



Australian Government
Australian Maritime Safety Authority

2020–21

Corporate Plan

Covering the period 2020–21 to 2023–24





AMSA

Bisley



AMSA



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Introduction

Statement of preparation

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



Mr Stuart Richey AM

Chair

June 2020

Period of coverage

This corporate plan is prepared for the reporting period 2020–2021, and covers the reporting periods 2020–21 to 2023–24.

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

Chair's foreword



At the time of developing this plan AMSA, like the rest of Australia and the world, was dealing with the ramifications of the global COVID-19 pandemic. The pandemic, and the responses to control the spread, challenged the way that AMSA delivered on its vision of safe and clean seas, saving lives.

AMSA has robust business continuity plans in place to ensure continued service to our stakeholders in times of disruption. This pandemic put these plans to the test. AMSA's immediate priority was to continue to deliver our critical services while keeping our people safe. Social distancing arrangements were implemented, which resulted in shop fronts around the country being closed to visitors. Our industry stakeholders were encouraged to continue to interact with AMSA in different ways. Our call centre continued to offer a high level of service, and our remote working capabilities were bolstered.

Our IT infrastructure was tested, with large numbers of staff working from home, and crisis arrangements put in place to ensure that our search and rescue capacity was maintained should the AMSA Response Centre be forced to close.

AMSA's focus for 2020–21 is returning to business as usual—whatever that may look like in the post COVID-19 world—as quickly as possible while supporting industry through the recovery phase. We appreciate that some sectors of the domestic commercial vessel sector have been significantly impacted by the pandemic, and we will work with all tiers of government and industry to provide support where we can.

Recognising the need to develop robust plans for the future, this corporate plan describes our strategic priorities for the next four years.

Serious incidents are unfortunately too common in the maritime industry and safety continues to be one of our strategic priorities. We can only improve safety by working closely with industry to develop a culture that values and manages safety. We will continue to deliver targeted campaigns and compliance initiatives which deliver safety benefits. We aim to improve our data collection and analysis of serious incidents to improve our understanding of maritime safety issues and inform our regulatory work.

In June 2020, the Senate Standing Committee on Rural and Regional Affairs and Transport handed down its report from the inquiry 'Performance of the Australian Maritime Safety Authority'. AMSA will work with the Department of Infrastructure, Transport, Regional Development and Communications to support the Government's consideration of any response to the report's findings.

AMSA recognises the challenges of a changing climate to our business. The frequency and intensity of extreme weather events are predicted to increase, and AMSA will work with the maritime industries and governments to ensure that future designs and plans consider both contributions to, and impacts on, climate change. As an island nation and an active member of the International Maritime Organization (IMO), reducing the impact of shipping on the environment, and managing the impacts of climate change are vitally important. We are ready and able to contribute to the whole-of-government response to climate change.

We cannot achieve our vision and mission without the collaboration and input of others. We will continue to maintain and build public confidence in our ability to perform our vital public service. We will do this by maturing our stakeholder engagement framework and improving our consultation, contact, education and communication initiatives.

Our stakeholders expect a degree of self-service which enables them to interact with us simply, anytime and anywhere. Where possible, AMSA will look to embrace technology to deliver these expectations. The effective use of data is key for AMSA to continue to demonstrate the positive impacts of our interventions and the positive contributions we make to maritime safety and protection of the marine environment. AMSA will invest in and develop our capability to manage information and data, and take advantage of opportunities presented by new technologies.

Recent history has shown us how important it is to be flexible and responsive. AMSA has professional people dedicated to delivering its vision—safe and clean seas, saving lives—and I am confident that we are up to meeting current and future challenges—whatever they may be—while continuing to deliver our core business and strategic work program.



Mr Stuart Richey AM

Chair

23 June 2020

Purpose

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

Vision

Safe and clean seas, saving lives.

Mission

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

Role

AMSA is a statutory authority established under the *Australian Maritime Safety Authority Act 1990* (AMSA Act). Reflecting the purpose of the AMSA Act, and the functions of AMSA under the Act, our primary role is to:

- promote maritime safety and protection of the marine environment
- prevent and combat ship-sourced pollution in the marine environment
- provide infrastructure to support safe navigation in Australian waters
- provide a national search and rescue service to the maritime and aviation sectors.



Values

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

Navigating this plan

Part 1: Operating environment and overview

The plan starts with a summary of our broad **operating environment**. Understanding our operating environment—and in particular anticipating future changes—is key to our planning.

The **performance section** of this plan is introduced by **Part 1: AMSA overview**. Organised by the component parts of our vision—(1) *safe seas*, (2) *clean seas*, (3) *saving lives*—and our role, the overview provides a summary of our:

- **strategic priorities and goals**
- **core business activities** that we must deliver

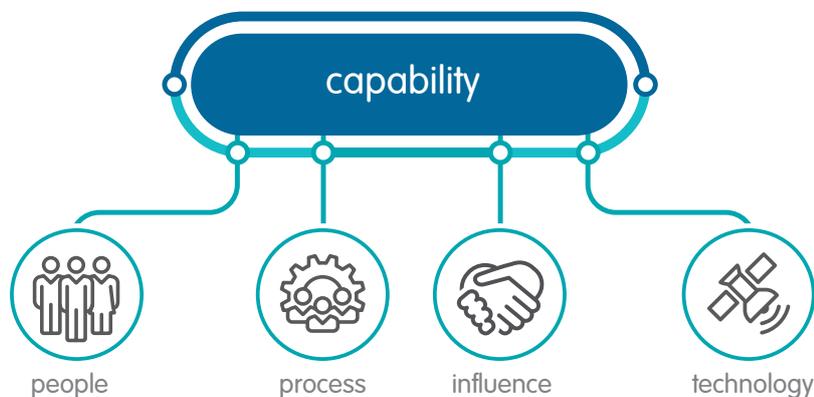
Part 2: Priorities, goals and measures

Part 2 provides further detail on our five **strategic priorities**, our goals and activities under these priorities are described over two horizons:

- what we will do in **2020–21**
- what we plan to do over the **next four years**.

Part 2 also details the new **capabilities** which will be delivered over the next four years through our significant programs and projects—identified throughout this plan by **CAP**

This part also details our **performance measures**. The measures are predominantly at an outcome level and measure the achievement of our vision—*safe and clean seas, saving lives*.



