



Australian Government

Australian Maritime Safety Authority



Annual Report 2020-21



Copyright

The Australian Maritime Safety Authority (AMSA) encourages the dissemination and exchange of information provided in this publication. Except as otherwise specified, all material presented in this publication is provided under Creative Commons Attribution 4.0 International licence.

This excludes:

- the Commonwealth Coat of Arms
- this department's logo
- content supplied by third parties.

The Creative Commons Attribution 4.0 International Licence is a standard form licence agreement that allows you to copy, distribute, transmit and adapt this publication provided that you attribute the work. The details of the version 4.0 of the licence are available on the Creative Commons website, as is the full legal code for that licence.

Attribution

AMSA's preference is that you attribute this publication (and any material sourced from it) using the following wording: Source: Australian Maritime Safety Authority *Annual Report 2020-21*

More information

For enquiries regarding copyright including requests to use material in a way that is beyond the scope of the terms of use that apply to it, please contact us through our website:
www.amsa.gov.au

Images disclaimer

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



Australian Government

Australian Maritime Safety Authority

Annual Report 2020-21



Australian shipping at a glance



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

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

third largest exporter of copper and zinc ores



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

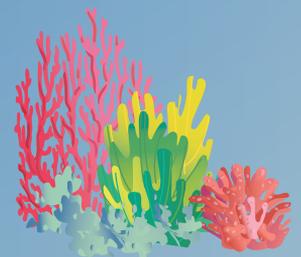
Australia is the **fifth largest** user of shipping services in the world

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



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

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



4.5%
of international ships
subject to PSC inspections
detained



6,463
foreign-flagged ships made
30,616 calls
to Australian ports



6,145
operational incidents

Conducted 5,154
vessel inspections
(all types)



8 vessels
issued refusal of
access directions

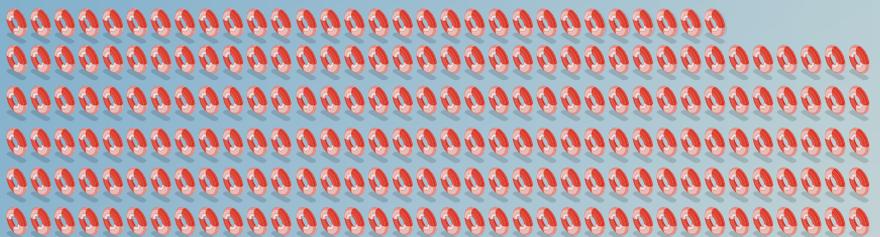


418 incidents
tasked with SAR assets



9,140 Near Coastal
2,627 STCW
Qualifications issued

210
Lives saved



Contents

Transmittal letter	2
Reporting requirements and responsible minister	3
Chair's foreword	4
Financial summary	6
Comprehensive income	7
Financial outlook	10
Annual Performance Statements	12
Statement by the Accountable Authority	16
Snapshot summary – Quantitative	17
Strategic priority 1: Improving maritime safety and response in Australia	18
Demonstrating performance	20
Goal 1.1: Strengthen regulatory effectiveness through implementing robust standards, guidance, compliance and enforcement	23
Goal 1.2: Develop and enhance search and rescue and complex maritime emergency response and management capability	25
Strategic priority 2: Protecting the environment and preparing for and responding to the impacts of climate change	28
Demonstrating performance	30
Goal 2.1: Through the IMO influence the development of standards to support implementation of the greenhouse gas (GHG) strategy	32
Goal 2.2: Prevent, and effectively respond to, pollution incidents	32
Strategic priority 3: Effectively engaging with stakeholders	34
Demonstrating performance	36
Regulatory performance	37
Goal 3.1: Build our reputation as a trusted and respected modern regulator	39
Goal 3.2: Strengthen our collaboration and consultation with stakeholders	40
Strategic priority 4: Effectively harnessing emerging technologies and embracing innovation	42
Goal 4.1: Improve our uptake of emerging technologies and research	44
Goal 4.2: Continue to invest in our IT systems to improve our operations, operational linkages, cybersecurity and information use.	45
Strategic priority 5: Ensuring AMSA is a vibrant and progressive organisation	46
Goal 5.1: Build the workforce of the future	48
Goal 5.2: Secure AMSA's financial future	49
Goal 5.3: Strengthen AMSA's use of information and data	49
Goal 5.4: Respond effectively to the COVID-19 pandemic	50

Organisational profile	52
Enabling legislation	54
Significant activities and changes affecting the operations or structure of the entity during the period	54
Governance	58
Main governance practices	60
Board and Committees	63
Risk management	65
Performance reporting	66
Related entity transactions	67
Public interest disclosure	67
Disability report	67
Advertising and market research	67
Statement of significant non-compliance issues	68
Judicial decisions and reviews by outside bodies	68
Ministerial decisions, and government policy orders	69
Work health safety and environment	69
Environmental performance	72
Appendices	75
Appendix 1: Financial statements	76
Appendix 2: Details of the Accountable Authority during the reporting period (2020–21)	104
Details of the Accountable Authority	110
Board and Board Audit, Risk and Finance Committee meetings	113
Board Audit, Risk and Finance Committee	114
Appendix 3: Management of Human Resources	115
Appendix 4: Executive remuneration	119
Appendix 5: Implementation of findings from the ANAO audit: Application of Cost Recovery Principles	123
Appendix 6: Coronial inquiries 2015-16 – 2020-21	126
Appendix 7: Our functions and powers	128
References	132
Acronyms and abbreviations	134
Compliance	135
Compliance index – PGPA Act	136
Requirements of the AMSA Act	138
Index	139



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

Plan on a page

Strategic priority 1: Improving maritime safety and response in Australia

Demonstrating performance

- 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

Demonstrating performance

- Goal 2.1: Through the IMO influence the development of standards to support implementation of the greenhouse gas (GHG) strategy
- Goal 2.2: Prevent, and effectively respond to, pollution incidents

Strategic priority 3: Effectively engaging with stakeholders

Demonstrating performance

Regulatory performance 26

- 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 a 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

Transmittal letter



Australian Government
Australian Maritime Safety Authority

CHAIRMAN

The Hon Barnaby Joyce MP
Deputy Prime Minister
Minister for Infrastructure, Transport and Regional Development
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 2020 to 30 June 2021.

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 22 September 2021 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
Chairman

22 September 2021

82 Northbourne Avenue, Braddon ACT 2601
GPO Box 2181, Canberra ACT 2601
M +61 408 142 337
E s.richey@bipond.net.au



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 2020–21 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 (section 17BCA of the PGPA Rule).

AMSA reports to the Australian Parliament and Government through the Deputy Prime Minister and Minister for Infrastructure, Transport and Regional Development the Hon Barnaby Joyce MP.

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 2020-21, using the reporting arrangements set out in the Portfolio Budget Statements 2020-21 and the AMSA Corporate Plan 2020-21 (covering the period 2020-21 - 2023-24).



The Hon Barnaby Joyce
MP, Deputy Prime
Minister and Minister
for Infrastructure,
Transport and Regional
Development



Stuart Richey, AM
Chairman

Chair's foreword

In my foreword last year, I said it was unclear how long the impacts of the COVID-19 pandemic would continue to be felt, and indeed what the 'new normal' would look like. Fast forward 12 months and the pandemic continues to disrupt all our lives — including the domestic and international seafaring communities we work so closely with — and 'normal' still feels like it's a long way off.

The pandemic continues to drive significant change in the Australian Maritime Safety Authority (AMSA). Finding different ways of working with our regulated community; adoption of flexible, mobile work arrangements for our staff; and delivering the technologies required to enable these changes are all positive outcomes from a negative catalyst.

At the time of writing our two most populous states are experiencing a significant outbreak of the far more contagious COVID-19 'Delta' variant and other States and territories are struggling to contain smaller outbreaks, and all are erring on the side of caution in terms of border control..

COVID-19 also continues to have an impact on international shipping. The most obvious effect continues to be the almost total absence of cruise ship calls in Australian ports. Seafarer repatriation continues to be challenging due to border restrictions and availability of international flights; particularly in Australia. We have also seen an increase in the number of more serious incidents ships are reporting to AMSA. Despite this increased reporting, the total number of all incidents involving crew injuries is actually lower than the previous year and inspection results are not showing a decline in the quality of shipping coming to Australia. AMSA will continue to closely monitor and inspect these ships to ensure compliance with international conventions, in particular the Maritime Labour Convention.

Safe and clean seas and saving lives is the core of AMSA's work. Despite the challenges, AMSA continued to deliver on its priorities over the past year, as this report demonstrates.

We have been working with industry to develop a culture that values and manages safety. During the year our risk-based

compliance activities focused on cargo carriage — as incorrect stowage poses both safety and environmental risks. Two focussed inspection campaigns were conducted, the first aimed at container stowage (complete) and the second — focused on compliance in the carriage of live animals — will conclude in August 2021.

The AMSA Board were able to resume some face-to-face meetings and stakeholder engagement activities, including a visit to Lakes Entrance in May which included a presentation at the Maritime Training Campus, site visits and a stakeholder function. We look forward to being able to meet with more stakeholders face-to-face as circumstances allow.

We also continue to work with the Department of Infrastructure, Transport, Regional Development and Communications to support the Government's response to the Senate Standing Committee on Rural and Regional Affairs and Transport report from their inquiry into AMSA's performance.

In June 2021, Andrew Herring and Megan Reinwald were awarded the 2021 AMSA Excellence in Maritime Policy Scholarships. The Scholarship is awarded to Master of Maritime Policy students, and their work is to analyse the legal, political and operational factors that contribute to the development of the law of the sea and maritime policy with the aim of devising solutions to gaps in legal and policy frameworks. I congratulate both deserving winners and encourage anyone considering a maritime career — whether it's at sea or in a related field — to pursue their dreams.

On behalf of the entire Board, I would like to thank the AMSA team for their continued professionalism and resilience. Together we have, and will continue to, rise to the challenge.

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

Stuart Richey AM, Chair

22 September 2021

Financial summary

AMSA reported an operating surplus of \$18.1 million in 2020–21 compared to a surplus of \$3.0 million in 2019–20. The operating surplus for this year includes \$12 million as extraordinary income from the recovery of pollution claims. This result represents a net movement of \$15.1 million, reflective of an increase in revenue of \$3.6 million, and reduction in operating expenses of \$11.5 million.

The increase in revenue was largely due to a rise in levy revenue and additional government departmental appropriations, partially offset by reduction in contributions from the States and Northern Territory governments, and interest revenue received.

Operating expenses decreased predominately due to reduction in employee and supplier expenditure. This was due to a marginal reduction in staffing levels owing to delayed recruitment, decline in travel as a direct consequence of COVID-19 restrictions, and delays in a few projects, partially offset by an increase in provisional expenditure for lead paint remediation on our aids to navigation sites.

Figure 1 shows the net movements in revenue and operating expenses for 2020–21 against 2019–20. It shows the cumulative and sequential effect for each of the movements in revenue and expenses.

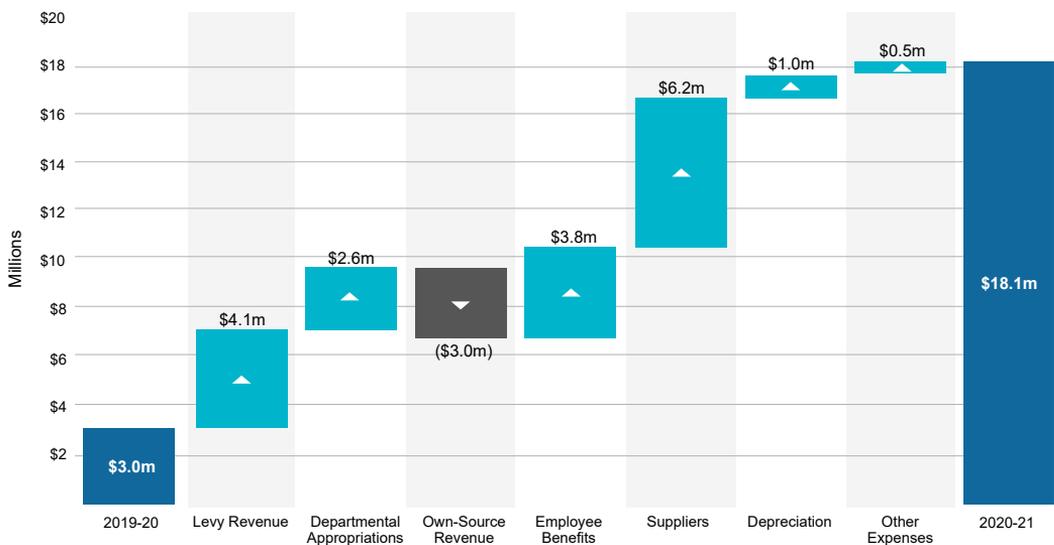


Figure 1 – Waterfall diagram of net movements for 2020–21

Comprehensive income

Revenue

Revenue for 2020–21 was \$249.0 million, compared to \$245.4 million for 2019–20, an increase of \$3.6 million.

This increase was largely driven from a rise in levy revenue (\$4.1 million), and an increase in departmental appropriations (\$2.6 million), partially offset by reductions in National System transition contributions from the States and Northern Territory governments (\$2.5 million), and lower interest revenue received (\$1.1 million).

Figure 2 shows the sources of revenue for 2020–21, with levy revenue broken down into the main vessel classification drivers. Revenue by source was proportionately similar to that received in 2019–20, with a reduction in revenue from coal vessels offset by increase in iron ore and general bulk cargo vessels.

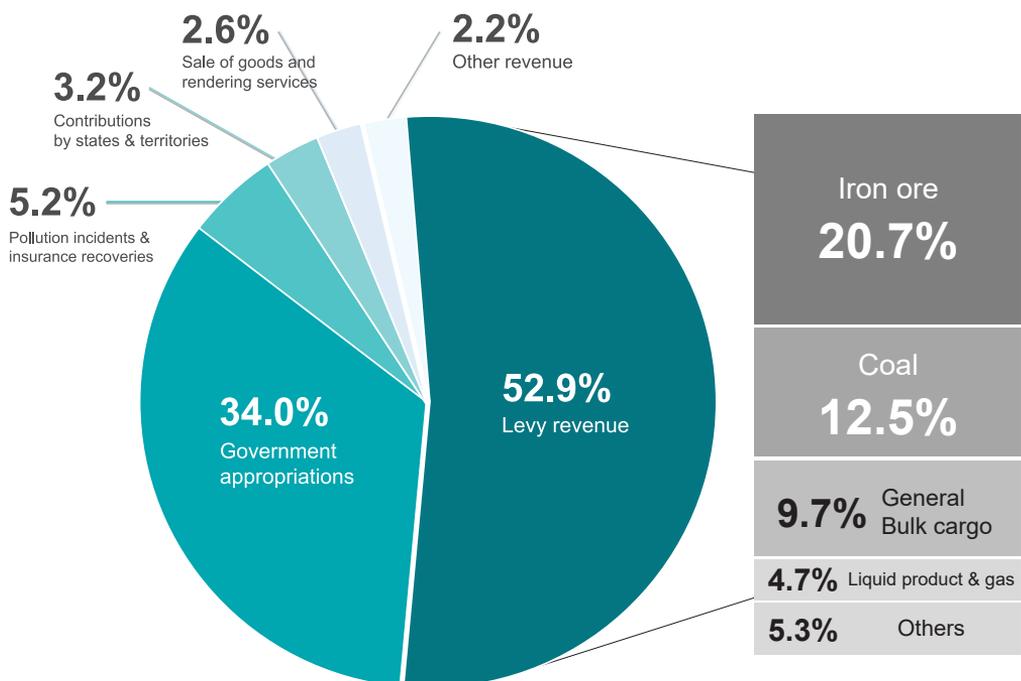


Figure 2 – Source of revenue for 2020–21

Levy revenue – volumes

Figure 3 shows the total net registered tonnage of vessels contributing to levy revenue from 2016–17 to 2020–21, 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 304.2 million tonnes in 2016–17 to 335.7 million tonnes in 2020–21 (10.4 per cent increase). Over this same period, the quantity of vessels liable for levies has risen from 10,210 in 2016–17 to 10,784 in 2020–21 (5.6 per cent rise). This indicates that the size of vessels visiting Australian ports are increasing.

Despite trade disruptions during 2020–21, levy volume tonnage has risen by 3.4 per cent and the quantity of vessels liable for levies has increased by 2.4 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.

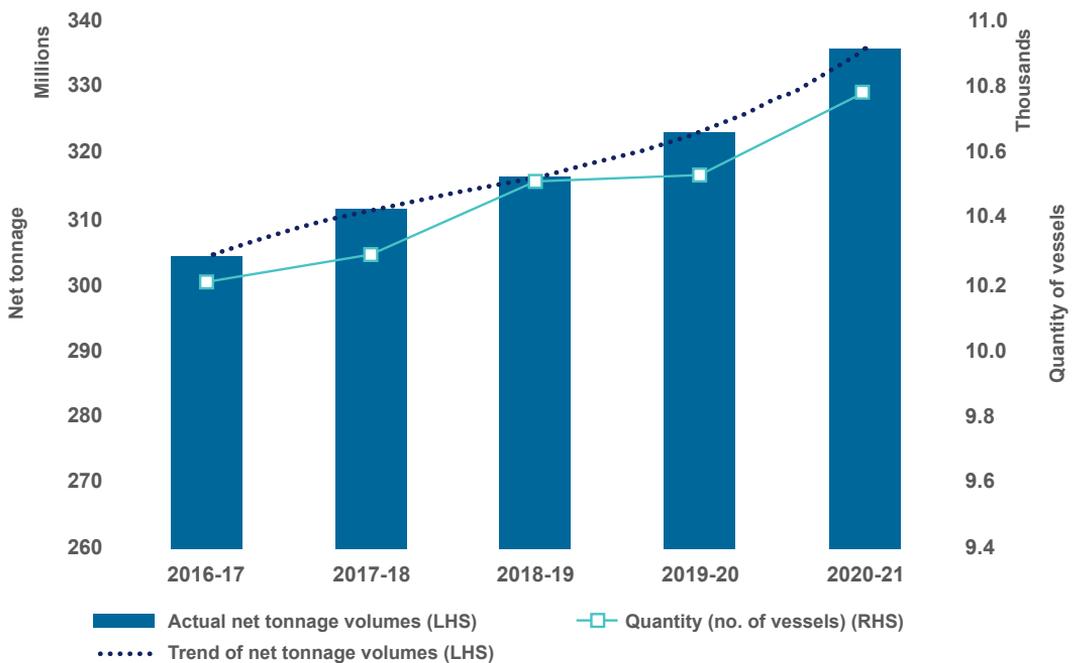


Figure 3 – Levy revenue volumetric data

Operating expenses

Operating expenses for 2020–21 were \$230.9 million, compared to \$242.4 million in 2019–20, a reduction of \$11.5 million.

