ashmore Reef, within the Australian search and rescue region. The AMSA Response Centre assumed search and rescue coordination.

A sector search of the vicinity using the government surveillance aircraft and AMSA's Perth-based Challenger aircraft was conducted. Nearby merchant shipping was also diverted to the scene. The Singapore flagged bulk carrier PSU Sixth/S6OP rescued three survivors from the wreckage. The two other bodies that had been sighted with the wreckage were unable to be found.

The survivors were transferred to the Australian Defence Vessel *Cape Inscription*. One survivor was in a critical condition and required an urgent medical evacuation. The AMSA Response Centre arranged for a Broome-based helicopter to refuel at Prelude oil rig before conducting the winch recovery of the critical patient who was then transported to Broome hospital. AMSA's Cairns-based Challenger aircraft provided top cover (communications relay and emergency search and rescue support) for the winch operation.

The other two survivors were transported to Darwin.

The three survivors were from the Indonesian Fishing Vessel *FM Kuda Laut* which had capsized two days earlier (18 March 2022) with 12 crew on board. Indonesian media reports said that the wooden vessel had been sunk after being hit by a large wave. The survivors reported that the rest of the crew had perished, and no bodies have been recovered.

## Case study: Unregistered beacon activation leads to rescue

On 25 January 2022, the AMSA Response Centre detected an unregistered Emergency Position Indicating Radio Beacon (EPIRB) in the Swain Reefs area, 160 nautical miles East of Mackay QLD.

The AMSA Response Centre issued a broadcast to shipping and diverted its Cairns-based Challenger aircraft which was airborne on a relocation flight from Essendon.

Using information from vessels in the area equipped with automatic identification systems, it was determined that the Great Barrier Reef Marine Park Vessel *Reef Resilience* was 40 nautical miles from the distress location, and AMSA requested the vessel respond to the beacon alert. The Challenger aircraft also established communications with the mother ship *Ko-Dee-Cue*/VMQ8196 and directed them to the scene.

This rescue operation illustrates the unique safety issues for dory operations (a type of tender operation that involve a fleet of small boats with only one or two people on board, fishing in a designated zone and reporting to a parent vessel overseeing their activities). AMSA conducted a dory safety campaign in April 2022 which provided advice to operators on how to keep crew safe at sea (<https://www.amsa.gov.au/vessels-operators/domestic-commercial-vessels/dory-vessel-safety>) and included links to a dory safety checklist (<https://www.amsa.gov.au/news-community/campaigns/dory-safety-checklist>). See case study 'Dory safety campaign' on p33 for further details.



| Caption: Image taken from the Challenger aircraft of the dory crew with the internationally-recognised 'V for distress' signal.

## Regulatory performance

### Performance measure 7

PERFORMANCE MEASURE	TARGET <sup>[1]</sup>	RESULTS							
		2018–19		2019–20		2020–21		2021–22	
7									
Demonstrated through: Measures 3.1, 3.2 and 4; as well as:									
7.1: Satisfaction with the resolution of inquiries through AMSA Connect	90%	85%	●	89.3%	●	91.3%	●	90.3%	●
7.2 General stakeholder feedback		Not reported		Not reported		Not reported		Achieved	●
7.3 Maintenance of ISO certification	Maintained	Not reported		Not reported		Not reported		Achieved	●
7.4 Case studies of business process improvement projects	See case studies	Not reported		Not reported		Not reported		Achieved	●
<p><b>RATIONALE:</b></p> <p>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 we understand the issues, are listening and evolving our systems and capabilities to improve.</p> <p>A focus on continuous improvement is a key requirement of ISO certification, evidenced by case studies.</p>									
<p><b>ANALYSIS OF PERFORMANCE:</b></p> <p>Overall performance: Achieved</p> <p>7.1: Satisfaction with the resolution of enquiries                      This result is from a post call survey. Of the 23,749 callers that had the opportunity to take the AMSA survey, 2,281 (9.6%) completed it – which is statistically significant. On a scale of 1-10, callers' are asked to rate AMSA on how satisfied they are overall with their interaction. On average, the 2,281 callers rated AMSA 9/10 (90%).</p> <p>7.2: General stakeholder feedback                      During 2021–22, AMSA responded to 2,673 private messages which were received across AMSA's social media channels. The social media procedures were followed to respond to messages that may affect the health and wellbeing of users within 12 hours, and acknowledge other social media enquiries within one day, with a resolution provided within seven days.                      AMSA Connect responded to 100% of stakeholder feedback within one business day of receipt. 100% of stakeholder feedback was actioned through customer relationship management (CRM) channels within the service level agreement timeframe (five working days).</p> <p>7.3 Maintenance of ISO certification                      An integrated management system (IMS) demonstrates our AMSA's commitment to customers, stakeholders and ourselves. AMSA is committed to:</p> <ul style="list-style-type: none"> <li>• Providing the highest quality services</li> <li>• Enhancing our AMSA's environmental performance</li> <li>• Upholding exemplary standards of workplace health and safety</li> <li>• Continually improving how we do business.</li> </ul> <p>The IMS is the basis of and demonstrates our AMSA's ability to meet our commitments. AMSA is certified against three ISO standards:</p> <ul style="list-style-type: none"> <li>• ISO 9001:2015: Quality Management Systems – Requirements</li> <li>• ISO 1400:2015 Environmental Management Systems – Requirements and guidance for use</li> <li>• ISO 45001:2018 Occupational Health and Safety Management System – Requirements and guidance for use</li> </ul> <p>The most recent recertification audit was completed in December 2021</p>									

7.4 Case studies of business process improvement projects See case studies below		
CASE STUDY: Early improvement program, p28 Invoice processing efficiencies through Expense and Invoice Automation project, p29 Incident report follow-up, p30	SOURCE: 2021–22 Corporate Plan: Page 34 <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a>	RPF: Principle 1
FOOTNOTE: [1] Each demonstration activity is different. Not all have quantifiable targets currently or are suitable candidates for quantifiable targets. For example, AMSA Connect satisfaction target is 90%, but here is no target for stakeholder feedback		

## 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 case studies following provide a snapshot of the types of business improvement projects undertaken by AMSA in 2021–22 and demonstrate commitment to principle 1 of the Regulator Performance Guide: continuous improvement and building trust. The case studies following provide a snapshot of the types of business improvement projects undertaken by AMSA in 2021–22 and demonstrate AMSA's commitment to principle 1 of the Regulator Performance Guide: continuous improvement and building trust.

### Case study: Early improvement program

AMSA commissioned an external review of its vessel certification, compliance, and enforcement functions in 2021. The review identified several potential areas for improvement for AMSA to consider, many of which require long-term planning and investment.

In recognition of the lead time taken to comprehensively review and implement complex system changes, AMSA initiated a program of quick wins to identify and implement improvements that could be made in the short term.

A team of AMSA staff workshopped a range of potential areas of improvement, focused on removing unnecessary steps in business processes, or areas that caused frustration for staff and/or stakeholders. Each team member was then tasked with developing an implementation plan and was accountable for its delivery.

To date the program has completed 20 projects, with another seven underway.

These projects addressed a range of issues, from improving how AMSA Connect addressed high volume queries, how internal travel requests are managed, to training for staff to better use the customer relationship management system.

The program had the added benefit of giving more staff practical experience in managing change projects from initiation to completion.

While achieving many of its stated aims, the program highlighted the challenges for staff in maintaining AMSA's business as usual task of working with and engaging industry while at the same time managing project work. These lessons have been fed into AMSA's Future Operations Taskforce as it undertakes change projects aligned to AMSA's Strategy 2030.

## Case study: Invoice processing efficiencies through the Expense and Invoice Automation project

To improve payment efficiency, in 2019 AMSA commenced a project to move expense processes into a cloud-based and mobile-enabled integrated system with streamlined paper-free information flows.

The previous systems had significant pain points around the lack of live feeds and concurrent matching from the credit card system, different points of entry of invoices into the payment system, manual validation against procurement contracts and receipting of goods and services.

There were also inconsistent approval processes with no automated controls and a lack of tracking capability over invoice workflow bottlenecks.

The Expense and Invoice Automation project was designed to eliminate these issues and is being delivered in four phases – Expense Automation, Integrated Procurement and Invoice Automation, Electronic Invoicing and Integrated Travel Management.

Phase 1 – Expense Automation – went live July 2020 porting the credit card management process to a cloud-based user managed portal with direct bank feeds.

In March 2022, Phase 2 – Invoice Automation went live, driving business efficiencies through:

- no double handling of data with integrated workflows across systems
- no paper or scanned invoices with AMSA's suppliers having a centralised AMSA email address to send PDF invoices
- optical Character Recognition (OCR) technology being harnessed to automatically populate the invoice management database and matched to known supplier or contract/PO details
- digital workflow approvals with built controls to ensure proper authorisation

In addition, Invoice automation will bring critical benefits across AMSA business areas including:

- improving efficiency by reducing manual intervention
- digitising the workflow allowing effective tracking of individual invoices
- reducing payment cycle times for suppliers
- better alignment with the government Pan European Public Procurement Online (PEPPOL) initiative; and
- improving staff experience by providing an integrated process – payment workflow.

The project aligns with AMSA 2020–21 Corporate Plan strategic objective 7: Innovation and 9: Organisational capability and resilience.

The other critical factors influencing the project are the Australian Government's:

- e-invoicing target of 1 July 2022 under the PEPPOL initiative
- payment Times Reporting Scheme mandatory reporting of overdue invoices
- supplier Pay On-Time or Pay Interest Policy

The last two phases of the project will be delivered in the 2022–23 financial year and will further enhance our stakeholder experience in relation to invoice processing.

## Case study: Incident report follow up

There are many and varied examples of organisations failing to learn from the errors and mistakes of previous operational events, or to leverage and embed those aspects that proved successful operationally. Failure to learn lessons can have varying impacts, ranging from operational failures to lack of efficiency in effort that translates to effectiveness which is well below community and stakeholder expectation, or a corresponding impact on response time and costs related to responding to incidents.

During 2021–22, AMSA undertook an extensive review of its processes and standard operating procedures relating to incident response, including search and rescue functions. As part of this review, a mechanism was sought that could improve post-incident management processes, particularly in the fields of lessons management to feed into a continuous improvement cycle.

A ‘Lessons Management’ approach is widely adopted across Australia’s emergency management sector. This has stemmed from many Inquiries and Royal Commissions which in almost every instance, identified a series of failings which had either occurred previously or ought to have been well known to authorities and government.

Lessons management is an overarching term that refers to collecting, analysing, disseminating and applying learning experiences from events such as incidents, operations, exercises, projects, programs and reviews.

Learning lessons leads to improved operational effectiveness and reduced residual risk. Consistent approaches to lessons management encourages adaptability and flexibility. Lessons management can also have a positive impact on the culture of the organisation.

The intended outcomes of the approach include:

- enhanced contribution to evidence-based decision making
- improved organisational and personal performance and knowledge management
- enhanced capability
- better informed engagement and collaboration with stakeholders
- integrated approach to lessons management
- executive leadership champion support for a learning and just culture
- improved collective responsibility for identifying lessons and implementing learnings
- enhanced ability to demonstrate that lessons have been learned and improvements made.

AMSA created a permanent Evaluation Advisor position to enable a lessons management cycle to be developed.

Complementing this, a knowledge management team was established within the AMSA Response Centre, with a core group of search and rescue officers to support improvements to operational readiness. This cadre now has an established review cycle with set protocols and processes to ensure that there is a coherence to changes made, particularly where they impact more broadly across the organisation.

## Performance measure 8

Regulator best practice Principle 3: Collaboration and engagement

PERFORMANCE MEASURE	TARGET <sup>[1]</sup>	RESULTS							
		2018-19	2019-20	2020-21	2021-22				
8		2018-19	2019-20	2020-21	2021-22				
Demonstrated through:									
8.1 Number and duration of consultations available	No target	Not reported	Not reported	Not reported	Achieved				●
8.2 Channels used, e.g. online/ face-to-face	Measure discontinued and performance therefore not reported – see analysis of performance.								
8.3 Engagement rates (eg email open rates)	37%	39%	●	39.3%	●	Not reported		47%	●
8.4 Analysis of consultation feedback, and publishing outcomes	No target	Not reported		Not reported		Not reported		Achieved	●
8.5 Results of targeted surveys	Average greater than or equal to 3	4.1	●	3.75	●	3.37	●	4.1	●
8.6 Outcomes of education and compliance campaigns	No target	Not reported		Not reported		Not reported		Achieved	●
<p><b>RATIONALE:</b></p> <p>It is important that AMSA provides stakeholders with the opportunity to influence 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>ANALYSIS OF PERFORMANCE:</b></p> <p>Overall result: Achieved</p> <p>8.1: Number and duration of consultations available</p> <p>AMSA conducted five public consultations on proposed regulatory changes during 2021-22.</p> <ul style="list-style-type: none"> <li>NSCV C1 (Wheelhouse visibility, escape, accommodation, and personal safety) (14 February – 24 April 2022) – 10 weeks</li> <li>Marine Order 64 (vessel traffic services) (7 March – 3 April 2022) – 4 weeks. This order only required 4 weeks consultation as impacted stakeholders were engaged in the development of the marine order.</li> <li>Marine Order 97 (air pollution) (24 January – 20 March 2022) – 8 weeks.</li> <li>Marine Order 505 (Certificates of competency) (20 September – 14 November 2021) – 8 weeks</li> <li>Lifejacket wear requirements for DCVs (26 October – 17 December 2021) – 7.5 weeks</li> </ul> <p>8.2: AMSA reviewed measures in November 2021 and determined that this measure was not appropriate as it focused on the method of delivery, rather than the content and outcome. As per <a href="#">Resource Management Guide 134, Annual Performance Statements for Commonwealth Entities</a>, AMSA elected to discontinue this measure and as such no result is provided.</p> <p>8.3: Engagement rates (e.g. email open rates)</p> <p>For email campaigns targeting stakeholders, the average open rate for 2021-22 was 47%—an increase of 3.8% from 2020-21. The rate at which emails are opened by recipients is considered to be indicative of their levels of engagement.</p> <p>8.4: Analysis of consultation feedback, and publishing outcomes</p> <p>Analysis of feedback for consultations listed under item 8.1 have been completed.</p> <p>Publication of feedback reports for the following consultations are pending as policy settings have not been finalised to allow completion of AMSA's response to submissions.</p>									

- NSCV C1 (Wheelhouse visibility, escape, accommodation, and personal safety)
- Lifejacket wear requirements for DCVs
- Marine Order 97 (air pollution)

8.5: Results of targeted surveys:

Results have been drawn from the online 'Have your say about AMSA' survey (<https://www.amsa.gov.au/news-community/consultations/have-your-say-our-performance-regulator>). While the results remain above target, the response size was disappointing. Only 12 responses were received over the financial year. We decided to include the same regulator performance questions in the AMSA Committees Member Survey (June 2022) and received an additional 22 responses, bringing the total to 34 for the year. The results are above target (average 4), however AMSA recognises that a low response rate means that this data does not necessarily reflect the views of stakeholders.

We will be including regulator performance questions in as many stakeholder evaluations as possible going forward to try to increase the response rate.

In the 2021-22 Corporate Plan we signalled that we intended to use the results of the inaugural whole-of-government regulator performance survey. The survey was conducted, however the results are not yet available and are therefore not reflected in the results.

8.6: Outcomes of education and compliance campaigns

In total, 48 campaigns were managed throughout 2021–22. AMSA evaluates the performance of every campaign through a range of tools, including formal surveys, feedback on social media, hits and clicks on relevant AMSA's web pages.

The campaigns converted more than 94,000 individual users to the AMSA website for more information, which represents 10 per cent of total users during 2021–22, and resulting to more than 120,000 sessions on our the website. More than 50 per cent of users who visited the website via the campaigns came from paid digital advertising (Google search and social media) and 26 per cent of users came via email marketing showcasing the reach and engagement of the campaigns.

<p>CASE STUDY: Passenger safety campaign p32  Dory safety campaign, p33</p>	<p>SOURCE: 2021–22 Corporate Plan: Page 34 <a href="https://www.amsa.gov.au/non-financial-performance-measures">https://www.amsa.gov.au/non-financial-performance-measures</a></p>	<p>RPF: Principle 3</p>
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FOOTNOTE:

[1] Each demonstration activity is different. Not all have quantifiable targets currently or are suitable candidates for quantifiable targets.

## Case study: Passenger safety campaign



In May 2020 AMSA amended Marine Order 504 to clarify and strengthen passenger monitoring requirements on passenger vessels. To support this amendment, AMSA commenced a safety campaign to help passenger vessel operators implement the new passenger requirements

During the campaign, AMSA recognised that whilst most operators already met these legislative requirements, there were some vessel operators that needed assistance to make the necessary changes to their operating practices. Charter and passenger vessels operate around Australia, sometimes in remote areas, and messaging considered seasonality and the effectiveness of forums (online, face-to-face, social media, email, etc). The safety campaign provided information via the web

web and was supported by extensive social media. Webinars were delivered whilst COVID was at its peak and further information was promulgated through an online Frequently Asked Questions page. The social media campaign reached more than 6500 recipients individuals and the AMSA update newsletter, more than 22,000.

Since June 2021 AMSA conducted face-to-face workshops around the country from Broome to Fremantle, throughout Queensland and in New South Wales. In addition, information around passenger responsibility onboard vessels has been promoted in collaboration with State-based Work, Health and Safety regulators around the country.

AMSA continues to actively check Safety Management Systems on passenger vessels during inspections, specifically the implementation of the amended headcount requirements in Marine Order 504.

## Case study: Dory safety campaign



| Caption: An example of a dory operation

Since 2009, there have been more than 200 incidents involving Queensland dory fishing operations (see for example, the case study: Unregistered beacon activation leads to rescue, p26.)

**Dory safety workshops**

**QUEENSLAND WORKSHOPS**

<p><b>Cooktown</b> PCYC Cooktown 3 May Street, Cooktown <b>Sunday 24 November 2019</b> 10:00am-13:00pm</p>	<p><b>Mackay</b> Mackay Bowling Club 27 Nebo Road, Mackay <b>Wednesday 27 November</b> 9:00am-13:00pm</p>
<p><b>Cairns</b> Maritime Safety Queensland Floor 1, 100-106 Tingira Street, Portsmith <b>Monday 25 November 2019</b> 9:00am-13:00pm</p>	<p><b>Gladstone</b> PCYC Gladstone 53 Yarroon Street, Gladstone <b>Thursday 28 November</b> 9:00am-13:00pm</p>
<p><b>Bowen</b> Grand View Hotel 5 Herbert Street, Bowen <b>Tuesday 26 November</b> 9:00am-13:00pm</p>	<p>Bookings not required, but please register your interest by calling AMSA on 1800 627 484</p>

Dory operations involve a fleet of small boats with only one or two people on board, fishing in a designated zone and reporting to a parent vessel overseeing their activities.

In 2016, AMSA noted deficiencies in operational safety within the Queensland dory fishing industry that had to be addressed. This included a lack of appropriate communication capability between dories and the parent vessel, and a lack of appropriate safety equipment onboard. These deficiencies not only put lives at risk but lead to large-scale search and rescue operations that could be avoided with the introduction of simple and inexpensive Very High Frequency (VHF) radios, the wearing of lifejackets, and knowledge of when to activate an Emergency Positioning Indicating Radio Beacon (EPIRB).

AMSA launched an educational safety campaign in 2016 to this industry which resulted in a notable decrease in incidents involving dory operations in 2017. However, incidents trended back up in 2019.

As a result, in 2019, 2020 and 2021, AMSA conducted focused inspection campaigns named 'Operation Nemo I, II and III' aimed at addressing risks specific to the dory industry.

In a push to further improve the safety of dories and prevent deaths at sea, AMSA partnered with Maritime Safety Queensland, Queensland Police Service, Queensland Boating and Fisheries Patrol, and the Great Barrier Reef Marine Park Authority to workshop with fishers across the state to address these safety issues. These regional workshops were complemented by targeted on-water compliance activities with AMSA's partner agencies.

In 2019, 72 parent vessels were inspected with a Compliance Notice rate of 20 per cent. Compliance notices are issued when serious breaches of the National Law for Domestic Commercial Vessels are identified, and these breaches present a serious risk to the safety of persons on board or to the protection of the marine environment.

In 2020, 61 Parent vessels were inspected with reduction of Compliance Notices to three per cent.

In 2021, 67 Parent vessels were inspected with a slight increase in Compliance Notices to eight per cent.

In the two years prior to the first campaign in 2016 there were 55 incidents recorded. Since the campaigns re-started in 2019, we have seen a reduction in annual incidents, and a total of only 16 incidents in the three calendar years.

During these campaigns AMSA developed a broad range of tools for operators including:

- Safety checklists
- Safety management system preparation
- Development of beacon use and registration information.