Part 3: Connections, cooperation and risk

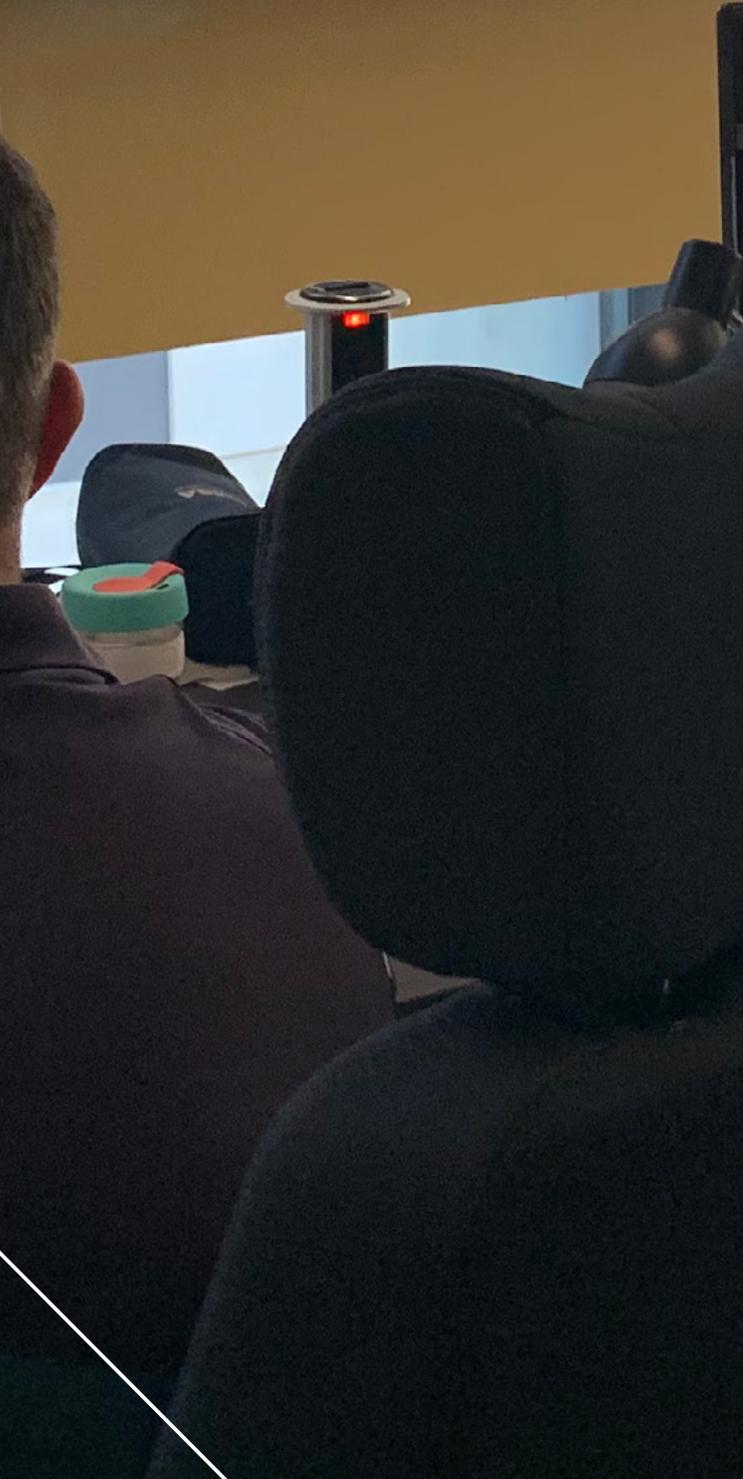
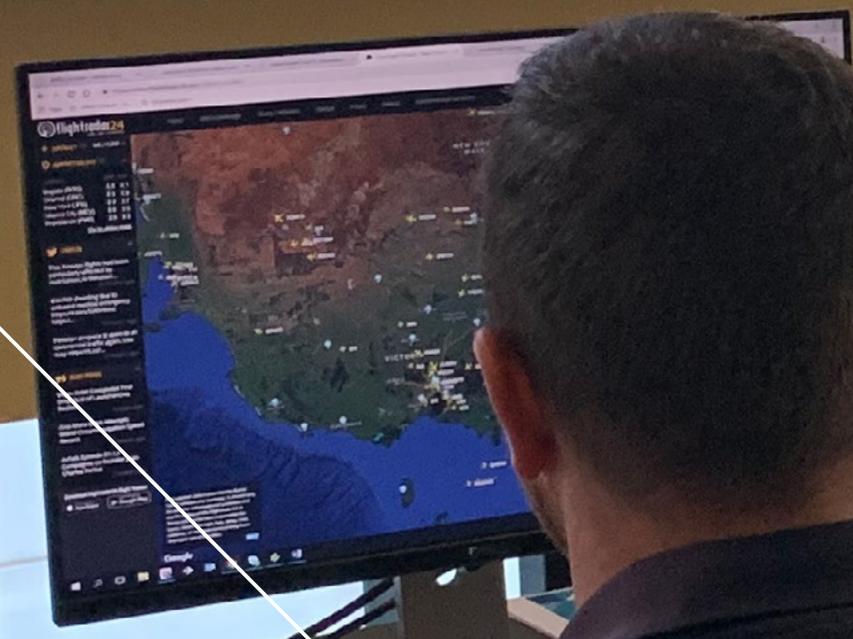
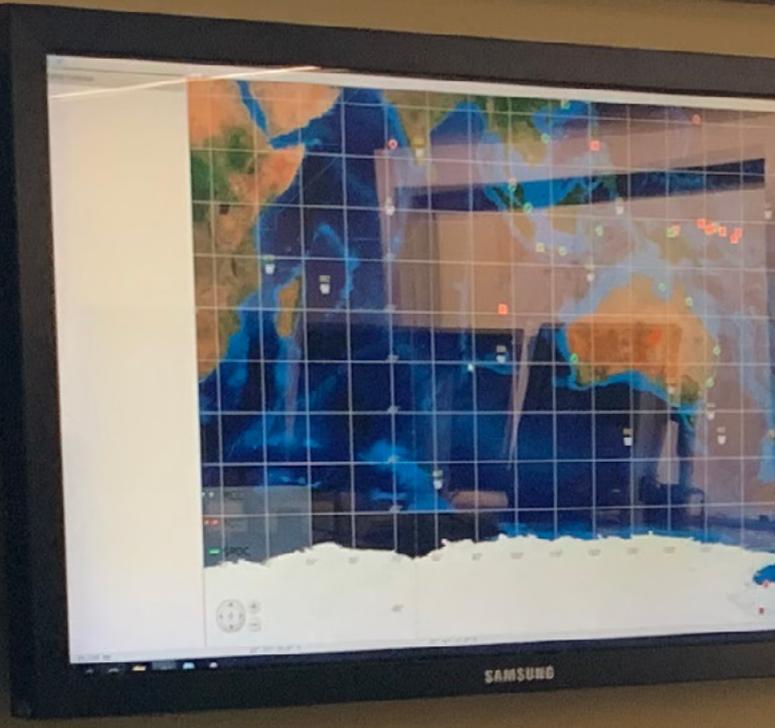
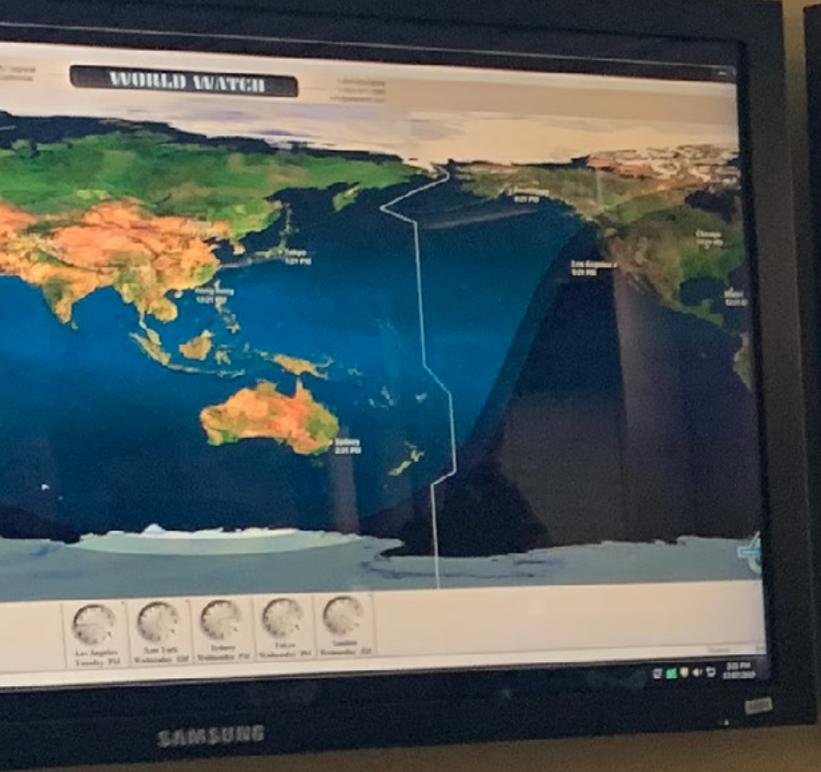
Part 3 describes the relationship between the plan and our integrated planning and reporting process, including the Regulator Performance Framework.

Information on our **cooperative arrangements** can be found on page 39.

Information on our **risk management approach** and **current enterprise risks** can be found on page 42.

The plan concludes with:

- our **business policy**, which outlines our commitment to three quality standards: AS/NZ ISO 9001: 2015 Quality Management Systems; AS/NZS 4801: 2001 Occupational Health and Safety Management Systems; and AS/NZS ISO 14001: 2015 Environmental Management Systems
- a **compliance table**, demonstrating how we meet the corporate plan requirements under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act)





Part 1:

Operating environment and overview

Operating environment

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

As an island with 60,000 kilometres of coastline, remote from the world's main trading centres, Australia relies on international maritime trade. Additionally, domestic consumption of tourism goods and services was the largest contributor to income from marine-related activities in 2015–16.^a Our coastal waters are home to a range of domestic maritime activities including fishing, recreation, off-shore oil and gas exploration and extraction and, more recently, renewable energy installations. Australia also has some of the world's most ecologically sensitive sea areas, and many are busy shipping areas.

Demand for Australia's natural resources remains strong with a consequent need for bulk carriers trading to Australian ports, while the impact of COVID-19 on other markets such as cruising has been severe in the short term and the future uncertain.

The Australian community expects that all ships in Australian waters are seaworthy and are operated and navigated safely by competent seafarers. There is no tolerance for shipping accidents and any consequential ship-sourced marine pollution. The maritime industry has a responsibility to avoid harming the environment, particularly in environmentally sensitive areas such as the Great Barrier Reef, Torres Strait, Coral Sea and the waters off the north-west coast of Australia.

Shifting weather patterns and more severe weather events are challenging all areas of life. Changing climate impacts will be felt in the maritime environment, and are likely to affect our search and rescue response and pollution capabilities as well as the management of our extensive aids to navigation network.

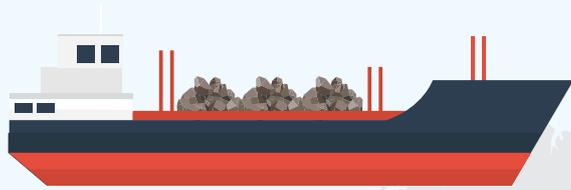
There is increasing competition for limited room on the seas, often near ecologically sensitive areas, driven by the growing numbers of recreational vessels, and increases in shipping activity, port developments and offshore renewable energy projects.

Rapid new developments in technology can be both disrupting and offer opportunities. More technologically advanced vessels are operating in Australia, using increasing levels of automation in navigation, communications and cargo and engine control systems. While technology can improve safety, efficiency and environmental protection, it comes with new safety, security and environmental risks that must be properly understood and managed.