Supplier expenses decreased by \$6.1 million mainly due to activities affected directly by COVID-19 disruptions. This included reduction in travel, reduction in live search and rescue activities, less computer hardware purchases, and delays in a few technology projects. This was partially offset by an increase in provisional expenditure for lead paint and asbestos remediation and make-good provisions at our aids to navigation sites.

Employee benefits decreased by \$3.8 million, corresponding to a reduction in average staffing levels (from 432.1 in 2019–20 to 420.8 in 2020–21) and delays in recruitment, partially offset by marginal salary increases in alignment with remuneration determination.

Depreciation decreased slightly by \$1.1 million, driven by a few assets nearing end-of-life.

Figure 4 shows changes to suppliers, employee benefits, depreciation, and other expenses for 2020–21, with comparisons to 2020–21 budget and 2019–20.

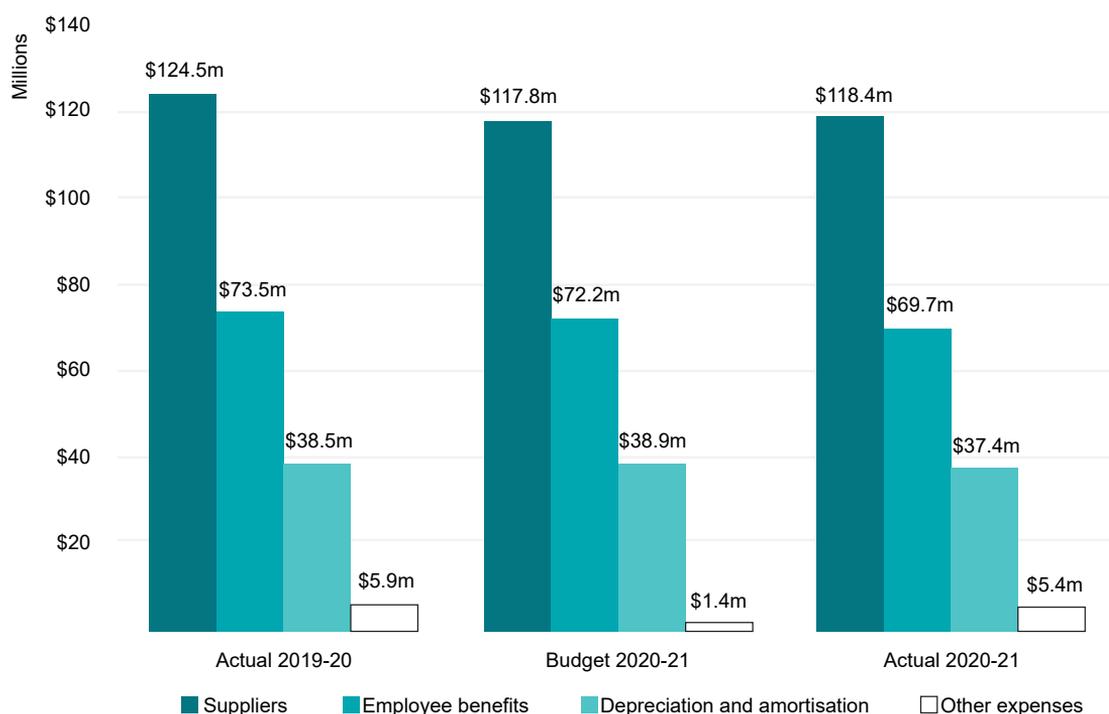


Figure 4 – Operating expenditure

Cash position

AMSA's net cash position (including investments) as at 30 June 2021 was \$113.2 million, compared with \$89.8 million as at 30 June 2020. The increase in the cash position of \$23.4 million is mainly due to operating surpluses and decrease in budgeted capital expenditure.

Investments earned a weighted average yield for 2020–21 of 0.5 per cent (2019–20: 1.875 per cent) due to the sharp decreases in interest yields following reductions in the Reserve Bank of Australia cash rate.

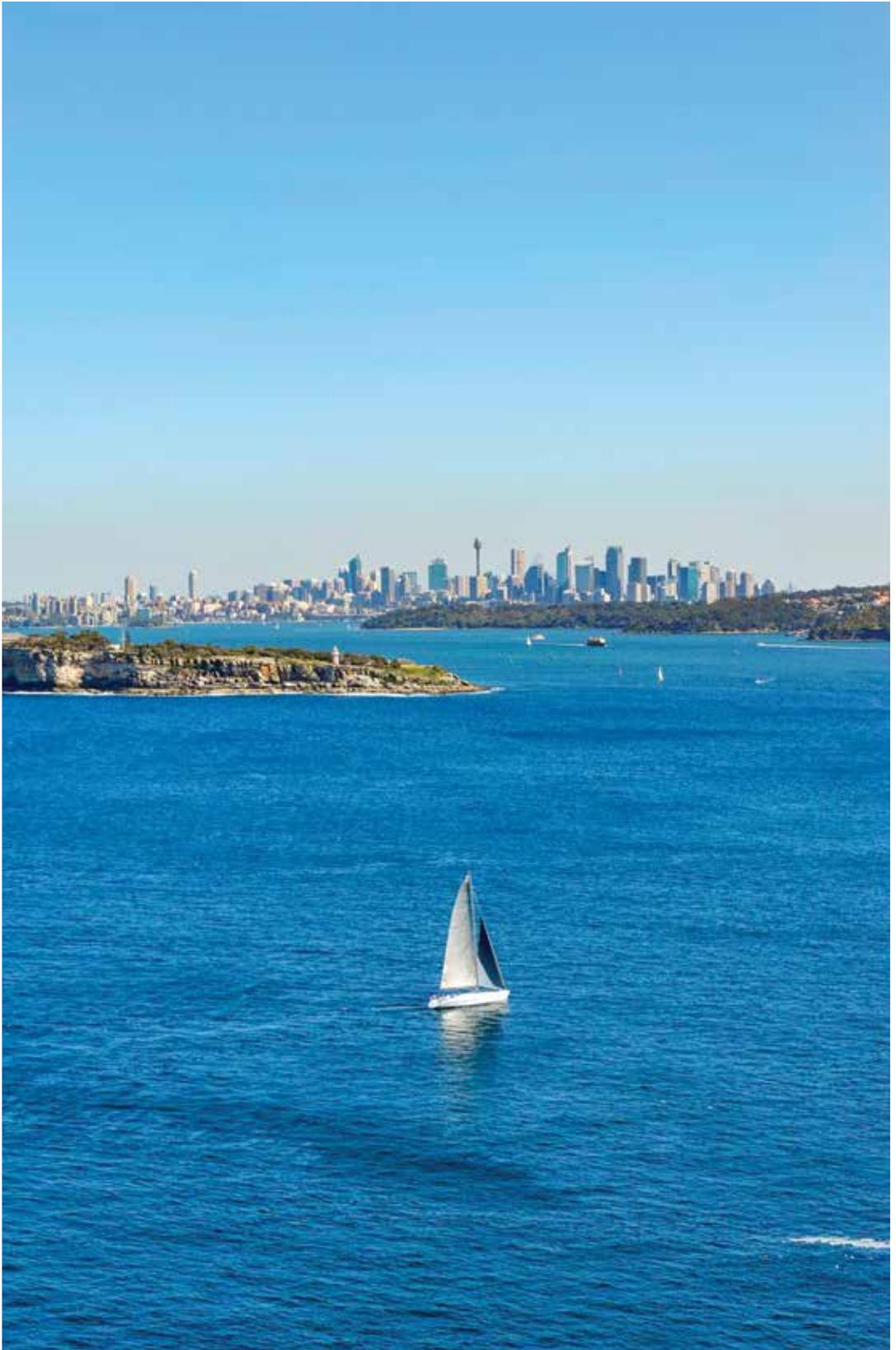
AMSA considers it has adequate cash, cash equivalents, and investments to meet all liabilities and fund any future event.

Financial outlook

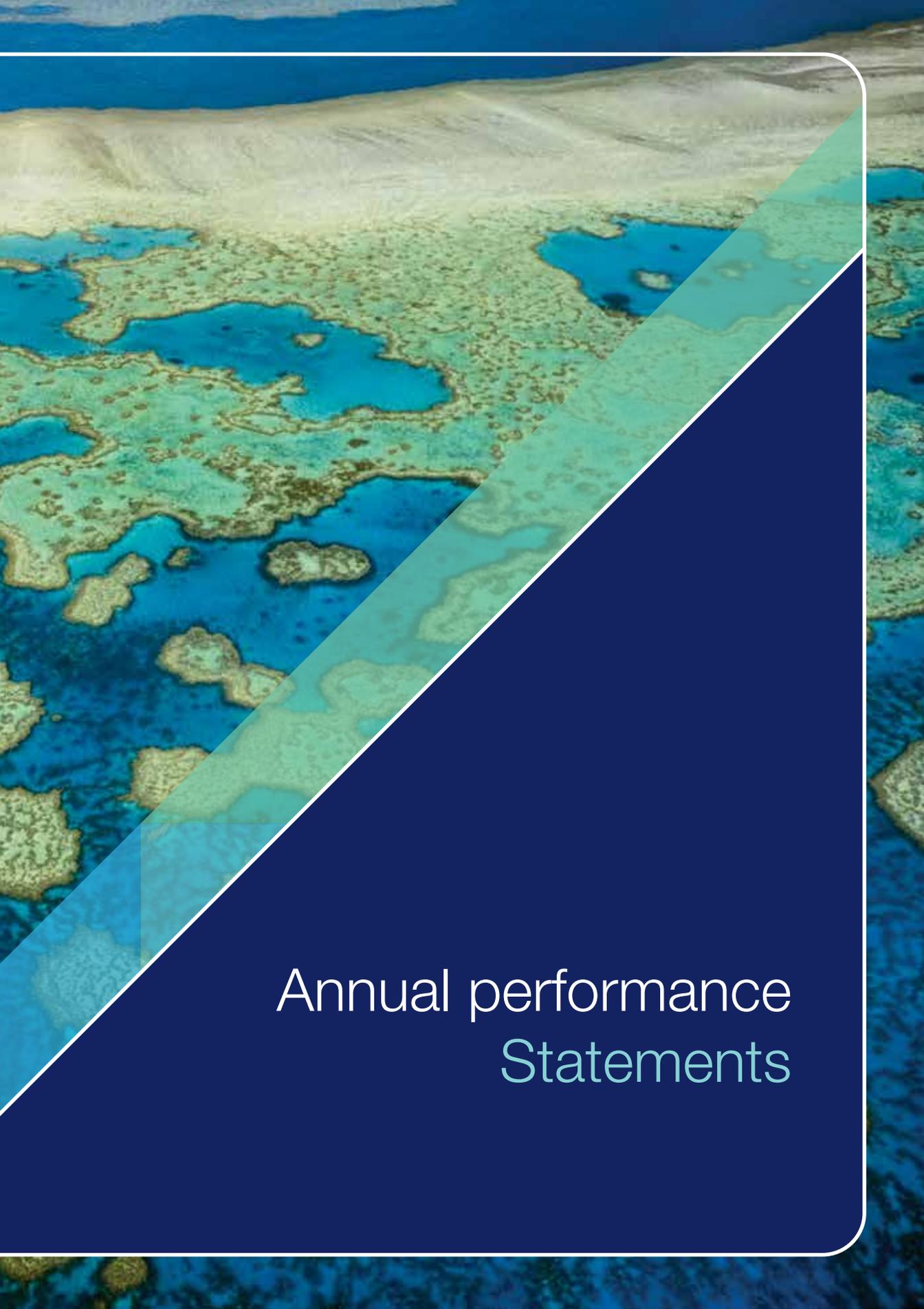
AMSA is budgeting a break-even position for 2021–22 and three forward years, with a cash position now expected to increase in 2021–22 with receipt of insurance recoveries and legal settlements, and then decrease marginally as the provision for lead paint and asbestos remediation work is undertaken during 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 exports, and the potential impact of pandemic-related restrictions on projects and travel expenditure.

AMSA will work 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

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 (2020-21) and Portfolio Budget Statements for the reporting period (2020-21), including a summary of progress for the key capability projects listed in the Corporate Plan. These documents are available here: <https://www.amsa.gov.au/about/corporate-publications>. Essentially, the annual performance statements are the ‘bookend’ to the Corporate Plan.

AMSA’s 2020–21 annual performance statements, as required under subsections 39(1) and 39(2) of the PGPA Act and the AMSA Act, are presented in tables by the strategic challenge they are aligned to in the 2020–21 Corporate Plan.

Purpose

AMSA’s purpose, vision and mission are described on page iv. All performance measures are attributed and aligned to the key elements of our vision—safe and clean seas, saving lives. The rationale statements for each measure link the detailed measure with AMSA’s purpose.

Reading the AMSA 2020–21 annual performance statements

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

The annual performance statements are introduced by a ‘traffic light’ summary of performance against quantitative measures.

Organised under the five strategic challenges outlined in our 2020–21 Corporate Plan, this is followed by:

- tables describing performance against each of our detailed qualitative measures (see below for how to read the tables)
- progress reports on our key programs identified in the 2020–21 Corporate Plan
- case studies that bring the detailed measures to life and show how AMSA delivers its purpose

For an illustration of how all these elements combine see our Plan-on-a-Page on page 13–14 of the AMSA corporate plan <https://www.amsa.gov.au/about/corporate-publications>

How to read the performance tables

PERFORMANCE MEASURE	TARGET	RESULTS ¹			
		2017-18	2018-19	2019-20	2020-21
XXX					
Name of measure					
RATIONALE:					
TRAFFIC LIGHT²:					
Red:					
Amber:					
Green:					
ANALYSIS OF PERFORMANCE³:					
CASE STUDY⁴:	SOURCE⁵:	RPF KPI⁶:			
FOOTNOTE ⁷					

1. Sets out the result for the measure. For comparative purposes, the past three years' results are also provided.
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 2020–21 Corporate Plan or Portfolio Budget Statements where the measure is described.
6. The measure's relationship to the Regulator Performance Framework requirements.
7. The footnotes are the verbatim footnotes for the measures drawn directly from the 2020-21 AMSA Corporate Plan.

Statement by the Accountable Authority

As the Accountable Authority of the Australian Maritime Safety Authority (AMSA), the Board presents AMSA's 2020–21 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

22 September 2021

Snapshot summary – Quantitative

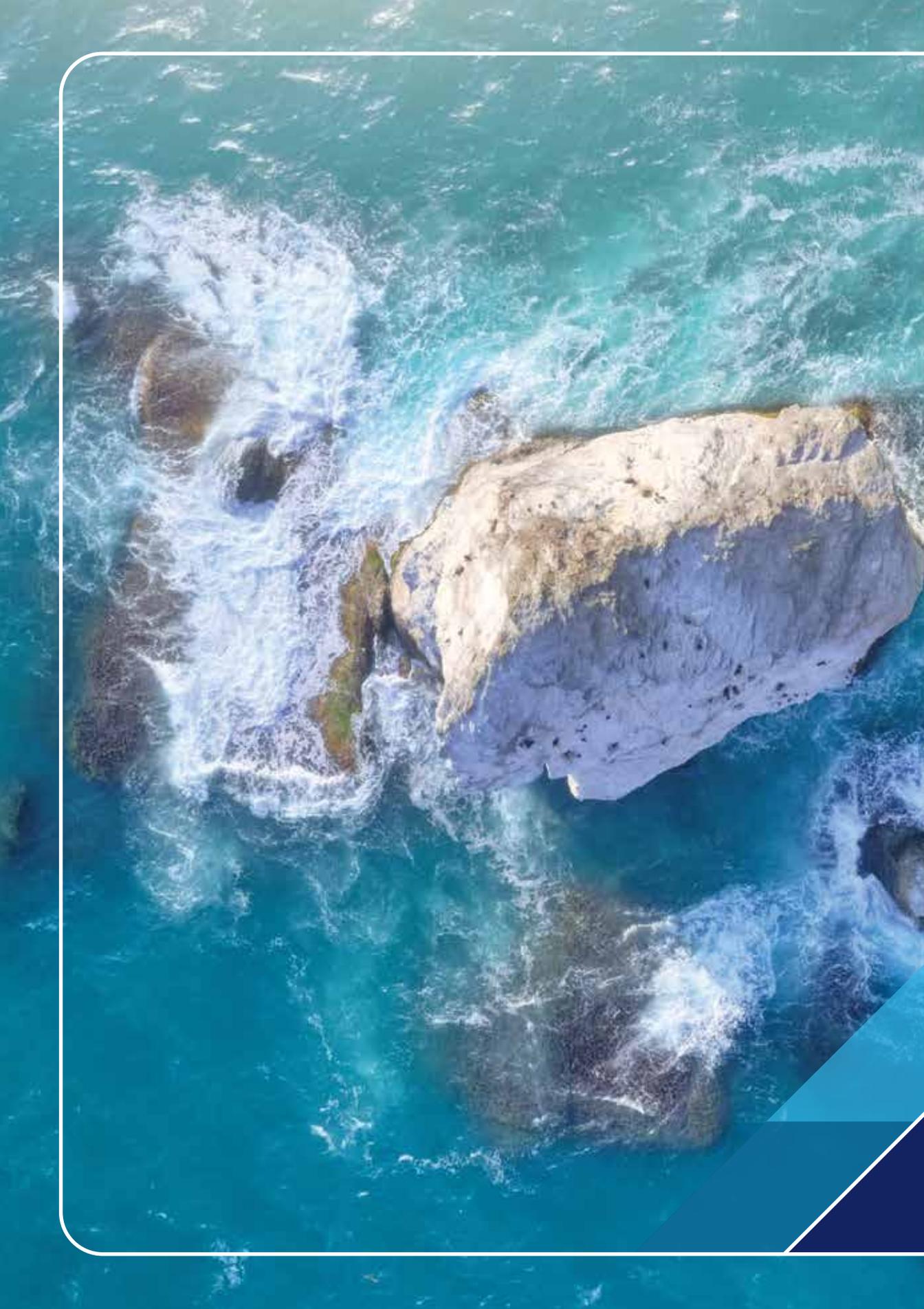
Key:

Target met or exceeded

Minor negative variance to target

Major negative variance to target

		Page
1	Safety of foreign-flagged ships and Australian-flagged ships (under the Navigation Act 2012) operating in Australian waters is demonstrated through the proportion of serious incidents to total port arrivals	20
2	Improvement in the standard of domestic commercial vessels is demonstrated through:	
2.1	Fatalities in domestic vessel seafarers trend towards zero	21
2.2	Fatalities in domestic vessel passengers trend towards zero	21
3	Reducing trend in the number of significant pollution incidents	30
4	Timeliness of response to significant oil spill incidents	31
5	Save as many lives as possible from those at risk	22
6	Monitor overall regulatory performance through regular formal and informal feedback:	
6.1	National System Customer Service	36
6.2	Performance against the Regulator Performance Framework	36





Strategic priority 1:
Improving maritime
safety and response
in Australia

Strategic priority 1: Improving maritime safety and response in Australia

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.