The learnings from this focused campaign have been promoted as a part of a national safety campaign.



| Caption: Participants at one of the Dory Safety workshops

## 2021–22 Corporate Plan – progress against key activities

Organised under the nine strategic objectives outlined in our 2021–22 Corporate Plan, the following provides progress reports on our key activities, including additional case studies where relevant. New capabilities are identified with the [CAP] mark, and improved digital capabilities to enhance effectiveness, improve efficiency, retain relevance and meet our stakeholders' expectations are identified by the [DIGITAL] mark

## Strategic objective 1: Risk-based regulation

As a regulator, AMSA develops maritime safety and environment pollution prevention standards, makes regulations to give effect to those standards and monitors compliance with and enforces those standards.

We work with the maritime industry to improve safety through implementing robust standards and guidance, as well as undertaking targeted compliance and enforcement activities.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
1.1	Work with government to implement the response to the Senate Standing Committee on Rural and Regional Affairs and Transport report from the inquiry 'Performance of the Australian Maritime Safety Authority'	Achieved	<p>In response to the Senate Rural and Regional Affairs and Transport Committee's Inquiry into the Performance of AMSA report, the Government committed to pursue a suite of improvements to the National Law, informed by a comprehensive independent review. The independent review commenced in January 2022.</p> <p>AMSA has worked closely with the review panel to inform phase one of the review. AMSA made a submission to the National Law review in March 2022 highlighting six main areas for improvement:</p> <ul style="list-style-type: none"> <li>aligning the scope of the National Law with risk</li> <li>establishing a flexible and risk-based certification framework</li> <li>reducing the overlap with Work Health and Safety laws</li> <li>winding back grandfathering arrangements that are a risk to safety</li> <li>amending the penalty and offence provisions of the National Law</li> <li>enabling a fit for purpose surveyor accreditation scheme.</li> </ul> <p>The delivery of the phase one final report is expected in the first quarter of the 2022–23 financial year. Work to implement the recommendations of the Senate Inquiry and the independent review will continue in 2022–23.</p>
1.2	Continue to refine AMSA's Annual Compliance program to focus on high-risk operations and targeted education and inspection campaigns, based on a robust analysis of data and other information	Achieved	<p>AMSA's compliance plan continues to be refined to inform the next financial year focus areas and targets.</p> <p>The 2022–23 Compliance Plan was published in June 2022. The five focus areas for the 2022–23 plan are:</p> <ul style="list-style-type: none"> <li>Port and Flag State Control</li> <li>Maritime Labour Convention</li> <li>Domestic Commercial Vessels</li> <li>Search and Rescue</li> <li>Environmental</li> </ul>

1.3	Complete and evaluate a new port State control targeting system and identify next steps [CAP]	In progress	AMSA has completed the analysis of available options for a new Port State Control targeting system and will progress with the Seven Oceans Maritime Risk System. Initially this targeting model will be developed to operate into current systems. As an effectiveness improvement, the targeting system project has been incorporated within the broader Inspection Solution project.
1.4	Deliver and implement the new Marine Order 505–Certificates of competency – national law	Achieved	The Marine Order was made on 29 March 2022 and will come into effect on 1 January 2023.
1.5	Implement short- and long-term approaches for Engine International Air Pollutions Prevention (EIAPP) certificate requirements for domestic commercial vessels	In progress	Public consultation closed 20 March 2022 and the Marine Order 97 (Marine pollution prevention – air pollution) – will be amended in conjunction with the new greenhouse gas ‘short-term measure’ under Corporate Plan initiative 4.1 below.  The Order is due to commence on 1 January 2023.
1.6	Explore a phased approach to ending high risk grandfathering arrangements for domestic commercial vessels	In progress	The findings and recommendations from the Independent Review of the National Law (see 1.1 above) will inform AMSA’s approach to ending high risk grandfathering arrangements.  Work will continue in 2022–23.
1.7	Embed AMSA’s regulatory and operational risk framework into regulatory and operational business functions	In progress	Previously, AMSA engaged a consultant to develop a regulatory and response risk framework. The framework requires further work in order to be operationalised. This has resulted in significant delays with this project. AMSA intends to implement an AMSA Regulatory Risk Framework in 2022–23.
1.8	Engage with industry on targeted approach to mandating lifejacket wear requirements for domestic commercial vessels	In progress	AMSA completed initial consultation in 2021–22.  AMSA is currently analysing the issues raised, and the next stage of consultation will take place early in the 2022–23 financial year.
1.9	Develop an organisational data strategy to strengthen our use of data in decision making and improve our information quality and management	In progress	Work is underway to refine AMSA’s data strategy and develop an implementation roadmap which are expected to be finalised in early 2022–23.
1.10	Contribute to the whole of government efforts to decommission the Northern Endeavour floating production, storage and offtake (FPSO) facility	Achieved	AMSA was a member of the Northern Endeavour taskforce to ensure that the safety, environmental and reputational risks associated with the transfer of the facility to a vessel under the <i>Navigation Act 2012</i> are mitigated.  AMSA participated in the Department of Industry, Science, Energy and Resources (DISER) led workshop on the maritime and offshore petroleum jurisdictional interface and used this platform to influence changes to the <i>Offshore Petroleum and Greenhouse Gas Storage Act 2006</i> (OPGGSA) and mitigate the risks to offshore facilities when they become a vessel.  AMSA’s staff secondment to this whole-of-government initiative ended in March 2022. Subject matter expertise is now being provided as required.

## Strategic objective 2: Incident management capabilities

AMSA has a key role in intervening and responding to maritime incidents. We plan, prepare and are ready to respond 24 hours a day, 365 days of the year.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
2.1	Develop AMSA's initial Integrated Operations Framework beginning with integration within the Response Centre [CAP]	In progress	Maritime casualty assistance and Pollution (phase 1) have been integrated into the Response Centre. Further work to develop short-, intermediate- and long-term strategies for broader organisational integration have been explored and documented through a working group and will be progressed in 2022–23
2.2	Streamline maritime-mobile service identity (MMSI) allocation processes to improve the efficiency of distress alert systems in Australia	In progress	An MMSI is a unique nine digit number that is entered into certain marine radio communications equipment. When using this equipment to send a distress alert, or to indicate some other emergency, the number assists emergency services to identify the operator and/or vessel. The 2021–22 streamlining initiative is part of the broader work program in AMSA's Distress Alerting Strategy 2030.
2.3	Strengthen Response Centre engagement activities with key stakeholders and the community including through a higher public profile	In progress	<p>A stakeholder engagement plan was developed and media studio coverage has been achieved against key incidents/events. This has includes:</p> <ul style="list-style-type: none"> <li>• Sydney Hobart Yacht Race,</li> <li>• 25th anniversary for AMSA's Rescue Coordination Centre</li> <li>• response to incidents including the Mt Disappointment helicopter crash.</li> </ul> <p>Engagement opportunities have core key messaging including safety (be prepared, beacons save lives) and describe AMSA's role in working across states/territories, with commercial providers, and across government to achieve outcomes to help people in distress. Broader utility of the media studio has been demonstrated with pre-recording of safety campaign messaging and notification of public consultations.</p>
2.4	Review and enhance our Response Centre domain awareness information and situation awareness systems	In progress	AMSA undertook a review to evaluate and update AMSA Response Centre (ARC) standard operating procedures in 2021–22, with a go-live date of 1 July 2022. Applications and systems stocktake work continues. The Common Operating Picture remains in development with the scope of IT works and cost estimates being finalised.
2.5	Build AMSA's enterprise integrated response capability including search and rescue, pollution response and complex maritime emergencies	In progress	Maritime casualty assistance and Pollution (phase 1) have been integrated into the AMSA Response Centre. Capability gaps are being scoped and will be considered in the next financial year (2022–23) planning for further integration. Further work to develop short-, intermediate- and long-term strategies for broader organisational integration have been explored and documented through a working group and will be progressed in 2022–23.
2.6	Complete the scheduled review of the National Plan for Maritime Environmental Emergencies in collaboration with of the Department of Infrastructure, Transport, Regional Development and Communications to ensure incident response capability under that plan	In progress	AMSA obtained policy agreement from the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC), the Department of Industry, Science, Energy and Resources (DISER) and the National Offshore Petroleum Safety and Environmental Management Authority (NOPSEMA) to progress a Review of the National Plan with the States and Northern Territory. The National Plan Strategic Coordination Committee (NPSCC) has agreed to the review and Terms of Reference have been drafted, awaiting approval by DITRDC before endorsement by Infrastructure Transport Senior Officers Committee (ITSOC).

## Strategic objective 3: Navigation services

There are aids and rules for navigating Australian coastal waters, particularly in sensitive sea areas. Coastal pilots and vessel traffic services aid in preventing incidents and restrictions apply to operating commercial fishing and offshore exploration and production activities.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
3.1	Build a risk-based picture of our aids to navigation estate and strengthen governance and coordination of decisions, aids to navigation management and investment.	Achieved	AMSA developed a procedure to manage risks associated with access to aids to navigation sites. A Working Group has been established to implement the procedures.
3.2	Develop an Enterprise Asset Management system for capital planning and management including long term maintenance management [CAP]	In progress	<p>Scheduled for completion by December 2022. The delay is due to re-scoping the project.</p> <p>The Enterprise Asset Management (EAM) project as originally designed was expected to deliver the overarching asset management policy framework, build individual asset class management processes, a standard operating model and a system-based design before the actual system build. However, with the current process of project inventory prioritisation and management being undertaken through the Future Operations Taskforce, it was considered prudent to limit the scope of the EAM project to initially delivering the overarching policy framework and commence the process and system design work at a later stage.</p>

## Strategic objective 4: Responding to climate change

AMSA recognises the challenges that the changing climate brings to our role. We are working with maritime industries and Government to ensure that we are ready to regulate future designs and technologies that respond to climate change. We are also looking to prepare our own operations for potential impacts associated with changing weather events.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
4.1	Work with other Australian Government agencies and IMO member states to adopt the short-term global measures to reduce greenhouse gas (GHG) emissions from shipping under the IMO GHG Strategy which is to reduce the carbon intensity of shipping by at least 40 per cent by 2030	In progress	<p>The Joint Standing Committee on Treaties (JSCOT) approved the short-term measure as a treaty action in March 2022.</p> <p>Drafting of amendments to Marine Order 97 (air pollution) to give effect to the measure is underway. Public consultation on the amendments will take place in August 2022.</p> <p>The remaining technical guidelines that will support the measure were approved by the IMO Marine Environment Protection Committee at its June 2022 meeting.</p>
4.2	Conduct a random sampling program of ship fuel to prevent sulphur emissions, including independent testing to validate the accuracy of bunker delivery notes against the fuel sampled, and publishing our testing outcomes	Achieved	<p>AMSA received 50 Very Low Sulphur Fuel Oil (VLSFO) samples taken from various vessels across Australia over the period 2020–22 to conduct laboratory and computer modelling for response options and sulphur content compliance.</p> <p>To check the validity of the approved Bunker Delivery Note (BDN) sulphur testing process, AMSA conducted additional testing in which there was up to a 10 per cent variation between the additional test for sulphur and the standard test used for the BDNs of the VLSFOs. One sample taken for additional testing exceeded the IMO sulphur cap for VLSFOs for both testing methodologies. AMSA is considering screening more VLSFO samples for sulphur levels for comparison against the supplied BDN using the ISO 8217 XRF testing regime.</p> <p>AMSA intends to share the findings of this study with partner jurisdictions, agencies and international counterparts.</p>
4.3	Draw on strategic partners to develop our operational intelligence capabilities to improve our ability to predict extreme weather events and proactively prepare for incidents	Achieved	<p>AMSA business areas have collaborated on research into how VLSFO impact the marine environment, and how these impacts would be accounted for in the National Plan for Maritime Environment Emergencies. A tender has been progressed for a trial using a remotely piloted autonomous system (RPAS) to do sampling of sulphur emissions from vessels, with the trial set for 2022–23.</p> <p>AMSA has also supported changes to training and standard operating procedures for incident management. These extend to integrating the Australian Government Crisis Management Framework (AGCMF) and Crisis Appreciation and Strategic Prioritisation (CASP) framework into operational business. These have seen a higher profile from AMSA in the Australia Government Crisis and Recovery Committee (AGCRC) meeting cycle for all-hazards emergency management.</p>

## Strategic objective 5: International engagement

AMSA cannot achieve its vision and mission without engaging the expertise and experience of its regulated community and stakeholders. AMSA is active in influencing international ship safety, search and rescue protocols and marine environment standards and encouraging their effective implementation, which complements AMSA's compliance regime applied to ships arriving in Australian ports. We also have an extensive program of bilateral and regional contact to ensure that the risk of maritime incidents in Australian and neighbouring waters is minimised.

### Demonstrating achievement — key activities for the 2021–22 reporting period

Delivery of the following activities are a major component of our response to this strategic objective.

	Title	Status	Commentary
5.1	Lead Australia's campaign for re-election to the Council of the International Maritime Organization (IMO) to continue our efforts to modernise and make transparent the work and methods of the IMO	Achieved	<p>Australia was re-elected to Council in December 2021. Australia proposed a range of transparency initiatives, including:</p> <ul style="list-style-type: none"> <li>To release new categories of IMO documentation to the public</li> <li>Amendments to the IMO Convention to increase the size of Council from 42 to 50 members and the terms from two to four years</li> <li>The establishment of an annual observance day celebrating the achievements of women in the maritime industry. (see case study: Australia's advocacy for women in maritime and the establishment of an International Day for Women in Maritime by the IMO, p45).</li> </ul> <p>All were accepted by the Assembly.</p> <p>Discussions about live streaming plenary meetings, greater participation at IMO by NGOs and IGOs and hybrid meeting participation are ongoing however the goals set for 2021–22 were predominantly achieved.</p>
5.2	Prepare for, and undergo, an IMO Member State Audit which will assess how Australia meets its obligations under relevant IMO maritime conventions	In progress	<p>Australia's IMO's Member State Audit Scheme (IMSAS) audit was postponed for one year, until April 2023.</p> <p>AMSA attended a meeting of the correspondence working group held in February 2022 to discuss feedback from member states that have undergone virtual audits.</p> <p>IMSAS preparations continue. The Request for Quotation to engage a consultant for audit preparations has been finalised</p>
5.3	Support Government approval processes for Australia's adoption of international obligations under the IMO Conventions that enter into force in the 2024 IMO Convention amendment cycle	Achieved	<p>AMSA supports Government approval processes for Australia's adoption of international obligations under IMO Conventions by assessing IMO Resolutions which come into force in 2024.</p> <p>Resolutions have been assessed and amendments included in the 2022–23 Annual Regulatory Program.</p>

5.4	Seek international agreement to improve cargo securing arrangements on vessels on international voyages	In progress	<p>Australia is participating in the global Maritime Research Institute of the Netherlands (MARIN) TopTier Joint Industry Project (JIP) on Securing Container Safety.</p> <p>AMSA is chairing one of the six working groups, concentrating on regulatory improvements in the stowage and securing of containers. The group has drafted a notice to mariners, which AMSA will consider publishing as a Marine Notice.</p> <p>Australia, co-sponsored with the Netherlands, submitted a paper to the IMO's Maritime Safety Committee (MSC) meeting 104 in October 2021 highlighting the container issue.</p> <p>AMSA has met with industry to discuss specific issues to take to the JIP for consideration, in particular, cargo securing arrangements and the internal stowage of cargo in containers.</p>
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## Strategic objective 6: Stakeholder engagement

AMSA cannot achieve its vision and mission without engaging the expertise and experience of its regulated community and stakeholders. We will continue to maintain and build public confidence in our ability to perform our services by maturing our stakeholder engagement practises.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
6.1	<p>Embed revised consultative arrangements to:</p> <ul style="list-style-type: none"> <li>• promote the work of the Regional Stakeholder Committees (RSCs), the National Safety Committee (NSC) and the Shipping Consultative Forum (SCF)</li> <li>• ensure the annual regulatory plan is publicised to maximise awareness</li> <li>• keep industry informed</li> <li>• ensure stakeholders are effectively consulted</li> </ul>	Achieved	<p>AMSA's external website includes information about the NSC, RSCs and SCF and additional information is available for members</p> <p>The NSC, RSCs and SCF each met twice during the reporting period and AMSA provided updates on the regulatory program to these meetings.</p> <p>The NSC and SCF were routinely consulted on changes to safety standards both during the meetings and inter-sessionally.</p> <p>The annual membership survey for the committees was released in June 2022 and the results are under consideration. The survey allows members to provide direct feedback on the effectiveness of consultation and communication through the NSC, RSCs and SCF.</p>
6.2	Publish annual reports/statistics on industry performance and highlight areas where performance is good and where it requires improvement	In progress	Marine Incident Report publication was delayed due to restrictions associated with COVID-19 and resourcing. It is anticipated that it will be published in August 2022.

6.3	Publish an AMSA Annual Compliance Program: Information for industry for which advises AMSA's compliance focus for the year to encourage voluntary compliance.	Achieved	<p>The National Compliance Plan was published in March 2022.</p> <p>The National Compliance Plan is published during the first part of each financial year on the AMSA website. It was published in September 2021 and can be found here: National Compliance Plan 2021-22 (<a href="https://amsa.gov.au">amsa.gov.au</a>)</p>
6.4	Review and refine seafarer certification business processes to find efficiencies and improve service delivery	In progress	<p>AMSA has started building its user-centred design capability by applying a user experience and digital design thinking with the redesign of AMSA Form 426 — one of three high use forms that attracted complaints/issues to the call centre.</p> <p>In developing a user-centred approach, we conducted an analysis of current digital interactions, and interviewed stakeholders and users to understand their experience in completing the existing Form 426.</p> <p>The quality of data collected from the redesigned form will improve, as it will make it easier for users to provide more accurate and complete information.</p> <p>Form 426 will be available for use by quarter 3 2022–23, and will include updates as a result of Marine Order 505.</p>
6.5	Review and refine vessel inspection and certification business processes to ensure efficiency and efficacy	Achieved	<p>AMSA undertook a short-term program of work to address process efficiencies identified through an external consultancy. The 20 initiatives included training to address confidence and knowledge gaps; removal of paper-based forms within internal processes; and distributed delegation — reallocation of tasks to non-manager staff (see for example case study: Early improvement program, p28).</p> <p>Seven of the twenty initiatives have been transitioned into business-as-usual continuous improvement.</p>
6.6	Plan for and successfully manage a significant spike in certificates of operation renewals and Standards of Training, Certification and Watchkeeping for Seafarers (STCW) revalidations.	Achieved	<p>AMSA undertook a short-term program of work to address process efficiencies identified through an external consultancy. The 20 initiatives included training to address confidence and knowledge gaps; removal of paper-based forms within internal processes; and distributed delegation — reallocation of tasks to non-manager staff (see for example case study: Early improvement program, p28).</p> <p>Seven of the twenty initiatives have been transitioned into business-as-usual continuous improvement.</p>
6.7	Develop a strategic communications framework (which includes Indigenous engagement) that identifies the channels and methods to best reach our stakeholders with information	In progress	<p>AMSA is conducting an internal audit into stakeholder engagement activities. The audit findings will inform the development of the strategic communication framework and engagement with Indigenous communities which is underpinned by AMSA's Reconciliation Action Plan and Indigenous engagement guidelines.</p> <p>The framework development is ongoing and will be a focus during 2022–23, and will be repositioned as the 'AMSA Strategic Engagement Framework'.</p> <p>In lieu of a formal framework, AMSA's current arrangements include in-depth stakeholder analyses to successfully target and engage stakeholder groups. We then use campaign tracking tools and conversions to measure effectiveness and adjust the communication approach if required.</p>
6.8	Providing detailed and accurate data for engagement with international and domestic stakeholders through the bi-annual Cost Recovery Implementation Statement (CRIS) and activity based costs for the National System cost recovery review	In progress	<p>AMSA Cost Recovery Implementation Statement (CRIS) s published on the website in June (with data for next year's budget) and November (updated with audited financial data for the previous year) each year. The CRIS published in June goes through an industry stakeholder consultation process and the feedback from the industry is published on AMSA's website.</p> <p>Data for the National system review on cost recovery is currently being compiled and will be discussed with the Department and industry representatives as part of the review.</p>

## Case study: Supporting seafarers through the COVID-19 pandemic

The COVID-19 pandemic remains an ongoing health crisis, affecting seafarers globally. AMSA has continued its support, focusing on mental health at sea by publishing and sharing resources on AMSA's website. AMSA also ran a series of campaigns including hosting a research webinar on understanding the effects of COVID-19 on seafarers, and invited researchers from around the world to discuss their studies on the pandemic's impact.