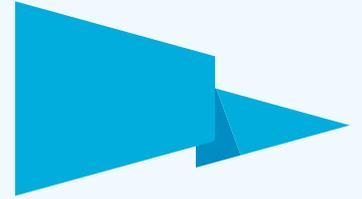
^a AIMS Index of Marine Industry: December 2018 <https://www.aims.gov.au/aims-index-of-marine-industry>

2020 Australian shipping at a glance

Australia is the **second largest exporter** of aluminium ores, and the **third largest exporter** of copper and zinc ores



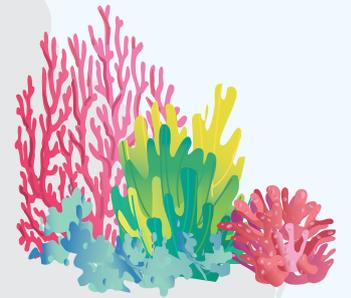
5981 foreign-flagged ships made **28,584 calls** to Australian ports in 2019



Australia is the **leading exporter** of iron ore, coal and unwrought lead



There has been a **20% increase** in port calls over the past **six years** in the Great Barrier Reef region



Almost **80%** (by value) of Australia's imports and exports are carried by sea



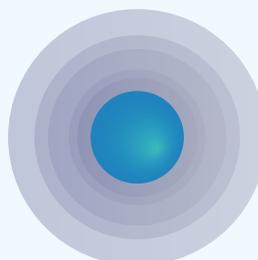
Over the past 20 years, the size of container ships has almost **doubled**



10% of the world's sea trade passes through Australian ports



Over the past 20 years, bulk carriers have increased in size by more than **50%**



Australia is the **fifth largest** user of shipping services in the world

The domestic commercial fleet comprises a range of vessel operations and industry sectors. Many vessels were built before the introduction of the National Standard for Commercial Vessels. Previously, vessels were subject to the different safety regimes of the states and the Northern Territory. As a result there are disparate safety cultures and attitudes towards regulation across an aging fleet. Recent coronial proceedings involving fatalities on domestic commercial vessels, as well as the report from the Senate Standing Committee on Rural and Regional Affairs and Transport inquiry ‘Performance of the Australian Maritime Safety Authority’ (June 2020, [https://www.apm.gov.au/Parliamentary_Business/Committees/Senate/Rural_and_Regional_Affairs_and_Transport/AMSA]) have highlighted the need to improve safety, particularly on board passenger and fishing vessels.

The impact of COVID-19 on the domestic commercial vessel sector has been severe particularly for those involved in tourism. Recovery will be dependent upon free movement of people and ongoing precautions against COVID-19 risks.

Community expectations are increasing pressure on governments to deliver online services, and to provide personalised, efficient interactions.

We must balance support for such innovation with effective regulation for the safety of people, vessels and the environment.

Working closely with our stakeholders to collaboratively navigate the challenges ahead will be key to the way AMSA operates.

People are at the centre of organisational capability. Having a future-ready workforce is a key success factor for AMSA.

Strategic priorities

Drawing on our environmental scan, we have identified five key strategic priorities.

It is important to note that these priorities and our responses do not capture everything that AMSA does to achieve its purpose. This information is captured in our AMSA overview (Part 1, page 13) described as core business.

Regulation		<p>Strategic priority 1: Improving maritime safety and response in Australia</p>	<ul style="list-style-type: none"> ▶ Strengthen regulatory effectiveness through implementing robust standards, guidance, compliance and enforcement ▶ Develop and enhance search and rescue and complex maritime emergency response and management capability
Environment		<p>Strategic priority 2: Protecting the environment, and preparing for and responding to the impacts of climate change</p>	<ul style="list-style-type: none"> ▶ Through the IMO influence the development of standards to support implementation of the greenhouse gas strategy ▶ Prevent, and effectively respond to, pollution incidents
Stakeholders		<p>Strategic priority 3: Effectively engaging with stakeholders</p>	<ul style="list-style-type: none"> ▶ Build our reputation as a trusted and respected modern regulator ▶ Strengthen our collaboration and consultation with stakeholders
Technology		<p>Strategic priority 4: Effectively harnessing emerging technologies and embracing innovation</p>	<ul style="list-style-type: none"> ▶ Improve our uptake of emerging technologies and research ▶ Continue to invest in our IT systems to improve our operations, operational linkages, cybersecurity and information use
Workforce		<p>Strategic priority 5: Ensuring AMSA is a vibrant and progressive organisation</p>	<ul style="list-style-type: none"> ▶ Build the workforce of the future ▶ Secure AMSA's financial future ▶ Strengthen AMSA's use of information and data ▶ Respond effectively to the COVID-19 pandemic

SAFE SEAS

CLEAN SEAS

LEGISLATED ROLE

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, on request, services to the maritime industry on a commercial basis

Promote the efficient provision of services

2020-2024 STRATEGIC PRIORITIES

STRATEGIC PRIORITY 1: IMPROVING MARITIME SAFETY AND RESPONSE IN AUSTRALIA

Goal 1.1: Strengthen regulatory effectiveness through implementing robust standards, guidance, compliance and enforcement

Goal 1.2: Develop and enhance search and rescue and complex maritime emergency response and management capability

STRATEGIC PRIORITY 2: PROTECTING THE ENVIRONMENT AND PREPARING FOR AND RESPONDING TO THE IMPACTS OF CLIMATE CHANGE

Goal 2.1: Through the IMO influence the development of standards to support implementation of the greenhouse gas strategy

Goal 2.2: Prevent, and effectively respond to, pollution incidents

STRATEGIC PRIORITY 3: EFFECTIVELY ENGAGING WITH STAKEHOLDERS

Goal 3.1: Build our reputation as a trusted and respected modern regulator

Goal 3.2: Strengthen our collaboration and consultation with stakeholders

STRATEGIC PRIORITY 4: EFFECTIVELY HARNESSING EMERGING TECHNOLOGIES AND EMBRACING INNOVATION

Goal 4.1: Improve our uptake of emerging technologies and research

Goal 4.2: Continue to invest in our IT systems to improve our operations, operational linkages, cybersecurity and information use

STRATEGIC PRIORITY 5: ENSURING AMSA IS VIBRANT AND PROGRESSIVE ORGANISATION

Goal 5.1: Build the workforce of the future

Goal 5.2: Secure AMSA's financial future

Goal 5.3: Strengthen AMSA's use of information and data

Goal 5.4: Respond effectively to the COVID-19 pandemic

CORE BUSINESS

Ensuring regulated vessels are operated safely and meet standards

Preventing pollution from shipping

Seafarer competency and welfare

Supporting safe navigation

Contributing to and implementing international conventions

Pre-emptively intervening to assure vessel safety

Delivering an effective incident response capability

Education, compliance and enforcement

Delivering an effective marine pollution response capability

Service delivery

Workforce engagement, development and safety

Regulatory framework

Good governance

Working with international organisations and other nations

Working with partner organisations

SAVING LIVES

Provide a national search and rescue service to the maritime and aviation sectors

Saving lives daily through search and rescue

Sound financial management

Reliable and responsive information technology

Developing stakeholder relationships

Community education

VISION

Safe and clean seas,
saving lives

AMSA OVERVIEW

everything we do must
contribute to our vision
and mission

MISSION

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

WHO WE SERVE
the Australian community



FIRE FLAP



Part 2:

Priorities, goals and measures



Strategic priority 1:

Improving maritime safety and response in Australia

Goal 1.1 – Strengthen regulatory effectiveness through implementing robust standards, guidance, compliance and enforcement

In 2020–21 AMSA will:

- 1.1.1 Work with government to respond to the Senate Standing Committee on Rural and Regional Affairs and Transport report from the inquiry 'Performance of the Australian Maritime Safety Authority'
- 1.1.2 Maintain our aids to navigation network through a robust program of strategic asset management
- 1.1.3 Include in our compliance program:
 - a minimum of ten at-sea campaigns (equating to 60 days at sea) with our compliance partners targeting general compliance of domestic vessels
 - a focussed inspection campaign on domestic commercial vessels targeting emergency position indicating radio beacons (EPIRB) compliance (carriage, registration, maintenance and training)
 - three education safety campaigns on passenger safety, tender operations and EPIRBs—including the new requirement for float-free EPIRBs by 1 January 2021
- 1.1.4 CAP Publish a report analysing incident reports over the last year which will identify risks which will drive our education and inspection regimes
- 1.1.5 Complete and evaluate a new port State control targeting system and identify next steps
- 1.1.6 Review the regulatory framework for domestic commercial vessels to address the key safety risks of the fleet and find opportunities to improve the efficiency of the National System for Domestic Commercial Vessels
- 1.1.7 Deliver an annual regulatory plan that establishes regulatory priorities for the organisation
- 1.1.8 Review and amend Marine Orders 11—Living and working conditions on vessels; 505—Certificates of competency – national law; as well as undertake a revision of the standard for safety equipment required for domestic commercial vessels

**In 2021–24
AMSA will:**

- 1.1.9 Prepare for, and undergo, an International Maritime Organization (IMO) Member State Audit which will assess how Australia meets its obligations under relevant IMO maritime conventions
- 1.1.10 Commence implementing regulatory initiatives and improvements to the regulatory framework for domestic commercial vessels
- 1.1.11 Continue to refine our Compliance Approach, Strategy and Annual Program. The latter will be based on contemporary risk assessments, compliance history of both entities and individuals, and information from coronial inquiries, investigations and other government partners. We will also work to optimise our use of the full suite of compliance and enforcement tools available to AMSA
- 1.1.12 Continue to broaden our compliance partnerships with other government entities to increase our reach
- 1.1.13 Systematically review our business processes for efficiency, effectiveness and accessibility for our stakeholders
- 1.1.14 **CAP** Review our national operations footprint, capabilities and resource allocation so that we are managing safety and pollution risks effectively
- 1.1.15 Review aids to navigation in the Torres Strait and implement any changes that are required.
- 1.1.16 **CAP** Introduce whole-of-life asset management across our aids to navigation network

Goal 1.2 – Develop and enhance search and rescue and complex maritime emergency response and management capability

In 2020–21 AMSA will:

- 1.2.1 **CAP** Continue to develop and implement the change and capability improvement program for the AMSA Response Centre (ARC)
- 1.2.2 **CAP** Continue to design the new Integrated Response System to replace the existing platform which manages our search and rescue operations
- 1.2.3 Re-design search and rescue training to focus on common Search and Rescue Officer training, broader capability to manage maritime incident emergencies and leadership planning within the ARC
- 1.2.4 **CAP** Establish the framework for a complex maritime emergency capability that includes design and rebuild of the ARC
- 1.2.5 Explore options to more effectively deliver search and rescue services through industry partnerships, research and innovation
- 1.2.6 Complete our beacon strategy and implement the priority initiatives of increasing registration, reducing false activations and the introduction of next generation beacon technology

In 2021–24 AMSA will:

- 1.2.7 Review automated intelligent technology for use in search and rescue and Maritime Assistance Services environments
- 1.2.8 Explore the opportunities that search and rescue beacons of the future, fitted with a return link service, provide and assess the benefits for our ARC

Strategic priority 2:

Protecting the environment and preparing for and responding to the impacts of climate change

Goal 2.1– Through the IMO influence the development of standards to support implementation of the greenhouse gas strategy

In 2020–21 AMSA will:

- 2.1.1 Work with other Australian Government agencies and other IMO member states to finalise short-term global measures to reduce greenhouse gas emissions from shipping under the IMO Initial Greenhouse Gas Strategy to reduce emissions from ships
- 2.1.2 Work with other Australian government agencies to determine AMSA's contribution to the whole-of-government response to climate change
- 2.1.3 Undertake research to improve our understanding of air emissions from ships and the potential long-term impacts on the Australian marine environment of washwater discharges from ships fitted with Exhaust Gas Cleaning Systems (EGCS). We will continue to engage in IMO discussions on EGCS and their potential impacts, to support evidence-based and globally consistent decisions on the operation of these systems
- 2.1.4 Prepare for implementation of short-and medium-term emission reduction measures under the IMO GHG Strategy

In 2021–24 AMSA will:

- 2.1.5 Incorporate climate change impacts into our planning of measures for both avoiding and responding to incidents, such as maritime casualties due to extreme weather events
- 2.1.6 Support research to identify the impacts of climate change and extreme weather events on shipping, shipping incident risks, and the marine environment
- 2.1.7 Work with other regulators to ensure maritime safety and pollution issues are integrated into developing and emerging regulatory systems for offshore alternative energy solutions, e.g. windfarms, solar arrays, wave generation

Goal 2.2 – Prevent, and effectively respond to, pollution incidents

In 2020–21 AMSA will:

- 2.2.1 **CAP** Complete a national capability review and risk assessment to underpin the National Plan for Maritime Environmental Emergencies
- 2.2.2 Review the location and effectiveness of the national pollution response stockpiles and ensure they are placed to ensure expeditious responses to maritime oil spills
- 2.2.3 **CAP** Build incident management capability by providing training and exercising to maintain an effective AMSA/National Response Team requirement
- 2.2.4 Identify key compliance activities to prevent pollution in the Annual AMSA Compliance Program
- 2.2.5 Conduct a random sampling program of ship fuel to prevent sulphur emissions. To do this, we will independently test to validate the accuracy of bunker delivery notes against the fuel sampled. We will publish our testing outcomes
- 2.2.6 Work with the Solomon Islands supported by the Department of Foreign Affairs and Trade and the IMO, to increase uptake of maritime liability conventions
- 2.2.7 Contribute to the development of stronger measures to respond to wrecks and cargo/container losses in Australian waters so that the 'polluter pays' the costs of clean up. This will include an evaluation/assessment of liability mechanisms of both domestic legislation and international conventions, in particular the Nairobi Wreck Removal Convention

In 2021–24 AMSA will:

- 2.2.8 Work with regional partners to increase the uptake of maritime liability conventions and build emergency preparedness and response capability
- 2.2.9 Evaluate the effect of contemporary shipping and cargo patterns, low sulphur fuels and other environmental changes have on the national oil pollution risk profile and subsequently adjust the arrangements, capabilities and resources of the National Plan for Maritime Environmental Emergencies
- 2.2.10 **CAP** Work with Commonwealth government agencies, the states and Northern Territory to develop and implement a single national integrated arrangement to manage maritime emergencies of all types, including search and rescue, environmental threats and mass casualty incidents

Strategic priority 3:

Effectively engaging with stakeholders

Goal 3.1 – Build our reputation as a trusted and respected modern regulator

In 2020–21 AMSA will:

- 3.1.1 Investigate and respond to complaints according to applicable statutory timeframes or within 30 days
- 3.1.2 Publish annual reports/statistics on industry performance and use these to inform future compliance and education campaigns, and highlight areas where performance is good
- 3.1.3 Publish an AMSA Annual Compliance Program: Information for industry based on an analysis of industry compliance patterns and risk
- 3.1.4 Improve the useability of our key online forms and the processes underpinning their use
- 3.1.5 Review and refine seafarer certification business processes to find efficiencies and improve service delivery
- 3.1.6 Work with stakeholders to support them through COVID-19 and into the recovery phase

In 2021–24 AMSA will:

- 3.1.7 Continue to refine AMSA published reports and statistics on the basis of industry feedback with a view to improving their ability to identify and control their own risks

Goal 3.2 – Strengthen our collaboration and consultation with stakeholders

In 2020–21 AMSA will:

- 3.2.1 Embed regular consultative meetings with regional stakeholder representatives in each state/territory and share their outcomes nationally
- 3.2.2 Implement a new national safety committee
- 3.2.3 Ensure we publish drafts for consultation for all regulatory changes, push key documents to consultative bodies and advise stakeholders through social media
- 3.2.4 Publish our annual regulatory plan on the internet and keep industry informed of implementation progress
- 3.2.5 Develop a strategic communications framework that identifies the channels and methods to best reach our stakeholders with information

In 2021–24 AMSA will:

- 3.2.6 Continue to review our service delivery arrangements with a view to digitising interactions and moving to self-service to reduce regulatory burden and improve efficiency

CAP

Strategic priority 4:

Effectively harnessing emerging technologies and embracing innovation

Goal 4.1 – Improve our uptake of emerging technologies and research

In 2020–21 AMSA will:

- 4.1.1 Improve our research prioritisation system and identify key partnerships for innovation and research in which we will invest
- 4.1.2 Work with industry to identify and remove regulatory hurdles to innovation while ensuring safety is maintained
- 4.1.3 **CAP** Work with Geoscience Australia and other agencies to support the introduction of Australia’s Satellite-Based Augmentation Service (SBAS) in the maritime sector
- 4.1.4 **CAP** 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
- 4.1.5 Assess the cumulative effects of wash water discharges from open-loop exhaust gas cleaning systems on Australian port environments and sensitive aquatic ecosystems
- 4.1.6 Complete research into potential vessel wake wash impact on Poruma island, consider its implications and any measures that may need to be applied

In 2021–24 AMSA will:

- 4.1.7 Collaborate with international partners to ensure Australia gains maximum benefit from the digitisation of maritime information, and participate in a maritime connectivity platform testbed
- 4.1.8 Amend our regulations and prepare for the introduction of multiple Global Maritime Distress Safety System satellite service providers
- 4.1.9 **CAP** Support the introduction of the Global Aeronautical Distress Safety System into the Australian environment, ready for the mandated implementation date of 1 January 2023
- 4.1.10 Continue to monitor the development of autonomous vessels and position ourselves to be ready for their broader uptake through regulatory and operational frameworks

Goal 4.2 – Continue to invest in our IT systems to improve our operations, operational linkages, cybersecurity and information use

In 2020–21 AMSA will:

- 4.2.1 **CAP** Commence development of a new vessel inspection system that allows greater access to information and data for AMSA field staff and our compliance partners
- 4.2.2 **CAP** Scope the ability for electronic data transfer of foreign vessel certificates to deliver inspection efficiencies
- 4.2.3 **CAP** Design a new integrated response system which allows for the management of pollution and search and rescue incidents within one operational management system
- 4.2.4 Implement Aurion, our new human resource information management system

In 2021–24 AMSA will:

- 4.2.5 Implement ensemble drift modelling capability for search and rescue, marine assistance services and pollution incident management
- 4.2.6 Establish a proof of concept for precision guided survival stores as a first step towards a long-range autonomous search and rescue asset
- 4.2.7 Through investments in systems, work towards more effectively connecting and using the data we collect across the organisation to inform reviews of regulation, administrative decision making, and operations

Strategic priority 5:

Ensuring AMSA is a vibrant and progressive organisation

Goal 5.1 – Build the workforce of the future

In 2020–21
AMSA will:

- 5.1.1 Foster an engaged, diverse and sustainable workforce
 - continue to assess, benchmark and respond to feedback from our engagement surveys and develop initiatives designed to increase levels of engagement in areas that require improvement
- 5.1.2 Build new capabilities in our workforce
 - develop and implement a capability framework for AMSA that will define the capability requirements for all positions
 - improve our HR systems to enhance organisational capability, by delivering new learning management, performance management and recruitment systems
 - provide improved access to contemporary e-learning that will support employees to develop new skills
- 5.1.3 Develop and empower our leaders
 - continue to support the development of leaders, drawing from previous efforts in capability development to design programs and forums that strengthen leadership capability across the organisation
 - explore options for growing our own talent and exploring alternative entry paths for operational and technical roles, AMSA will establish an operations ‘professional pathway’ to encourage development of technical expertise and progression to technical roles
- 5.1.4 Guide the organisation as it recovers from the COVID-19 pandemic, ensuring our HR policies and processes are reviewed and amended to facilitate expected changes to the way we work

In 2021–24
AMSA will:

- 5.1.5 Embed AMSA's capability framework into existing HR processes and frameworks
- 5.1.6 Realise the benefits from new HR systems and seek out opportunities to refine and improve our approach to HR service delivery