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 performance

| Performance Measure 1

PERFORMANCE MEASURE	TARGET	RESULTS							
		2017-18		2018-19		2019-20		2020-21	
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 serious incidents to total port arrivals [1]	<0.5%	0.3%	●	0.42%	●	0.19%	●	1.16%	●
RATIONALE:									
Indicates whether standards are being met									
TRAFFIC LIGHT:									
Red: Trend is more than 0.5%									
Amber: Trending at 0.5%									
Green: Trending less than 0.5%									

ANALYSIS OF PERFORMANCE:

There was a significant increase in the proportion of very serious and serious incidents to port arrivals for 2020–21 when compared to previous financial years. Despite this increase, the total number of all incidents (less serious, serious and very serious) involving crew injury on board vessels in 2020–21 was actually lower than 2019–20.

AMSA considers COVID-19 has likely played a role in this proportionate increase, as the COVID-19 related economic downturn has reduced the number of ship arrivals to Australia by 10% during the year. COVID-19 has also seen large numbers of seafarers spending longer periods of time at sea heightening the risk of fatigue on board which has been linked to poor safety outcomes elsewhere. AMSA will continue to verify compliance with Regulation 2.4 of the Maritime Labour Convention, 2006 to ensure seafarers serve no longer than 11 months continuously on board a vessel.

Another contributing factor to these figures will be AMSA's introduction of a more robust process to classify the severity of incidents which involves a detailed analysis of each reported incident which has increased accuracy of incident classification.

Overall, AMSA is not seeing a decline in the quality of shipping coming to Australia with the number of deficiencies AMSA inspectors are identifying during Port State Control Inspections during the reporting period at 2.1 deficiencies per inspection which was lower than the ten year average deficiency rate of 2.3 deficiencies per inspection. Similarly, the number of ships detained for not complying with international conventions was 5.9% of those vessels inspected, which is also below the 10 year average of 6.5% of vessels inspected

CASE STUDY: Simplified equipment lists for small fishing vessel operators, page 24

SOURCE: 2020–21 Corporate Plan: Page 29

RPF KPI: 3 & 4

FOOTNOTE [1]: Several factors are considered by AMSA to determine whether an incident is deemed serious, including the cause of the incident; WHS considerations; impacts of 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.

Performance Measure 2

PERFORMANCE MEASURE	TARGET	RESULTS			
		2017-18	2018-19	2019-20	2020-21
2					
Improvement in the standard of domestic commercial vessels is demonstrated through:					
2.1 Fatalities in domestic vessel seafarers trend towards zero [2]	trending to zero	N/A	9 	2 	3 
2.2 Fatalities in domestic vessel passengers trend towards zero [3]	trending to zero	N/A	N/A	0 	1 
RATIONALE: Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action					

<p>TRAFFIC LIGHT:</p> <p>Red: Absolute number of deaths in a given year is above the five-year rolling average</p> <p>Amber: Absolute number of deaths in a given year is equal to the five-year rolling average</p> <p>Green: Absolute number of deaths in a given year is less than the five-year rolling average</p> <p>During the reporting period AMSA reviewed the 'traffic light' definitions for all measures. Measure 2 has been updated to show the average since 2018–19 and trend. Previously the measure reported on absolute numbers of fatalities during the reporting period.</p>		
<p>ANALYSIS OF PERFORMANCE:</p> <p>Measure 2.1. AMSA has collected data on seafarer fatalities since 2018–19. The average annual fatality rate is 4.6. While the 2020–21 figure (3) is under this average, AMSA continues to strive to minimise vessel/operation related fatalities in the domestic commercial vessel industry which explains why AMSA has reported this measure as 'green' while there have still been fatalities.</p> <p>Measure 2.2. This measure was introduced in 2019-20. AMSA started collecting statistics on passenger fatalities since commencing service delivery for the national system in 2018.</p>		
<p>CASE STUDY:</p> <p>National Safe Boating Week, page 41</p>	<p>SOURCE: 2020–21 Corporate Plan: Page 29</p>	<p>RPF KPI: No</p>
<p>FOOTNOTE:</p> <p>[2] & [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 (e.g. a heart attack) are not.</p>		

Performance Measure 5

PERFORMANCE CRITERION	TARGET	RESULTS							
		2017-18		2018-19		2019-20		2020-21	
5		2017-18		2018-19		2019-20		2020-21	
Save as many lives as possible from those at risk [6]	100% [7]	94.8%	●	97%	●	99%	●	98%	● [8]
<p>RATIONALE: Measures the effectiveness of AMSA's overall search and rescue coordination capability and management of search and rescue assets to respond to persons who are at risk within the Australian search and rescue region.</p>									
<p>TRAFFIC LIGHT:</p> <p>Red: Less than 100%</p> <p>Amber: N/A</p> <p>Green: 100%</p>									
<p>ANALYSIS OF PERFORMANCE:</p> <p>AMSA aims to save all lives at risk during distress situations. The circumstances surrounding individual incidents such as severe medical conditions requiring specialist medical attention, or a person overboard in the offshore environment without safety equipment, locating device and/or in poor weather conditions, will have a significant effect on the success of a search and rescue.</p> <p>During the year, AMSA saved 210 lives -- 98% of those at risk.</p>									

CASE STUDY: Two crew members rescued from stricken yacht, page 26	SOURCE: 2020–21 Corporate Plan: Page 30	RPF KPI: No
FOOTNOTES:		
<p>[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, i.e. false beacon activations. For those incidents which are assessed as requiring a response -- i.e. a life is identified as being 'at risk' -- it is important that AMSA measures the performance of resources available to affect a rescue.</p> <p>[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, etc -- 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.</p> <p>[8] At the beginning of the 2020–21 the risk tolerance levels were reviewed, and the traffic light definitions were amended to be either green for 100% or red for anything below 100%.</p>		

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

See performance measure 1

Delivery of the following project is a major component of our response to this goal.

Project	Status	Summary
Publish a report analysing incident reports over the last year which will identify risks which will drive our education and inspection regime	Complete	<p>The report, Domestic Commercial Vessel Annual Incident Report, January – December 2019 was published in August 2020.</p> <p>The annual incident reports will be published in the third quarter of the calendar year, and the 2020 report was published on 31 July 2021. The report provides an analysis of the second full calendar year of incident data since AMSA took responsibility for regulating domestic commercial vessels.</p> <p>We have also published the first annual incident report on marine incident data from regulated Australian and Foreign Flagged vessels and the second annual report will be published by the end of the 2021 calendar year. These reports present an analysis of marine incidents reported to AMSA which are used to support AMSA's data driven approach to identifying risks and inform our compliance focus each year.</p>

Case study: Simplified equipment lists for small fishing vessel operators

Industry expressed concerns that the safety equipment requirements for operators of small fishing vessels operating in smooth and partially smooth (D or E) waters or restricted offshore (C) waters close to land were too onerous and not reflective of the risks of these operations. In response, AMSA developed two new simplified equipment lists for small fishing vessels (non-survey vessels that are less than 12 metres long).

Using a risk-based approach, AMSA is trialling two draft alternative safety equipment lists — one for operators of vessels within two nautical miles of land, in specified warm waters, and one for operators in beach fisheries operating within 200 metres of land. The items of equipment to be carried under each list is scaled depending on the distance from land. Fishing vessels operating within 200 metres of land carry less, whereas vessels operating out to two nautical miles would need to carry more.

AMSA consulted the fishing industry between August and November 2020 on whether the current safety equipment lists were suitable and practical for their operation.

AMSA received more than 120 submissions and industry feedback supported streamlined equipment requirements for small fishing vessels close to land. Some stakeholders suggested ways in which the lists could be improved, which was also incorporated into the revised lists.

Not only do the new lists represent a risk-based, 'common sense' approach to equipment requirements for small fishing vessels operating close to land, they will also save these operators money.

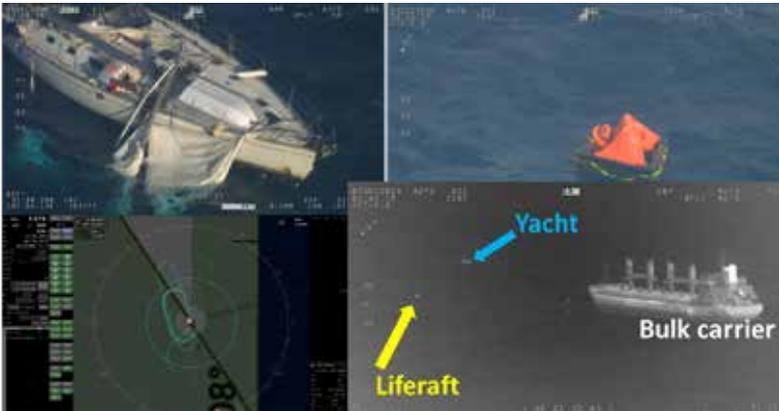
Goal 1.2: Develop and enhance search and rescue and complex maritime emergency response and management capability

See performance measure 5

Delivery of the following projects is a major component of our response to this goal.

Project	Status	Summary
Continue to develop and implement the change and capability improvement program for the AMSA Response Centre (ARC)	Complete	<p>Effective performance management and staff development systems have been re-established in the ARC. A review of business processes was completed in early 2020–21 and the recommendations are being implemented and embedded. A broader review of the ARC information and process management system is underway with an estimated completion date of December 2021.</p> <p>Capability improvement remains an ongoing focus and a significant program of professional development focusing on the Australasian Interagency Incident Management System (AIIMS) was implemented with a focus on broader incident management capability. An updated pilot program of training of Search and Rescue Officers was also introduced in the reporting period.</p>
Continue to design the new Integrated Response System to replace the existing platform which manages our search and rescue operations	In progress	<p>This program was refocussed to remediate technical risks and ensure ongoing system stability in the current search and rescue incident management system (Nexus) whilst implementing changes that will enable an easier transition to a new system when it is scoped.</p> <p>Work to date has provided a material increase in system performance across the 2020–21 financial year.</p> <p>A program to design integration of response capability within AMSA is planned to begin in 2021–22.</p>
Establish the framework for a complex maritime emergency capability that includes design and rebuild of the ARC	In progress	<p>Structural changes were made within AMSA to establish a foundation for stronger incident planning and management. Whilst the ARC has previously focused on search and rescue incidents, AMSA has transitioned the triage of a broader range of incidents into the 24x7 ARC. The changes have included triage of incidents such as material damage to a vessel, discharge of cargo, disabled vessels which may lead to a grounding, or other more complex maritime emergency incidents.</p> <p>Under the current reporting arrangements, all oil spills in Australia are reported to AMSA and we are transitioning the triage of pollution incidents into the ARC. This work is expected to mature through the 2021–22 financial year.</p> <p>A project to review the ARC's policy and procedures was also undertaken, and a minor refurbishment of the ARC space was completed including the addition of a live-to-air media capability, with final works to commission that capability to occur early in 2021-22..These additional capability enhancements will enable a more timely and efficient response to a broader range of incidents 24 hours a day, seven days a week.</p>

Case study: Two crewmembers rescued from stricken yacht



Caption: The stricken vessel, life raft, and the bulk carrier that transferred survivors.

Photos taken from the Perth-based Challenger aircraft

On the morning of 7 December 2020, the ARC registered a beacon alert from a 14-metre yacht, SAVANA, en-route from Singapore to Auckland. The vessel in distress was approximately 350 nautical miles (650 kilometres) west of North West Cape (WA). The vessel had two crew on board and had a broken mast.

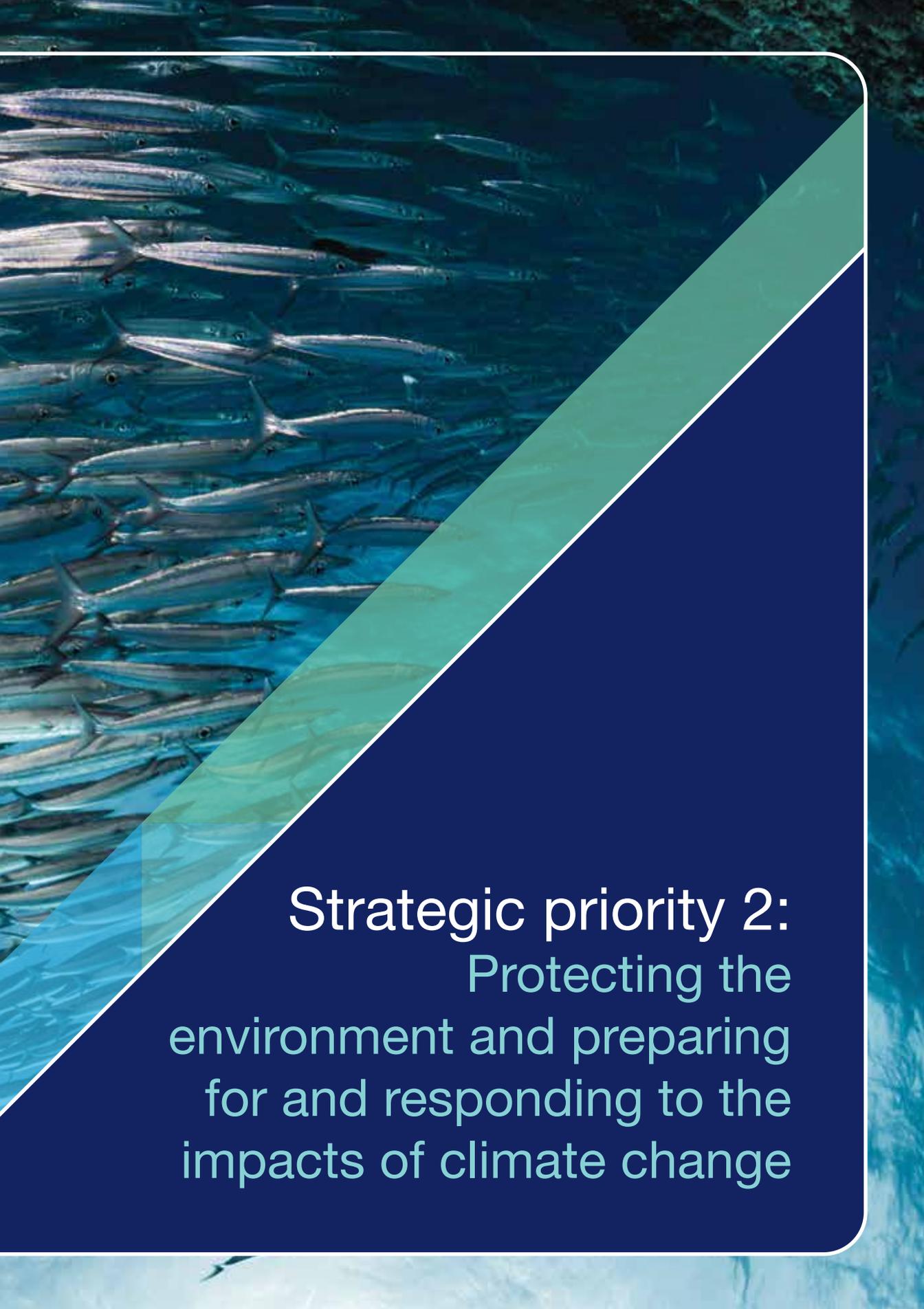
The ARC tasked the Perth-based Challenger aircraft which located the yacht and dropped a satellite phone and VHF radio to establish communications. Unfavourable weather and the inability of the yacht to manoeuvre impacted the rescue. The Challenger aircraft diverted a Maltese-flagged bulk carrier, V UNO, towards the area and tasked a second aircraft, a Gulfstream, to maintain visual reference to SAVANA while the Challenger returned to Perth for a refuel.

On returning to the area, the Challenger directed the V-UNO to the stricken yacht and successfully coordinated the transfer of the survivors to the bulk carrier.

The crew of the Challenger contributed to the success of this mission through detailed briefings to the yacht crew on how to deploy their life raft and scuttle their yacht to avoid it becoming a shipping hazard, as well as coordinating activities between vessels to achieve a complex retrieval of a small life raft to a much larger vessel.