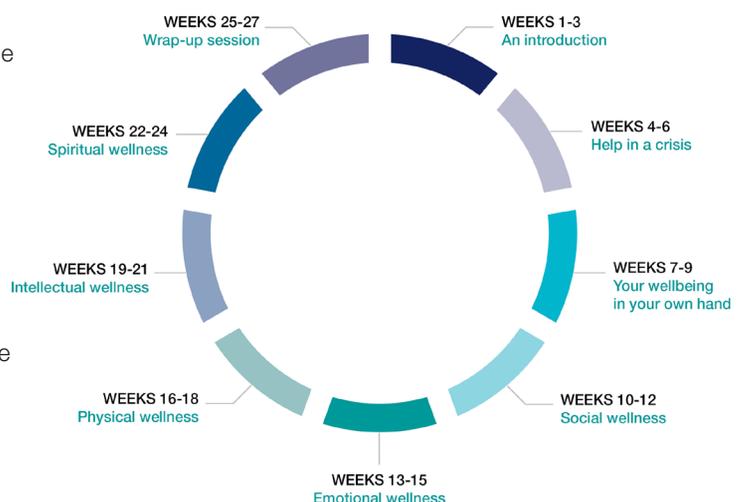
Under the Maritime Labour Convention, 2006 (MLC) the maximum period that a seafarer can serve aboard a vessel without leave is 11 months. However, seafarers have shouldered a heavy burden during the COVID-19 pandemic, to maintain global trade and keep economies moving by delivering vital supplies. This has come at a personal cost to the seafarers who have spent longer periods on board ships than prescribed by the regulations, unable to take shore leave due to mandatory quarantine and separated from their friends and families. Sufficient time has now passed for operators to adjust to the COVID-19 world and develop new plans for seafarer repatriation and crew changes.

AMSA responds to every MLC complaint received and while we have seen a decline in the number of complaints related to repatriation it is still concerning that in December 2021 data shows that 16.6 per cent of complaints were for seafarers spending 15 months or more onboard.

In 2021 a total of 280 MLC complaints were received. Follow up investigations resulted in 52 vessels issued with MLC-related deficiencies and seven vessels detained. This is a 12.5 per cent decrease on the 2020 figure of 320 complaints, with 79 MLC deficiencies issued and 16 vessels detained. Although industry and operators are gradually adjusting post pandemic, complaints remain high in comparison to pre-COVID levels.

Every year AMSA publishes an annual MLC report [<https://www.amsa.gov.au/maritime-labour-convention-2021-annual-report>] presenting detailed analysis of complaints, compliance and follow up actions undertaken.

The Wellness at Sea campaign, delivered in partnership with the Sailor's Society, ran between June to December 2021. A dedicated AMSA campaign website was developed to support the health and wellbeing of seafarers, their families, and shore staff. The campaign was well received with high reach achieved with the content generating nearly three million impressions across organic and paid social media channels and Google ads. This generated more than 9,500 visitors to AMSA's website to view and download resources. Most website traffic came from Australia (50 per cent), followed by India (15.5 per cent), the United States (2.2 per cent), Egypt (1.85 per cent), Indonesia (1.58 per cent) and the Philippines (1.4 per cent).



A series of wellness resources and advice for seafarers, their families, and shore staff was rolled out over 27 weeks.

## Case study: Australia's advocacy for women in maritime and the establishment of an International Day for Women in Maritime by the IMO

Evidence supports the proposition that organisations which access talent from a diverse workforce perform better. When it comes to gender, not having access to half the population when competing for talent means organisations are at a disadvantage.

The very low number of women in the maritime industry is a global issue. Women represent only 1.5 per cent of the world's maritime workforce.

AMSA continues to invest in a range of measures to remove barriers to workplace participation and build an inclusive culture for all women. We strive to provide a safe, flexible and supportive workplace for all staff, and we recognise the strength and value of diverse workforces.

In 2022, AMSA released its first Gender Equity Action Plan 2022–27. The plan sets out AMSA's goals and strategies for achieving long-term change and is the culmination of efforts by AMSA after a comprehensive survey conducted in 2021 showed the need for action.

The International Maritime Organization (IMO) has also made considerable progress in recent years with recognising the contribution of women to the maritime industry.

In 2021, AMSA worked closely with Papua New Guinea, the Pacific Women in Maritime Association (PACWIMA) and our Pacific partners to advocate for the establishment of an official International Day for Women in Maritime.

Establishing an international day specifically for women in maritime now ensures annual ongoing exposure to the issues faced by women in the industry and effective mechanisms for increasing awareness and support.

The 32nd session of IMO Assembly endorsed 18 May each year as the official international day for women in maritime. The day demonstrates to the world the long-term and sustainable commitment of the IMO and the broader international maritime community to gender diversity and inclusion.

AMSA marked the occasion with a special panel event featuring some inspiring women leaders at AMSA, including:

- Captain Jeanine Drummond, AMSA Board Member
- Linda Ward, Chief Operating Officer
- Leanne Loan, Executive Director Policy and Regulation
- Elisa Boughton, Manager International and Domestic Engagement
- Sheridan Howell, Search and Rescue Mission Coordinator

AMSA also sponsored 15 students, including six women, from nations within the Indo-Pacific region to undertake the World Maritime University's 14-month Master of Maritime Science Program. AMSA is a strong advocate for maritime interests in the region and we view the selection of six female students as a significant opportunity to enhance the technical, professional and leadership skills of women specialists in the region.



INTERNATIONAL DAY FOR  
**WOMEN IN  
MARITIME**  
18 MAY

## Strategic objective 7: Innovation

AMSA is continuing to explore and apply new and emerging technologies where they can drive value, productivity and connectivity. We are looking to innovation to find efficiencies in business through automation, improving interactions with the regulated community, enhance navigation services and improve search and rescue, incident management and pollution responses and compliance activities.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
7.1	Work with the portfolio Department and other jurisdictions to explore opportunities to improve regulatory alignment, consider regulatory hurdles to innovation and consider appropriate regulatory oversight for the share economy in the maritime industry	In progress	To date AMSA has been unable to identify participants for the trial. AMSA will re-evaluate the approach if trial participants cannot be identified in early 2022–23.
7.2	Investigate and implement new capabilities and technologies that make us more effective and efficient in delivering search and rescue, for example return link communications and the next generation of beacons	In progress	In October 2021 AMSA updated the beacon register to enable Return Link Services (RLS) equipped beacons to be registered.  The project for Second Generation Beacons (SGBs) is progressing on schedule, with the coding/integration work approximately 90 per cent complete and on track for delivery by July 2022.
7.3	Increase adoption of technology to improve the customer experience, and contribute to AMSA's outcomes by promoting awareness and understanding of the role of user experience and design thinking in AMSA's program delivery [DIGITAL]		AMSA has started building its user-centred design capability by designing digital products aimed at delivering a better experience for customers and staff.  We are drawing on qualitative and quantitative insights gathered through analytics tools, user research and testing, and other evidence sources to map user journeys that inform decisions. We investigate and pilot technologies that help us build better digital experiences for customers, such as improvements to online applications and stakeholder outreach, and own digital workplace experience. The ongoing insights and learnings we gather are enabling us to continually build digital design thinking and capability, and help drive a culture which considers the user first.
7.4	Review and digitise the processes under the <i>Shipping Registration Act 1981</i> [DIGITAL]	Achieved	A project designed to rationalise and audit Ship Registration including digitisation of records, concluded successfully on 30 June.  The project delivered: <ul style="list-style-type: none"> <li>• closing out-dated registrations, significantly improving the accuracy of the Australian General Shipping Register (AGSR), which contains registrations for commercial and recreation vessels</li> <li>• reducing AMSA's holdings of hardcopy ship files</li> <li>• positioning the Shipping Registration Office for the transition to a digitalised registration system</li> <li>• a full audit of all ship registration files.</li> </ul>

## Strategic objective 8: Information management and digital services

Increasingly, AMSA's systems are a key part of how it does business. Our stakeholders' expectations of simple digital interactions with government continue to grow, as do their expectations of access to useful data. How we use and share the data housed in AMSA's systems is critical and underpins our decisions and risk-based judgements. Systems and information are two core components of how we operate, affecting both efficiency and credibility.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
8.1	Design a new integrated response system which allows for the management of pollution and search and rescue incidents within one operational management system [CAP]	In progress	<p>AMSA consolidated its standard operating procedures for pollution and search and rescue response to understand how business is currently done, as a precursor to designing a new system under a new operating model.</p> <p>Stabilisation works on NEXUS (AMSA's search and rescue incident management system) are continuing, and a project plan for new integrated system will be developed in 2022–23 with associated blueprinting process.</p>
8.2	Further develop our Digital Strategy to define how increased digital interactions will look for AMSA and our stakeholders and where we may invest in new technologies [DIGITAL]	In progress	<p>Shipping Inspections and Registration Blueprints have been developed and are being used to inform the digital capabilities required to implement a new Inspections Solution.</p> <p>A Digital Capabilities Roadmap will be developed in 2022–23 that will support the achievement of AMSA's Digital Strategy.</p>
8.3	Build a focused data capability within AMSA to strengthen analysis and use of data in business processes	In progress	<p>A data capability will be developed using an iterative approach to enable the early realisation of benefits. Work is underway to identify priority business use cases to support the design and development of a data capability.</p> <p>A pilot project reviewing data for the monthly Board reporting was completed in 2021–22. Work will continue to refine the report over time.</p> <p>AMSA is a member of the Data Champions Network, which provides access to meetings and information about data activities cross government, include work on the Data Profession [run out of the Australian Bureau of Statistics (ABS)], data literacy and awareness material (ABS and Australian Public Service Commission) that we can use to increase overall awareness, and a project on metadata. After becoming a member in 2021–22 we are now able to use this to support work in 2022–23 to build AMSA's data capability.</p> <p>AMSA is also engaged with other agencies (the Departments of Home Affairs and Finance for example) to share experience in data use for decision making. These meetings continue, and we are bringing the learnings to inform our workplan.</p> <p>The data capability and reporting development work is expected to continue through to 2023–24.</p>

8.4	Deliver integrated financial, management and activity-based cost reporting tools on the Technology One FMIS platform	Achieved	Project completed on schedule and on budget in December 2021.
8.5	Start developing a new vessel inspection system with a strong user focus for AMSA staff and compliance partners [CAP]	Achieved	AMSA is continuing to review all supporting IT capabilities and business processes for regulatory functions and services consistent with AMSA's Strategy 2030. The ongoing work of this project will be informed by an assessment of AMSA's current regulatory systems and underlying platforms, and a comparison with any other commercially available solutions.

## Strategic objective 9: Organisational capability and resilience

AMSA understands the importance of being flexible and responsive. AMSA's people are professional and dedicated to delivering its vision.

### Demonstrating achievement — key activities for the 2021–22 reporting period

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

	Title	Status	Commentary
9.1	Progress the implementation of AMSA's Diversity and Inclusion Plan with specific focus on meeting gender balance targets	In progress	This is an ongoing activity; achievement highlights this year include: <ul style="list-style-type: none"> <li>• launch of the Gender Equity Action Plan</li> <li>• participation in the Jawun Program</li> <li>• participation in the Indigenous Australian Graduate Development Program</li> <li>• improved inclusion reporting</li> <li>• incorporation of inclusion initiative in the strategic workforce plan</li> <li>• securing a dedicated diversity and inclusion position in the Human Resources team.</li> </ul>
9.2	Increase the likelihood of delivering successful projects by strengthening project management capability	In progress	Lifting project management maturity across AMSA is a long-term aspiration. Good progress has been made with the adoption of a default methodology and toolset, and agreement on the minimum project management artefacts required. The AMSA Strategic Workforce Plan (see activity 9.6) identifies project management as an important specialist capability requiring further investment.  Strengthening AMSA's portfolio mwanagement arrangements (see activity 9.7) will also help to lift project maturity.
9.3	Continue to improve leadership and management capability through the delivery of tailored leadership programs designed to develop and empower leadership at all levels across the organisation	Achieved	The Leadership Development Program facilitated by People Measures is complete. The Executive and senior managers had three sessions with professional coaching between sessions. The program will have a recall day in September to bring the Executive and senior managers together to reflect on learnings and focus on effectively leading the organisation together.

9.4	Build organisational resilience through delivering training programs to provide employees with tools to maintain healthy levels of personal resilience and to ensure they are equipped with the skills to adapt and respond to change and uncertainty	In progress	<p>This is an ongoing activity. During the year AMSA provided to employees:</p> <ul style="list-style-type: none"> <li>• a range of e-learning programs to support wellbeing and resilience</li> <li>• a face-to-face Managing Resilience through Change program for managers and employees</li> <li>• employee assistance programs (EAP) and other support services.</li> </ul>
9.5	Continue to focus the organisation on the importance of employee engagement in the achievement of organisational strategies and priorities, by delivering AMSA's annual employee engagement survey	Achieved	The employee engagement survey was conducted in May 2022. The results were shared with the Executive and the CEO provided a presentation to all employees to present the results. Divisional briefings followed the organisational briefing. Action areas to address employee feedback have been identified and will be implemented over the next 12 months.
9.6	Design and implement a new Strategic Workforce Plan 2022–2025, that will aim to ensure AMSA's people possess the skills and capabilities that will be critical to the success of the AMSA Strategy 2030 [CAP]	In progress	The Strategic Workforce Plan was completed in the first week of July 2022 after extensive consultation and work with the Executive and Senior Managers. The plan identifies the workforce risks and opportunities that need to be addressed to ensure AMSA has the workforce needed to support Strategy 2030. Implementation of the plan will occur in financial year 2022–23.
9.7	Improve the way AMSA prioritises, manages and delivers projects by building portfolio management capability; including embedding the new Executive Investment Committee and Portfolio Working Group governance arrangements, and portfolio reporting	In progress	<p>Elements of a portfolio management approach have been implemented, including a clear process for progressing project proposals for approval, and governance arrangements for overseeing the review of project proposals (the Portfolio Working Group) and investment decisions (the Investment Committee).</p> <p>Work has started on an updated prioritisation framework, a portfolio reporting function, and the organisational capabilities required to support a portfolio management approach.</p>
9.8	Incorporate lessons management into AMSA's culture and business processes	In progress	AMSA has reviewed and refined AMSA Lessons Management policies, guidelines and procedures. An Advisor Evaluations has been appointed, and three incident Evaluations are in progress as proof of concept before delivering the program across the organisation.
9.9	Establish Data Analytics Community of Practice to build internal business led data analytics at an organisational level	In progress	<p>Informal arrangements to establish a community of practice (CoP) have commenced. Regular engagement is underway and business areas are being canvassed to clarify the intent and scope of the CoP.</p> <p>Formal establishment and implementation of the CoP, including development of terms of reference is expected to be finalised in early 2022–23.</p>
9.10	Finalise AMSA's Strategy 2030, ensure it is well communicated and understood across the organisation and implemented through supporting plans/ strategies	In progress	<p>On 16 May 2022, the AMSA Executive agreed that AMSA will undertake a stocktake of work underway to deliver the objectives and enablers of Strategy 2030. This stocktake will be used to identify where there are gaps and further capability proposals will be needed if Strategy 2030 is to be achieved.</p> <p>The planning for this tranche of work will commence in 2022–23.</p>

9.11	Update AMSA's long term environmental scan – Looking Ahead – to ensure AMSA's strategic planning is based on an integrated and holistic view of the future	In progress	The Executive and Board approved and endorsed the final Looking Ahead in June and July respectively. The document will now be communicated internally.
9.12	Ensure alignment across the planning framework so that resource allocation and investment is coordinated and focused on AMSA's agreed strategic direction	In progress	See 9.7
9.13	Review our national operational footprint, capabilities to ensure we have the right people and skills to manage safety and pollution risks effectively	Achieved	<p>Each time an existing staff member leaves AMSA a review of the position and its location is undertaken. At that point, consideration is given to filling the position in a location where the work is required, rather than in the office where the departing staff member was situated. For example</p> <ul style="list-style-type: none"> <li>• a Marine Inspector left Cairns and the review concluded that the position was better suited for a Principal Marine Surveyor (PMS)</li> <li>• a PMS left Fremantle and the review concluded that the position should be situated in Darwin</li> </ul>
9.14	Roll out body-worn cameras for AMSA inspectors to improve safety and accountability	Achieved	The Body Worn Camera (BWC) project has been completed. The project has been a resounding success and has shown partnerships and collaboration between AMSA business areas is the ideal way in which to design and execute projects. While the final rollout of the BWC capability was impacted by COVID-19, the final training was delivered in the third quarter of the 2021–22 year and now the BWC capability is in use across AMSAs regions.

## Organisational profile

### Enabling legislation

As Australia's national maritime safety regulatory body, 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.

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 the 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

AMSA's operating environment continues to evolve.

Significant changes during the period include

- the refresh of the Government's Regulator Performance Guide [<https://deregulation.pmc.gov.au/priorities/regulator-best-practice-and-performance/regulator-performance-guide>],
- the issuing of the Ministerial Statement of Expectations and AMSA's Statement of Intent, focused on taking a risk based, data driven and digitised approach to AMSA's functions.
- the Government-initiated Independent Review of the National Law (domestic commercial vessels) and costs and funding for this function. It is anticipated the outcomes of this Review will influence how AMSA operates into the future.

Further, as a part of AMSA's continued business improvement processes, a series of projects aimed at improving internal business functions and systems were established and continue to be progressed alongside business-as-usual functions.

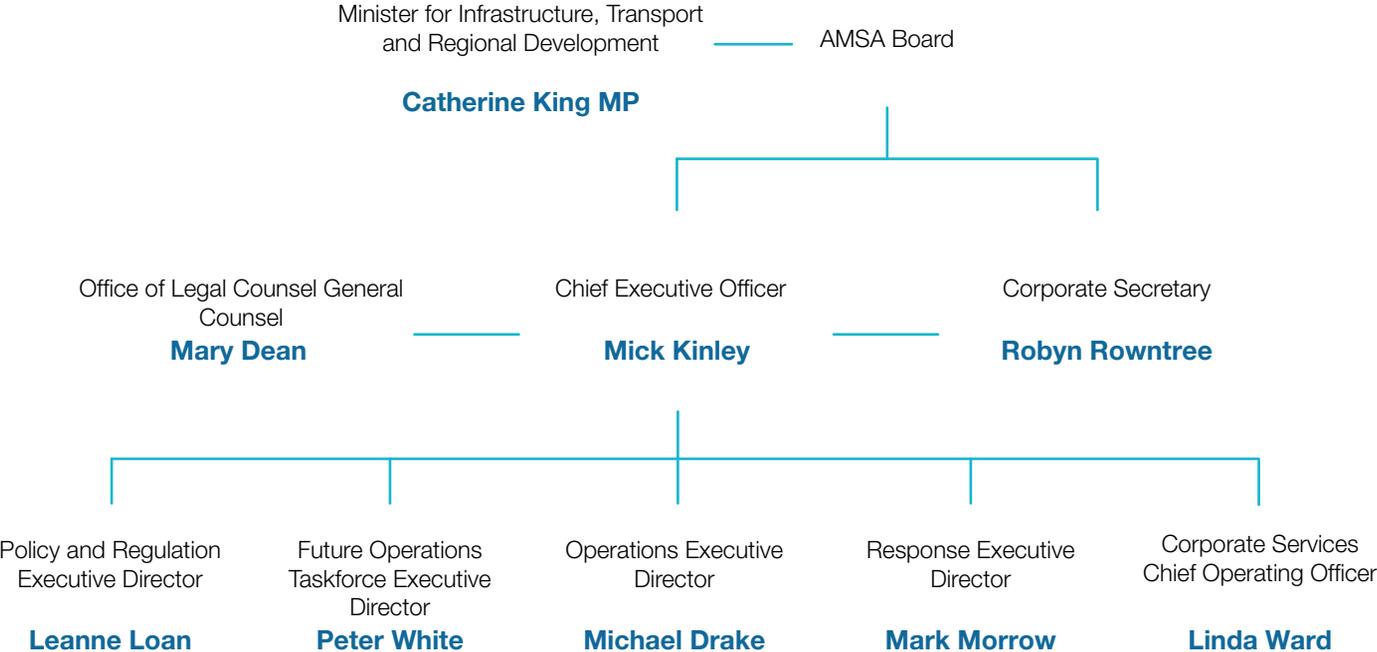
In response to the changing operating environment, AMSA also developed the AMSA Strategy 2030. Strategy 2030 describes how AMSA wants to work to deliver its vision of *safe and clean seas, saving lives*, by setting objectives and identifying enablers.

In October 2021, AMSA established the Future Operations Taskforce [Future Capabilities] division. The primary purpose of the Taskforce is to deliver a comprehensive change program to deliver the AMSA Strategy 2030 over a three-year period, to 2025.