- 5.1.7 Continue our focus on developing leadership capability, embedding capability framework to underpin new approaches to growing and managing talent
- 5.1.8 Deliver a new AMSA Enterprise Agreement
- 5.1.9 Develop and implement graduate and work experience programs with the aim of improving sustainability of our workforce

Goal 5.2 – Secure AMSA’s financial future

In 2020–21
AMSA will:

- 5.2.1 Resolve a way forward for AMSA’s cost recovery review and future sustainable funding model that is agreed by Government

Goal 5.3 – Strengthen AMSA’s use of information and data

In 2020–21
AMSA will:

- 5.3.1 CAP Implement a lessons management framework which provides the foundations to improved learning from incidents and investigations across AMSA
- 5.3.2 Strengthen AMSA’s capability to analyse information from across our organisation to inform future priorities and areas of regulatory focus
- 5.3.3 CAP Develop an organisational approach to data management, governance and use to maximise its value

Goal 5.4 – Respond effectively to the COVID-19 pandemic

In 2020–21
AMSA will:

- 5.4.1 Support suppliers during their recovery
- 5.4.2 Review AMSA’s business continuity arrangements
- 5.4.3 Prepare AMSA for the recovery phase and aligning the organisation with government directions

Measures

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	Method	System	PBS (Y/N)	RPF KPI	2020-21	2021-22	2022-23	2023-24
SAFE SEAS											
Ensuring regulated vessels are operating safely and meeting standards											
1. (1.1.4.3)	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 serious incidents to total port arrivals (1)	Indicates whether standards are being met.	≤ 0.5%	Quantitative	Shipsys	Y	N	✓	✓	✓	✓
2. (1.1.5)	Improvement in the standard of domestic commercial vessels is demonstrated through:										
	2.1 (1.1.5.1) Fatalities in domestic vessel seafarers trend towards zero (2)	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	trending to zero	Quantitative	Incident Reporting System	N	N	✓	✓	✓	✓
	2.2 (1.1.5.2) Fatalities in domestic vessel passengers trend towards zero (3)	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	trending to zero	Quantitative	Incident Reporting System	N	N	✓	✓	✓	✓
CLEAN SEAS											
Preventing pollution from shipping											
3. (1.2.1)	Reducing trend in the number of significant pollution incidents (4)	A reducing trend in the number of significant pollution incidents is an indicator of the success of AMSA's preventative measures across its operations (e.g. ship inspection, safety education, regulation) which all contribute to preventing marine pollution.	trending to zero	Quantitative	Shipsys and NEMO	Y	N	✓	✓	✓	✓
4.	Timeliness of response to significant oil spill incidents (5)	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	within 4 hours	Quantitative	NEMO and audit reports	Y	N	✓	✓	✓	✓

1 Several factors are considered by AMSA to determine whether an incident is deemed serious, including the cause of the incident; WHS considerations; impacts on the environment; other vessels, and the community; and potential impacts. Incidents are categorised individually. This measure has had a minor update to the measure name to improve clarity.

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

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

4 This measure refines the previous measure 1.2.1 "Number of significant pollution incidents caused by shipping in Australian waters". A significant pollution incident is now defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies—see <https://www.amsa.gov.au/sites/default/files/amsa-496-national-plan.pdf>. Level 2 Incidents are more complex in size, duration, resource management and risk. AMSA felt that the 13 characteristics (see next) that together constitute a Level 2 incident was a more comprehensive descriptor than using a single volume-based criteria.

A Level 2 incident is characterised by the following:

- Multiple jurisdictions
- Some functions delegated or Sections created
- Routine multi-agency response
- Outline incident plan
- Requires intra-state resources
- Escalated response
- Multiple shifts days to weeks
- Single hazard
- Potential for loss of life
- Significant environmental impacts and recovery may take months. Remediation required.
- Groups of fauna or threatened fauna
- Business failure
- Ongoing reduced social services
- Medium term infrastructure failure
- National media coverage

5 New measure. A significant oil spill incident is a Level 2 (or higher) incident—see above.

No.	Measure	Rationale	Target	Method	System	PBS (Y/N)	RPF KPI	2020-21	2021-22	2022-23	2023-24
SAVING LIVES											
Saving lives daily through search and rescue											
5. (3.2.1)	Save as many lives as possible from those at risk (6)	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.	100% (7)	Quantitative	Nexus	Y	N	✓	✓	✓	✓
REGULATORY PERFORMANCE											
6.	Monitor overall regulatory performance through regular formal and informal feedback:	Monitoring how stakeholders perceive AMSA's performance on a regular basis is central to improving the services we deliver, and preventing issues from escalating.									
	6.1: National System Customer Service satisfaction	Indicates the level of customer satisfaction with the service delivered by our call centre, and whether their issue was resolved satisfactorily. Helps us to improve our services, and identify potential issues which may prompt further investigation/action.	90%	Quantitative and Qualitative	Feedback Module	N	1, 2, 3, 4, 5, 6	✓	✓	✓	✓
	6.2: Performance against the Regulator Performance Framework	Indicates the level of performance against the six key RPF areas (see note 8 below)	average greater than or equal to 3 (8)	Quantitative and Qualitative	Online survey Documented feedback	N	1, 2, 3, 4, 5, 6	✓	✓	✓	✓

- 6 Each search and rescue incident reported to AMSA is triaged to assess the requirement to respond to a life at risk. Sometimes the assessment concludes that the life has already been lost, or AMSA is unable to determine if a life is actually at risk, ie false beacon activations. For those incidents which are assessed as requiring a response—ie a life is identified as being 'at risk'—it is important that AMSA measures the performance of resources available to effect a rescue.
- 7 AMSA's intention is to save all lives at risk. In practicality, the circumstances surrounding individual incidents—ie severe medical conditions requiring specialist treatment, bad weather—affect the possibility of success of a search and rescue response. This reality is reflected in the previous results reported by AMSA for this measure, ranging between 95-99 per cent annually
- 8 The six contributing key performance areas—aligned to the six Regulator Performance Framework key performance areas—are (1) AMSA helps vessel owners and seafarers safely operate or work on a vessel without getting in the way, (2) Communications I get from AMSA are clear and useful (3) Given the risks involved in what I do, the level of regulation is about right, (4) AMSA's compliance and monitoring arrangements are well organised and efficient, (5) AMSA explains its decisions well, (6) AMSA is always trying to improve maritime regulations to create a safer and more efficient industry. Scale: 1 = strongly disagree, 2 = disagree, 3 = somewhat disagree, 4 = somewhat agree, 5 = agree, 6 = strongly agree. To streamline reporting, AMSA consolidates the results into an average overall score.

General note

In response to the release of the Department of Finance’s Resource Management Guide 131—developing good performance information in January 2020, and as part of our annual business planning process, we undertook an extensive review of the non-financial performance measures which feature in our Corporate Plan.

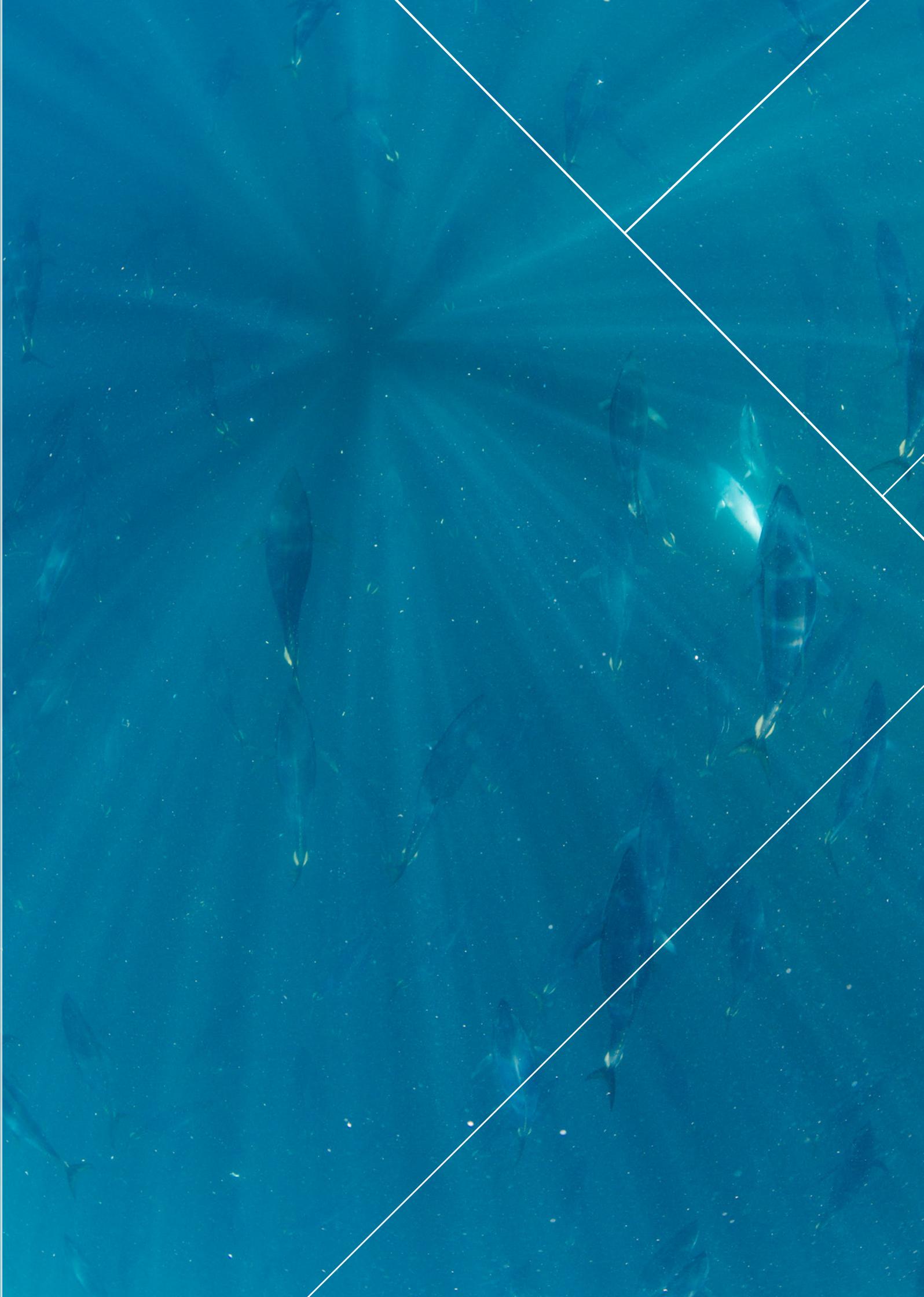
A decision was made to retain only non-financial performance measures which demonstrate AMSA’s outcomes and/or key outputs in support of our purpose.