Strategic priority 2:
Protecting the
environment and preparing
for and responding to the
impacts of climate change

Strategic priority 2: Protecting the environment and preparing for and responding to the impacts of climate change

AMSA recognises the challenges that 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 performance

Performance Measure 3

PERFORMANCE MEASURE	TARGET	RESULTS							
		2017-18		2018-19		2019-20		2020-21	
3		2017-18		2018-19		2019-20		2020-21	
Reducing trend in the number of significant pollution incidents [4]	trending to zero	0%	●	0%	●	0	●	0	●
<p>RATIONALE: 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.</p> <p>TRAFFIC LIGHT:</p> <p>Red: one or more significant pollution incidents caused by shipping</p> <p>Amber: N/A</p> <p>Green: 0 incidents</p> <p>ANALYSIS OF PERFORMANCE: There were no significant pollution incidents during the reporting period.</p>									
CASE STUDY: Focused inspection campaign on container stowage, page 32		SOURCE: 2020–21 Corporate Plan: Page 29				RPF KPI: No			

FOOTNOTE:

[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/marine-environment/national-plan-maritime-environmental-emergencies/national-plan-maritime>. 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 criterion.

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

| Performance Measure 4

PERFORMANCE MEASURE	TARGET	RESULTS			
		2017-18	2018-19	2019-20	2020-21
4		2017-18	2018-19	2019-20	2020-21
Timeliness of response to significant oil spill incidents [5]	within 4 hours`	N/A	N/A	N/A	Met ●
RATIONALE: 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					
ANALYSIS OF PERFORMANCE: There were no Level 2 spill incidents during the reporting period.					
CASE STUDY: N/A	SOURCE: 2020–21 Corporate Plan: Page 29		RPF KPI: N/A		
FOOTNOTE: [5] New measure. A significant oil spill incident is a Level 2 (or higher) incident — see measure 3 footnote for the definition					

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

AMSA worked with the Department of Transport, Infrastructure, Regional Development and Communications, the Department of Foreign Affairs and Trade (DFAT) and other IMO Member States through IMO meetings, and other informal meetings on the development of a short-term measure to reduce GHG emissions from international shipping.

The short-term measure was agreed at the 75th session of the IMO’s Marine Environment Protection Committee (MEPC) in November 2020, and subsequently adopted at MEPC 76 in June 2021. Amendments to the International Convention for the Prevention of Pollution from Ships (MARPOL) will take effect from 1 January 2023.

The short-term measure will require existing international ships to implement technical and operational energy efficiency improvements to cut their GHG emissions. This measure will contribute to the reduction of carbon intensity across the international fleet by at least 40 per cent by 2030, in line with the IMO Initial GHG Strategy.

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

See performance measures 3 and 4.

Delivery of the following project is a major component of our response to this goal.

Project	Status	Summary
Build incident management capability by providing training and exercising to maintain an effective AMSA/National Response Team requirement	In progress	<p>AMSA's training programs re-commenced in November 2020, following a hold due to COVID-19. Two Australasian Interagency Incident Management System (AIIMS) courses and one incident control Level 2 course have been conducted. In addition, the internal ARC advanced course was re-designed to include complex incident management capability. This involved a targeted campaign to broaden incident management capability within the ARC. The pilot course was delivered, and the second course is underway with an expected completion date of December 2021.</p> <p>In March 2021, AMSA external programs re-commenced in a limited format with the following courses delivered up to the end of July 2021:</p> <ul style="list-style-type: none"> ■ AIIMS courses – skills maintenance workshops ■ Marine Pollution Response workshops ■ Advanced Equipment Operator workshop ■ Marine Pollution Response (five-day course) Thirteen online professional development events and exercises delivered addressing incident management and oil spill competencies.

Case study: Focused inspection campaign on container stowage



The industry is seeing the biggest spike in lost containers at sea in seven years. The Allianz Safety and Shipping Review 2021¹ states: 'The rise in container losses may be driven by a combination of factors, such as larger ships, more extreme weather and a surge in freight rates and mis-declared cargo weights (leading to container stack collapse) and the surge in demand for consumer goods. There are growing questions for how containers are secured on board ships.'

Container loss often leads to vessel structural damage, significant harm to the ocean and coastal environments, as well as posing a significant risk to other vessels and fishing operations in the loss vicinity. Such incidents cause reputational damage to the shipping industry² and can cost millions of dollars to clean up (see for example, Case study: YM Efficiency clean-up operation in the 2019-20 annual report).

During the reporting period, AMSA conducted a focused inspection campaign on the stowage of containers. Two hundred and eight ships were inspected as part of the campaign.

On most ships inspected, twist and base locks had been correctly positioned, and the fixed cargo securing equipment was in good condition. However, in many cases, ships' crews struggled to demonstrate the necessary understanding of the approved cargo securing manual to ensure that cargo was properly stowed and secured.

The focused inspection campaign identified that:

- in six per cent of cases, container stacks exceeded the maximum permissible stack weight.
- in four percent of cases, cargo was not secured appropriately to prevent potential loss overboard.

Two ships were detained during the focused inspection campaign; the first for incorrect use of portable lashing equipment, and the second because the majority of cargo securing pins were defective, and there were multiple instances where the lashing forces exceeded allowable limits.

¹ Allianz Safety and Shipping Review 2021 [<https://www.agcs.allianz.com/news-and-insights/news/safety-shipping-review-2021-press.html>], p7 ATSB 2020 Loss of containers overboard from YM Efficiency. Final Report,344-MO-2018-008.

² ATSB 2020 Loss of containers overboard from YM Efficiency. Final Report,344-MO-2018-008.



An aerial photograph of a coastal town, likely in Australia, showing a mix of residential and commercial buildings, a parking lot, and a bridge crossing a body of water. The image is overlaid with a diagonal green-to-blue gradient. The text is positioned in the lower right quadrant of the image.

Strategic priority 3:
Effectively engaging with
stakeholders

Strategic priority 3: Effectively engaging with stakeholders

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 performance

Performance Measure 6

PERFORMANCE MEASURE	TARGET	RESULTS			
6		2017-18	2018-19	2019-20	2020-21
Monitor overall regulatory performance through regular formal and informal feedback:					
6.1: National System Customer Service	90%	90.5% ●	85% ●	89.3% ●	91.3% ●
6.2: Performance against the Regulator Performance Framework	Average greater than or equal to 3	3.3[8] ●	4.1 ●	3.75 ●	3.37 ●
<p>RATIONALE: Monitoring how stakeholders perceive AMSA's performance on a regular basis is central to improving the services we deliver and preventing issues from escalating.</p> <p>6.1 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.</p> <p>6.2 Indicates the level of performance against the six key performance areas [8]</p>					
<p>ANALYSIS OF PERFORMANCE:</p> <p>6.1: Satisfaction rates have remained above target throughout the reporting period. Survey results suggest that the small portion of dissatisfied customers generally have a positive phone experience but still feel their query is unresolved. These 'unresolved' matters include applications awaiting processing, escalated cases to subject matter experts, inability to access specific data/records on first call and matters outside of AMSA's purview.</p> <p>6.2: Participation rates in the satisfaction survey remain disappointingly low. AMSA is investigating ways to improve participation rates and alternate means to measure performance in this area.</p>					
CASE STUDY: N/A	SOURCE: 2020–21 Corporate Plan: Page 30		RPF KPI: 1, 2, 3, 4, 5, 6		
FOOTNOTE:					
<p>[8] The six contributing key performance areas — aligned to the six Regulator Performance Framework key performance areas (pre-July 2021) — are:</p> <p>(1) AMSA helps vessel owners and seafarers safely operate or work on a vessel without getting in the way,</p>					

(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.

Regulatory performance

The Regulator Performance Framework (RPF) was developed to encourage regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting cultural change.

The original RPF (pre-July 2021) consisted of six outcomes-based key performance indicators (KPIs) which set the government's overarching expectations of performance:

1. regulators do not unnecessarily impede the efficient operation of regulated entities
2. communication with regulated entities is clear, targeted and effective
3. actions undertaken by regulators are proportionate to the risk being managed
4. compliance and monitoring approaches are streamlined and coordinated
5. regulators are open and transparent in their dealings with regulated entities; and
6. regulators actively contribute to the continuous improvement of regulatory frameworks.

To help measure our performance, AMSA developed a regulator performance survey, available on our website and through our contact centre (AMSA Connect), which invited stakeholders to evaluate us against these six indicators. The responses to the survey are consolidated to determine the result for performance measure 6.2: Performance against the Regulator Performance Framework.

This year's results showed:

- a slight decrease in overall satisfaction, from 3.75 in 2019–20, to 3.37 in 2020–21.
- engagement with the survey remains low.
- the Domestic Commercial Vessel (DCV) industry accounted for more than half of the RPF customer survey participants (58.82 per cent).
- that DCV operators continue to be ambivalent towards AMSA.
- that the regulated community of DCV operators is now AMSA's largest stakeholder group and will therefore play a central role in providing feedback about the effectiveness of AMSA's engagement.

AMSA's historical performance against these six indicators from 2015–16 to 2019–20 can be found on our <https://www.amsa.gov.au/about/corporate-publications>

In December 2020 and January 2021, AMSA participated in the Department of the Prime Minister and Cabinet's consultation on improving regulator performance and reporting. The Regulator Performance Guide – Improving Australian Regulation (the Guide) came into effect on 1 July 2021.

The Guide removes the requirement for a stand-alone, externally validated performance report, with reporting incorporated into the annual performance statements.

The Guide contains three principles of best practice:

1. continuous improvement and building trust
2. risk based and data driven
3. collaboration and engagement

AMSA has incorporated these principles into our performance measures for the 2021–22 Corporate Plan and will report on its achievement in the 2021–22 Annual Report.

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

Incident data collected through AMSA compliance activities in 2020 was used to inform the focus areas in the National Compliance Plan 2021–22.

AMSA published its first *National Compliance Plan 2020—2021 Information for Industry* to provide regulated industry and AMSA's compliance partners with an overview of the compliance focus that AMSA applied over the year. The plan identified three focus areas based on incident, inspection and audit data. AMSA intends to continue to publish this information each year to help industry understand where our efforts will focus and encourage voluntary compliance.

The following frequently used forms have been improved in response to stakeholder feedback:

- AMSA504/549 — Application for/to vary a certificate of operation
- AMSA521/576 — Application for/renew a certificate of survey and/or load line
- AMSA553 — Application to renew a certificate of operation

Work to improve the user experience continues for AMSA's certificate-related transactions.

Case study: Collaboration on the Warpil Project

A major economic contributor to the Torres Strait region is commercial fishing – with between 200 and 500 geographically dispersed indigenous domestic commercial vessel (DCV) operators.

The Torres Strait Regional Authority (TSRA) Economic Development and Fisheries Programs has the goal of a sustainable fishery in the Torres Strait that is 100 per cent owned by Torres Strait Islander and Aboriginal traditional owners.

The TSRA have significantly invested in the *Torres Strait Maritime Pathways Project* which further develops the skills and capability of Torres Strait Islander and Aboriginal people residing within the region to

- obtain near coastal qualifications
- operate commercial vessels, and
- create maritime career pathways in related industries such as commercial fishing, tourism, coastal trading, coastal pilotage and governmental vessel operations.

Warpil – Fishing for Our Future a collaboration across government agencies and the private sector, aims to develop a model which combines improved fisheries infrastructure with employment, training and enterprise development. It is community led and was co-designed by the TSRA, the Department of Employment Small Business and Training and the Department of Aboriginal and Torres Strait Islander Partnerships.

As a member of the Warpil Project Working Group, AMSA assisted several Traditional Inhabitant Boat (TIB) host vessels commence commercial operations at Erub (Darnley) Island.

Working with collaborating agencies and TIB owners/operators, AMSA:

- explained the DCV regulatory requirements
- assisted TIBs to obtain required vessel permissions, and complete a vessel safety inspection and equipment audits
- helped develop and implement a safety management system.

The project also facilitated the refurbishment of the community seafood processing and freezer infrastructure. Fifteen fishing trainees successfully completed a Coxswain Grade 1 near coastal certificate of competency course.

Fishing trainees consolidated their training by working on TIB vessels, and within one month of reopening under the leadership of the newly skilled local staff, the Erub Fisheries Management Association shipped more than 700kg of seafood in their first consignment from the Torres Strait to southern wholesalers.

Goal 3.2: Strengthen our collaboration and consultation with stakeholders

AMSA works closely with industry to ensure we understand their challenges and issues, and that regulatory solutions are practical and proportionate. Engaging effectively with stakeholders is critical to the achievement of AMSA's goals. In 2020–21 our National Safety Committee (NSC) and Regional Safety Committees (RSC) were embedded as the foundation of our engagement with the domestic commercial vessel sector.

The National Safety Committee works closely with the Regional Safety Committee network of peak bodies and industry representatives to focus on improving safety outcomes. The Committees are improving transparency, with outcomes of meetings shared with wider industry, and the ability for people to raise matters with the forum through their industry members. Both the NSC and RSC network meet twice a year. Meetings are scheduled so information is shared between the committees.

Case study: National Safe Boating Week

National Safe Boating Week is held at the start of the spring boating season and is a collaborative government initiative to promote safety on the water and increase awareness of responsible boat practices. It is targeted towards boating enthusiasts and anyone spending time on the water, Australia-wide and across the Tasman.

From 25 September to 2 October 2020, AMSA, in partnership with the Australian New Zealand Safe Boating Education Group (ANZSBEG), coordinated this inaugural event under one nationally consolidated brand.

ANZSBEG coordinates and leverages the expertise of members to promote safe and responsible boating. The group's aim is to identify and address national boating issues by coordinating public education strategies, reducing incidents and fatalities and promoting uniform approaches to the regulation of recreational vessels.

National Safe Boating Week involves seven days of activities designed to raise safety awareness. It is supported by a national communication campaign aimed at getting boaties prepared for the summer season. With strong calls to action, the campaign prompts water users to have everything ready before they set off on the water.

Campaign messaging informs audiences of the importance of preparation, with the seven steps featured on promotional material—'know it, service it, pack it, check it, plan it, learn it, and wear it'. The week culminated in Wear your lifejacket to work day—which saw boating communities around the country getting involved by putting on their lifejackets and posting photos on social media with the tagline—'if it's easy enough to wear to work, it's easy enough to wear on the water'.

The campaign achieved its objectives and a potential audience reach of 125.8 million.







Strategic priority 4:
Effectively harnessing
emerging technologies and
embracing innovation

Strategic priority 4: Effectively harnessing emerging technologies and embracing innovation

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

Goal 4.1: Improve our uptake of emerging technologies and research

Delivery of the following projects is a major component of our response to this goal.

Project	Status	Summary
<p>Work with Geoscience Australia and other agencies to support the introduction of Australia’s Satellite-Based Augmentation Service (SBAS) in the maritime sector</p>	<p>In progress</p>	<p>AMSA collaborated with Geoscience Australia (GA) to progress technical matters, which when complete, will allow GA to formally declare Australia and New Zealand’s SBAS (named SouthPAN) available for maritime use. SouthPAN is expected to be available in our region in 2023.</p> <p>AMSA supported work at the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) to develop a guidance template that national authorities can use to declare their SBAS available for maritime use.</p> <p>We also prepared an Australian and New Zealand paper to the IMO Navigation, Communication, Search and Rescue (NCSR) Sub-Committee, which met in April 2021, to highlight the need for IMO to develop SBAS receiver performance standards.</p>
<p>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</p>	<p>In progress</p>	<p>We have been working across government to explore microsatellite technology and understand how they may be useful in our response functions.</p> <p>Improved timely situational awareness would let us tailor a response more effectively and efficiently. For example, obtaining imagery sooner of an oil spill in a remote location at sea could provide invaluable information in the early days of a clean-up operation. Initial trials in a controlled environment have looked at how a microsatellite can be tasked to a specified location, and whether they can locate the signal from distress beacons.</p>

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

Delivery of the following projects is a major component of our response to this goal.

Project	Status	Summary
Commence development of a new vessel inspection system that allows greater access to information and data for AMSA field staff and our compliance partners	In progress	AMSA has put in place the foundations for the development of a new vessel inspection system. A key part of this has been to review existing business processes, ensuring they are efficient and effective, and will provide a robust basis for the new system. A program of work is underway where improvements have been identified to implement these.
Scope the ability for electronic data transfer of foreign vessel certificates to deliver inspection efficiencies	Complete	AMSA has negotiated 'in principle' agreement with five major Flag Administrations, for the sharing of electronic certificate data for foreign flagged vessels. Importing, managing and using this data for AMSA's regulatory purposes is included as a part of the inspections modernisation program referred to above, and offers opportunity for efficiency in AMSA's port State control inspection processes.
Design a new integrated response system which allows for the management of pollution and search and rescue incidents within one operational management system	In progress	<p>The program was refocussed to remediate technical risks in the current search and rescue incident management system (Nexus) and implement changes that will enable an easier transition to a new system when it is scoped.</p> <p>System remediation continues and Nexus has become more stable with a material improvement in system performance and stability across the 2020–21 financial year.</p> <p>A program to design integration of response capability within AMSA is planned to begin in 2021-22.</p>





Strategic priority 5:
Ensuring AMSA is a
vibrant and progressive
organisation

Strategic priority 5: Ensuring AMSA is a vibrant and progressive organisation

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

Goal 5.1: Build the workforce of the future

Delivery of the following projects are a major component of our response to this goal.

Project	Status	Summary
<p>Build new capabilities in our workforce</p> <ul style="list-style-type: none"> • 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 	<p>In progress</p>	<p>AMSA introduced the Integrated Leadership System (ILS) in 2020 to support development of the leadership team.</p> <p>Implementation of AMSA's new HR information/ payroll system was completed and new performance management, recruitment and e-learning solutions introduced. These systems enable paperless and fully integrated processes for employees yielding operational efficiencies and better support for flexible working arrangements. The new digital HR solutions also provide the opportunity to better capture and analyse data about our workforce. This is an important precursory step to future workforce planning efforts. The systems are being continuously reviewed and improvements made to enhance capability and efficiency.</p> <p>AMSA's new learning centre has provided improved access to contemporary eLearning including content focused on modern work principles including crucial conversations, inclusion and culture. AMSA has delivered a number of virtual information sessions including seminars on new systems, mental health and wellbeing and COVID-19 vaccines.</p> <p>New eLearning products have been created with the aim of improving understanding, ensuring compliance and resulting in behaviour change. Modules include aerial observation and identification of oil on water, finance and cost recovery, contractor safety induction, respect in the workplace, mastering calm and wellbeing, and coping during the pandemic.</p>

Goal 5.2: Secure AMSA's financial future

AMSA completed its second Activity Based Costing (ABC)/Zero Based Budget (ZBB) for 2021–22. This will form the financial and cost analysis framework of the anticipated cost recovery review. The ZBB is being supported by an AMSA-wide cost recovery review program, identifying business process improvements in service delivery functions and a holistic review of overhead costs.