Improvements are expected around AMSA's information technology infrastructure and digitisation, and workforce capabilities. These improvements will be delivered through a single point of accountability, applying a portfolio program project management approach. This will ensure AMSA's capability improvements are prioritised, coordinated, designed, sequenced, and implemented in line with Strategy 2030.

# Structure and locations

## AMSA's organisational structure



## Office location



Figure 1: AMSA office locations

<b>AMSA office locations</b>		
<b>Australian Capital Territory</b>		
Canberra	82 Northbourne Avenue	Braddon ACT 2612
<b>New South Whales</b>		
Sydney	Level 14, 300 Elizabeth Street	Haymarket NSW 1240
Coffs Harbour	Level 2, 28 Gordon Street,	Coffs Harbour NSW 2450
Newcastle	8 Cowper Street South	Carrington NSW 2294
Port Kembla	Unit 28, 249 Shellharbour Road	Warrawong NSW 2505
<b>Northern Territory</b>		
Darwin	Level 1, Unit C107, 19 Kitchener Drive, Wharf One	Darwin Waterfront Precinct NT 0820
<b>Queensland</b>		
Brisbane	Level 9, 410 Ann Street	Brisbane QLD 4000
Airlie Beach	Level 1, Office 29 228–230 Shute Harbour Road	Cannonvale QLD 4802
Cairns	Suite 3, Level 2, 88 Abbott Street	Cairns QLD 4870
Gladstone	Level 7, 21 Yarroon Street	Gladstone QLD 4680
Mackay	Canegrowers building Level 2, 120 Wood Street	Mackay QLD 4740
Thursday Island	Level 1, 80-82 Douglas Street	Thursday Island QLD 4875
Townsville	Mezzanine Level, Suncorp Tower, Suite 1, 61–73 Sturt Street	Townsville QLD 4810
<b>South Australia</b>		
Adelaide	Level 2, Customs House 220 Commercial Road	Port Adelaide SA 5015
<b>Tasmania</b>		
Hobart	Level 4, 2–8 Kirksway Place, Battery Point	Hobart TAS 7004
Devonport	115 Don Road	Devonport TAS 7310
<b>Victoria</b>		
Melbourne	Level 3, 655 Collins Street	Docklands VIC 3008
<b>Western Australia</b>		
Fremantle	Level 3, Atwell Arcade, 3 Cantonment Street	Fremantle WA 6959
Geraldton	Unit 2, 270 Foreshore Drive	Geraldton WA 6530
Karratha	The Quarter, Suite 1, Level 3 20 Sharpe Avenue	Karratha WA 6714
Port Hedland	74 Anderson Street	Port Headland WA 6721

# Governance

## Main governance practices

The PGPA Act and the AMSA Act are the foundation of AMSA's 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 staff.

More information on the Board, its committees and meetings can be found below and on the [website](#).

### 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.

AMSA has integrated planning, budgeting and performance reporting—informed by risk.

### Planning

AMSA has a four-phase annual planning cycle (Figure 2: Integrated planning, budgeting and reporting process). During phase one, strategic analysis, the operating environment is assessed using a structured 'PESTLE' approach, which looks at political, economic, social, technological, legal and ethical factors.

This helps to identify new or validate current strategic objectives and risks; and informs phases two to four, in which specific responses, resourcing, and performance measures are determined.

Planning culminates in the annual publication of AMSA's:

- Budget/Portfolio Budget Statements (PBS), which set out resourcing arrangements and performance measures over the forward estimates (four years).
- Corporate plan, inclusive of the 'plan on a page' and non-financial performance measures for the same four-year period.

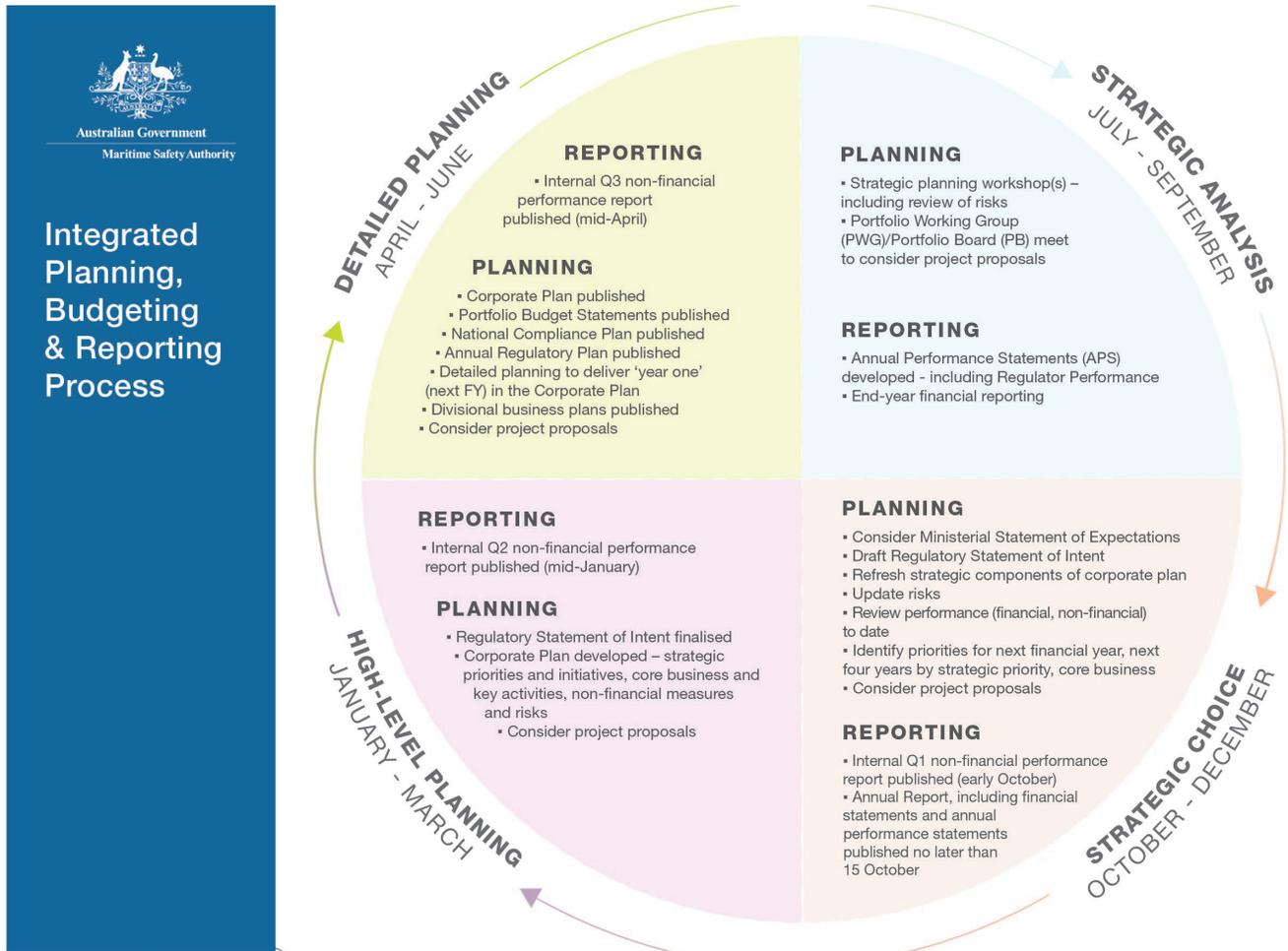


Figure 2: Integrated planning, budgeting and reporting process.

The AMSA Board oversees this process and is directly involved at key junctures. See 'Performance reporting' (p59) for details of AMSA's performance reporting framework.

## 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
  - promotes the achievement of AMSA's purpose
  - promotes the 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 and evaluating the performance of the Chief Executive Officer and senior management
- 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 and Regional Development. Current Board members have been appointed with experience relevant to the maritime industry, financial management and government institutions. As required by the AMSA Act, at least one member must have experience relevant to the construction and operation of domestic commercial vessels. 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. AMSA's Strategy 2030, a document that identifies AMSA's environmental drivers and sets the authority's long-term direction had been previously workshopped by the Board and approved in August 2021. The Board again highlighted the importance of industry engagement when they visited Port Lincoln, South Australia and met with stakeholders from the domestic commercial vessel communities. Due to the COVID-19 pandemic the Board postponed their stakeholder engagement scheduled for Port Hedland / Fremantle, Western Australia and this is now scheduled on the Board program for 2023.

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

## Board Audit, Risk and Finance Committee

The Board has established an audit committee in compliance with section 45 of the PGPA Act and section 17 of the PGPA Rule 2014. The Board Audit, Risk and Finance Committee (the Committee) assists the Board to fulfil its responsibilities under the AMSA Act and the PGPA Act. The 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 at <https://www.amsa.gov.au/about/corporate-publications/amsa-board-audit-risk-and-finance-committee-charter>.

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

The Committee comprises of three people, the deputy Chair of the AMSA Board, one Board member and one external member. The 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 and one out-of-session meeting in the reporting period 2021–22 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 senior executive remuneration matters and issues arising from the Remuneration Tribunal. The Remuneration Committee reports its findings and recommendations to the Board.

The Remuneration Committee conducted three meetings in 2021–22 with overall outcomes advised to relevant Government authorities and Ministers. It should be noted that the AMSA Executive no longer have a performance bonus entitlement included in their contracts. This change was made to align with the Australian Public Service Commission 'Performance Bonus Guidance' [<https://www.apsc.gov.au/circulars-guidance-and-advice/performance-bonus-guidance>] published on 13 August 2021.

## Risk management

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

AMSA's 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 2014. Further, we revalidate the risk management practices yearly to ensure they support AMSA obligations under the PGPA Act.

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

AMSA participated in the Comcover Risk Management Benchmarking Program (benchmarking). Benchmarking provides agencies with a source of information to assess whether they are meeting their duties under section 16 of the PGPA Act and provides an insight into areas for improvement. An action plan has been incorporated into AMSA's risk maturity roadmap to achieve AMSA's target state of maturity and improve areas identified through the benchmarking process. The action plan balances AMSA's risk maturity aspirations against the required investment of time and resources.

Enterprise risk is a standing agenda item for the Board and Board Audit, Risk and Finance 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 the current corporate plan on the website [<https://www.amsa.gov.au/about/corporate-publications>].

## Fraud 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 (Plan) outlines AMSA's 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 2017, including section 10 of the PGPA 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 2021–22 financial year:

- there was one minor case of fraud detected within AMSA
- there were no allegations of fraud reported to AMSA via the independent confidential reporting hotline
- there were several attempted bribes on AMSA's officials which were reported in accordance with AMSA's procedures. 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 awareness training during their induction. All employees are required to complete an annual refresher training which covers key compliance areas including fraud control and awareness topics.

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.

## 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 \$105,861 and for Directors' and Officer's Liability was \$30,308.

## 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 Framework (see regulatory performance, page 27 to 34).

AMSA produces quarterly internal reports on its non-financial performance. These reports provide the Accountable Authority with assurance of progress towards targets and support the development of the annual performance statements. Each quarterly non-financial performance report is presented at the Board Audit, Risk and Finance 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, Risk and Finance 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, Risk and Finance Committee, has audits focused on compliance, and on performance delivering operational outputs and outcomes. During 2021–22 the internal audit provider undertook audits on:
  - non-financial performance measures
  - management of payroll and finance delegations
  - WHS risks – regulation of the domestic commercial vessel fleet
  - stakeholder engagement for regulatory and compliance processes
  - review of the vessel traffic scheme
- AMSA's management system audit program, a crucial part of maintaining ISO certification, monitors performance against the requirements of the relevant standards captured in the documented management system.

## 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 did not receive any PID Act disclosures in the reporting period.

## Disability report

AMSA is committed to ensuring that policies and procedures comply with the *Disability Discrimination Act 1992* (Cth).

Employees are encouraged to voluntarily disclose information about their disability status. When a disclosure is made, reasonable adjustments are made to the workplace as required. Various initiatives outlined in the AMSA Diversity and Inclusion Plan 2019–22 are being implemented to reduce barriers to workplace participation.

## 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 2021–22 the following payments were made for advertising:

Online and social media	
Channel	Spend
Facebook	\$28,271.41
Linkdin	\$10,155.76
Google	\$9,437.42
<b>TOTAL</b>	<b>\$47,864.59</b>

Publications		
Channel	Spend	
Lloyd's List	\$19,800 USD	Shedding light on suicides at sea Beyond covid – building a strong future for the maritime community
The Australian	\$5,849	Lighthouse heritage management plan
Torres News	\$1,000	advertising

In 2021–22, there were no payments for market research.

## Statement of significant non-compliance issues

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 is still implementing a number of recommendations from the 2018–19 performance audit on the Application of Cost Recovery Principles [<https://www.anao.gov.au/work/performance-audit/application-cost-recovery-principles>] (tabled on 14 May 2019). Details of these recommendations and actions are at Appendix 5: Implementation of findings from the ANAO audit: Application of Cost Recovery Principles.

The Rural and Regional Affairs and Transport Legislation Committee published the report: Performance of the Australian Maritime Safety Authority [[https://www.aph.gov.au/Parliamentary\\_Business/Committees/Senate/Rural\\_and\\_Regional\\_Affairs\\_and\\_Transport/AMSA/Report](https://www.aph.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/AMSA/Report)] on 17 June 2020. The final report contains four recommendations.

During 2021–22 AMSA continued to support the Department of Infrastructure, Transport, Regional Development, Communications and the Arts to respond to the recommendations, including the independent review of the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* currently underway. See also key activity 1.1, page 31 for more detail.

### Judicial decisions/decisions of administrative bodies

In 2021–22 AMSA was party to matters before the Federal Court, Federal Circuit Court and the Administrative Appeals Tribunal. These matters have not resulted in findings that have had a significant effect on operations.

### Coronial inquests

AMSA was a party to one completed record of investigation into a death (without inquest) during the reporting period. There was one recommendation relating to the wearing of personal flotation devices by domestic commercial vessel operators working 'single-handed' when operating outside the wheelhouse or superstructure of the vessel.

AMSA is committed to increased transparency in our response to coroner's findings. We have established a process for tracking the implementation of findings, which is monitored by the Executive. Appendix 6: Coronial inquiries 2015–16 to 2021–22 shows the numbers of coronial inquiries that involved AMSA in each year from 2015–16 to 2021–22.

## 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 2021–22.

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.

## 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.

In addition, the framework includes the requirement that agency performance objectives are set through Ministerial Statements of Expectations. 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 a new Minister, change in Commonwealth policy, or every two years.

During 2021-22, AMSA received its first Statement of Expectations and responded with a Statement of Intent [<https://www.amsa.gov.au/about/corporate-publications/ministers-statement-expectations-and-amsas-statement-intent>].

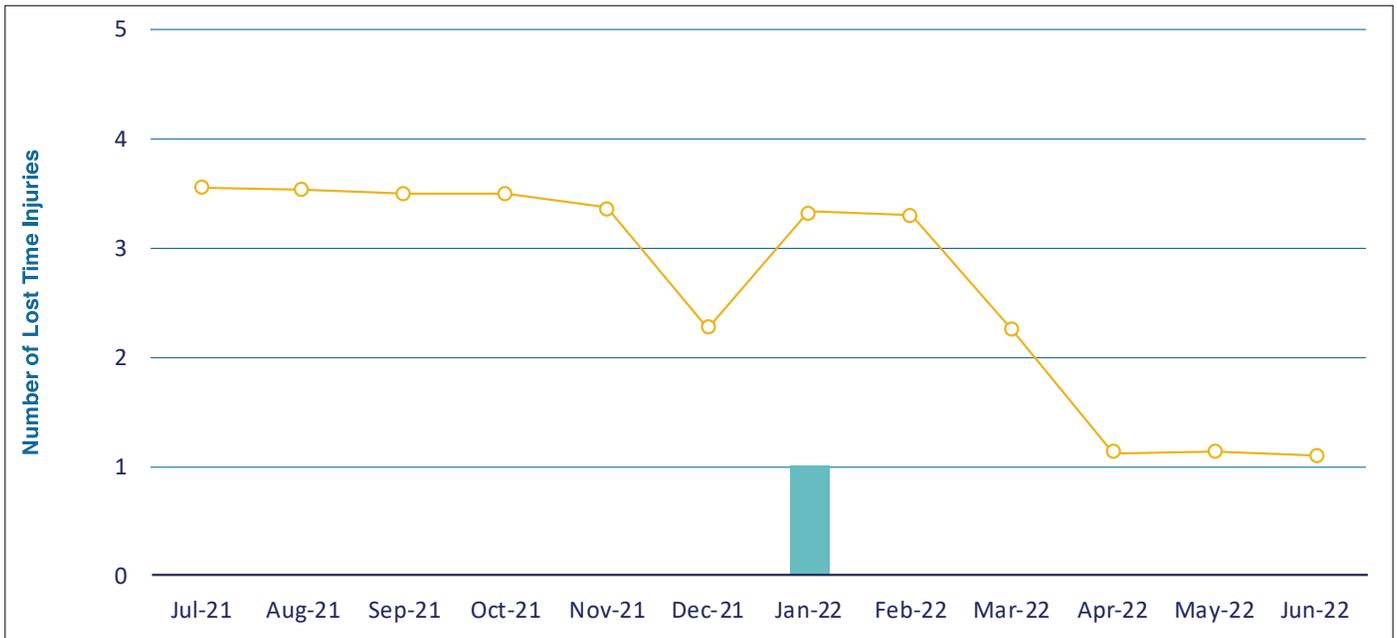
## Work health safety and environment

Work health, safety and environment management is an important component of compliance and workplace health and is central to AMSA's commitment to the requirements of the *Work Health and Safety Act 2011* and the *Environment Protection and Biodiversity Conservation Act 1999*. These principles are maintained through the national and international accreditations AMSA holds, which represent its commitment to a healthy, safe and environmentally responsible approach in all of actions, policies and procedures.

AMSA continues to work to prevent health and safety incidents, understand the importance of preventative measures and apply timely and appropriate corrective actions when incidents or hazards do arise.

During 2021–22, 24 incidents in total were reported: 17 involved AMSA employees and seven were related to contractors. There was only one (1) Lost Time Injury (LTI) reported.

<b>Time lost to injury</b>				
	<b>2018-19</b>	<b>2019-20</b>	<b>2020-21</b>	<b>2021-22</b>
<b>Size of workforce</b>	413	449	433	457
<b>Total incidents</b>	41	30	42	24
<b>Total incident (AMSA employees)</b>	34	17	32	17
<b>Total days lost to injury</b>	6	152.1	227	7
<b>Number of lost time incidents</b>	2	3	3	1
<b>Number of workers compensation claims</b>	3	3	3	1
<b>Number of notified Comcare incidents</b>	2	3	1	1



	Jul-21	Aug-21	Sep-21	Oct-21	Nov-21	Dec-21	Jan-22	Feb-22	Mar-22	Apr-22	May-22	Jun-22
Lost time Injuries							1					
Rolling LTIFR	3.54	3.53	3.49	3.49	3.38	2.27	3.33	3.30	2.25	1.13	1.13	1.09

Figure 3: Number of lost time injuries

## Workers' compensation premium

AMSA's workers' compensation premium has again increased from \$302,544 (2020–21) to \$352,888 during this financial year. The increase was due to one (1) musculoskeletal workplace injury resulting from a fall. Like other agencies, slips, trips and falls remain the most common workplace injuries at AMSA. AMSA will review existing preventative measures to reduce slips, trips and falls.

AMSA's premium rate was 0.45 per cent which is lower than the overall scheme premium of 0.65 per cent. In comparison to other agencies, AMSA performed strongly. AMSA's estimated claim cost has decreased significantly from \$476,699 (2020–21) to \$291,087 for this financial year. This indicates that AMSA has performed well in injury management, achieving successful return to work outcomes for accepted claims.

## Health and wellbeing initiatives

In 2021–22, staff were again supported to make healthy choices and maintain their physical and mental wellbeing through AMSA's Healthy Choices Program. This program includes:

- \$300 financial reimbursement that can be put towards the cost of health, fitness or wellbeing programs (for example: nutrition, gym membership, fitness equipment, participation in sports teams or events, life coaching or meditation)
- Corporate access to the Smiling Mind Mindfulness and Meditation app
- Flu vaccination program
- Health Assessments through Sonic Health Plus
- Access to a corporate rate with Bupa Health Insurance
- Access to external Wellbeing Hubs: ehubAssist (Department of Health) and myCompass (Black Dog Institute)
- Information sessions on the COVID-19 vaccine

## Environmental performance

AMSA actively promotes the requirements of an internationally recognised Environmental Management System (ISO 14001). Part of this process involves reviewing activities annually to identify any potential risks those activities may pose to the environment. To identify and evaluate environmental impacts of AMSA's activities, we also evaluate the requirements of relevant environmental legislation, including the Environment Protection and Biodiversity Conservation Act 1999.