As consequence, several measures were removed from the Corporate Plan (see AMSA 2019–20 Corporate Plan for reference):

1.1.1	Inspection rate of risk assessed eligible foreign-flagged ships	1.5.1.2	Onshore complaints made under the Maritime Labour Convention are investigated
1.1.2	Extent to which inspections of high risk ships are conducted within timeframes	R1.3	Email campaigns from AMSA
1.1.3	The annual number of port State, flag State control and domestic commercial vessel inspections meets targets	2.3.1	Regulatory instrument reviews
1.1.4.1	Average number of deficiencies per inspection	3.2.2	Median time for AMSA to receive, assess and, if required, initiate a response
1.1.4.2	Percentage of ships detained	3.2.3	The median time for an asset to be on scene
1.1.4.4	Age of ships coming to Australia	3.2.3.1	Day
1.3.1	Marine aids to navigation network availability	3.2.3.2	Night
1.4.1	Regulatory measures introduced	3.4.1	Maritime environmental emergency response assets available for deployment
1.5.1	Improvement in the standard of foreign-flagged ships and Australian-flagged ships	3.4.2	Sufficient numbers of trained maritime environmental emergency response personnel available
1.5.1.1	Average number of Maritime Labour Convention deficiencies per inspection	E1.1	Acceptance of proposals/input either sponsored or supported by Australia at international organisations

These measures continue to be monitored by AMSA internally. The review and reduction of measures has resulted in re-numbering.

To help readers follow year-on-year performance for retained measures, the previous numbering has been included in the measures table on pages 29 and 30 (grey text).







Part 3:
**Connections,
cooperation
and risk**

Connections

Planning and reporting

We have an integrated planning, budgeting and reporting process – see next page.

Regulator Performance Framework

The Commonwealth Regulator Performance Framework (the framework) encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting organisational cultural change. As a safety regulator, continuous improvement is already at the core of our regulatory vision. The framework consists of six outcomes-based key performance indicators (below). These indicators have been incorporated into our performance measurement framework.

More information on the framework can be found under 'Resources' at: www.cuttingredtape.gov.au



1

KPI: Reducing regulatory burden

Regulators do not unnecessarily impede the efficient operation of regulated entities



2

KPI: Effective communication

Communication with regulated entities is clear, targeted and effective



3

KPI: Risk-based and proportionate approaches

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



4

KPI: Efficient and coordinated monitoring

Compliance and monitoring approaches are streamlined and coordinated



5

KPI: Transparency

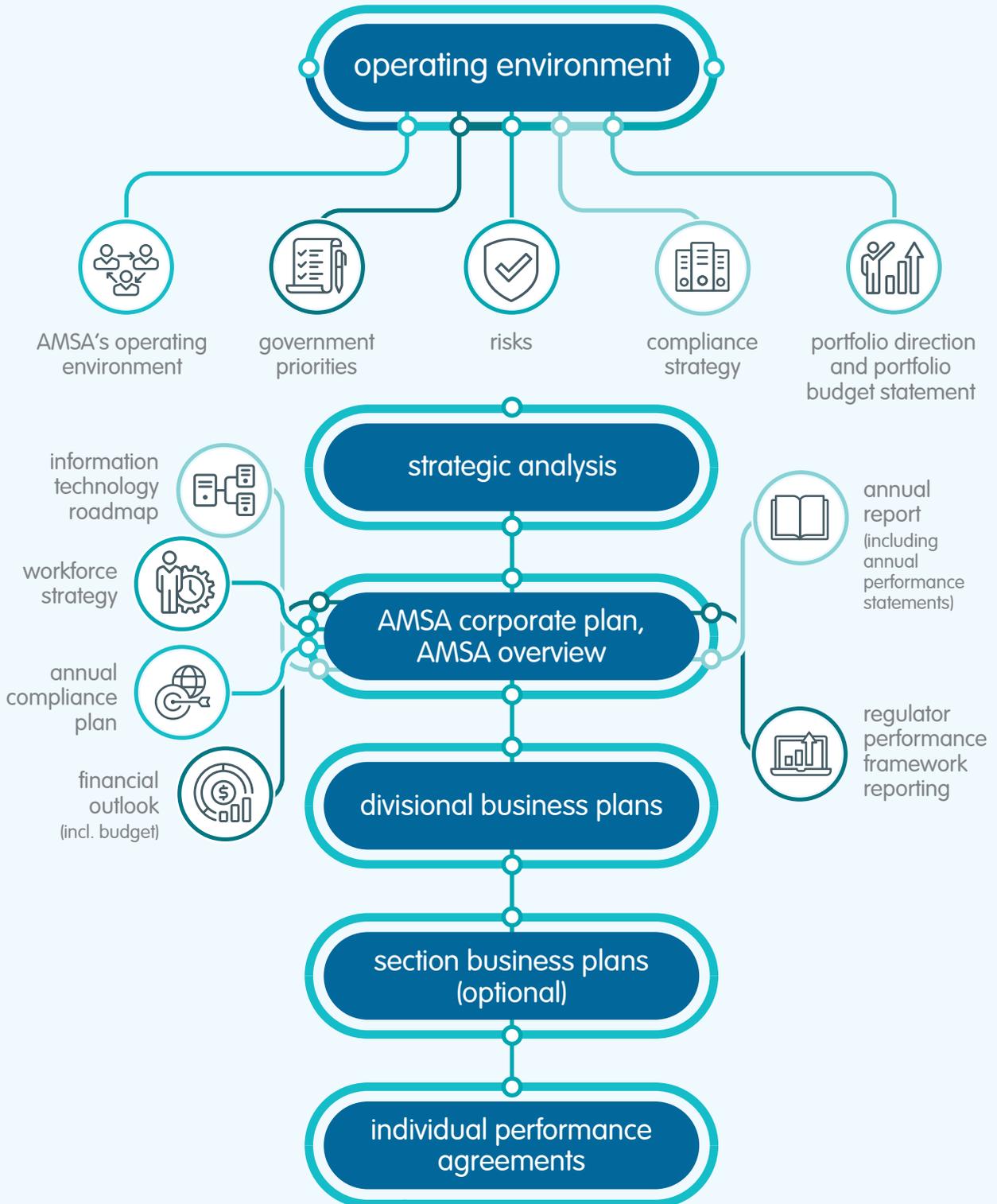
Regulators are open and transparent in their dealings with regulated entities