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

Delivery of the following projects are a major component of our response to this goal.

Project	Status	Summary
Implement a lesson's management framework which provides the foundations to improved learning from incidents and investigations across AMSA	In progress	<p>During the reporting period, AMSA's lessons management approach was approved and an implementation plan and timeline were developed. The approach was tested on key initiatives, including AMSA's response to the COVID-19 pandemic.</p> <p>Significant work was undertaken developing lessons management eLearning modules and a four-day lesson management course, the aim of which is to develop participants to be capable of managing lesson processes in their respective areas.</p>
Develop and organisational approach to data management, governance and use to maximise its value	In progress	<p>An organisation wide governance committee was established to develop the overarching framework for data management. This Information and Data Governance Committee (IDGC) oversees all aspects of data management, including data cleaning and classification and data security. The Committee has developed a work program to focus its efforts. This includes the development of AMSA's Data Strategy.</p> <p>In addition, AMSA also nominated an organisational representative to the Commonwealth Data Champions Committee to ensure that it is stays abreast of developments across the Commonwealth.</p> <p>Champions Committee to ensure that it is stays abreast of developments across the Commonwealth.</p>

Goal 5.4: Respond effectively to the COVID-19 pandemic

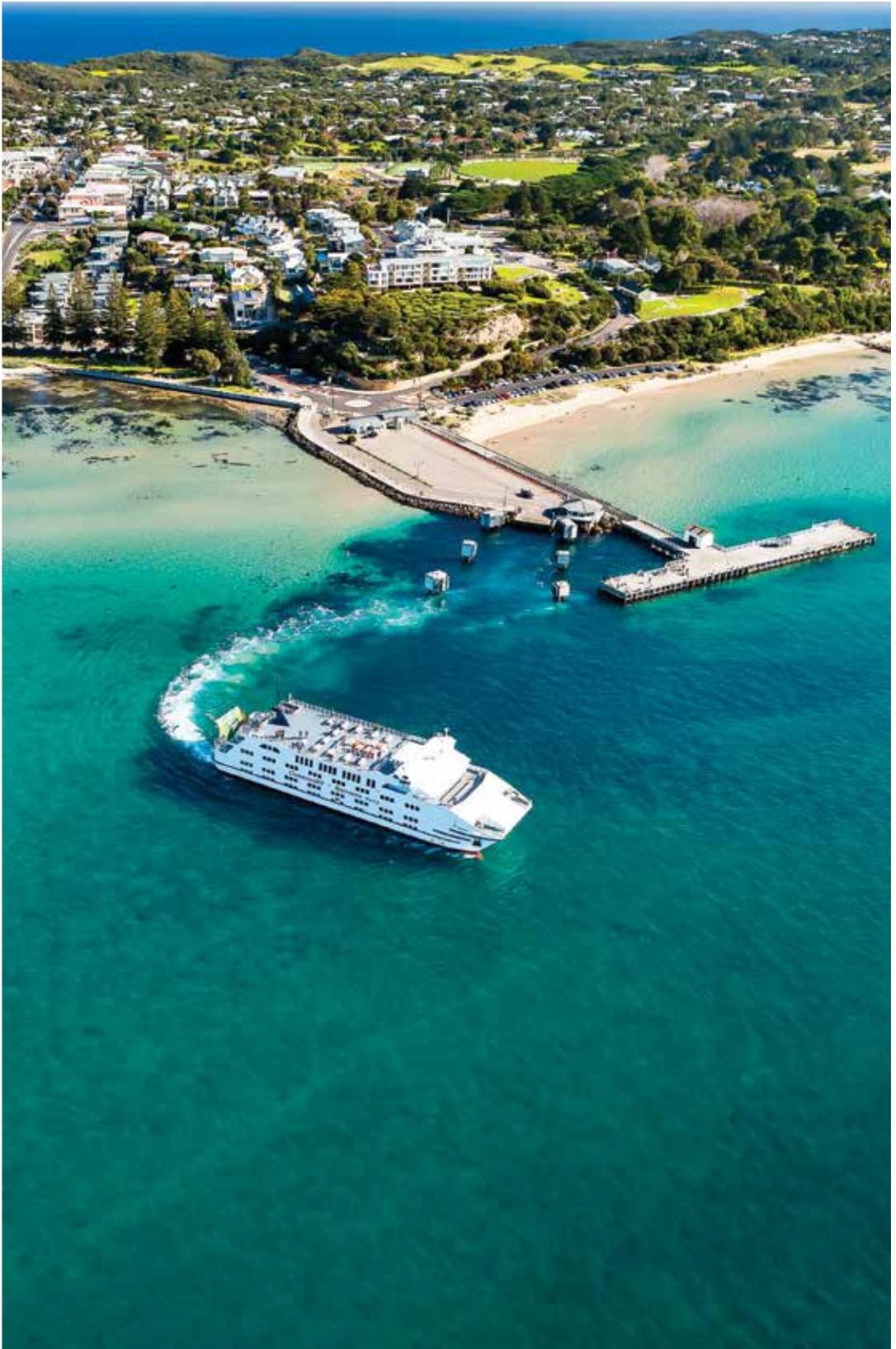
Throughout the pandemic AMSA has offered exemptions to our regulated community to help vessel operators and crew experiencing significant difficulties.

National Law Act Exemptions include:

- Temporary crewing permits — allowing operators to operate temporarily below the minimum crewing requirements
- Exemption 8 — Marine Safety (Temporary Service) — enabling masters and crew to temporarily perform functions and duties on DCVs without the required certificate of competency in specific circumstances
- Exemption 6 — Marine Safety (Periodic survey, equipment certification and compass adjustment) — allowing for flexibility for owners as to when their vessel undergoes periodic or loadline surveys
- Exemption 7 — Marine Safety (Temporary operations) — for owners and accredited marine surveyors who need to be able to temporarily operate without having the required certificates
- Exemption 42 — Marine Safety (Extension of time – Certificates of competency) — extension of duration of all National Law certificates of competency
- Exemption 43 — Marine Safety (Extension of time – first aid and crewing) — exempted the master or crew to have a current first aid certificate where it has recently expired
- Suspend a certificate of survey and/or load line certificate for up to 18 months

We also provided a range of advice to the domestic and international industry on arrangements relating to the COVID-19 pandemic.

During the peak impact period of the COVID–19 pandemic nation-wide shut-down, AMSA implemented an immediate supplier payment process against its normal 30-day payment terms policy. This improved supplier working capital cash flows as it removed the 30-day payment terms.







Organisational profile

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 our website.

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

As we have over our 30-year history, AMSA continues to rise to the challenges and evolve to meet them — as well as seizing new opportunities that present themselves.

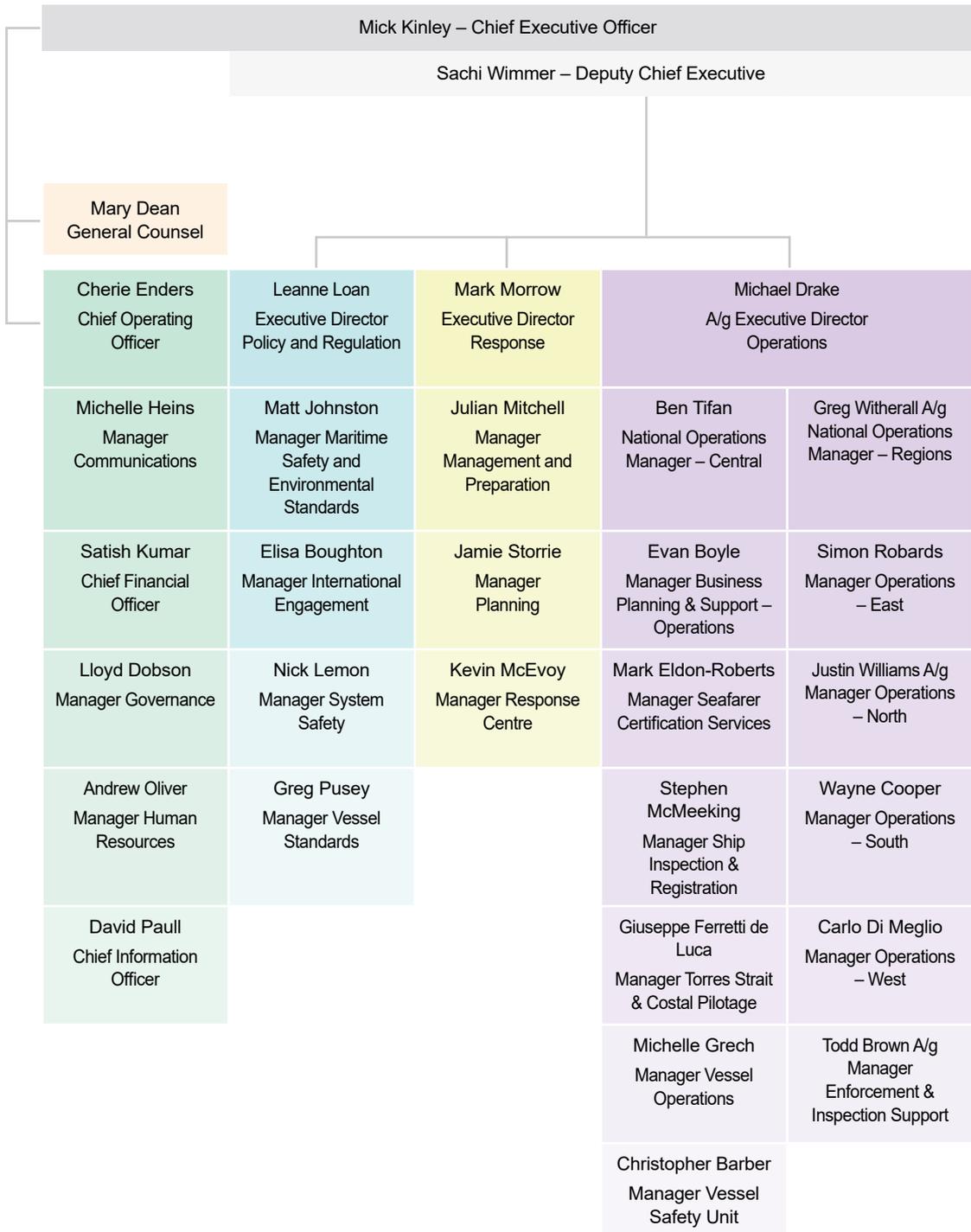
The AMSA Digital Strategy was finalised this year to help us to paint a clear vision of what a digital future for AMSA looks like. The Strategy is dynamic and will evolve as technology enables us to embrace new opportunities. It describes an aspirational 2030 future state, and outlines how we will approach digital transformation to harness the power of technology to help realise a future with safe and clean seas, and lives saved. An Executive governance subcommittee – the Information and Data Governance Committee – was established to oversight AMSA’s digital work program (see Capability projects under Goal 5.3. Significant progress was made on our draft Strategy 2030 document.

AMSA undertook a range of initiatives during the reporting period to address our operational challenges. An external process management consultancy helped to review parts of our business to identify how they can be more effective, efficient and streamlined. Through this review we have identified some significant and meaningful improvements to reduce administration as well as opportunities to add value to our operational activities.

AMSA decided to establish a dedicated taskforce to help shape our future operations. The taskforce will lead the work on change initiatives and will be led by an Executive Director (recruitment underway). The Executive Director will work closely with rest of the Executive to settle the taskforce details, including staffing which will be a combination of seconded staff from other Divisions in AMSA and specialist contracted capabilities.

Structure and location

| AMSA's organisational structure



Office locations

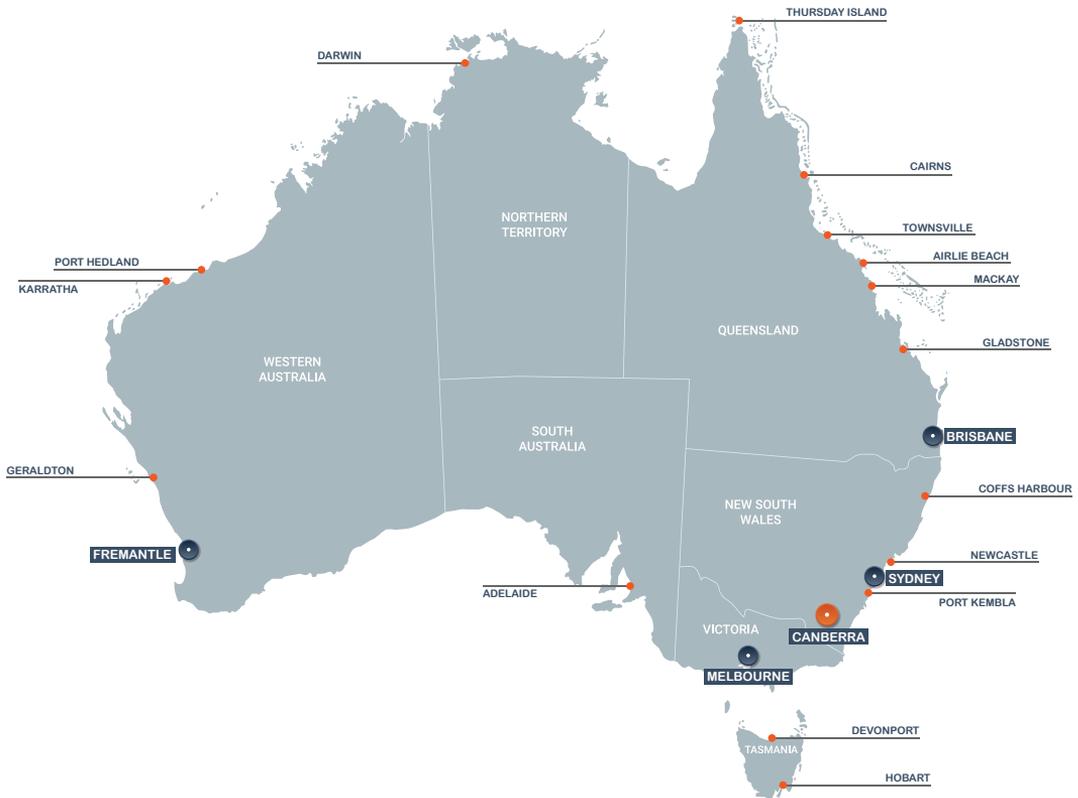


Figure 6: Map showing AMSA's presence in Australia

AMSA office locations		
Australian Capital Territory		
Canberra	82 Northbourne Avenue	Braddon ACT 2612
New South Wales		
Sydney	Level 5, 260 Elizabeth Street	Surry Hills NSW 2010
Coffs Harbour	Level 2, 28 Gordon Street,	Coffs Harbour NSW 2450
Newcastle	8 Cowper Street South	Carrington NSW 2294
Port Kembla	Number 6 Jetty, Christy Drive Ground Floor, North Wing	Port Kembla Gateway NSW 2505
Northern Territory		
Darwin	Level 1, Unit C10719 Kitchener Drive, Wharf One	Darwin Waterfront Precinct NT 0820
Queensland		
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 61–73 Sturt Street	Townsville QLD 4810
South Australia		
Adelaide	Level 2, Customs House 220 Commercial Road	Port Adelaide SA 5015
Tasmania		
Hobart	Level 4, 2–8 Kirksway Place Battery Point	Hobart TAS 7004
Devonport	115 Don Road	Devonport TAS 7310
Victoria		
Melbourne	Level 3, 655 Collins Street	Docklands VIC 3008
Western Australia		
Fremantle	Level 3, 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

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.

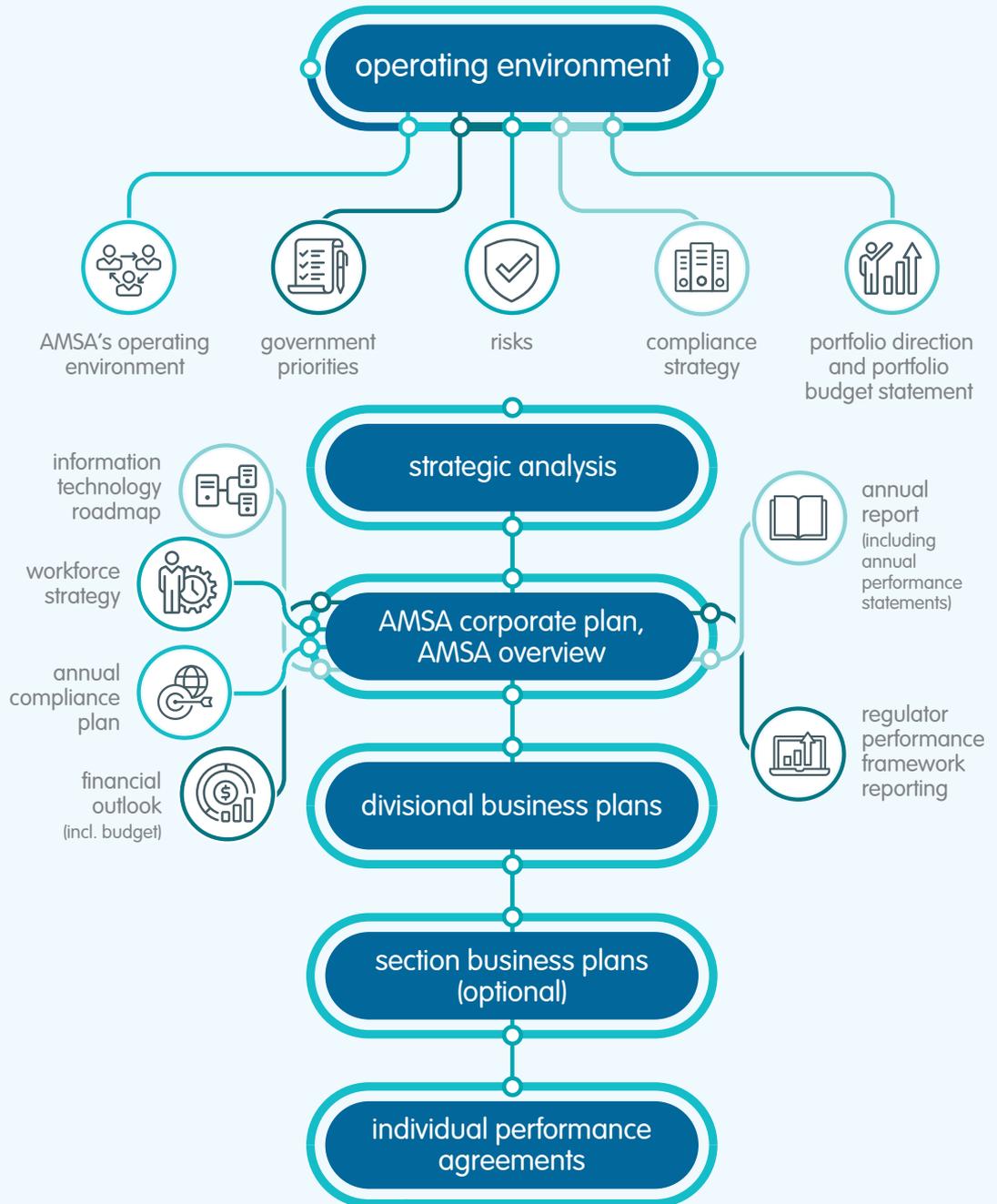
The Board provides clear direction on the operational application of relevant legislation by issuing Accountable Authority Instructions which must be followed by all AMSA staff.