AMSA's head office was reaccredited with a 4.8 NABERS rating. NABERS is a national rating system that measures the environmental performance of Australian buildings. More information on the NABERS rating system can be found at [www.nabers.gov.au](http://www.nabers.gov.au). AMSA's head office is also fitted with a range of environmentally sound equipment and systems, including:

- a rooftop PV System 36.45 KW
- live energy reporting through the building management system
- sensor lighting controls which detect levels of natural light and automatically adjust electric lighting
- coffee cup, can and battery disposal cans and separation stations
- organic waste collection bins
- multifunction devices which replace the need for separate printers and photocopiers
- water-saving bathroom devices; and
- energy-efficient appliances.

AMSA is also accredited with the ACT Government's Business Recycling Program. The 2022 audit showed that AMSA continues to divert waste from landfill, of note was the significant increase in organic matter being collected, up from 28.1 cubic metres in November 2019 to 113.9 cubic metres in March 2022.

Data continues to be collected from a range of sources to help monitor the impact that activities may be having on the environment. This includes electricity consumption, and carbon emissions from flying and fleet vehicles.



## 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 2022:

- (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 2022 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 2022 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 the financial statements, comprising a summary of significant accounting policies 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 his 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 Directors are 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 Directors are also responsible for such internal control as they determine 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 Directors are 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 Directors are 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.

### 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

21 September 2022

# Appendix 1: Financial statements

## 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 2022 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.



Stuart Richey AM  
Chairman of the Board

21 September 2022



Michael Kinley  
Chief Executive Officer

21 September 2022



Satish Kumar  
Chief Financial Officer

21 September 2022

**Australian Maritime Safety Authority**  
**Statement of Comprehensive Income**  
*for the period ended 30 June 2022*

		2022	2021	Original Budget 2022
	Notes	\$'000	\$'000	\$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	4.1A	71,966	69,723	70,361
Suppliers	1.1A	121,406	120,307	126,784
Depreciation and amortisation	2.2A	35,236	35,955	37,237
Finance costs	1.1B	1,565	1,588	1,175
Impairment on trade and other receivables		36	22	-
Write-down and impairment of other assets		1,820	3,744	-
Losses from asset sales		-	18	-
<b>Total expenses</b>		<b>232,029</b>	<b>231,357</b>	<b>235,557</b>
<b>Own-source income</b>				
<b>Own-source revenue</b>				
Revenue from contracts with customers	1.2A	6,596	6,431	9,588
Interest		508	668	750
Rental income	1.2B	225	303	-
Recovery of pollution incident costs and insurance claims		554	12,952	-
Contributions from states and territories		5,204	7,994	5,204
Other revenue	1.2C	9,958	4,418	3,511
<b>Total own-source revenue</b>		<b>23,045</b>	<b>32,766</b>	<b>19,053</b>
<b>Gains</b>				
Reversal of impairment loss on trade and other receivables		3	8	-
Gains from sale of assets		285	-	-
Gains from assets recognised during the year		1,615	-	-
<b>Total gains</b>		<b>1,903</b>	<b>8</b>	<b>-</b>
<b>Total own-source income</b>		<b>24,948</b>	<b>32,774</b>	<b>19,053</b>
<b>Net cost of services</b>				
Revenue from Government	1.2D	207,081	198,583	216,504
		222,020	216,258	216,504
<b>Surplus on continuing operations</b>		<b>14,939</b>	<b>17,675</b>	<b>-</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation reserve		12,335	1,054	-
<b>Total other comprehensive income</b>		<b>12,335</b>	<b>1,054</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 2022*

	Notes	2022 \$'000	2021 \$'000	Original Budget 2022 \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalents		33,200	28,175	11,957
Investments		110,000	85,000	66,000
Trade and other receivables	2.1A	10,079	22,330	10,957
<b>Total financial assets</b>		<b>153,279</b>	<b>135,505</b>	<b>88,914</b>
<b>Non-financial assets<sup>1</sup></b>				
Land	2.2A	4,989	5,312	5,633
Buildings	2.2A	33,015	36,125	31,063
Plant and equipment	2.2A	189,004	185,332	175,471
Computer software	2.2A	7,882	11,119	31,126
Inventories	2.2B	4,457	4,227	4,157
Prepayments		1,409	2,601	4,100
<b>Total non-financial assets</b>		<b>240,756</b>	<b>244,716</b>	<b>251,550</b>
<b>Total assets</b>		<b>394,035</b>	<b>380,221</b>	<b>340,464</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	21,755	21,698	22,000
Other payables	2.3B	3,185	2,643	168
<b>Total payables</b>		<b>24,940</b>	<b>24,341</b>	<b>22,168</b>
<b>Interest bearing liabilities</b>				
Leases	2.4A	94,420	108,883	90,580
<b>Total interest bearing liabilities</b>		<b>94,420</b>	<b>108,883</b>	<b>90,580</b>
<b>Provisions</b>				
Employee provisions	4.1B	23,015	22,464	22,222
Other provisions	2.5A	29,320	29,467	20,912
<b>Total provisions</b>		<b>52,335</b>	<b>51,931</b>	<b>43,134</b>
<b>Total liabilities</b>		<b>171,695</b>	<b>185,155</b>	<b>155,882</b>
<b>Net assets</b>		<b>222,340</b>	<b>195,066</b>	<b>184,582</b>
<b>EQUITY</b>				
Contributed equity		37,986	37,986	37,986
Reserves		106,112	93,777	92,723
Retained earnings		78,242	63,303	53,873
<b>Total equity</b>		<b>222,340</b>	<b>195,066</b>	<b>184,582</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 2022*

	Notes	2022 \$'000	2021 \$'000	Original Budget 2022 \$'000
<b>CONTRIBUTED EQUITY</b>				
Opening balance		37,986	37,986	37,986
Closing balance as at 30 June		<u>37,986</u>	<u>37,986</u>	<u>37,986</u>
<b>RETAINED EARNINGS</b>				
Opening balance		63,303	45,628	53,873
Comprehensive income				
Surplus for the period		14,939	17,675	-
Closing balance as at 30 June		<u>78,242</u>	<u>63,303</u>	<u>53,873</u>
<b>ASSET REVALUATION RESERVE</b>				
Opening balance		93,777	92,723	92,723
Comprehensive income				
Non-financial asset revaluation increment / (decrement)		14,461	(937)	-
Provision for restoration assessment		(2,126)	1,991	-
Total comprehensive income		<u>12,335</u>	<u>1,054</u>	<u>-</u>
Closing balance as at 30 June		<u>106,112</u>	<u>93,777</u>	<u>92,723</u>
<b>TOTAL EQUITY</b>				
Opening balance		195,066	176,337	184,582
Comprehensive income				
Surplus for the period		14,939	17,675	-
Other comprehensive income		12,335	1,054	-
Total comprehensive income		<u>27,274</u>	<u>18,729</u>	<u>-</u>
Closing balance as at 30 June		<u>222,340</u>	<u>195,066</u>	<u>184,582</u>

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 2022*

	Notes	2022 \$'000	2021 \$'000	Original Budget 2022 \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Receipts from Government		223,445	215,839	216,504
Sale of goods and rendering of services		6,509	7,080	18,403
Interest		476	837	750
Net GST received		14,419	13,246	12,800
Other		23,949	13,826	-
<b>Total cash received</b>		<b>268,798</b>	<b>250,828</b>	<b>248,457</b>
<b>Cash used</b>				
Employees		70,982	69,729	71,223
Suppliers		134,554	128,349	139,782
Interest payments on lease liabilities		1,252	1,420	1,175
<b>Total cash used</b>		<b>206,788</b>	<b>199,498</b>	<b>212,180</b>
<b>Net cash from operating activities</b>		<b>62,010</b>	<b>51,330</b>	<b>36,277</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash received</b>				
Proceeds from sale of property, plant, equipment and intangibles		728	9	-
<b>Total cash received</b>		<b>728</b>	<b>9</b>	<b>-</b>
<b>Cash used</b>				
Investments		25,000	14,000	-
Purchase of property, plant, equipment and intangibles		12,090	7,606	22,150
<b>Total cash used</b>		<b>37,090</b>	<b>21,606</b>	<b>22,150</b>
<b>Net cash used by investing activities</b>		<b>(36,362)</b>	<b>(21,597)</b>	<b>(22,150)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash used</b>				
Principal payments of lease liabilities		20,623	20,332	20,814
<b>Total cash used</b>		<b>20,623</b>	<b>20,332</b>	<b>20,814</b>
<b>Net cash used by financing activities</b>		<b>(20,623)</b>	<b>(20,332)</b>	<b>(20,814)</b>
<b>Net increase / (decrease) in cash held</b>		<b>5,025</b>	<b>9,401</b>	<b>(6,687)</b>
Cash and cash equivalents at the beginning of the reporting period		28,175	18,774	18,644
<b>Cash and cash equivalents at the end of the reporting period</b>		<b>33,200</b>	<b>28,175</b>	<b>11,957</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 Infrastructure, Transport, Regional Development and Communications 2021-22 Portfolio Budget Statements (PBS) and the 2021-22 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 \$'000	Explanation of variance
<b>Statement of Comprehensive Income</b>		
Suppliers	<b>(5,378)</b>	The variance is due to a number of different factors, including lower travel and transport costs of \$2 million related to the ongoing impact of COVID-19, lower materials and services costs of \$4 million relating to lower costs for service contracts, and lower search and rescue costs of \$1 million which are demand driven. This is offset by additional supplier expenses of \$2 million due to the impact of the change in accounting policy which now recognises the costs of configuration or customisation of Software as a Service (SaaS) arrangements as an expense rather than an asset.
Revenue from contracts with customers	<b>(2,992)</b>	The variance relates to a \$2 million difference in the classification of items as revenue from contracts with customers in the financial statements and other revenue in the PBS. The residual variance of \$1 million relates to lower regulatory services revenue due to the continued impact of COVID-19.
Other revenue	<b>6,447</b>	The variance relates to a \$2 million difference in the classification of items as revenue from contracts with customers in the financial statements and other revenue in the PBS. The residual variance of \$4 million reflects the reversal of other provisions, including \$3 million for lead paint and asbestos removal due to changes in indexation factors during the year and \$1 million for the lower cost to decommission the differential global positioning system (DGPS) sites shut down from 1 July 2020.
<b>Statement of Financial Position</b>		
Cash and cash equivalents	<b>21,243</b>	The increase in the cash position is due to a number of factors, including higher levy receipts of \$7 million, lower cash payments to suppliers of \$5 million and lower capital expenditure of \$10 million due to the deferral of major computer software upgrades.
Investments	<b>44,000</b>	The variance relates to the long-term investment of surplus cash as a result of the improved cash position during the current year, primarily due to the current year operating surplus and the receipt of payments this year for pollution incidents and insurance claims that were settled at the end of the previous year.
Plant and equipment	<b>13,533</b>	The variance relates to an increase in the fair value of plant and equipment as a result of adjustments to the useful lives of assets and the impact of the comprehensive revaluation undertaken during the year.
Computer software	<b>(23,244)</b>	This is due to a number of different factors, including the impact of the change in accounting policy of \$9 million, the cumulative impact of lower capital expenditure during the current and previous years of \$15 million due to the deferral of major computer software upgrades and the write-down of computer software during the year of \$1 million. This is offset by lower depreciation and amortisation expense of \$2 million.

## Australian Maritime Safety Authority

## Budget Variances (continued)

## Statement of Financial Position (continued)

Other provisions	<b>8,408</b>	The variance relates to the increase in the provision for the removal of lead paint recognised in the previous year of \$9 million, which was not reflected in the PBS due to the timing of the budget preparation.
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## Statement of Changes in Equity

Reserves	<b>13,389</b>	The variance relates to an increase in the fair value of plant and equipment as a result of adjustments to the useful lives of assets and the impact of the comprehensive revaluation undertaken during the year.
Retained earnings	<b>24,369</b>	The variance relates to the cumulative impact of the operating surplus for the current year of \$15 million and the previous year of \$18 million. This is offset by the impact of the change in accounting policy which now recognises the costs of configuration or customisation of SaaS arrangements as an expense rather than an asset resulting in an adjustment to the opening balance of retained earnings of \$9 million.

## Cash Flow Statement

Sale of goods and rendering of services	<b>(11,894)</b>	The variance relates to a \$12 million difference in the classification of items as sales of goods and services in the financial statements and other revenue in the PBS. The actual cash received is in line with budget expectations.
Other cash received	<b>23,949</b>	The variance relates to a \$12 million difference in the classification of items as sales of goods and services in the financial statements and other revenue in the PBS. The residual variance of \$12 million reflects the receipt of payments this year for pollution incidents and insurance claims that were settled at the end of the previous year.
Suppliers	<b>(5,228)</b>	The variance is due to lower supplier expenses of \$7 million, offset by higher than budgeted GST receipts of \$2 million.
Purchase of property, plant, equipment and intangibles	<b>(10,060)</b>	The variance relates to lower capital expenditure on computer software due to the deferral of major computer software upgrades.

## 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 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

All new, revised and amending standards or interpretations that were issued prior to the sign-off date and are applicable to the current reporting period did not have a material effect on AMSA's financial statements.

Standard/ Interpretation	Nature of change in accounting policy, transitional provisions, and adjustment to financial statements
AASB 1060 General Purpose Financial Statements – Simplified Disclosures for For-Profit and Not-for-Profit Tier 2 Entities	AASB 1060 applies to annual reporting periods beginning on or after 1 July 2021 and replaces the reduced disclosure requirements (RDR) framework. The application of AASB 1060 involves some reduction in disclosure compared to the RDR with no impact on the reported financial position, financial performance and cash flows of the entity.

#### Change in accounting policy for AASB 138 Intangible Assets

In April 2021, the International Financial Reporting Standards Interpretations Committee (IFRS IC) published an agenda decision relating to accounting for configuration and customisation costs incurred under a Software as a Service (SaaS) arrangement in accordance with AASB 138 *Intangible Assets*. As a result, AMSA has changed its accounting policy in relation to configuration and customisation costs incurred in implementing SaaS arrangements.

The change in accounting policy provides more reliable and relevant information about the effects of these transactions on AMSA's financial position, financial performance and cash flows. The change reflects the fact that AMSA does not control the software being configured or customised and those configuration or customisation costs do not create a resource controlled by AMSA that is separate from the suppliers application software.

Previously the costs of configuration or customisation incurred on the implementation of SaaS arrangements had been capitalised and amortised over its useful life, conversely under the new policy these costs will now be expensed when the services are provided by the supplier.

#### Impact of change in accounting policy on 1 July 2020 opening balance

The change in policy is applied from the 1 July 2020, which is the earliest prior period presented in the financial statements, resulting in a decrease in the opening balance of computer software and retained earnings on 1 July 2020 of \$8,175,000.

#### Impact of change in accounting policy in current and prior period

Costs of \$2,281,000 (2021: \$1,949,000) that would have been capitalised as computer software and amortised over its useful life under the previous accounting policy were recognised as a supplier expense during the reporting period.

Depreciation and amortisation expense of \$1,414,000 (2021: \$1,491,000) that would have been recognised under the previous policy was not recognised during the reporting period.

Cash used for the purchase of computer software of \$2,281,000 (2021: \$1,949,000) under investing activities that would have been reported under the previous accounting policy were reported as cash used for supplier expenses under operating activities during the reporting period.

#### Impact of change in accounting policy

The change in policy has been retrospectively applied and comparative financial information has been restated as follows:

## Australian Maritime Safety Authority

## Overview (continued)

Impact on the statement of financial position

	Opening balance as at 1 July 2020			as at 30 June 2021		
	Previously reported \$'000	Adjustment \$'000	Restated \$'000	Previously reported \$'000	Adjustment \$'000	Restated \$'000
<b>ASSETS</b>						
<b>Non-financial assets</b>						
Computer software	21,332	(8,175)	13,157	19,752	(8,633)	11,119
<b>Total non-financial assets</b>	<b>284,690</b>	<b>(8,175)</b>	<b>276,515</b>	<b>253,349</b>	<b>(8,633)</b>	<b>244,716</b>
<b>Total assets</b>	<b>384,321</b>	<b>(8,175)</b>	<b>376,146</b>	<b>388,854</b>	<b>(8,633)</b>	<b>380,221</b>
<b>Net assets</b>	<b>184,512</b>	<b>(8,175)</b>	<b>176,337</b>	<b>203,699</b>	<b>(8,633)</b>	<b>195,066</b>
<b>EQUITY</b>						
Retained earnings	53,803	(8,175)	45,628	71,936	(8,633)	63,303
<b>Total equity</b>	<b>184,512</b>	<b>(8,175)</b>	<b>176,337</b>	<b>203,699</b>	<b>(8,633)</b>	<b>195,066</b>

Impact on the statement of comprehensive income

For the year ended 30 June 2021

**NET COST OF SERVICES****Expenses**

Suppliers	118,358	1,949	120,307
Depreciation and amortisation	37,446	(1,491)	35,955
<b>Total expenses</b>	<b>230,899</b>	<b>458</b>	<b>231,357</b>
<b>Net cost of services</b>	<b>198,125</b>	<b>458</b>	<b>198,583</b>
<b>Surplus on continuing operations</b>	<b>18,133</b>	<b>(458)</b>	<b>17,675</b>

Impact on the statement of changes in equity

as at 30 June 2021

**RETAINED EARNINGS**

Opening balance	53,803	(8,175)	45,628
<b>Comprehensive income</b>			
Surplus for the period	18,133	(458)	17,675
<b>Closing balance as at 30 June</b>	<b>71,936</b>	<b>(8,633)</b>	<b>63,303</b>

**TOTAL EQUITY**

Opening balance	184,512	(8,175)	176,337
<b>Comprehensive income</b>			
Surplus for the period	18,133	(458)	17,675
<b>Total comprehensive income</b>	<b>19,187</b>	<b>(458)</b>	<b>18,729</b>
<b>Closing balance as at 30 June</b>	<b>203,699</b>	<b>(8,633)</b>	<b>195,066</b>

Impact on the statement of cash flows

For the period ended 30 June 2021

**OPERATING ACTIVITIES****Cash used**

Suppliers	126,400	1,949	128,349
<b>Total cash used</b>	<b>197,549</b>	<b>1,949</b>	<b>199,498</b>
<b>Net cash from operating activities</b>	<b>53,279</b>	<b>(1,949)</b>	<b>51,330</b>

**INVESTING ACTIVITIES****Cash used**

Purchase of property, plant, equipment and intangibles	9,555	(1,949)	7,606
<b>Total cash used</b>	<b>23,555</b>	<b>(1,949)</b>	<b>21,606</b>
<b>Net cash from investing activities</b>	<b>(23,546)</b>	<b>1,949</b>	<b>(21,597)</b>

## 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**

	<b>2022</b>	2021
	<b>\$'000</b>	\$'000
<b>Note 1.1A: Suppliers</b>		
<b>Goods and services supplied or rendered</b>		
Travel and transport	2,684	1,157
Material and services	104,796	105,433
Communications	4,978	4,618
Administration	6,019	5,820
<b>Total goods and services supplied or rendered</b>	<b>118,477</b>	117,028
Goods supplied	107,686	106,522
Services rendered	10,791	10,506
<b>Total goods and services supplied or rendered</b>	<b>118,477</b>	117,028
<b>Other suppliers</b>		
Workers compensation expenses	324	356
Variable lease payments	2,605	2,923
<b>Total other suppliers</b>	<b>2,929</b>	3,279
<b>Total suppliers<sup>1</sup></b>	<b>121,406</b>	120,307

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

1. The above supplier expenses includes audit fees paid to the Australian National Audit Office of \$97,000 during the reporting period (2021: \$90,000).

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

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

Fraud and corruption risk assessment and plan	49
Compliance review	13
Fringe benefits tax services	29
<b>Total other services provided by KPMG during the reporting period</b>	<b>91</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. AMSA recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

Software as a Service (SaaS) arrangements

Where the costs incurred to configure or customise a SaaS arrangement do not result in the creation of a resource that is identifiable and controlled by AMSA they are recognised as an expense when the supplier provides the services.