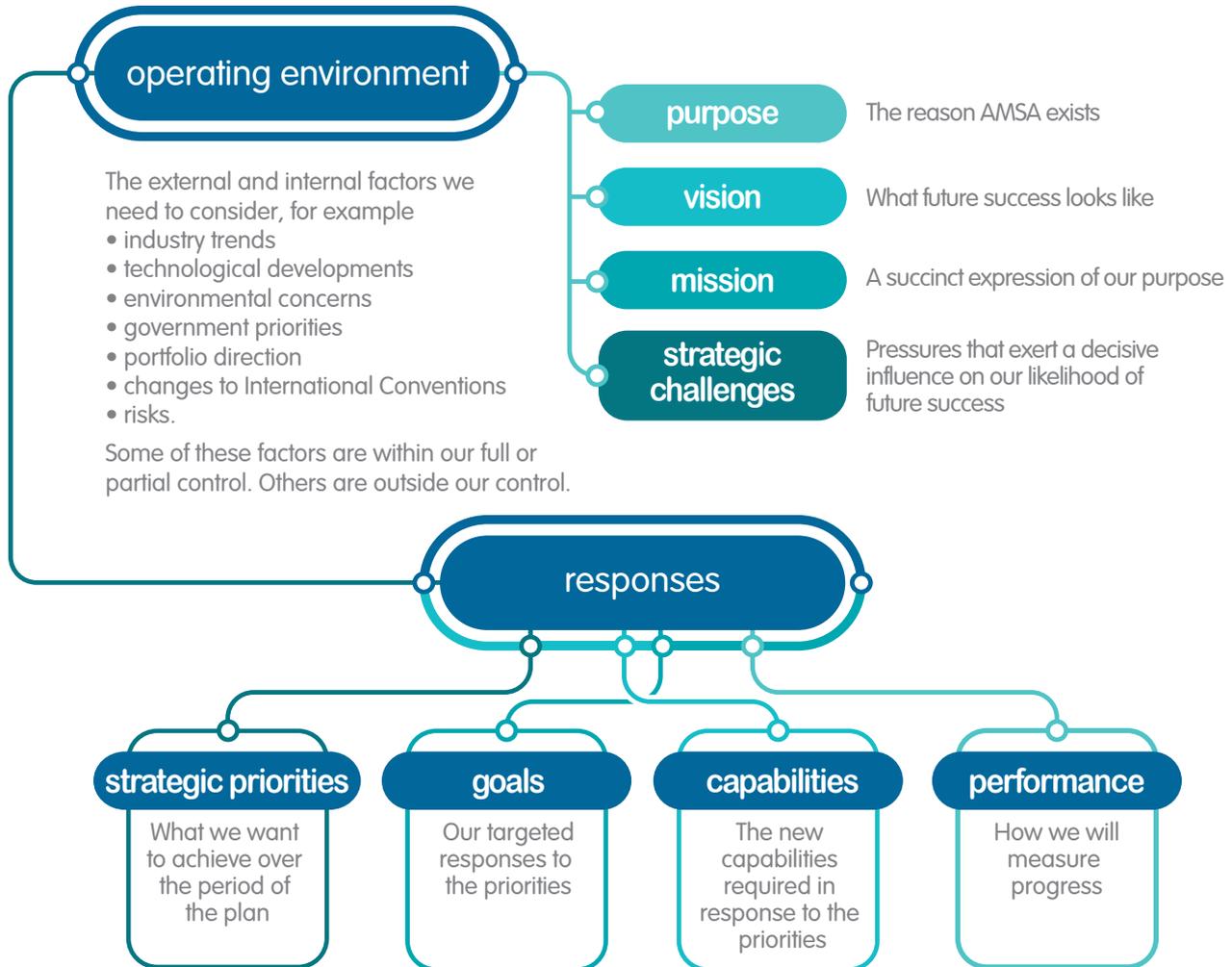
6

KPI: Continuous improvement

Regulators actively contribute to the continuous improvement of regulatory frameworks



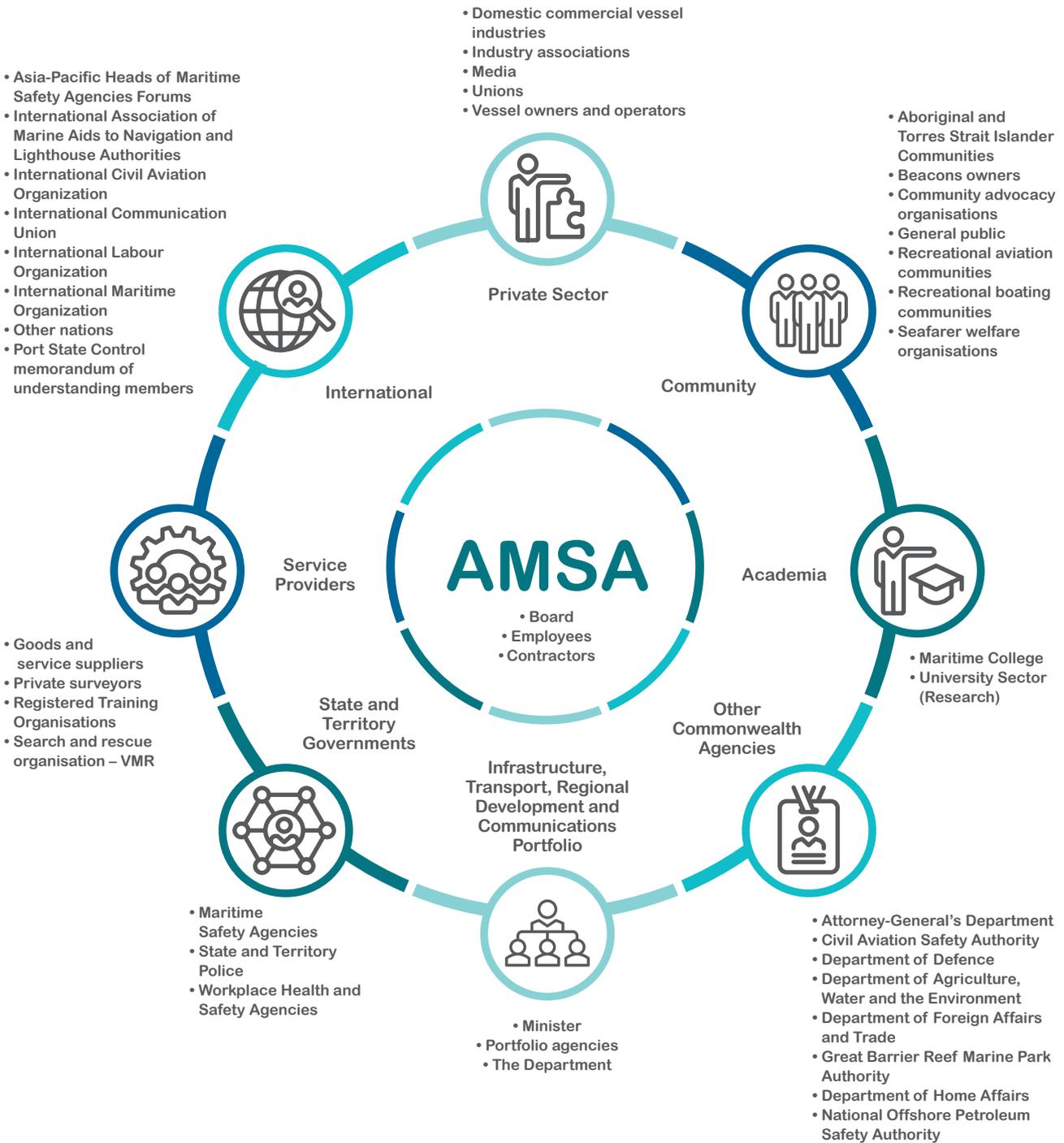
How the elements of our plan integrate





Cooperation

AMSA cooperates with a wide range of partners and stakeholders to deliver on its purpose. The following diagram outlines our key cooperative arrangements.



AMSA-run consultative bodies:

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

External consultative bodies:

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

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

We also work with a host of international partners, including the:

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

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

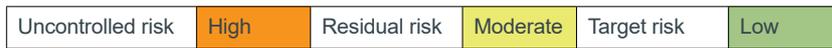
Risk oversight and management systems

Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the international standard on risk management (ISO 31000:2018) and the Commonwealth Risk Management Policy 2014. Further, we have re-validated our risk management practices with the machinery of government requirements, including our obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

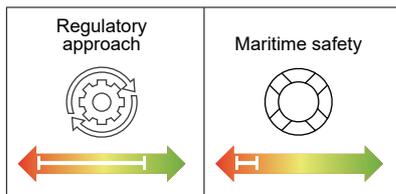


Enterprise risk register

1. National system maturity



Risk appetite and tolerance



Description

Consequences could include:

- Increase in unsafe practices across the domestic commercial vessel fleet
- Inconsistent application of regulation and services across the states and territories
- Cost recovery issues causing escalating:
 - cost imposition on businesses subject to the national system
 - cost pressures on AMSA
- Poor national system stakeholder engagement and increasing levels of stakeholder dissatisfaction
- Potential reputational damage.

Primary controls

Controls
Process improvement project
Coronial Report Finding Action Plan (CRFAP) Reporting
Regulatory Plan, including review of standards and orders

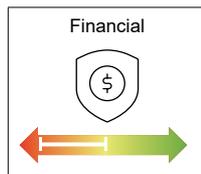
Future treatments

Treatments
Adopting lessons identified from the National System post-implementation review
Maturing our risk based approach to compliance and regulation
Initial implementation of process for reviewing lessons management
Develop new regulatory plan, including possible amendments to the National Law
Integrated customer feedback and complaints system

2. AMSA does not achieve financial sustainability

Uncontrolled risk	High	Residual risk	High	Target risk	Moderate
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Risk appetite and tolerance



Description

Consequences could include:

- National System costs exceeding the available funding
- Inability to establish a permanent funding stream for the National System
- Escalating costs to stakeholders (e.g. levy payers and fee for service rates) beyond what is considered reasonable/justifiable
- Inadequate resources to deliver regulatory role
- Reputational damage.

Primary controls

Controls
Activity Based Costing (based on 2020–21 analysis)
Justification for financial reserve

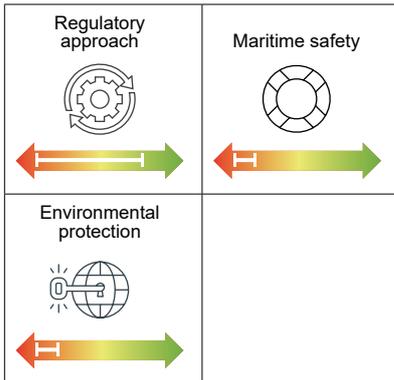
Future treatments

Treatments
Development of more transparent and contestable cost recovery arrangements
Ten-year Capital management program review
Review of risk basis for financial reserve

3. AMSA is an ineffective regulator



Risk appetite and tolerance



Description

Consequences could include:

- Failure to respond appropriately to emerging and disruptive technologies
- Internal processes are inefficient and resource intensive
- Substandard seafarer living and working conditions
- Pollution in the water
- Significant shipping incident, leading to economic, environmental or physical harm
- Loss of confidence in AMSA.