More information on the Board, its committees and meetings can be found on the following pages and on our 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.

Figure 5: Integrated planning, budgeting and performance reporting



Planning

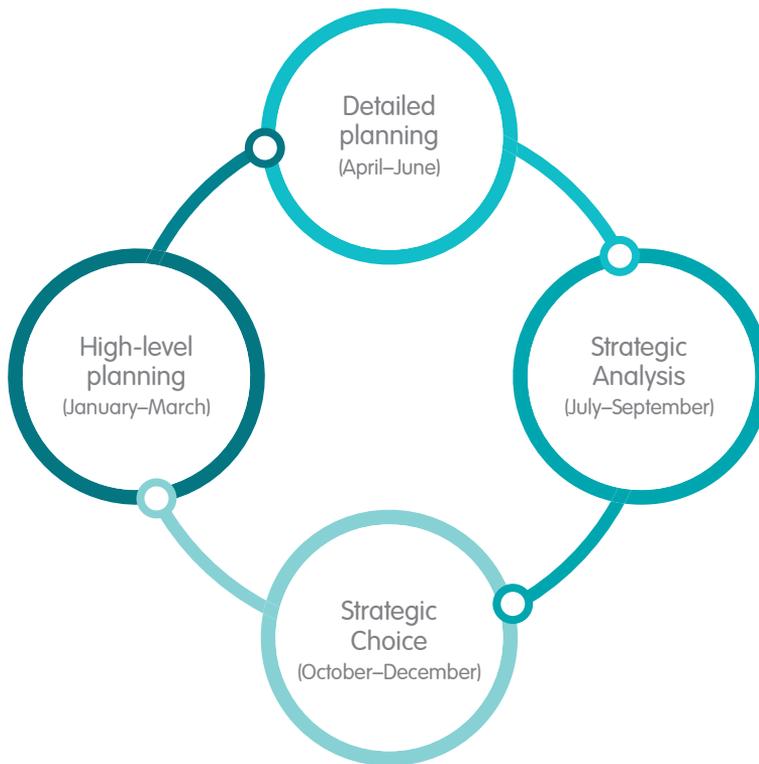
There is a four-phase annual planning cycle at AMSA (Figure 6: Planning cycle). During phase one, strategic analysis, the operating environment is assessed using a structured ‘STEEPLED’ approach, which looks at social, technological, economic, environment, political, legal, ethical, and demographic factors.

This helps to identify new, or validate current strategic challenges, strategic risks and goals; 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 6: Planning cycle



The AMSA Board oversees this process and is directly involved at key junctures.

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, Regional Development and Communications. 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 in Work, Health and Safety; and, the Public Governance, Performance and Accountability framework by the Department of Finance. The Board undertook an evaluation to identify Board performance improvement opportunities and governance framework gaps; and participated in a workshop on AMSA's Strategy 2030. The Board again highlighted the importance of industry engagement when they visited Lakes Entrance in Victoria and met with stakeholders from the domestic commercial vessel

communities. Due to the ongoing COVID-19 pandemic, the Board has postponed again their stakeholder engagement scheduled for Port Lincoln, South Australia which is now scheduled on the Board program for 2022.

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 on the <http://www.amsa.gov.au/amsa-board-audit-committee-charter>

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

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

The Committee conducted five meetings and one out-of-session meeting in the reporting period 2020–21 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 two meetings in 2020–21 with overall outcomes advised to relevant government authorities and Ministers including that AMSA's key management personnel voluntarily declined bonuses at this present time to protect the public standing of the Authority and public confidence in leadership.

Risk management

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

Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the international standard of risk management (ISO 31000: 2018) and the Commonwealth Risk Management Policy 2014. Further, we revalidate our risk management practices yearly to ensure they support our obligations under the PGPA Act.

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

Enterprise risk is a standing agenda item for our Board and Board Audit, 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 our <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 our commitment to effectively manage and mitigate fraud and corruption. The purpose of the Plan is to provide a framework for managing and monitoring fraud and corruption risks identified in the AMSA fraud risk assessment.

The Plan complies with the Commonwealth Fraud Control Framework 2017; including section 10 of the Public Governance, Performance and Accountability 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 2020–21 financial year:

- there were no cases of fraud detected within AMSA during the reporting period;
- there were no allegations of fraud reported to AMSA via the independent confidential reporting hotline; and

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

- disclosing material interest;
- fraud control reporting processes; and
- 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 \$126,377 and for Directors' and Officer's Liability was \$35,151.

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 37).

AMSA produces quarterly internal reports on its non-financial performance. These reports provide the Accountable Authority with assurance of progress towards our targets and support the development of the annual performance statements. Each quarterly non-financial performance report is presented at the Board Audit, 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 our performance delivering operational outputs and outcomes
- 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 received two 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 2019–2022 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 2020–21, there were no payments for advertising or 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.

The Authority 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)

In January 2021, the ANAO published its report on the performance audit: Management of the Search and Rescue Aircraft Contract. The objective of the audit was to assess whether AMSA is effectively managing the Search and Rescue Aircraft contract. There were no findings from the audit.

AMSA is still implementing a number of recommendations from the 2018–19 performance audit on the Application of 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* on 17 June 2020. The final report contains four recommendations.

During the year, AMSA worked closely with the Department of Infrastructure, Transport, Regional Development and Communications (DITRDC) to help develop the government's response to the Senate Standing Committee's report. AMSA similarly supported consideration of related matters such as the Productivity Commission Inquiry into National Transport Regulatory Reform. This has included facilitating discussion with one of AMSA's primary consultative forums, the National Safety Committee to provide updates and seek views and input where possible.

The government tabled its response on 20 May 2021, supporting all the committee's recommendations. This includes an independent review of the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* framework to ensure it remains fit for purpose. The Department and AMSA will continue to work closely together and with industry on these matters.

Judicial decisions/decisions of administrative bodies

In 2020–21 AMSA was party to matters before the Federal Court of Australia, and the Administrative Appeals Tribunal. These matters have not resulted in findings that have had a significant effect on operations.

Coronial inquests

AMSA was not party to any completed coronial inquests during the reporting period.

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 2019–20 shows the numbers of coronial inquiries that involved AMSA in each year from 2015–16 to 2019–20.

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 2020–21.

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.

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.

Day-to-day health and safety issues are addressed by managers with assistance and advice (if required) from AMSA's Health Safety and Environmental Committee, which comprises 18 health and safety representatives, four management representatives and four technical advisers. The committee met 10 times in 2020–21.

Time lost to injury

	2015–16	2016–17	2017–18	2018–19	2019–20	2020–21
Size of workforce	382	377	407	413	449	433
Total incidents	55	39	36	41	30	42
Total incident (AMSA employees)	22	24	16	34	17	32
Total days lost to injury	330	5	70	6	152.1	227
Number of lost time incidents	3	2	3	2	3	3
Number of workers compensation claims	2	0	0	3	3	3
Number of notified Comcare incidents	0	1	0	2	3	1

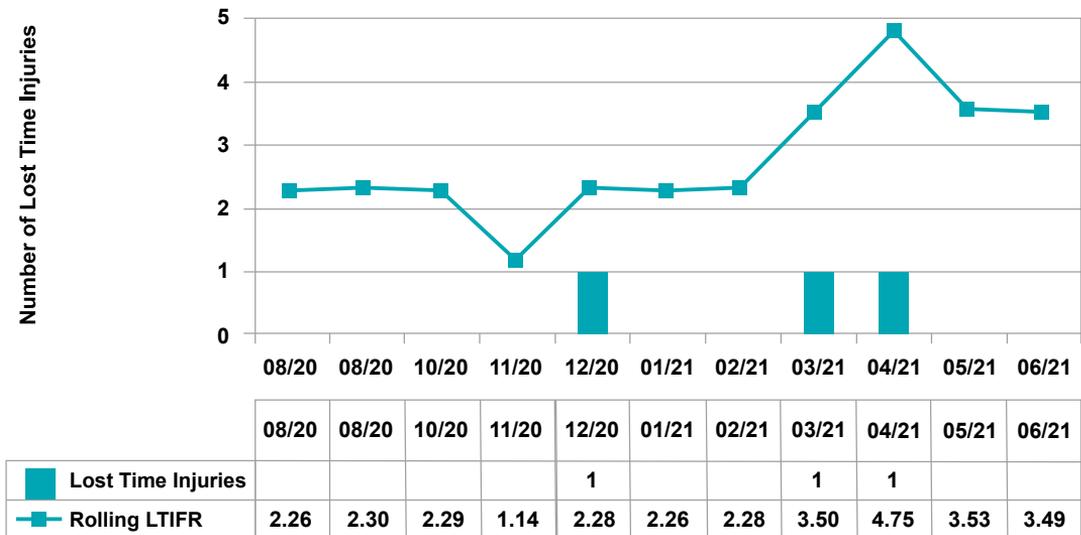


Figure 7: Number of lost time injuries

In 2020-21, AMSA was focused on responding to the Coronavirus pandemic and implemented a COVIDSafe Transition plan with the aim of supporting AMSA's transition through the pandemic in a way that maintains a safe, engaged and inclusive workforce.

AMSA continues to action to prevent work health and safety incidents, understand the importance of preventative measures and apply timely and appropriate corrective actions when incidents or hazards do arise. During 2020-21, 42 incidents were reported, 16 of which did not require any medical or first aid treatment. A total of 10 incidents related to contractors engaged by AMSA.

Workers compensation premium

AMSA's workers' compensation premium has increased from \$182,798 in 2019–20 to \$302,544 in 2020–21. The premium rate of 0.43 per cent was lower than the overall scheme premium rate of 0.85 per cent. This is evidence of AMSA's strong performance in comparison to other agencies with respect to workers compensation.

Health and wellbeing initiatives

In 2020–21, staff were encouraged to develop and maintain a fit and healthy lifestyle through AMSA's Healthy Choices Program 2019–22. This program includes:

- \$300 financial reimbursement that can be put towards the cost of a fitness program or facility
- Free access to the Smiling Mind Mindfulness and Meditation app
- Access to a wellbeing hub and hosting online Mental Health Awareness sessions on coping during a pandemic
- Online Mental Health First Aid Training;
- Information sessions on the COVID-19 vaccine
- Flu Vaccination program: which provided free H1N1 influenza and seasonal influenza vaccinations via the pharmacy guild. This program was taken up by 167 employees in 2020-21.

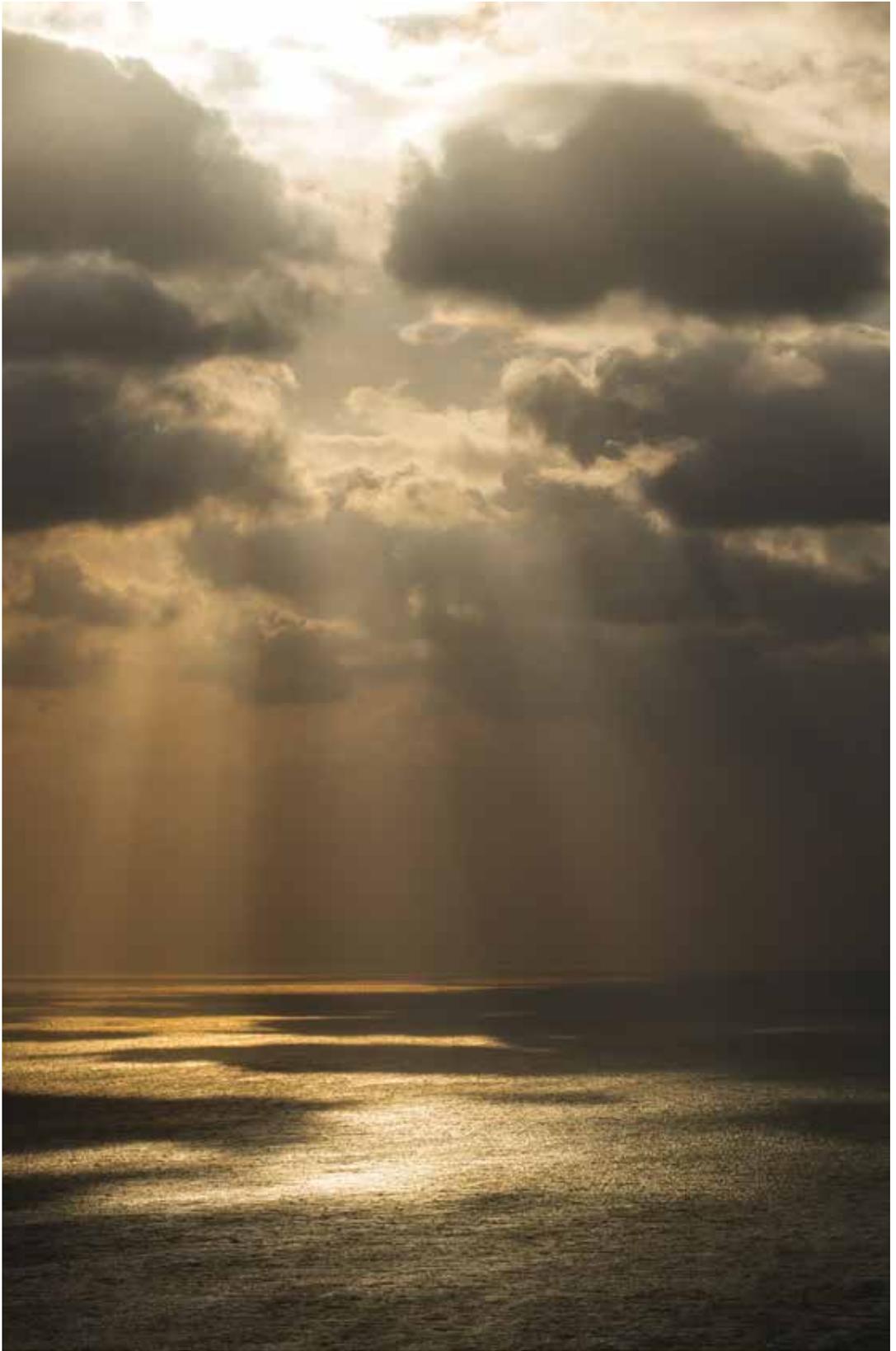
Environmental performance

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. In order 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 4.5 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 <http://www.nabers.gov.au/>. AMSA's head office is also fitted with a range of environmentally sound equipment and systems, including:

- 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
- multifunction devices which replace the need for separate printers and photocopiers
- water-saving bathroom devices; and
- energy-efficient appliances.