**Note 1.1B: Finance costs**

Interest on lease liabilities	1,252	1,420
Unwinding of discount	313	168
<b>Total finance costs</b>	<b>1,565</b>	1,588

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

## Notes to and forming part of the financial statements

**Note 1.2: Own-source income**

	2022	2021
	\$'000	\$'000

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

Sale of publications	97	92
Regulatory services	6,179	6,027
Other	320	312
<b>Total revenue from contracts with customers</b>	<b>6,596</b>	<b>6,431</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	4	28
Subleasing right-of-use assets	221	275
<b>Total rental income</b>	<b>225</b>	<b>303</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)**

	2022	2021
	\$'000	\$'000
<b>Maturity analysis of operating lease receivables:</b>		
Within 1 year	114	126
1 to 2 years	109	107
2 to 3 years	19	102
3 to 4 years	19	21
4 to 5 years	9	21
More than 5 years	-	11
<b>Total undiscounted lease payments receivable</b>	<b>270</b>	<b>388</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	91	126
Funding from other Commonwealth entities for the delivery of programs	3,361	3,200
Reversal of other provisions	3,625	-
Other	2,881	1,092
<b>Total other revenue</b>	<b>9,958</b>	<b>4,418</b>

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

Corporate Commonwealth entity payment item

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

Marine Navigation Levy	37,763	37,194
Marine Navigation (Regulatory Functions) Levy	57,692	56,724
Protection of the Sea Levy	38,644	37,767
Services provided on behalf of the Government	87,804	84,573
Other	117	-

**Total revenue from Government**

**222,020**      216,258

**Accounting Policy**

Funding received or receivable from non-corporate Commonwealth entities (appropriated to the Department of Infrastructure, Transport, Regional Development, Communications 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**

	<b>2022</b>	2021
	<b>\$'000</b>	\$'000
<b>Note 2.1A: Trade and other receivables</b>		
Goods and services	<b>1,323</b>	390
Department of Infrastructure, Transport, Regional Development, Communications and the Arts - levies receivable	<b>5,051</b>	6,476
Other receivables		
GST receivable from the Australian Taxation Office	<b>3,047</b>	3,172
Interest	<b>216</b>	184
Other	<b>497</b>	12,130
<b>Total trade and other receivables (gross)</b>	<b>10,134</b>	22,352
Less impairment loss allowance	<b>(55)</b>	(22)
<b>Total trade and other receivables (net)</b>	<b>10,079</b>	22,330

**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 \$'000	Buildings \$'000	Plant and equipment \$'000	Computer software \$'000	Total \$'000
<b>As at 1 July 2021</b>					
Gross book value	6,475	50,856	197,807	22,048	277,186
Accumulated depreciation, amortisation and impairment	(1,163)	(14,731)	(12,475)	(10,929)	(39,298)
<b>Total 1 July 2021</b>	<b>5,312</b>	<b>36,125</b>	<b>185,332</b>	<b>11,119</b>	<b>237,888</b>
Additions					
Purchase or internally developed	-	13	12,210	-	12,223
Right-of-use assets	-	3,462	631	-	4,093
Assets recognised during the year	-	-	1,615	-	1,615
Revaluations and impairments recognised in other comprehensive income	(40)	2,120	12,381	-	14,461
Depreciation					
Depreciation and amortisation	-	(594)	(11,498)	(1,960)	(14,052)
Depreciation on right-of-use assets	(126)	(8,329)	(12,729)	-	(21,184)
Other movements (reclassification)	-	334	(334)	-	-
Other movements of right-of-use assets	33	81	1,971	-	2,085
Write-down and disposal of assets	(190)	(197)	(536)	(1,277)	(2,200)
Write-down and disposal of right-of-use assets	-	-	(39)	-	(39)
<b>Total 30 June 2022</b>	<b>4,989</b>	<b>33,015</b>	<b>189,004</b>	<b>7,882</b>	<b>234,890</b>
<b>Total represented by:</b>					
Gross book value	5,230	53,023	204,526	19,762	282,541
Accumulated depreciation, amortisation and impairment	(241)	(20,008)	(15,522)	(11,880)	(47,651)
<b>Total 30 June 2022</b>	<b>4,989</b>	<b>33,015</b>	<b>189,004</b>	<b>7,882</b>	<b>234,890</b>
Carrying amount of right-of-use assets included in total above	2,394	21,735	69,614	-	93,743

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 2022 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, equipment**

	2022 \$'000	2021 \$'000
Plant and equipment	16,757	3,912
<b>Total contractual commitments for the acquisition of property, plant, equipment</b>	<b>16,757</b>	<b>3,912</b>

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

There were no contractual commitments for the purchase of computer software (2021: \$Nil). Consistent with the change in accounting policy for AASB 138 the comparative financial information for the contractual commitments for the acquisition of computer software was restated from \$3,049,000 to \$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	2022	2021
Buildings on freehold land	10 to 68 years	10 to 40 years
Plant and equipment	2 to 102 years	2 to 70 years
Leasehold improvements (in plant and equipment)	Lease term (3 to 19 years)	Lease term (1 to 16 years)

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	2022	2021
Land	1 to 100 years	2 to 83 years
Buildings	1 to 10 years	2 to 10 years
Plant and equipment	1 to 15 years	2 to 14 years

**Notes to and forming part of the financial statements****Note 2.2: Non-financial assets (continued)****Accounting Policy (Continued)**Impairment

All assets were assessed for impairment at 30 June 2022. 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.

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 3 to 13 years (2021: 3 to 13 years).

All software assets were assessed for indications of impairment as at 30 June 2022.

Software as a Service (SaaS) arrangements

SaaS arrangements are software product offerings in which AMSA does not control the underlying software used in the arrangement. Where costs incurred to configure or customise a SaaS arrangement result in the creation of a resource which is identifiable, and where AMSA has the power to obtain the future economic benefits flowing from the underlying resource and to restrict the access of others to those benefits, such costs are recognised as a separate intangible software asset and amortised over the useful life of the software.

Where costs incurred to configure or customise do not result in the recognition of an intangible software asset, AMSA recognises those costs as an expense when the supplier provides the services. However, AMSA recognise those costs as a prepayment if, and to the extent that, the supplier performing the configuration and customisation activities is the vendor of the SaaS product (or an agent of the vendor) and those activities do not represent a distinct service in addition to the SaaS access. This is because, in that circumstance, AMSA cannot separately benefit from the configuration and customisation activities and instead those activities are set up activities performed by the SaaS vendor so that it can provide the SaaS access to AMSA.

There were no customisation or configuration costs for SAAS arrangements capitalised during the current period (2021: \$Nil).

**Accounting Judgements and Estimates**

In the process of applying the accounting policies listed in this note, the revaluation of property, plant and equipment has been prepared on the basis of significant valuation uncertainty due to the impact of COVID-19.

## Notes to and forming part of the financial statements

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

	<b>2022</b>	2021
	<b>\$'000</b>	\$'000
<b>Note 2.2B: Inventories</b>		
Inventories held for distribution	<b>4,457</b>	4,227
<b>Total inventories</b>	<b>4,457</b>	4,227

Inventory recognised as an expense during the period was \$193,000 (2021: \$421,000).

Impairment losses recognised in profit and loss during the period was \$10,000 (2021: \$172,000).

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	<b>21,755</b>	21,698
<b>Total supplier payables</b>	<b>21,755</b>	21,698

Settlement was usually made within 30 days.

**Note 2.3B: Other payables**

Salaries and wages	<b>1,434</b>	1,139
Superannuation	<b>222</b>	178
Separations and redundancies	<b>94</b>	-
Contract liabilities from contracts with customers	<b>1,282</b>	1,173
Other	<b>153</b>	153
<b>Total other payables</b>	<b>3,185</b>	2,643

**Notes to and forming part of the financial statements****Note 2.4: Interest bearing liabilities**

	2022 \$'000	2021 \$'000
<b>Note 2.4A: Leases</b>		
Lease liabilities	94,420	108,883
<b>Total leases</b>	<b>94,420</b>	<b>108,883</b>
<b>Maturity analysis - contractual undiscounted cash flows</b>		
Within 1 year	22,498	21,750
1 to 5 years	57,366	64,820
More than 5 years	18,196	26,584
<b>Total leases</b>	<b>98,060</b>	<b>113,154</b>

Total cash outflow for leases for the year ended 30 June 2022 was \$21,875,000 (2021: \$21,752,000).

AMSA in its capacity as lessee has lease arrangements in place for the lease of office space, warehouse space, aids to navigation sites and equipment, 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 (2021: 11 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 2022 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 153 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 payments of \$1 dollar per annum and 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 \$'000
	Restoration \$'000	Lead paint \$'000	Asbestos \$'000	
<b>As at 1 July 2021</b>	<b>10,606</b>	<b>17,998</b>	<b>863</b>	<b>29,467</b>
Additional provisions made	4,673	745	332	5,750
Amounts used	(406)	(1,833)	(234)	(2,473)
Amounts reversed	(840)	(2,613)	(285)	(3,738)
Other movements	76	228	10	314
<b>Total as at 30 June 2022</b>	<b>14,109</b>	<b>14,525</b>	<b>686</b>	<b>29,320</b>

**Provision for restoration**

AMSA has an obligation contained in leases or legislation for the making good of 15 property leases and 177 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 45 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 22 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**

	<b>2022</b>	2021
	<b>\$'000</b>	\$'000
<b>Amounts applied</b>		
Payments from Department of Infrastructure, Transport, Regional Development, Communications and the Arts	<b>135,524</b>	131,266
Own-source revenue	<b>11,971</b>	18,985
<b>Total amounts applied</b>	<b>147,495</b>	150,251
<b>Expenses</b>		
Regulatory charging activities	<b>130,372</b>	130,721
<b>Total expenses</b>	<b>130,372</b>	130,721
<b>External revenue</b>		
Payments to Department of Infrastructure, Transport, Regional Development, Communications and the Arts	<b>134,098</b>	131,686
Own-source revenue	<b>11,971</b>	18,985
<b>Total external revenue</b>	<b>146,069</b>	150,671
<b>Total amounts written-off</b>	<b>-</b>	5

**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**

	2022 \$'000	2021 \$'000
<b>Note 4.1A: Employee expenses</b>		
Wages and salaries	54,493	51,962
Superannuation		
Defined contribution plans	6,851	6,480
Defined benefit plans	2,674	2,839
Leave and other entitlements	6,543	7,358
Separations and redundancies	802	477
Other employee benefits - Fringe Benefits Tax	603	607
<b>Total employee expenses</b>	<b>71,966</b>	<b>69,723</b>
<b>Note 4.1B: Employee provisions</b>		
Leave	23,015	22,464
<b>Total employee provisions</b>	<b>23,015</b>	<b>22,464</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. No provision has been made for sick leave as all sick leave is non-vesting and the average sick leave taken in future years by employees of AMSA is estimated to be less than the annual entitlement for sick leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will apply 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.

AMSA used the shorthand method in accordance with the Financial Reporting Rule (as per the Commonwealth Entities Financial Statements Guide) to calculate the long service leave liability.

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 Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS) or the PSS Accumulation Plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes 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**

	2022 \$'000	2021 \$'000
Short-term employee benefits	2,677	2,558
Post-employment benefits	415	409
Other long-term employee benefits	147	14
Termination benefits	455	-
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>3,694</b>	<b>2,981</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 19 (2021: 16). 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 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**

	2022 \$'000	2021 \$'000
		<b>Claims for damages or costs</b>
<b>Contingent assets</b>		
Balance from previous period	1,111	17,239
New contingent assets recognised	170	506
Re-measurement	(391)	(3,784)
Assets realised	(347)	(12,850)
<b>Total contingent assets</b>	<b>543</b>	<b>1,111</b>
<b>Contingent liabilities</b>		
Balance from previous period	-	27,200
New contingent liabilities recognised	-	-
Obligations expired	-	(27,200)
<b>Total contingent liabilities</b>	<b>-</b>	<b>-</b>
<b>Net contingent assets</b>	<b>543</b>	<b>1,111</b>

**Quantifiable contingencies**

The total contingent assets include insurance claims for cyclone damage to a number of aids to navigation of \$543,000 (2021: \$1,111,000) and pollution incidents of \$Nil (2021: \$Nil). The estimate is based on the expected settlements for these claims.

The total contingent liabilities include pollution incidents of \$Nil (2021: \$Nil). The estimate is based on the expected clean-up costs of the pollution incidents. The contingent liabilities for pollution incidents have been reversed based on the revocation of directions issued by AMSA and the likelihood of an outflow of resources is now considered remote.

**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.

**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**

The contingent liability for pollution incidents represents a possible obligation whose existence will be confirmed only 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 the 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 as at 30 June 2022.

## Notes to and forming part of the financial statements

**Note 5.2: Financial instruments**

	Notes	2022 \$'000	2021 \$'000
<b>Note 5.2A: Categories of financial instruments</b>			
<b>Financial assets at amortised cost</b>			
Cash and cash equivalents		33,200	28,175
Investments		110,000	85,000
Receivables for goods and services	2.1A	1,268	368
Other receivables	2.1A	713	12,314
<b>Total financial assets at amortised cost</b>		<b>145,181</b>	<b>125,857</b>
<b>Financial liabilities measured at amortised cost</b>			
Trade creditors and accruals	2.3A	21,755	21,698
<b>Total financial liabilities measured at amortised cost</b>		<b>21,755</b>	<b>21,698</b>
<b>Note 5.2B: Net gains or losses on financial assets</b>			
<b>Financial assets at amortised cost</b>			
Interest revenue		508	668
Reversal of impairment loss		3	8
Impairment loss allowance		(36)	(22)
<b>Net gain on financial assets at amortised cost</b>		<b>475</b>	<b>654</b>

The total interest income from financial assets not at fair value through profit and loss was \$508,000 (2021: \$668,000). The total interest expense from financial liabilities not at fair value through profit and loss was \$Nil (2021: \$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.

A write-off constitutes a derecognition event where the write-off directly reduces the gross carrying amount of the financial 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

	2022 \$'000	2021 \$'000
<b>Assets expected to be recovered in:</b>		
<b>No more than 12 months</b>		
Cash and cash equivalents	33,200	28,175
Investments	110,000	85,000
Trade and other receivables	10,079	22,330
Prepayments	1,202	2,162
<b>Total no more than 12 months</b>	<b>154,481</b>	<b>137,667</b>
<b>More than 12 months</b>		
Land	4,989	5,312
Buildings	33,015	36,125
Plant and equipment	189,004	185,332
Computer software	7,882	11,119
Inventories	4,457	4,227
Prepayments	207	439
<b>Total more than 12 months</b>	<b>239,554</b>	<b>242,554</b>
<b>Total assets</b>	<b>394,035</b>	<b>380,221</b>
<b>Liabilities expected to be settled in:</b>		
<b>No more than 12 months</b>		
Suppliers	21,755	21,698
Other payables	3,185	2,643
Leases	21,435	20,557
Employee provisions	6,835	6,641
Other provisions	7,460	4,963
<b>Total no more than 12 months</b>	<b>60,670</b>	<b>56,502</b>
<b>More than 12 months</b>		
Leases	72,985	88,326
Employee provisions	16,180	15,823
Other provisions	21,860	24,504
<b>Total more than 12 months</b>	<b>111,025</b>	<b>128,653</b>
<b>Total liabilities</b>	<b>171,695</b>	<b>185,155</b>

## Appendix 2: Details of the Accountable Authority during the reporting period (2021–22)

### Mr Stuart Richey AM (Chair)

Tasmanian commercial fisherman and offshore services operator, Mr Stuart Richey AM, was appointed Chair of the Board on 21 November 2014 for a period of five years. Since July 2013, Mr Richey had been serving as a Board member and since April 2014 as the Deputy Chair. Mr Richey brings a strong leadership style and many years' experience in marine policy and planning to the Board. Mr Richey was reappointed as Chair effective from 21 November 2019 for a three-year term.

Between 1992 and 2001, Mr Richey served as foundation member and Deputy Chair on the Board of the Australian Fisheries Management Authority. From 2003 to 2012, he was Deputy Chair of the Fisheries Research and Development Corporation. Mr Richey currently Chairs several industry advisory bodies and associations.

As Managing Director of Richey Fishing Company and Richey Services, Mr Richey's business includes salmon, scallop, squid, and marine charter operations.

Mr Richey was made a Member of the Order of Australia in 2005 for his service to the commercial fishing industry. His focus on the promotion of sustainable use of Australian Government managed fishery resources and the development of new national marine polices and safety legislation has been particularly beneficial to the industry. Mr Richey is also a Fellow of the Australian Institute of Company Directors and holds current Master IV and MED qualifications.



| Mr Stuart Richey, AM Chair

### Ms Jennifer Clark (Deputy Chair)

Ms Jennifer Clark was appointed Deputy Chair of the Board on 10 February 2015 and reappointed on 10 February 2020 for a further five years. Ms Clark was appointed to the Board on 8 May 2012 and was appointed Chair of the AMSA Board Audit, Risk and Finance Committee in February 2014.

Ms Clark is a Board Member of the Australian Payments Network Limited and is a member of its Audit Risk and Finance Committee and Chair of the Policy Experts Group. She is Chair of the Audit and Risk Committees of Services Australia; the Department of Defence; Australian Bureau of Statistics; Austrade; Sports Integrity Australia; the Australian Commission on Safety and Quality in Health Care; the Australian Law Reform Commission; and is Chair of the Department of Defence Capability Acquisition and Sustainment Group Risk Advisory Committee. Ms Clark is also a member of the Department of Home Affairs Audit Committee.



| Ms Jennifer Clark (Deputy Chair)

Ms 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. In her banking career, Ms Clark provided advice to the Commonwealth Government and was responsible for funding major infrastructure projects and arranging finance for a large number of Australian companies. Ms Clark is a Fellow of the Australian Institute of Company Directors and has been a Board member of a number of companies and Commonwealth Government agencies over the past 30 years.

## Mr Mick Kinley (Chief Executive Officer)

Mr Mick Kinley became AMSA's Chief Executive Officer on 26 August 2014 and was reappointed from 1 July 2020 for a further four-year term. Mr Kinley was previously the Deputy Chief Executive Officer and held that position from October 2008. Mr Kinley joined AMSA in Cairns as a Marine Surveyor in 1994. He has since gained experience across all AMSA's business areas with a focus on maritime safety and casualty response.

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.

Mr Kinley holds an Australian Chief Engineer Class 1 Certificate, a Bachelor of Applied Science, a Bachelor of Engineering, and a Graduate Diploma in Legal Studies. Mr Kinley is a member of the Australian Institute of Company Directors.



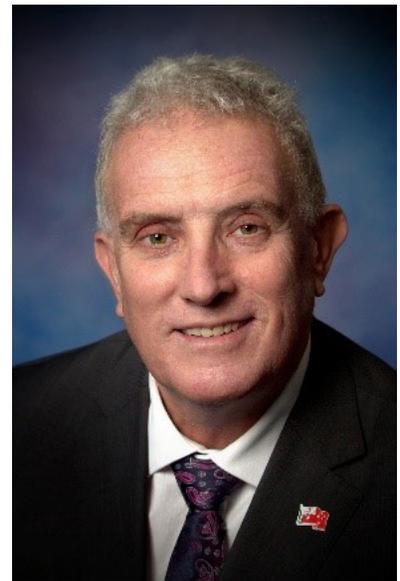
| Mr Mick Kinley, CEO

## Mr Peter Toohey

Mr Peter Toohey was appointed to the AMSA Board on 17 June 2015 and reappointed on 21 December 2021 for further three-year term.

Mr Toohey is Secretary for the Queensland branch of the Australian Institute of Marine and Power Engineers. He has participated in eighteen salvages with United Salvage and Svitzer Salvage as Salvage engineer since 1991 until 2015. Mr Toohey retired as Chief Engineer, Brisbane Tugs with Svitzer Australia in July 2020.

Mr Toohey began his career with Howard Smith Industries as an apprentice Fitter and Turner and Marine Engineer student in 1974 and became a seagoing marine engineer in 1978 working in all positions from 7th to Chief Engineer on tankers and bulk carriers with Howard Smith Shipping.



| Mr Peter Toohey

## Dr Ian Poiner

Dr Ian Poiner was appointed to the AMSA Board on 13 November 2019 for a period of three years.

Dr Poiner is currently Chairperson of the Great Barrier Reef Marine Park Authority, Patron of the Australian Sciences Association, Chair of the Expert panel for Marine Science Strategy at James Cook University and a Fellow of the Australian Academy of Technology and Engineering. Recent Chair roles include the Australian and New Zealand International Ocean Discovery Program Consortium, Australia's Integrated Marine Observing System; Marine National Facility Steering Committee; CSIRO Oceans and Atmosphere Advisory Committee; and the Reef and Rainforest Research Centre Ltd.

Following a successful research career at CSIRO (1985–2004), Dr Poiner served as the Chief Executive Officer of the Australian Institute of Marine Science from 2004 to 2011. He was a member of the International Scientific Steering Committee of the Census of Marine Life from 2002 and its Chair from 2007 to 2013. From 2012 to 2016 he was Chair of the Gladstone Healthy Harbour Partnership Science Panel.

Dr Poiner holds a BSc Hons 1A Zoology and PhD Zoology from the University of Queensland and an Honorary Doctor of Science from James Cook University.



| Dr Ian Poiner, Chairperson

## Captain Jeanine Drummond

Captain Jeanine Drummond was appointed to the AMSA Board on 2 November 2020 for a three-year term.