Primary controls

Controls
Process improvement project
Regulatory principles
Published statement of regulatory approach
Published compliance and enforcement policy and compliance strategy
Regulatory Plan, including review of standards and orders
Annual compliance program: information for industry

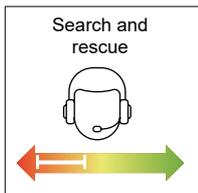
Future treatments

Treatments
New regulatory plan for domestic commercial vessels including possible amendments to the National Law and dealing with 'grandfathered' vessels
Maturing our risk based approach to compliance and regulation
Initial implementation of process for reviewing lessons management

4. Search and rescue or maritime environmental emergency response arrangements are inadequate

Uncontrolled risk	Extreme	Residual risk	Moderate	Target risk	Low
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Risk appetite and tolerance



Description

Consequences could include:

- Lack of awareness, application or deficiencies of National Plan results in loss of control and/or uncoordinated efforts
- Lives lost
- Pollution in the water
- Significant shipping incident(s), leading to economic, environmental or physical harm
- Reputational damage
- Excessive costs borne by AMSA.

Primary controls

Controls
Review and audit of Civil Aviation Safety Regulations 138/133 and impacts on AMSA operations and contractors

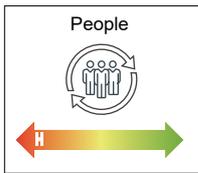
Future treatments

Treatments
Integrated Response System
National Response Capability Statement
Workforce planning ARC capability framework for response personnel
Domain awareness—continued development of information and intelligence practices
Continue with development workshops (by Jurisdiction) in development of a national product to support a Complex Maritime Incident Management
Mature complex maritime emergency arrangements
Rollover of jurisdictional commitment to Inter-governmental agreement search and rescue
Develop a comprehensive beacons strategy

5. Fail to maintain a safe work environment

Uncontrolled risk	Extreme	Residual risk	Low	Target risk	Low
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Risk appetite and tolerance



Description

Consequences could include:

- Death or serious harm to an AMSA official (includes employees and contractors)
- Prosecution of AMSA Executive and Accountable Authority (Board)
- Reputational damage
- Increase in:
 - Lost Time Injuries (LTI)
 - Workers compensation claims.

Primary controls

Controls
Review and audit of Civil Aviation Safety Regulations 138/133 and impacts on AMSA operations and contractors
AMSA Work health safety management plan 2019–2021
Remote working policy, guidance and checklists
Fatigue risk management initiatives

Future treatments

Treatments
Implement WHS recommendations as result of Civil Aviation Safety Regulations 138 review
EY exception tasking audit report agreed recommendations

6. Ineffective internal systems of control

Uncontrolled risk	High	Residual risk	Low	Target risk	Low
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Risk appetite and tolerance

Governance & compliance  	Fraud & corruption  
Security  	Data – operational & administrative  
Data – personal & financial  	

Description

Consequences could include:

- Fraud and/or security incidents
- Systems are compromised
- Data is lost, stolen or corrupted
- Increasing severity and frequency of incidents of non-compliance
- Reportable breaches of compliance
- Loss of stakeholder confidence
- Excessive controls impact on operational delivery
- Reputational damage.

Primary controls and owners

Controls
Establish permanent/on-going Agency Security Advisor (ASA) role
Independent Fraud Risk Assessment
Fraud Control and Anti-Corruption Plan in place, monitored by management and Board Audit, Risk and Finance Committee
HR and payroll system (Aurion)

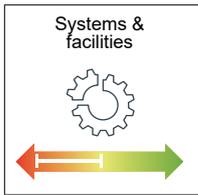
Future treatments and owners

Treatments
Implementation of recommendations from Fraud Risk Assessment Action Plan
Review of Executive governance arrangements
Review and update of non-financial performance measures
Implement online automated platform for expense management

7. Information technology infrastructure does not support AMSA objectives

Uncontrolled risk	High	Residual risk	Low	Target risk	Low
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Risk appetite and tolerance



Description

Consequences could include:

- Loss of mission critical systems at key times, impacting operations
- Loss of data
- Loss of productivity (from systems downtime)
- Reputational damage.

Primary controls

Controls
Transition and embedding Digital 61 (new ITS service provider)
Essential 8 action plan
Establish permanent/ongoing Information Technology Security Advisor (ITSA)
ITS roadmap

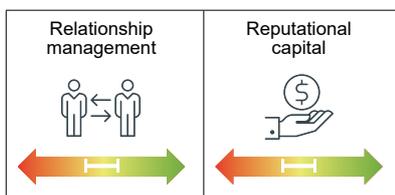
Future treatments

Treatments
Progress towards compliance with Information Security Manual and the Protective Security Policy Framework—implementation of agreed recommendations from the Shearwater reviews
Asset lifecycle management solution

8. AMSA does not effectively engage with customers and stakeholders including high influence people (such as Ministers and high profile industry leaders)

Uncontrolled risk	High	Residual risk	Moderate	Target risk	Low
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Risk appetite and tolerance



Description

Consequences could include:

- Loss of customer and stakeholder confidence
- Inadequate or ineffective stakeholder engagement and increasing levels of stakeholder confusion and/or dissatisfaction (link to Enterprise Risk 1)
- Reputational damage.

Primary controls

Controls
Review of consultative bodies
IMO work program, including Category B elections
Increase regional presence/footprint

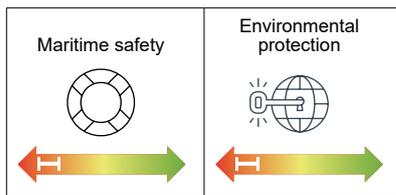
Future treatments

Treatments
Service Charter (enhanced and published)
Incorporating new work practices developed as part of the COVID-19 response

9. AMSA fails to respond appropriately to climate change and other environmental impacts

Uncontrolled risk	High	Residual risk	High	Target risk	Moderate
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Risk appetite and tolerance



Description

Consequences could include:

- Increased risk to vessels, crew safety and increased likelihood of pollution due to extreme weather events
- Increased risk of damage to infrastructure due to extreme weather events and rising sea levels, including industry infrastructure (e.g. ports) and AMSA infrastructure (e.g. aids to navigation)
- Shipping has a disproportionately negative impact on the environment.

Primary controls

Controls
Monitor compliance with the implementation of 2020 Sulphur cap
AMSA's emergency response capabilities are aligned with the risk environment

Future treatments

Treatments
Innovation, transitional and new fuel technology
Progressive aids to navigation asset management strategy review and assessment
Develop understanding of changing risk profile due to climate change to inform strategic planning for the National Plan for Environmental Emergencies
Contribute to the IMO Action Plan to address marine plastic litter
Contribute to the IMO Greenhouse Emissions Strategy

10. AMSA fails to respond appropriately to COVID-19

Uncontrolled risk	High	Residual risk	Moderate	Target risk	Moderate
-------------------	------	---------------	----------	-------------	----------

Risk appetite and tolerance

<p>People</p>  	<p>Search and rescue</p>  
<p>Maritime safety</p>  	<p>Environmental protection</p>  

Description

Consequences could include:

- Increased workplace health and safety risks
- Failure to deliver essential services impacting maritime safety, search and rescue, and environmental protection.
- Increased financial sustainability risks
- Increased physical and cyber security risks (due to remote working arrangements).

Primary controls

Controls
AMSA pandemic plan
Divisional Business Continuity Plans
AMSA COVIDSafe Plan

Future treatments

Treatments
Contingency planning for a post-COVID environment

Business policy



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



A key part of demonstrating our commitment is comparing what we do against international best practice, as captured in the three quality standards we are certified to:

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



AMSA achieved recertification against these standards in February 2019.

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

The services we deliver under the three standards are described under the five strategic priorities detailed in the Corporate Plan and the focus areas under our core business described in the AMSA overview. The strategic goals underlying these priorities are the key objectives of our management system.

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

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

Quality, environmental and workplace health and safety

AMSA is tasked with:

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

In delivering these outcomes, we are committed to providing the highest quality services, protecting the environment, and upholding exemplary standards of workplace health and safety. We will meet these commitments by:

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



Mick Kinley

Chief Executive Officer

Compliance

with the Public Governance, Performance and Accountability Rule 2014.

Item	Topic	Matters to be included	Page
1	Introduction	The following: (a) a statement that the plan is prepared for section 35(1)(b) of the PGPA Act (b) the reporting period for which the plan is prepared, and (c) the reporting periods covered by the plan	iv
2	Purposes	The purposes of the entity	3
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan How the entity collaborates with key stakeholders to fulfil its purposes	9–11
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes (b) how any subsidiary of the entity will contribute to achieving the entity's purposes (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period	18–31
5	Capability	Entities are expected to describe an entity's current capability and assess how its capability needs may change over the term of the corporate plan. They may also outline the strategies they will put in place to build the capability they need The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes	18–31
6	Risk oversight and management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including: • how risk management underpins their approach to achieving their purposes • identify specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfil its purposes	42–54

With the *AMSA Act* this Corporate Plan meets the general requirements of:

Section	Matters included	Page
5	The plan must include details of the following matters: (e) analysis of risk factors likely to affect safety in the maritime industry (f) human resource strategies and industrial relations strategies	9-11 15-26 27-28
6	The plan must also cover any other matters required by the Minister, which may include further details about the matters in subsection (5)	N/A
7	In preparing the plan, the members must take account of notices given under section 9A	N/A

References:

- A. PGPA Rule 2014, Section 16E, Corporate Plan for Commonwealth Entities
- B. PGPA Act, Section 35, Corporate Plan for Commonwealth Entities
- C. Department of Finance Resource Management Guide No. 131 and 131A, Developing good performance information
- D. Department of Finance Resource Management Guide No. 132, Corporate Plans for Commonwealth entities
- E. AMSA Act 1990, Part 4, Section 25 Corporate Plan