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







Appendices

Appendix 1: Financial Statements



INDEPENDENT AUDITOR'S REPORT

To the Minister for Infrastructure, Transport, Regional Development and Communications

Opinion

In my opinion, the financial statements of the Australian Maritime Safety Authority (the Entity) for the year ended 30 June 2021:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements 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 2021 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 2021 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* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under that Act. The Directors are also responsible for such internal control as they determine is necessary to enable the preparation and fair presentation 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



Jodi George

Senior Executive Director

Delegate of the Auditor-General

Canberra

22 September 2021

Australian Maritime Safety Authority

Contents

Statement by the Directors, Chief Executive Officer and Chief Financial Officer

Financial Statements

Statement of Comprehensive Income
Statement of Financial Position
Statement of Changes in Equity
Cash Flow Statement

Budget Variances

Overview

Notes to the Financial Statements

1. Financial Performance

Note 1.1: Expenses
Note 1.2: Own-Source Income

2. Financial Position

Note 2.1: Financial Assets
Note 2.2: Non-Financial Assets
Note 2.3: Payables
Note 2.4: Interest Bearing Liabilities
Note 2.5: Other Provisions

3. Funding

Note 3.1: Regulatory Charging Summary

4. People and Relationships

Note 4.1: Employee Benefits
Note 4.2: Key Management Personnel Remuneration
Note 4.3: Related Party Disclosures

5. Managing Uncertainties

Note 5.1: Contingent Assets and Liabilities
Note 5.2: Financial Instruments

6. Other Information

Note 6.1: Current / Non-Current Distinction for Assets and Liabilities

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 2021 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

22 September 2021



Michael Kinley
Chief Executive Officer

22 September 2021



Satish Kumar
Chief Financial Officer

22 September 2021

Australian Maritime Safety Authority
Statement of Comprehensive Income
for the period ended 30 June 2021

		2021	2020	Original Budget 2021
	Notes	\$'000	\$'000	\$'000
NET COST OF SERVICES				
Expenses				
Employee benefits	4.1A	69,723	73,511	72,221
Suppliers	1.1A	118,358	124,522	117,812
Depreciation and amortisation	2.2A	37,446	38,482	38,862
Finance costs	1.1B	1,588	1,813	1,372
Impairment loss on financial instruments		22	18	-
Write-down and impairment of assets		3,744	4,028	-
Losses from asset sales		18	-	-
Total expenses		230,899	242,374	230,267
Own-Source Income				
Own-source revenue				
Revenue from contracts with customers	1.2A	6,431	6,312	11,729
Interest		668	1,829	1,140
Rental income	1.2B	303	345	-
Recovery of pollution incident costs and insurance claims		12,952	326	-
Reversal of provision for pollution incidents		-	11,448	-
Contributions from states and territories		7,994	10,515	7,994
Other revenue	1.2C	4,418	4,955	-
Total own-source revenue		32,766	35,730	20,863
Gains				
Reversal of impairment loss on financial instruments		8	66	-
Total gains		8	66	-
Total own-source income		32,774	35,796	20,863
Net cost of services		198,125	206,578	209,404
Revenue from Government	1.2D	216,258	209,603	209,977
Surplus on continuing operations		18,133	3,025	573
OTHER COMPREHENSIVE INCOME				
Items not subject to subsequent reclassification to net cost of services				
Changes in asset revaluation reserve		1,054	(1,774)	-
Total other comprehensive income / (loss)		1,054	(1,774)	-
Total comprehensive income		19,187	1,251	573

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 2021

		2021	2020	Original Budget 2021
	Notes	\$'000	\$'000	\$'000
ASSETS				
Financial Assets				
Cash and cash equivalents		28,175	18,774	18,616
Investments		85,000	71,000	66,000
Trade and other receivables	2.1A	22,330	9,857	8,900
Total financial assets		135,505	99,631	93,516
Non-financial Assets				
Land ¹	2.2A	5,312	6,260	5,944
Buildings ¹	2.2A	36,125	44,634	36,953
Plant and equipment ¹	2.2A	185,332	204,088	189,621
Computer software	2.2A	19,752	21,332	24,746
Inventories	2.2B	4,227	4,157	4,157
Prepayments		2,601	4,219	4,500
Total non-financial assets		253,349	284,690	265,921
Total assets		388,854	384,321	359,437
LIABILITIES				
Payables				
Suppliers	2.3A	21,698	21,632	22,000
Other payables	2.3B	2,643	2,873	168
Total payables		24,341	24,505	22,168
Interest Bearing Liabilities				
Leases	2.4A	108,883	128,156	108,579
Total interest bearing liabilities		108,883	128,156	108,579
Provisions				
Employee provisions	4.1B	22,464	22,005	22,895
Other provisions	2.5A	29,467	25,143	20,710
Total provisions		51,931	47,148	43,605
Total liabilities		185,155	199,809	174,352
Net assets		203,699	184,512	185,085
EQUITY				
Contributed equity		37,986	37,986	37,986
Reserves		93,777	92,723	92,723
Retained earnings		71,936	53,803	54,376
Total equity		203,699	184,512	185,085

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 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget 2021 \$'000
CONTRIBUTED EQUITY				
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>
RETAINED EARNINGS				
Opening balance		53,803	44,426	53,803
Adjustment on initial application of AASB 15 / AASB 1058		-	(374)	-
Adjustment on initial application of AASB 16		-	6,726	-
Adjusted opening balance		<u>53,803</u>	<u>50,778</u>	<u>53,803</u>
Comprehensive income				
Surplus for the period		18,133	3,025	573
Closing balance as at 30 June		<u>71,936</u>	<u>53,803</u>	<u>54,376</u>
ASSET REVALUATION RESERVE				
Opening balance		92,723	94,497	92,723
Comprehensive income				
Non-financial asset revaluation increment / (decrement)		(937)	955	-
Provision for restoration assessment		1,991	(2,729)	-
Total comprehensive income		<u>1,054</u>	<u>(1,774)</u>	<u>-</u>
Closing balance as at 30 June		<u>93,777</u>	<u>92,723</u>	<u>92,723</u>
TOTAL EQUITY				
Opening balance		184,512	176,909	184,512
Adjustment on initial application of AASB 15 / AASB 1058		-	(374)	-
Adjustment on initial application of AASB 16		-	6,726	-
Adjusted opening balance		<u>184,512</u>	<u>183,261</u>	<u>184,512</u>
Comprehensive income				
Surplus for the period		18,133	3,025	573
Other comprehensive income / (loss)		1,054	(1,774)	-
Total comprehensive income		<u>19,187</u>	<u>1,251</u>	<u>573</u>
Closing balance as at 30 June		<u>203,699</u>	<u>184,512</u>	<u>185,085</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 2021

	Notes	2021 \$'000	2020 \$'000	Original Budget 2021 \$'000
OPERATING ACTIVITIES				
Cash received				
Receipts from Government		215,839	207,144	212,034
Sale of goods and rendering of services		7,080	9,577	19,138
Interest		837	2,290	1,293
Net GST received		13,246	16,733	11,232
Other		13,826	16,141	-
Total cash received		250,828	251,885	243,697
Cash used				
Employees		69,729	71,681	72,467
Suppliers		126,400	162,753	135,859
Interest payments on lease liabilities		1,420	1,642	1,140
Total cash used		197,549	236,076	209,466
Net cash from operating activities		53,279	15,809	34,231
INVESTING ACTIVITIES				
Cash received				
Investments		-	19,000	5,000
Proceeds from sale of property, plant, equipment and intangibles		9	-	-
Total cash received		9	19,000	5,000
Cash used				
Investments		14,000	-	-
Purchase of property, plant, equipment and intangibles		9,555	15,961	18,774
Total cash used		23,555	15,961	18,774
Net cash from / (used by) investing activities		(23,546)	3,039	(13,774)
FINANCING ACTIVITIES				
Cash used				
Principal payments of lease liabilities		20,332	19,847	20,615
Total cash used		20,332	19,847	20,615
Net cash (used by) financing activities		(20,332)	(19,847)	(20,615)
Net increase / (decrease) in cash held		9,401	(999)	(158)
Cash and cash equivalents at the beginning of the reporting period		18,774	19,773	18,774
Cash and cash equivalents at the end of the reporting period		28,175	18,774	18,616

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 2020-21 Portfolio Budget Statements (PBS) and the 2020-21 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
Statement of Comprehensive Income		
Write-down and impairment of assets	3,744	This relates to the disposal of marine aids to navigation assets due to upgrades and renewals undertaken during the year, the impairment of right-of-use land assets relating to the decommissioned differential global positioning system (DGPS) service and the write-down and disposal of other plant and equipment during the year.
Revenue from contracts with customers	(5,298)	This relates to a difference in the classification of items between the financial statements and the PBS, including \$4 million in other revenue reported separately in the financial statements but included in revenue from contracts with customers in the PBS. The actual amount was in line with budget expectations.
Recovery of pollution incident costs and insurance claims	12,952	This relates to the recovery of pollution incident costs and insurance claims for damage to aids to navigation assets which, due to their inherent uncertainty, are not budgeted for.
Other revenue	4,418	This relates to a difference in the classification of items between the financial statements and the PBS, including \$4 million in other revenue reported separately in the financial statements but included in revenue from contracts with customers in the PBS. The actual amount was in line with budget expectations.
Statement of Financial Position		
Cash and cash equivalents	9,559	The increase in the cash position is due to a number of factors, including higher levy receipts of \$4 million, lower cash payments to suppliers and employees of \$15 million and lower capital expenditure of \$9 million. This is partially offset by an increase in the long-term investment of surplus cash of \$19 million compared to budget estimates.
Investments	19,000	This relates to the long-term investment of surplus cash as a result of the improved cash position during the current year.
Trade and other receivables	13,430	This relates to an increase in receivables for the recovery of pollution incident costs and insurance claims at the end of the reporting period.
Non-financial Assets	(12,572)	This relates to lower capital expenditure of \$9 million due to delays in the completion of a number of capital projects during the year, the deferral of major computer software upgrades to future years and the write-down and impairment of assets of \$4 million detailed above.
Other provisions	8,757	This relates to an increase in the expected costs for the removal of lead paint from aids to navigation sites already included in the provision based on the actual costs incurred for recently completed projects.

Australian Maritime Safety Authority

Budget Variances (continued)

Statement of Changes in Equity

Retained earnings	17,560	This primarily relates to higher levy revenues of \$4 million during the year and the recovery of pollution incident costs and insurance claims of \$13 million which due to its inherent uncertainty was not included in budget estimates, in line with the surplus reported in the Statement of Comprehensive Income.
-------------------	---------------	---

Cash Flow Statement

Sale of goods and rendering of services	(12,058)	This relates to a difference in the classification of items between the financial statements and the PBS, including \$8 million for contributions from states and territories and \$6 million for other revenue reported under other cash received in the financial statements but under sale of goods and rendering of services in the PBS. The actual cash received is in line with budget expectations.
Other cash received	13,826	This relates to a difference in the classification of items between the financial statements and the PBS, including \$8 million for contributions from states and territories and \$6 million for other revenue reported under the sale of goods and rendering of services in the PBS but reported under other cash received in the financial statements. The actual cash received is in line with budget expectations.
Suppliers	(9,459)	This relates to lower cash payments of \$6 million during the year as a result of reduced travel requirements and administration costs due to COVID-19 and lower than budgeted expenditure of \$3 million on lead paint removal projects due to the deferral of projects to future years.
Purchase of property, plant, equipment and intangibles	(9,219)	This relates to lower capital expenditure due to delays in the completion of a number of capital projects during the year and the deferral of major computer software upgrades to future years.

Australian Maritime Safety Authority

Overview

The basis of preparation

The financial statements are general purpose financial statements and 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 - Reduced Disclosure Requirements 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.

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.

Taxation

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

Impact of COVID-19

AMSA has considered the impact of COVID-19 on its 2020-21 financial statements, and its future financial performance and financial position, and concluded there is no significant impact as at the reporting date.

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

	2021	2020
	\$'000	\$'000
Note 1.1A: Suppliers		
Goods and services supplied or rendered		
Travel and transport	1,157	3,965
Material and services	103,484	104,056
Communications	4,618	5,583
Administration	5,820	7,992
Total goods and services supplied or rendered	115,079	121,596
Goods supplied	104,573	109,810
Services rendered	10,506	11,786
Total goods and services supplied or rendered	115,079	121,596
Other suppliers		
Workers compensation expenses	356	256
Variable lease payments	2,923	2,670
Total other suppliers	3,279	2,926
Total suppliers	118,358	124,522

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

Accounting Policy

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.

Note 1.1B: Finance costs

Interest on lease liabilities	1,420	1,642
Unwinding of discount	168	171
Total finance costs	1,588	1,813

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

	2021	2020
	\$'000	\$'000
Own-source revenue		
Note 1.2A: Revenue from contracts with customers		
Sale of publications	92	85
Regulatory services	6,027	5,945
Other	312	282
Total revenue from contracts with customers	6,431	6,312

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 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 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	28	29
Subleasing right-of-use assets	275	316
Total rental income	303	345

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)

	2021	2020
	\$'000	\$'000
Maturity analysis of operating lease receivables:		
Within 1 year	126	353
1 to 2 years	107	96
2 to 3 years	102	19
3 to 4 years	21	19
4 to 5 years	21	19
More than 5 years	11	29
Total undiscounted lease payments receivable	388	535

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	126	115
Funding from other Commonwealth entities for the delivery of programs	3,200	3,283
Other	1,092	1,557
Total other revenue	4,418	4,955

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

Corporate Commonwealth entity payment item

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

Marine Navigation Levy	37,194	36,100
Marine Navigation (Regulatory Functions) Levy	56,724	54,949
Protection of the Sea Levy	37,767	36,568
Services provided on behalf of the Government	84,573	81,986
Total revenue from Government	216,258	209,603

Accounting Policy

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

	2021 \$'000	2020 \$'000
Note 2.1A: Trade and other receivables		
Goods and services receivable	390	58
Department of Infrastructure, Transport, Regional Development and Communications - levies receivable	6,476	6,057
Other receivables		
GST receivable from the Australian Taxation Office	3,172	3,132
Interest	184	353
Other	12,130	270
Total trade and other receivables (gross)	22,352	9,870
Less impairment allowance for goods and services	(22)	(13)
Total trade and other receivables (net)	22,330	9,857

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 ¹ \$'000	Total \$'000
As at 1 July 2020					
Gross book value	6,616	52,820	213,491	37,667	310,594
Accumulated depreciation, amortisation and impairment	(356)	(8,186)	(9,403)	(16,335)	(34,280)
Total 1 July 2020	6,260	44,634	204,088	21,332	276,314
Additions					
By purchase	-	141	8,871	27	9,039
Internally developed	-	-	-	2,114	2,114
Right-of-use assets	4	369	195	-	568
Revaluations recognised in other comprehensive income	-	(22)	(915)	-	(937)
Depreciation					
Depreciation and amortisation	-	(639)	(12,157)	(3,625)	(16,421)
Depreciation on right-of-use assets	(126)	(8,331)	(12,568)	-	(21,025)
Other movements of right-of-use assets	(38)	77	427	-	466
Impairment of right-of-use assets	(788)	-	-	-	(788)
Write-down and disposal of assets	-	(104)	(2,609)	(96)	(2,809)
Total 30 June 2021	5,312	36,125	185,332	19,752	246,521
Total represented by:					
Gross book value	6,475	50,856	197,807	36,506	291,644
Accumulated depreciation, amortisation and impairment	(1,163)	(14,731)	(12,475)	(16,754)	(45,123)
Total 30 June 2021	5,312	36,125	185,332	19,752	246,521
Carrying amount of right-of-use assets included in total above	2,487	26,521	79,780	-	108,788

1. The carrying amount of computer software, which is held at cost, included \$2,653,000 (2020: \$888,000) purchased software and \$17,099,000 (2020: \$20,444,000) internally generated software.

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

Indicators of impairment were found for right-of-use land assets, resulting in an impairment loss of \$788,000 (2020: \$Nil). No other indicators of impairment were found for property, plant and equipment and computer software.

No property, plant, equipment or intangibles are expected to be sold or disposed of within the next 12 months.

Revaluations of non-financial assets

An independent valuer has revalued the net book values of the property, plant and equipment owned by AMSA (excluding right-of-use assets) as at 30 June 2021 for financial reporting purposes.

Revaluation movement of \$Nil for land (2020: \$Nil), decrement of \$22,000 for buildings on freehold land (2020: decrement of \$73,000), and a decrement of \$915,000 for plant and equipment (2020: increment of \$1,028,000) were recognised in the asset revaluation reserve by asset class and included in the equity section of the statement of financial position.

Notes to and forming part of the financial statements
Note 2.2: Non-Financial Assets (Continued)
Contractual commitments for the acquisition of property, plant, equipment and computer software assets

	2021	2020
	\$'000	\$'000
Plant and equipment	3,912	4,167
Computer software	3,049	4,105
Total contractual commitments for the acquisition of property, plant, equipment and computer software	6,961	8,272

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

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. Non-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 in the asset movement table 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 latest valuation less subsequent depreciation and impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets do 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 reverses 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 reversed 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.

Valuations are performed in accordance with all aspects of the relevant accounting, insurance and valuation framework, which includes (but is not limited to) the FRR (Part 3, Section 17), AASB 13 *Fair Value Measurement* and AASB 116 *Property, Plant and Equipment*.

Notes to and forming part of the financial statements

Note 2.2: Non-Financial Assets (Continued)**Accounting Policy (Continued)**Revaluations (continued)

The fair value of assets was measured by the approaches recognised by AASB 13 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.

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 (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future reporting periods, as appropriate.

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

Asset type	2021	2020
Buildings on freehold land	10 to 40 years	10 to 40 years
Plant and equipment	2 to 70 years	2 to 70 years
Leasehold improvements (in plant and equipment)	Lease term (1 to 16 years)	Lease term (4 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	2021
Land	1 to 83 years
Buildings	1 to 10 years
Plant and equipment	1 to 14 years

Impairment

All assets were assessed for impairment at 30 June 2021. 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 (2020: 3 to 13 years).

All software assets were assessed for indications of impairment as at 30 June 2021.

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)

	2021	2020
	\$'000	\$'000

Note 2.2B: Inventories

Inventories held for distribution	4,227	4,157
Total inventories	4,227	4,157

\$421,000 of inventory held for distribution was recognised as an expense in 2021 (2020: \$351,000).

Accounting Policy

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.

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.

Note 2.3: Payables

Note 2.3A: Supplier payables

Trade creditors and accruals	21,698	21,632
Total supplier payables	21,698	21,632

Settlement was usually made within 30 days.

Note 2.3B: Other payables

Salaries and wages	1,139	991
Superannuation	178	145
Separations and redundancies	-	642
Contract liabilities	1,173	957
Other	153	138
Total other payables	2,643	2,873

Notes to and forming part of the financial statements

Note 2.4: Interest Bearing Liabilities

	2021	2020
	\$'000	\$'000
Note 2.4A: Leases		
Lease liabilities	108,883	128,156
Total leases	108,883	128,156

Total cash outflow for leases for the year ended 30 June 2021 was \$21,752,000 (2020: \$21,490,000).

Maturity analysis - contractual undiscounted cash flows

Within 1 year	21,750	21,495
1 to 5 years	64,820	74,509
More than 5 years	26,584	37,912
Total leases	113,154	133,916

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 and represented 11 per cent of total lease payments in the 2021 financial year.

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 2021 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 exchanged 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	
As at 1 July 2020	11,417	12,064	1,662	25,143
Additional provisions	1,299	7,870	195	9,364
Amounts used	(164)	(878)	(334)	(1,376)
Amounts reversed	(2,018)	(1,000)	(672)	(3,690)
Other movements	72	(58)	12	26
Total as at 30 June 2021	10,606	17,998	863	29,467

Provision for pollution incidents

Under Australia's National Plan for Maritime Environmental Emergencies, AMSA is responsible for reimbursement of the direct clean-up costs arising from an oil pollution incident that cannot be recovered from the polluter. AMSA makes these reimbursements to agencies that have incurred costs in relation to responding to ship-sourced pollution incidents. These payments are made from either reserve funds or by adjusting the Protection of the Sea Levy accordingly to recover any reimbursements made or due to be made.

AMSA does not have a constructive obligation in relation to any pollution incidents as at 30 June 2021.