Capt. Drummond works as an independent marine advisor and is an experienced Harbour Master, Master Mariner and Maritime Industry Professional. Capt. Drummond has extensive background across the maritime industry sectors, at sea, offshore oil and gas, and in the ports sector, both in operations and development, in Australia and internationally.

Capt. Drummond is also member of the Australian Maritime College Advisory Board and Councillor with Australian Mariners Welfare Society.

Capt. Drummond holds an Australian Master Unlimited Certificate of Competency, Bachelor of Business (Maritime Management), Graduate Diploma Maritime Management, Advance Diploma of Applied Science and is an Associate Fellow of Nautical Institute, Member of WISTA, and Graduate of the Australian Institute of Company Directors. Capt. Drummond was the inaugural recipient in 2018, of the Australian Shipping and Maritime Industry 'Women in Shipping and Logistics Award'.



| Captain Jeanine Drummond

## Ms Elizabeth Montano

Ms Elizabeth Montano was appointed to the AMSA on 16 December 2021 for a period of three years.

Ms Montano holds the degrees of Bachelor of Arts and Bachelor of Laws (UNSW) and is a Fellow of the Australian Institute of Company Directors.

Ms Montano is an experienced non-executive director with a portfolio of positions and consulting practice working in governance, strategic and business planning performance assessment and reporting, change management, risk and assurance. She has worked extensively in financial services regulation, financial intelligence, information technology strategy and governance, marine natural resource management and marine scientific research.

Ms Montano is chair and a member of various public sector audit and audit and risk committees. She was the first woman to lead an Australian regulatory / law enforcement agency as Chief Executive Officer of the Australian Transaction Reports and Analysis Centre (AUSTRAC). In the private sector, Ms Montano was a financial service specialist Senior Consultant and Senior Solicitor with King & Wood Mallesons.



| Ms Elizabeth Montano

## Mr Daryl Quinlivan AO

Mr Daryl Quinlivan AO was appointed to the AMSA Board on 16 December 2021 for a period of three years.

Mr Quinlivan is currently the NSW Agriculture Commissioner. He 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. He was Head of Office at the Productivity Commission 2012–15.



| Mr Daryl Quinlivan AO

## Ms Marisa Purvis-Smith

Ms Marisa Purvis-Smith is the Deputy Secretary of Water Infrastructure and Northern Australia and the CEO of the National Water Grid Authority within the Department of Infrastructure, Transport, Regional Development and Communications. This role includes responsibility for the Office of Northern Australia.

Ms Purvis-Smith brings a wealth of experience, including a strong understanding of regional and community issues, including as First Assistant Secretary, Regional Development, Local Government and Regional Recovery. Prior to that, Ms

Purvis-Smith worked in the federal Treasury in a range of roles, including tax policy and Commonwealth-State relations. She is also the department's representative on the Australian Maritime Safety Authority Board – this position will cease on 30 June 2022 when Ms Purvis-Smith takes up her role as Deputy Secretary, Transport Group (July 2022) in the Department of Infrastructure, Transport, Regional Development, Communications and the Arts.



| Ms Marisa Purvis-Smith

## Mr Anthony Briggs

Mr Anthony (Tony) Briggs was appointed to the AMSA Board on 21 November 2018 for a three-year term. Mr Briggs appointment expired on 20 November 2021.

Mr Briggs is the founder and former Managing Director of Coral Princess Cruises. Mr Briggs founded the Cairns-based small ship company in 1984 and remained its Managing Director until 2014, when the company was sold. Mr Briggs has had experience as Master and/or engineer for Hayman Island; Hayles Ferries; Pacific Tug and Westham Dredging.

Mr Briggs retired as Director, of the Shipowners' Mutual Protection and Indemnity Association (Luxembourg) and a member of SMP Finance Committee in August 2020. He is a former member of Queensland Marine Board Cooperative Research Centre for the Ecological Sustainability of the Great Barrier Reef. Mr Briggs has Master Class 3 (Trading) and Marine Engine Drive (Motor) Grade 1.



| Mr Anthony Briggs

## Dr Rosalie Balkin AO

Dr Rosalie Balkin was appointed to the AMSA Board on 21 November 2018 for a three-year term. She is currently Secretary-General of the Comité Maritime International (CMI), (the first woman to be so elected in that NGO's 120-year history), Ethics Officer for the World Maritime University and member of the Seafarers Rights International Advisory Board.

From 1998 to 2013 Dr Balkin served as Director of Legal Affairs and External Relations at the International Maritime Organization (IMO). During that time, she was Secretary of IMO's Legal Committee and Executive Secretary of IMO's Council and Assembly. From 2011 to her retirement, she was promoted to IMO's Assistant Secretary-General. Prior to joining IMO, she held academic positions at universities in South Africa, Australia and the United Kingdom. After a period as Legal Adviser to the Commonwealth Ombudsman, Dr Balkin worked for some years in the Office of International Law in the Federal Attorney-General's Department.



| Dr Rosalie Balkin AO

Dr Balkin was awarded the Order of Australia (AO) in January 2018 for her distinguished service to maritime law through roles in a range of organisations, to the improvement of global shipping transport safety and standards and to education as an academic and author. Dr Balkin was the editor with Emeritus Professor Don Greig of the International Maritime Law Institute Treatise on Global Ocean Governance Vol III, published by Oxford University Press in 2018 and was a member of the Conciliation Commission established under the United Nations Convention on the Law of the Sea, which facilitated Timor Leste and Australia reaching agreement on their maritime boundaries in the Timor Sea.

## Details of the Accountable Authority

Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Position held Executive / Non-Executive	Period as the accountable authority or member within the reporting period		
				Date of Commencement	Date of cessation	Number of meetings of accountable authority attended
Mr Stuart Richey	Master Class IV MED 2 FAICD	<p>Mr Stuart Richey AM is a Tasmanian commercial fisherman and offshore services operator.</p> <p>Mr Richey brings a strong leadership style and many years' experience marine policy and planning to the Board.</p> <p>As Managing Director of Richey Fishing Company and Richey Services, Mr Richey's business operates in several major fisheries in SE Australia and in offshore marine charter operations.</p>	Board Chair	21 November 2014	20 November 2022	5/5 2/2 OoS
Ms Jennifer Clark	FAICD	<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 23 years.</p> <p>Ms Clark has been a Board member and Chair or member of a number of audit, finance and risk committees in Commonwealth Government agencies and private sector companies over the past 31 years including in the maritime, defence and finance sectors.</p>	Deputy Board Chair	8 May 2012	9 February 2025	5/5 2/2 OoS
Mr Mick Kinley	BAppSc BEng GradDip Leg Australian Chief Engineer Class 1 Certificate MAICD	<p>Mr Mick Kinley became Chief Executive Officer of AMSA on 27 August 2014 after joining the organisation as a marine surveyor in 1994.</p> <p>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.</p>	Chief Executive Officer / Board Member	27 August 2014	30 June 2024	5/5 2/2 OoS

Mr Peter Toohey	GAICD STCW III/2, Engineer Class 1 (Motor) Fitter & Turner Trade Certificate.	Mr Peter Toohey was formerly Chief Engineer, Brisbane Tugs with Svitzer Australia. He is Secretary for the Queensland branch of the Australian Institute of Marine and Power Engineers. He has participated in eighteen salvages with United Salvage and Svitzer Salvage as Salvage engineer since 1991 until 2015.	Board Member	17 June 2015	15 December 2024	5/5 2/2 OoS
Dr Ian Poiner	BSc Hons 1A Zoology PhD Zoology	Dr Ian Poiner is currently Chairperson of the Great Barrier Reef Marine Park Authority, Patron of the Australian Marine Sciences Association, Chair of the Expert Panel for Marine Science Strategy at James Cook University and a Fellow of the Australian Academy of Technology and Engineering. Recent chair roles include the Australian and New Zealand International Ocean Discovery Program Consortium, Australia's Integrated Marine Observing System; Marine National Facility Steering Committee; CSIRO Oceans and Atmosphere Advisory Committee; and the Reef and Rainforest Research Centre Ltd.  He has served as the Chief Executive Officer of the Australian Institute of Marine Science from 2004 to 2011. He was a member of the International Scientific Steering Committee of the Census of Marine Life from 2002 and its Chair from 2007 to 2013. From 2012 to 2016 he was Chair of the Gladstone Healthy Harbour Partnership Science Panel.	Board Member	13 November 2019	13 November 2022	5/5 2/2 OoS
Capt. Jeanine Drummond	COC Master Unlimited GAICD BBus (MarMan) GCM (Mar) GDipMan (Mar) AdvDipAppSc (Nautical)	Capt. Jeanine Drummond works as an independent marine advisor, and is an experienced Harbour Master, Master Mariner and Maritime Industry Professional.  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 Member	2 November 2020	1 November 2023	5/5 2/2 OoS
Ms Elizabeth Montano	Board Member	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.  Ms Montano has worked extensively in financial services regulation, financial intelligence, information technology strategy and governance, marine natural resource management and marine scientific research.  Ms Montano is chair and a member of various public sector audit and audit and risk committees. She was the first woman to lead an Australian regulatory / law enforcement agency as Chief Executive Officer of the Australian Transaction Reports and Analysis Centre (AUSTRAC). In the private sector, Ms Montano was a financial service specialist Senior Consultant and Senior Solicitor with King & Wood Mallesons.	Board Member	16 December 2021	15 December 2024	3/3 2/2 OoS

Mr Daryl Quinlivan AO	BA Hons Monash BEC ANU	Mr Daryl Quinlivan AO is currently the NSW Agriculture Commissioner. He 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. Mr Quinlivan was Head of Office at the Productivity Commission 2012–15.	Board Member	16 December 2021	15 December 2024	3/3 2/2 OoS
Ms Marisa Purvis-Smith	Bachelor Commerce (Hons) – Griffith University	Up until 30 June, Ms Purvis-Smith was the Deputy Secretary, Water Infrastructure and Northern Australia Group, and CEO of the National Water Grid Authority in the Department of Infrastructure, Transport, Regional Development and Communications. Prior to this Marisa headed up the Communications Infrastructure Division and the Regional Development, Local Government and Regional Recovery Division in the department. Marisa has spent over 20 years in the federal Treasury, covering a broad range of policy areas, including tax policy, Commonwealth-State Relations and macroeconomic forecasting.	Board Member	14 August 2021	30 June 2022	3/4 2/2 OoS
Mr Anthony Briggs	Master Class 3 (Expired) Marine Engine Driver (MED) 1 (Expired)	Mr Tony Briggs is the founder and former Managing Director of Coral Princess Cruises.  He was formally a Director, of the Shipowners' Mutual Protection and Indemnity Association (Luxembourg) and a member of SMP Finance Committee. He is a former member of Queensland Marine Board and Cooperative Research Centre for the Ecological Sustainability of the Great Barrier Reef.	Former Board Member	21 November 2018	20 November 2021	2/2
Dr Rosalie Balkin	BA LLB	Dr Rosalie Balkin is currently Secretary-General of the Comité Maritime International (CMI), the first woman to be so elected in that NGO's 124-year history.  From 1998 to 2013 Dr Balkin was Director of Legal Affairs and External Relations at the International Maritime Organization (IMO) and in 2011 was made IMO Assistant Secretary.  Prior to joining IMO, she was Assistant Secretary in the Office of International Law, Attorney-General's Department and held academic positions at universities in South Africa, Australia and the United Kingdom. She has published extensively on the subject of International Maritime Law.	Former Board Member	21 November 2018	20 November 2021	2/2

## Board and Committee meetings

### Board Meeting

- 250 – 11 August 2021
- 251 – 22 September 2021
- 252 – 15 December 2021
- 253 – 17 March 2022
- 254 – 11 May 2022
- Out of session Microsoft Teams meeting – 9 February 2022
- Out of session Microsoft Teams meeting – 23 February 2022

### Board Audit, Risk and Finance Committee meetings

- 156 – 25 August 2021
- 157 – 15 September 2021
- 158 – 01 December 2021
- 159 – 02 March 2022
- 160 – 27 April 2022
- Out of session Microsoft Teams meeting – 17 February 2022

### Remuneration Committee meetings

- 17 September 2021
- 03 December 2021
- 07 February 2022

## Board Audit, Risk and Finance Committee

Member name	Qualifications, knowledge, skills or experience (include formal and informal as relevant)	Number of meetings attended / total number of meetings	Total annual remuneration (GST inc.)	Additional Information
<b>Ms Jennifer Clark</b>	Ms 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. Ms Clark has been a Board member and Chair or member of a number of audit, finance and risk committees in Commonwealth Government agencies and private sector companies over the past 31 years including in the maritime, defence and finance sectors. She is a Fellow of the Australian Institute of Company Directors and is Deputy Chair of the AMSA Board.	5/5 1/1OoS	N/A	Chair Audit, Risk and Finance Committee  Deputy Chair Board  The Remuneration Tribunal notes that the Chair or Deputy Chair of the Board who is appointed to an Audit Committee is not entitled to additional audit fees.
<b>Dr Russell Reichelt AO</b>	Dr 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 Climate Change Authority and the Great Barrier Reef Foundation Limited (pro-bono).  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.	5/5 1/1OoS	Contracted: 12,255.90  Board Member \$4,379.76	No GST paid. The remuneration paid is under the threshold and Dr Reichelt is not registered to collect GST.
<b>Ms Elizabeth Montano</b>	Ms Montano holds the degrees of Bachelor of Arts and Bachelor of Laws (UNSW) and is a Fellow of the Australian Institute of Company Directors.  She has over twenty years' experience as chair, deputy chair and member of boards and audit committees across a range of government and not for profit entities. She has broad ranging experience in governance and the machinery of government including in financial and performance reporting, risk, assurance and program and project management and oversight.  She is a former Chief Executive Officer in the Commonwealth and senior financial services lawyer with King & Wood Mallesons.  She was the first woman to lead a Commonwealth law enforcement/regulatory agency.	5/5 1/1OoS	Contracted: 12,255.90  Board Member \$4,379.76	The Remuneration Tribunal notes: 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 – \$8,390 per year.

## Appendix 3: Management of Human Resources

### All Ongoing Employees Current Report Period (2021–22)

Male			Female			Indeterminate			Total	
	Full time	Part time	Total Male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	29		29	15	3	18	-	-	-	47
Qld	31		31	15	1	16	-	-	-	47
SA	6		6		-	-	-	-	-	6
Tas	8		8	1		1	-	-	-	9
Vic	17		17	4		4	-	-	-	21
WA	20		20	3	1	4	-	-	-	24
ACT	114	1	115	109	14	123	1	-	1	239
NT	2		2	1		1	-	-	-	3
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	1		1	-	-	-	1
<b>Total</b>	<b>227</b>	<b>1</b>	<b>228</b>	<b>149</b>	<b>19</b>	<b>168</b>	<b>-</b>	<b>-</b>	<b>1</b>	<b>397</b>

### All Non-Ongoing Employees Current Report Period (2021–22)

Male			Female			Indeterminate			Total	
	Full time	Part time	Total Male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	2	-	2	1	-	1	-	-	-	3
Qld	6	-	6	1	1	2	-	-	-	8
SA	1	-	1	-	-	-	-	-	-	1
Tas	1	-	1	-	-	-	-	-	-	1
Vic	1	-	1	4		4	-	-	-	2
WA	1	-	1	1		1	-	-	-	2
ACT	23	4	27	15	4	19	-	-	-	46
NT	-	-	-	1		1	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>35</b>	<b>4</b>	<b>39</b>	<b>20</b>	<b>4</b>	<b>28</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>64</b>

## All Ongoing Employees Previous Report Period (2020–21)

Male			Female			Indeterminate			Total	
	Full time	Part time	Total Male	Full time	Part time	Total female	Full time	Part time	Total Indeterminate	
<b>NSW</b>	28	-	28	13	-	13	-	-	-	41
<b>Qld</b>	33	-	33	8	-	8	-	-	-	41
<b>SA</b>	4	-	4	1	-	1	-	-	-	5
<b>Tas</b>	8	-	8	1	-	1	-	-	-	9
<b>Vic</b>	13	-	13	4	-	4	-	-	-	17
<b>WA</b>	20	-	20	4	1	5	-	-	-	25
<b>ACT</b>	113	1	114	89	19	108	1	-	1	223
<b>NT</b>	3	-	3	1	-	1	-	-	-	4
<b>External Territories</b>	-	-	-	-	-	-	-	-	-	-
<b>Overseas</b>	-	-	-	1	-	1	-	-	-	1
<b>Total</b>	<b>222</b>	<b>1</b>	<b>223</b>	<b>122</b>	<b>20</b>	<b>142</b>	<b>1</b>	<b>-</b>	<b>1</b>	<b>366</b>

## All Non-Ongoing Employees Previous Report Period (2020–21)

Male			Female			Indeterminate			Total	
	Full time	Part time	Total Male	Full time	Part time	Total female	Full time	Part time	Total	
NSW	3	-	3	1	1	2	-	-	-	5
Qld	1	-	1	1	2	3	-	-	-	4
SA	1	-	1	-	-	-	-	-	-	1
Tas	-	-	-	-	-	-	-	-	-	-
Vic	2	-	2	1	-	1	-	-	-	3
WA	1	-	1	-	-	-	-	-	-	1
ACT	30	4	34	12	6	18	-	-	-	52
NT	-	-	-	1	-	1	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
<b>Total</b>	<b>38</b>	<b>4</b>	<b>42</b>	<b>16</b>	<b>9</b>	<b>25</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>67</b>

## Appendix 4: 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 \$		
<b>Stuart Richey</b>	Chair	1/7/2021 to 30/6/2022	119,256	-	-	18,366	-	-	-	137,622
<b>Jennifer Clark</b>	Deputy Chair	1/7/2021 to 30/6/2022	89,447	-	-	13,727	-	-	-	103,174
<b>Peter Toohy</b>	Board Member	1/7/2021 to 30/6/2022	59,628	-	-	9,183	-	-	-	68,811
<b>Tony Briggs</b>	Board Member	1/7/2021 to 21/11/2021	23,303	-	-	3,589	-	-	-	26,892
<b>Rosalie Balkin</b>	Board Member	1/7/2021 to 20/11/2021	23,303	-	-	3,589	-	-	-	26,892
<b>Ian Poiner</b>	Board Member	1/7/2021 to 30/6/2022	59,628	-	-	9,183	-	-	-	68,811
<b>Jeanine Drummond</b>	Board Member	1/7/2021 to 30/6/2022	59,628	-	-	9,183	-	-	-	68,811
<b>Elizabeth Montano</b>	Board Member	16/12/2021 to 30/6/2022	36,624	-	-	5,640	-	-	-	42,264
<b>Daryl Quinlivan</b>	Board Member	16/12/2021 to 30/6/2022	32,213	-	-	4,961	-	-	-	37,174
<b>Mick Kinley</b>	Board Member and Chief Executive Officer	1/7/2021 to 30/6/2022	488,648	-	1,717	56,946	22,624	-	-	569,935

<b>Sachi Wimmer</b>	Deputy Chief Executive Officer	1/7/2021 to 22/10/2021	73,814	-	536	18,167	(8,029)	-	169,803	254,292
<b>Allan Schwartz</b>	Executive Director Operations	1/7/2021 to 10/12/2021	23,378	-	-	23,427	3,598	-	285,185	335,588
<b>Michael Drake</b>	Executive Director Operations	1/7/2021 to 30/6/2022	282,987	-	1,717	42,200	46,631	-	-	373,535
<b>Mark Morrow</b>	Executive Director Response	1/7/2021 to 30/6/2022	295,288	-	1,717	43,284	7,820	-	-	348,109
<b>Brad Groves</b>	Executive Director Policy and Regulation	1/7/2021 to 29/10/2021	3,888	-	-	17,359	6,785	-	-	28,032
<b>Leanne Loan</b>	Executive Director Policy and Regulation	1/7/2021 to 30/6/2022	305,438	-	1,717	39,500	44,751	-	-	391,407
<b>Cherie Enders</b>	Chief Operating Officer	1/7/2021 to 25/2/2022	213,590	-	1,129	18,244	3,291	-	-	236,255
<b>Linda Ward</b>	Chief Operating Officer	6/12/2021 to 30/6/2022	180,068	-	974	26,827	16,231	-	-	224,099
<b>Peter White</b>	Executive Director Future Operations	23/8/2021 to 30/6/2022	267,344	-	1,467	38,353	3,260	-	-	310,425
<b>Total</b>			2,637,472	-	10,973	401,728	146,964	-	454,988	3,652,125

## Notes

The above KMP remuneration includes the remuneration and other benefits of the AMSA Board which is determined by the Remuneration Tribunal. Remuneration arrangements for the Chief Executive Officer (CEO) is shared between the Remuneration Tribunal and the Chairman of the AMSA Board.

The CEO determines remuneration and conditions for AMSA Executive 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 as outlined in AMSA's Executive and Senior Manager Remuneration Guideline.

The AMSA Executive, apart from the CEO, are employed under common law contracts which set out the core conditions and terms of employment, including remuneration.

Table 2: Senior Executives Remuneration

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

Remuneration band	Number of senior executives	Short-term benefits			Post-employment benefits	Other long-term benefits		Average termination benefits \$	Average total remuneration \$
		Average base salary \$	Average Bonuses \$	Other benefits and allowances \$		Average Long service leave \$	Average Other long-term benefits \$		
<b>\$220,000 or less</b>	16	100,252	-	964	18,701	1,270	-	-	121,187
<b>\$220,001 - \$245,000</b>	7	189,964	-	1,876	33,270	4,570	-	-	229,680
<b>\$245,001 - \$270,000</b>	10	216,108	-	1,760	33,534	9,171	-	-	260,573
<b>\$270,001 - \$295,000</b>	3	230,659	-	2,130	35,341	12,721	-	-	280,851
<b>\$295,001 - \$320,000</b>	1	253,906	-	1,717	45,251	1,427	-	-	302,301

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 Managers) 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 as outlined in [AMSA's Executive and Senior Manager Remuneration Guideline](#).

Table 3: Other highly paid staff remuneration

Other highly paid staff are employed under the Australian Maritime Safety Authority Enterprise Agreement 2016–2019.

Remuneration band	Number of other highly paid staff	Short-term benefits			Post-employment benefits	Other long-term benefits		Average termination benefits \$	Average total remuneration \$
		Average base salary \$	Average Bonuses \$	Other benefits and allowances \$		Average Long service leave \$	Average Other long-term benefits \$		
<b>\$235,001 - \$245,000</b>	2	194,727	-	-	31,610	12,128	-	-	238,465
<b>\$245,001 - \$270,000</b>	9	213,953	-	2,790	31,456	5,254	-	-	253,452
<b>\$320,001 - \$345,000</b>	1	191,358	5,180	110,064	25,638	1,813	-	-	334,052

### 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, for the reporting period. The superannuation contributions amount for the CEO is the value established in the Remuneration Tribunal Determination.
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.
8. The difference between Table 1: Key Management Personnel Remuneration in the Annual Report and Note 4.2 in the Financial Statements is due to different reporting requirements for superannuation contributions and other benefits and allowances.

## Appendix 5: Implementation of findings from the ANAO audit: Application of Cost Recovery Principles

	Recommendations	Details of findings	Progress
2	<b>Cost recovery arrangements are efficient and effective</b>		
2.1	Examine use of tonnage-based proxies for levies to enable charges to more closely link to the level of efficient regulatory effort expended for specific outputs.	<p>Australian Cost Recovery Guidelines state that when designing a levy, the cost-driver should approximate the level of resources used to provide the activity and that differentiate levy rates may be used to more closely reflect resources used by different groups.</p> <p>The expectation is that we should be able to demonstrate a clear link between the level of effort and the charge (levy). However there appears to be no clear relationship between costs and provision of regulatory activities (using the mechanism of Net Registered Tonnage).</p> <p>The likely result is cross subsidisation of the owners of smaller vessels by the owners of larger vessels. Although, it is recognised that a tonnage-based approach is industry practice, differential levy rates could be used to more closely reflect resources used by different users based on a risk based approach, size of vessels or other criteria.</p>	<p>We have undertaken preliminary work to assess variables in our risk-based approach of regulatory activities and linkages to a mechanism in which we may be able to charge industry. This has involved the potential of charging different types, sizes, flagged, and compliant vessels separately, as well as the reviewing the basis of payment (i.e. currently quarterly, could be per voyage or per port visit) and the rate bands.</p> <p>Any option to align the level of effort to the regulatory activities provided (and associated charging structures) must be weighed up against the ease of operation and associated costs of administration.</p> <p>Our initial conclusion is that tonnage is the most appropriate method in which to charge industry. In fact, it is the only internationally standardised measurement for ships (through the International Maritime Organization) with many international jurisdictions using a tonnage approach to charging industry. It also appears to be a lead indicator of the level of effort from our risk-based approach to regulatory activities.</p> <p>Nevertheless, we have yet to finalise our conclusions. Any decision will involve extensive consultation with a vast number of stakeholders, including the Department of Infrastructure Transport, Regional Development, Communications and the Arts and Department of Finance to seek guidance on the process. An opportune time to undertake this engagement may be after the Independent Review Panel report to the Australian Government.</p> <p><b>Timeframe:</b> Subject when the Independent Review reports to the Australian Government and funding for domestic commercial vessel sector is secured.</p>

<p><b>2.2</b></p>	<p>Develop a cost recovery model that aligns revenue of outputs with regulatory activities to the efficient cost of providing those outputs.</p>	<p>Alignment between expenses and revenue Our cost recovery financial performance indicate:</p> <ul style="list-style-type: none"> <li>• cumulative over recovery of costs for all regulatory activities,</li> <li>• over recovery for Regulatory Functions Levy (accumulated surplus of \$40 million),</li> <li>• over recovery for Protection of the Sea Levy,</li> <li>• under recovery for Marine Navigation Levy, and</li> <li>• under recovery of fees-based activities.</li> </ul>	<p>We have completed a comprehensive holistic review for all our activity outputs as part of developing the 2021-22 activity-based costing zero-based budgeting (ABC-ZBB) exercise. This builds on the framework developed in 2020-21 and allows a thorough analysis of our costs underpinning service delivery and activity outputs. Business process reviews are currently underway and will be considered by Executive, underpinning decisions to improve (and find) efficiencies. This will inform and position AMSA for Phase 2 of Independent Review currently underway. How we address these imbalances is subject to discussions with the Australian Government and with industry through a consultative process.</p> <p><b>Timeframe:</b> Subject to when the Independent Review reports to the Australian Government and funding for domestic commercial vessel sector is secured.</p>
<p><b>2.3</b></p>	<p>Review charges for regulatory activities covered by the Regulatory Functions Levy and Marine Navigation Levy.</p>	<p>Reserve Consistent trend of over recovering and building up retained earnings, which includes a Pollution Response Reserve of \$50 million. There is no agreed target level of reserves with industry, and is it not clear what investments have been made from surpluses</p> <p>Update fee determination Our fees under the Fee Determination was last revised in 2015, with a need to update charge-out rates more regularly to assist in addressing under recovery of costs.</p> <p>There is a need to restructure charges of the Regulatory Function Levy (RFL) and Marine Navigation Levy (MNL) to enable alignment of costs and revenue under each arrangement.</p>	<p>We will work with both the Department of Infrastructure Transport, Regional Development, Communications and the Arts, and Department of Finance, as well as consult with industry on the maintenance, utilisation, and agreement of regulatory charging reserves for specific agreed purposes. Expect that this will occur as part of the upcoming review.</p> <p><b>Timeframe:</b> Subject to when the Independent Review reports to the Australian Government and funding for domestic commercial vessel sector is secured.</p> <p>Until we finalise our analysis of fee-based activities, we cannot measure whether costs are efficient, effective, and whether industry has the capability to fully fund our costs – after which we will engage with government on any funding shortfall (if required).</p> <p><b>Timeframe:</b> Subject to when the Independent Review reports to the Australian Government and funding for domestic commercial vessel sector is secured.</p> <p>We are exploring options for a holistic review of all our regulatory charging mechanisms and rates, not limited to the RFL and MNL. These discussions will occur as part of the government review of regulatory charging activities, with potential for a revision in legislative instruments (tax acts and determinations).</p> <p><b>Timeframe:</b> Subject to when the Independent Review reports to the Australian Government and funding for domestic commercial vessel sector is secured.</p>

2.4	Examine ways to reduce costs in the provision of fee-based services and seek a decision from government on how to fund any shortfall should we be unable to fully recover costs from industry.	Fee-based activities have been under-recovered over the past few years, with cross-subsidisation from levy-based activities. We advised that perhaps full cost recovery for fee-based activities may be unsustainable for industry, although further investigation is required and will be undertaken when developing and improving the costing model.	As part of the 2020-21 ABC-ZBB budgeting exercise, we assessed costs that underpin fee-based activities. We build on this when developing the 2021-22 Budget using a refined ABC-ZBB costing model. This does provide further details of our direct and corporate overhead costs that we will be able to benchmark with entities that provide similar regulatory functions – providing evidence whether our costs are efficient in the delivery of regulatory activities. We plan to commence a comprehensive benchmarking exercise on direct and corporate related costs in 2022-23. <b>Timeframe:</b> 2022-23
3	<b>Effective engagement with stakeholders in our cost recovery activities</b>		
3.1	Develop and implement an ongoing stakeholder engagement strategy in consultation with stakeholders, specifically on cost recovery.	There is no ongoing stakeholder engagement strategy on cost recovery, nor have we consulted with stakeholders on the level of engagement that is expected (although, we have consulted widely and extensively on the National System). Develop performance measures on stakeholder engagement on cost recovery and be more responsive to request for information about models and input into cost recovery processes.	During the development of our Cost Recovery Implementation Statements, we undertake consultative exercises, inviting specific industry participants to provide feedback of our cost recovery arrangements and funding options that may be formulated for consideration by government – the consultation feedback report is located here [ <a href="https://www.amsa.gov.au/news-community/consultations/closed-consultations">https://www.amsa.gov.au/news-community/consultations/closed-consultations</a> ].

## Appendix 6: Coronial inquiries 2015-16 – 2021-22

Year report released	Case name	Description	Number of finding	Number of findings implemented
2015-16	Wilson	On 26 July 2013 while fishing for coral trout from <i>Noriaus</i> , Glenn Wilson was found floating face down in the water near his overturned fishing dory. An autopsy revealed he died due to drowning. <a href="https://www.courts.qld.gov.au/_data/assets/pdf_file/0012/468759/cif-wilson-g-20160524.pdf">https://www.courts.qld.gov.au/_data/assets/pdf_file/0012/468759/cif-wilson-g-20160524.pdf</a>	6	4 The outstanding recommendations relate to grandfathering provisions
2015-16	Donoghue	Ryan Harry Donoghue died at 7.19 pm on 29 November 2013 aboard the fishing vessel <i>Newfish1</i> situated in the Gulf of Carpentaria. The cause of death was ventricular defibrillation due to electrocution. <a href="https://justice.nt.gov.au/_data/assets/pdf_file/0005/281777/D02102013-Donoghue-including-attachment.pdf">https://justice.nt.gov.au/_data/assets/pdf_file/0005/281777/D02102013-Donoghue-including-attachment.pdf</a>	4	4
2016-17	Lianto & Collado (Sage Sagittarius)	Cesar Lianto died on 30 August 2012 as a result of foul play, namely, that Mr Lianto was either thrown overboard or killed on the <i>MV Sage Sagittarius</i> and his body disposed of at a later time, by a person or persons unknown. Hector Collado died on 14 September 2012, in Newcastle Harbour aboard the <i>MV Sage Sagittarius</i> . The cause of his death was multiple injuries, which the coroner was satisfied he sustained as a result of being struck over the head by some kind of weapon or instrument by a person or persons unknown and then he was either thrown over the handrail outside the storeroom on the second deck or fell over the handrail to his death. <a href="https://coroners.nsw.gov.au/coroners-court/download.html/documents/findings/2017/Lianto%20and%20Collado%20Inquest%20-%20FINAL-%20findings%20as%20at%2031%20May%202017.pdf">https://coroners.nsw.gov.au/coroners-court/download.html/documents/findings/2017/Lianto%20and%20Collado%20Inquest%20-%20FINAL-%20findings%20as%20at%2031%20May%202017.pdf</a>	1	1 No action required— finding addressed at a whole-of-government perspective
2016-17	Munn	Brett Anthony Munn was aboard the <i>Seabring</i> when it capsized in November 2016.	8	4 The open recommendations require potential regulatory or legislative change
2016-17	Trott	Leila Michelle Trott, 38, went missing sometime around 1330 on 6 April 2016, whilst swimming to retrieve a tender (a dinghy) that had loose from its mooring and drifted away from <i>Ocean Free</i> , a tourist sailing vessel Leila was skippering on the Great Barrier Reef near Green Island off Cairns. Leila was located in the water at 1418. <a href="https://www.courts.qld.gov.au/data/assets/pdf_file/0010/514477/cif-trott-lm-20170316.pdf">https://www.courts.qld.gov.au/data/assets/pdf_file/0010/514477/cif-trott-lm-20170316.pdf</a>	1	1

<b>2017-18</b>	Turner, Carter & Fairley	The deceased were on board the <i>Returner</i> when it sank on 11 July 2015. The vessel had undergone major modifications that rendered the vessel less stable in water. <a href="https://www.coronerscourt.wa.gov.au/_files/Carter,%20Fairley%20and%20Turner%20finding.pdf">https://www.coronerscourt.wa.gov.au/_files/Carter,%20Fairley%20and%20Turner%20finding.pdf</a>	6	6
<b>2017-18</b>	Bradshaw	Mr Bradshaw was found deceased in the water between a wharf at Hudson Creek in Darwin and a landing barge, the <i>Sammy Express</i> <a href="https://justice.nt.gov.au/_data/assets/pdf_file/0019/482005/D00052017-Daniel-Bradshaw.pdf">https://justice.nt.gov.au/_data/assets/pdf_file/0019/482005/D00052017-Daniel-Bradshaw.pdf</a>	3	3
<b>2018-19</b>	Russell	Allan Geoffrey Russel drowned after his dingy overturned <a href="https://www.magistratescourt.tas.gov.au/_data/assets/pdf_file/0006/466341/Russell,-Allan-Geoffrey-web-version.pdf">https://www.magistratescourt.tas.gov.au/_data/assets/pdf_file/0006/466341/Russell,-Allan-Geoffrey-web-version.pdf</a>	1	1
<b>2019-20</b>	Cassandra/ Dianne	Joint inquest into the loss of life arising from the capsizing of two fishing vessels, <i>Cassandra</i> and <i>Dianne</i> <a href="https://www.courts.qld.gov.au/_data/assets/pdf_file/0008/624176/cif-fvdiannearndvcassandra-20190829.pdf">https://www.courts.qld.gov.au/_data/assets/pdf_file/0008/624176/cif-fvdiannearndvcassandra-20190829.pdf</a>	8	5 The open recommendations require potential regulatory or legislative change
<b>2021-22</b>	Haigh	Record of investigation into death (without inquiry) handed down by the Tasmanian Coroner. <a href="https://www.magistratescourt.tas.gov.au/_data/assets/pdf_file/0019/634321/Haigh,-Kevin-Bruce-Web.pdf">https://www.magistratescourt.tas.gov.au/_data/assets/pdf_file/0019/634321/Haigh,-Kevin-Bruce-Web.pdf</a>	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:
  - i. the Chicago Convention; and
  - ii. the Safety Convention; and
  - iii. 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.

## References

### Acronyms and abbreviations

Acronym/Abbreviation	Meaning
<b>AIS</b>	Automatic Identification System
<b>AMSA</b>	Australian Maritime Safety Authority
<b>AMSA Act</b>	<i>Australian Maritime Safety Authority Act 1990</i>
<b>ANAO</b>	Australian National Audit Office
<b>APHoMSA</b>	Asia-Pacific Heads of Maritime Safety Agencies
<b>ARC</b>	AMSA Response Centre
<b>AtoN</b>	Aid(s) to navigation
<b>CSIRO</b>	Commonwealth Scientific and Industrial Research Organisation
<b>DCV</b>	Domestic Commercial Vessel
<b>DFAT</b>	Department of Foreign Affairs and Trade
<b>DGPS</b>	Differential Global Positioning System
<b>EPIRB</b>	Emergency position indicating radio beacon
<b>FSC</b>	Flag State control
<b>FSM</b>	Free surface movement
<b>GPS</b>	Global Positioning System
<b>IALA</b>	International Association of Marine Aids to Navigation and Lighthouse Authorities
<b>ICAO</b>	International Civil Aviation Organization
<b>IMO</b>	International Maritime Organization
<b>ISO</b>	International Standards Organization
<b>KPI</b>	Key performance indicator
<b>MARPOL</b>	International Convention for the Prevention of Pollution from Ships
<b>National Law</b>	<i>Marine Safety (Domestic Commercial Vessel) National Law Act 2012</i>
<b>National plan</b>	National Plan for Maritime Environmental Emergencies
<b>National system</b>	National System for Domestic Commercial Vessel Safety
<b>PBS</b>	Portfolio budget statements
<b>PGPA Act</b>	<i>Public Governance, Performance and Accountability Act 2013</i>
<b>PID Act</b>	<i>Public Interest Disclosure Act 2013</i>
<b>PSC</b>	Port State control
<b>RPF</b>	Regulator Performance Framework

### Compliance

Timeframe for tabling in Parliament	PGPA Act 46(2)(a)	Reporting requirements and responsible minister
<b>Compliance with requirements prescribed by the rules</b>	PGPA Act 46(3)	Reporting requirements and responsible minister (page 6)
<b>Inclusion of annual performance statements</b>	PGPA Act 39(1)(b)	Annual performance statements (pages 13 to 34)
<b>Inclusion of annual financial statements and Auditor General's report</b>	PGPA Act 43(4)	Independent auditor's report (pages 65 and 66)

## Compliance index – PGPA Act

PGPA Rule Reference	Part of Report	Description	Page number/ comment
<b>17BE</b>	Contents of annual report		2-3
<b>17BE(a)</b>	Enabling legislation	Details of the legislation establishing the body.	51
<b>17BE(b)(i)</b>	Appendix 7: Our functions and powers	A summary of the objects and functions of the entity as set out in legislation.	114
<b>17BE(b)(ii)</b>	Purpose	The purposes of the entity as included in the entity's corporate plan for the reporting period.	4
<b>17BE(c)</b>	Reporting requirements and responsible minister	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.	6
<b>17BE(d)</b>	Ministerial decisions, and government policy orders	Directions given to the entity by the Minister under an Act or instrument during the reporting period.	61
<b>17BE(e)</b>	Ministerial decisions and government policy orders	Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	61
<b>17BE(f)</b>	Statement of significant non-compliance issues	Particulars of non-compliance with (a) a direction given to the entity by the Minister under an Act or instrument during the reporting period; or (b) a government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	60
<b>17BE(g)</b>	Annual Performance Statements	Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule.	13 - 34
<b>17BE(h),17BE(i)</b>	Statement of significant non-compliance issues	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.	60
<b>17BE(j)</b>	Appendix 2: Details of the Accountable Authority	Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	93
<b>17BE(k)</b>	Organisational profile	Outline of the organisational structure of the entity (including any subsidiaries of the entity).	51
<b>17BE(ka)</b>	Appendix 3: Management of Human Resources	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:	103

<b>17BE(l)</b>	Organisational profile	Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	52
<b>17BE(m)</b>	Governance	Information relating to the main corporate governance practices used by the entity during the reporting period.	54
<b>17BE(n), 17BE(o)</b>	Related entity transactions	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): (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 (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.	59
<b>17BE(p)</b>	Significant activities and changes affecting the operations or structure of the entity during the period	Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	51
<b>17BE(q)</b>	Judicial decisions and reviews by outside bodies	Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	61
<b>17BE(r)</b>	Reports (Auditor-General, Parliament, Ombudsman)	Particulars of any reports on the entity given by: (a) the Auditor-General (other than a report under section 43 of the Act); or (b) a Parliamentary Committee; or (c) the Commonwealth Ombudsman; or (d) the Office of the Australian Information Commissioner.	61
<b>17BE(s)</b>	-	An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.	N/A

<b>17BE(t)</b>	Indemnities and insurance premiums	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).	58
<b>17BE(taa)</b>	Board Audit, Risk and Finance Committee	The following information about the audit committee for the entity: (a) a direct electronic address of the charter determining the functions of the audit committee; (b) the name of each member of the audit committee; (c) the qualifications, knowledge, skills or experience of each member of the audit committee; (d) information about each member's attendance at meetings of the audit committee; (e) the remuneration of each member of the audit committee.	56
<b>17BE(ta)</b>	Appendix 4: Executive remuneration	Information about executive remuneration.	105

## Requirements of the AMSA Act

Requirement	AMSA Act Reference	Page Number / Comment
<b>Particulars of any directions given to the Authority under section 8 during the period</b>	AMSA Act 9C(a)	N/A No directions given.
<b>A summary of notices given to the Authority under subsection 9A(1) during the period</b>	AMSA Act 9C(b)	N/A No notices under subsection 9A(1) received
<b>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</b>	AMSA Act 9C(c)	N/A
<b>Particulars of any directions given to the Authority under subsection 9B(2) during the period</b>	AMSA Act 9C(d)	N/A

# Annual Report contact

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

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## 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: (02) 6279 5000
- Website: [amsa.gov.au](http://amsa.gov.au) and click on 'Contact us'

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