Provision for restoration

AMSA has an obligation contained in leases or legislation for the making good of 15 property leases and 179 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.

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.

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

	2021	2020
	\$'000	\$'000
Amounts applied		
Payments from Department of Infrastructure, Transport, Regional Development and Communications	131,266	125,158
Own-source revenue	18,985	17,716
Total amounts applied	150,251	142,874
Expenses		
Regulatory charging activities	130,721	135,435
Total expenses	130,721	135,435
External revenue		
Payments to Department of Infrastructure, Transport, Regional Development and Communications	131,686	127,617
Own-source revenue	18,985	17,716
Total external revenue	150,671	145,333
Total amounts written-off	5	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

	2021 \$'000	2020 \$'000
Note 4.1A: Employee expenses		
Wages and salaries	51,962	53,451
Superannuation		
Defined contribution plans	6,480	6,310
Defined benefit plans	2,839	3,109
Leave and other entitlements	7,358	8,108
Separations and redundancies	477	1,914
Other employee benefits - Fringe Benefits Tax	607	619
Total employee expenses	69,723	73,511
Note 4.1B: Employee provisions		
Leave	22,464	22,005
Total employee provisions	22,464	22,005

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

	2021	2020
	\$'000	\$'000
Short-term employee benefits	2,558	2,652
Post-employment benefits	409	365
Other long-term employee benefits	14	106
Termination benefits	-	48
Total key management personnel remuneration expenses	2,981	3,171

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 16 (2020: 16). The figure does not include our Minister and one AMSA Board member as they did not receive payments from AMSA.

During the 2020-21 financial year AMSA identified that overpayments had been made to one AMSA Board member totalling \$38,710.53 during the 2019-20 to 2021-22 financial years. All direct overpayments have been recovered and arrangements are in place to recover the superannuation components.

The overpayments were recoverable payments to which section 16A of the *Remuneration Tribunal Act 1973* (RT Act) applied. In accordance with Section 16C of the RT Act, AMSA reports that the following payments were made under subsection 16A(1) of the RT Act:

- 26 payments totalling \$18,773.22 in the 2019-20 financial year
- 26 payments totalling \$18,773.22 in the 2020-21 financial year
- 2 payments totalling \$1,164.09 in the 2021-22 financial year

Note 4.3: Related Party Disclosures**Related party relationships**

AMSA is an Australian Government controlled entity. Related parties 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

	2021 \$'000	2020 \$'000
		Claims for damages or costs
Contingent assets		
Balance from previous period	17,239	28,083
New contingent assets recognised	506	720
Re-measurement	(3,784)	(11,455)
Assets realised	(12,850)	(109)
Total contingent assets	1,111	17,239
Contingent liabilities		
Balance from previous period	27,200	-
New contingent liabilities recognised	-	27,200
Obligations expired	(27,200)	-
Total contingent liabilities	-	27,200
Net contingent assets	1,111	(9,961)

Quantifiable contingencies

The contingent assets include insurance claims for cyclone damage to a number of aids to navigation of \$1,111,000 (2020: \$1,605,000) and pollution incidents of \$Nil (2020: \$15,634,000). The estimate is based on the expected settlements for these claims.

The contingent liabilities include pollution incidents of \$Nil (2020: \$27,200,000). 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 2021.

Notes to and forming part of the financial statements

Note 5.2: Financial Instruments

Notes	2021 \$'000	2020 \$'000
Note 5.2A: Categories of financial instruments		
Financial assets		
Financial assets at amortised cost		
Cash and cash equivalents	28,175	18,774
Investments	85,000	71,000
Receivables for goods and services	2.1A 368	45
Other receivables	2.1A 12,314	623
Total financial assets at amortised cost	125,857	90,442
Financial liabilities measured at amortised cost		
Trade creditors	2.3A 21,698	21,632
Total financial liabilities measured at amortised cost	21,698	21,632

Note 5.2B: Net gains or losses on financial assets

Financial assets at amortised cost		
Interest revenue	668	1,829
Reversal of impairment loss	8	66
Impairment loss allowance	(22)	(18)
Net gain on financial assets at amortised cost	654	1,877

The total interest income from financial assets not at fair value through profit and loss was \$668,000 (2020: \$1,829,000).

The total interest expense from financial liabilities not at fair value through profit and loss was \$Nil (2020:\$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.

Notes to and forming part of the financial statements

Note 5.2: Financial Instruments (Continued)

Accounting Policy (Continued)

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

	2021	2020
	\$'000	\$'000
Assets expected to be recovered in:		
No more than 12 months		
Cash and cash equivalents	28,175	18,774
Investments	85,000	71,000
Trade and other receivables	22,330	9,857
Prepayments	2,162	2,604
Total no more than 12 months	137,667	102,235
More than 12 months		
Land	5,312	6,260
Buildings	36,125	44,634
Plant and equipment	185,332	204,088
Computer software	19,752	21,332
Inventories	4,227	4,157
Prepayments	439	1,615
Total more than 12 months	251,187	282,086
Total assets	388,854	384,321
Liabilities expected to be settled in:		
No more than 12 months		
Suppliers	21,698	21,632
Other payables	2,643	2,873
Leases	20,557	20,217
Employee provisions	6,641	6,579
Other provisions	4,963	3,856
Total no more than 12 months	56,502	55,157
More than 12 months		
Leases	88,326	107,939
Employee provisions	15,823	15,426
Other provisions	24,504	21,287
Total more than 12 months	128,653	144,652
Total liabilities	185,155	199,809

Appendix 2: Details of the Accountable Authority during the reporting period (2020–21)



| 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.



| 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 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 Australian 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 Australian 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 Peter Toohey

Mr Peter Toohey was appointed to the Australian Maritime Safety Authority (AMSA) Board on 17 June 2015 and reappointed on 21 November 2018 for a 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 Anthony Briggs

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

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 Haman Island; Hayles Ferries; Pacific Tug and Westham Dredging.

Mr Briggs is 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 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.



| 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 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 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.



| 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 the current Chairperson of the Great Barrier Reef Marine Park Authority and Chair of the Australian and New Zealand International Ocean Discovery Program Consortium. His recent roles include Chair of the Australia's Integrated Marine Observing System; Marine National Facility Steering Committee; CSIRO Oceans and Atmosphere Advisory Committee; and the Reef and Rainforest Research Centre.

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 Poiner is a Fellow of the Australian Academy of Technological Sciences and Engineering and Patron of the Australian Marine Sciences Association



| Captain Jeanine Drummond

Captain Jeanine Drummond was appointed to the Australian Maritime Safety Authority Board on 2 November 2020 for a three-year term.

As an experienced Harbour Master, Master Mariner and Maritime Industry Professional, Capt. Jeanine 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'



| Dr Rachel Bacon

Dr Rachel Bacon was appointed to the AMSA Board in an ex-officio capacity on 19 November 2018. Dr Bacon holds the position of Deputy Secretary responsible for Regional, Cities and Territories in the Department of Infrastructure, Transport, Regional Development and Communications.

Dr Bacon is a Board member of the Foundation for Rural Regional Renewal. She has a 20-year career in the public service including senior positions at the Departments of Environment and Energy, Prime Minister and Cabinet, and Attorney-General's. Dr Bacon also served for more than two years in the Northern Territory public service as Deputy CEO in the Department of the Chief Minister.

Dr Bacon is a graduate of the Australian Institute of Company Directors, and her PhD, awarded in 2005, focused on administrative law and organisational change.



| Ms Jane Cutler

Ms Jane Cutler was appointed to the Board on 10 September 2017 for a period of three years. Ms Cutler's term expired in September 2020.

Ms Cutler is currently Director of the Southern Ports Authority and Chair of the Safety and Sustainability Committee, Director of ChemCentre, Chair of DVAssist and Independent Member of the Audit and Risk Assurance Committee for Western Australia Police Force. She is President of the Institution of Chemical Engineers and a member of the Western Australian Division Council of the Australian Institute of

Company Directors.

Ms Cutler has thirty years of board level and senior executive experience across the public, commercial and not for profit sectors. She has particular experience in the resources, oil and gas, financial services, maritime, environment and technology industries. She has actively served on a diverse range of board subcommittee's contributing both as a member and Chair including audit and risk, finance, investment, selection, diversity and events committee responsibilities. Most recently, Ms Cutler was Chief Executive Officer of the National Offshore Petroleum Safety and Environment Management Authority.

Ms Cutler has a Bachelor of Chemical and Materials Engineering (Hons), a Master of Environmental Studies, and a Master of Business Administration. She is a Fellow of the Australian Institute of Company Directors and the Institute of Chemical Engineers.

Details of the Accountable Authority

		Period as the accountable authority or member within the reporting period				
Name	Qualifications of the Accountable Authority	Experience of the Accountable Authority	Position Title / Executive / Non-Executive	Date of Commencement	Date of cessation	Number of meetings of authority attended
Mr Stuart Richey AM	Master Class IV MED 2 FAICD	Mr Stuart Richey AM is a Tasmanian commercial fisherman and offshore services operator. Mr Richey brings a strong leadership style and many years' experience in marine policy and planning to the Board. 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	Chair	21 November 2014	20 November 2022	6/6
Ms Jennifer Clark	FAICD	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 Australian Government agencies and private sector companies over the past 30 years including in the maritime, defence and finance sectors.	Deputy Board Chair	8 May 2012	9 February 2025	6/6
Mr Mick Kinley	BAppSc BEng GradDip Leg Australian Chief Engineer Class 1 Certificate MAICD	Mr Kinley became Chief Executive Officer of AMSA on 27 August 2014 after joining the organisation as a marine surveyor in 1994. 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.	AMSA Chief Executive Officer / Member	27 August 2014	30 June 2024	6/6
Mr Peter Toohy	GAICD STCW III/2, Engineer Class 1 (Motor). Fitter & Turner Trade Certificate	Mr Toohy 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.	Member	17 June 2015	20 November 2021	6/6

		Period as the accountable authority or member within the reporting period				
Mr Anthony Briggs	Master Class 3 (Expired) Marine Engine Driver (MED) 1 (Expired)	Mr 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.	Member	21 November 2018	20 November 2021	5/6
Dr Rosalie Balkin AO	BALLB Phd	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	Member	21 November 2018	20 November 2021	6/6
Dr Ian Poiner	BSc Hons 1A Zoology PhD Zoology	Dr Poiner is the current Chairperson of the Great Barrier Reef Marine Park Authority and Chair of the Australian and New Zealand International Ocean Discovery Program Consortium His recent roles include Chair of Australia's Integrated Marine Observing System; Marine National Facility Steering Committee; CSIRO Oceans and Atmosphere Advisory Committee; and the Reef and Rainforest Research Centre. 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.	Member	13 November 2019	13 November 2022	6/6

		Period as the accountable authority or member within the reporting period	
Capt. Jeanine Drummond	COC Master Unlimited GAICD BBus (MarMan) GCM (Mar) GDipMan (Mar) AdvDipAppSc (Nautical)	As an experienced Harbour Master, Master Mariner and Maritime Industry Professional, Capt. Jeanine 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 has for the past six years worked in all areas of harbour master functions, port operations and governance, with Port Authority of New South Wales. Prior to this, she was employed with Caltex to provide maritime advice and expertise to their Australian terminal, port and shipping operations. Capt. Drummond commenced in the industry in 1995 as a Deck Officer trainee with ASP Ship Management, and worked her way through to Master, on Australian as well as overseas operated vessels. Capt Drummond transferred ashore permanently in the role of Tug Master in Gladstone, Queensland. This led to providing maritime advisory services for LNG port development projects, towage license transitions and integrated maritime management systems before returning to Sydney with Caltex in 2012.	Member 2 November 2020 1 November 2023 4/4
Dr Rachel Bacon	PhD BA (Hons) LLB (Hons) GAICD	Dr Rachel Bacon appointed to the AMSA Board in an ex-officio capacity as Deputy Secretary responsible for Regional, Cities and Territories in the Department of Infrastructure, Transport, Regional Development and Communications.	Member (ex officio) 19 November 2018 Ongoing 6/6
Ms Jane Cutler	BE Chem&Mat (Hons) MEnvSt MBA FAICD FICHEME	Ms Cutler is currently a Director of the Southern Ports Authority and Chair of the Safety and Sustainability Committee, Director of ChemCentre, Chair DVAssist, and Independent Member, Audit and Risk Assurance Committee, Western Australia Police Force. She is President of the Institution of Chemical Engineers and a member of the WA Division Council of Australian Institute of Company Directors. Ms Cutler has thirty years of Board level and senior executive experience across the public, commercial and not for profit sectors.	Member 10 September 2017 9 September 2020 2/2

Board and Board Audit, Risk and Finance Committee meetings

Board meetings:

- 244 – 19 August 2020
- 245 – 23 September 2020
- 246 – 16 December 2020
- 247 – 17 March 2021
- 248 – 11 May 2021
- 249 – 23 June 2021

Board Audit, Risk and Finance Committee meetings:

- 151 – 26 August 2020
- 152 – 16 September 2020
- 153 – 02 December 2020
- 154 – 03 March 2021
- 155 – 19 May 2021
- Out of session Microsoft Teams meeting – 21 April 2021

Remuneration Committee meetings:

- 21 September 2020
- 04 November 2020

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
Ms Jennifer Clark, 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 21 years. Ms Clark has been a Board member and Chair or member of a number of audit, finance and risk committees in Australian Government agencies and private sector companies over the past 30 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	Nil (As Deputy Chair of the Board Ms Clark does not receive any remuneration as the Chair of the Audit, Risk and Finance Committee)	N/A
Dr Russell Reichelt AO	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.	4/5	\$14,856.00 (excl. GST)	N/A
Ms Elizabeth Montano	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.	5/5	\$20,427.00 (incl. GST)	N/A

Appendix 3: Management of Human Resources

| All Ongoing Employees Current Report Period (2020–21)

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

| All Non-Ongoing Employees Current Report Period (2020–21)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
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	-	-	-	-	-	-	-	-	-	-
Total	38	4	42	16	9	25	-	-	-	67

| 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	
NSW	27	-	27	11	-	11	-	-	-	38
Qld	32	-	32	10	1	11	-	-	-	43
SA	5	-	5	2	-	2	-	-	-	7
Tas	7	-	7	1	1	2	-	-	-	9
Vic	11	-	11	3	1	4	-	-	-	15
WA	22	-	22	4	1	5	-	-	-	27
ACT	115	1	116	92	15	107	1	-	1	224
NT	3	-	3	1	-	1	-	-	-	4
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	1	-	1	-	-	-	1
Total	222	1	223	125	19	144	1	-	1	368

| All Non-Ongoing Employees Previous Report Period (2020–2021)

	Male			Female			Indeterminate			Total
	Full time	Part time	<i>Total Male</i>	Full time	Part time	<i>Total Female</i>	Full time	Part time	<i>Total Indeterminate</i>	
NSW	3	-	3	1	-	1	-	-	-	4
Qld	3	1	4	3	1	4	-	-	-	8
SA	1	-	1	-	-	-	-	-	-	1
Tas	-	-	-	-	-	-	-	-	-	-
Vic	1	-	1	1	-	1	-	-	-	2
WA	1	-	1	1	-	1	-	-	-	2
ACT	31	5	36	20	7	27	-	-	-	63
NT	-	-	-	1	-	1	-	-	-	1
External Territories	-	-	-	-	-	-	-	-	-	-
Overseas	-	-	-	-	-	-	-	-	-	-
Total	40	6	46	27	8	35	-	-	-	81

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	Short-term benefits			Post-employment benefits	Other long-term benefits			Total remuneration
		Base salary	Bonuses	Other benefits and allowances		Long service leave	Other long-term benefits	Termination benefits	
Stuart Richey	Board Member (Chair)	119,256	-	-	18,366	-	-	-	137,622
Jennifer Clark	Board Member (Deputy Chair)	89,458	-	-	13,784	-	-	-	103,242
Jane Cutler ¹	Board Member	11,651	-	-	1,794	-	-	-	13,446
Peter Toohey	Board Member	59,628	-	-	9,183	-	-	-	68,811
Tony Briggs	Board Member	59,628	-	-	9,183	-	-	-	68,811
Rosalie Balkin	Board Member	59,628	-	-	9,183	-	-	-	68,811
Ian Poiner	Board Member	59,628	-	-	9,183	-	-	-	68,811
Jeanine Drummond ²	Board Member	39,524	-	-	6,087	-	-	-	45,610
Mick Kinley	Board Member and Chief Executive Officer	427,331	-	5,604	67,451	(929)	-	-	499,457
Sachi Wimmer	Deputy Chief Executive Officer	353,490	-	5,604	60,615	6,042	-	-	425,751
Allan Schwartz	Executive Director Operations	261,142	-	5,604	53,091	(4,488)	-	-	315,348

	Short-term benefits		Post-employment benefits	Other long-term benefits				
Mark Morrow	Executive Director Response	289,913	-	5,604	42,575	6,743	-	344,834
Brad Groves	Executive Director Policy and Regulation	166,231	-	5,604	53,091	(7,180)	-	217,746
Leanne Loan ³	Executive Director Policy and Regulation	11,933	-	246	2,147	-	-	14,326
Cherie Enders	Chief Operating Officer	309,443	-	5,604	27,416	8,151	-	350,613
Michael Drake ⁴	Executive Director Operations and Executive Director Policy and Regulation	201,013	-	5,471	25,342	5,966	-	237,792
Total		2,518,897	-	39,339	408,491	14,305	-	2,981,031

Notes

1. Jane Cutler ceased as a Board Member on 9 September 2020.

2. Jeanine Drummond was appointed as a Board Member on 2 November 2020.

3. Leanne Loan was appointed Executive Director Policy and Regulation on 15 June 2021.

4. Michael Drake acted in the Executive Director Operations and Executive Director Policy and Regulation positions for part of the year.

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.

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 total remuneration
		Average base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits			
\$220,000 or less	18	107,923	-	3,316	20,563	1,069	-	5,689	138,560		
\$220,001 - \$245,000	11	187,021	-	5,276	34,548	3,069	-	-	229,914		
\$245,001 - \$270,000	6	210,882	-	5,984	35,028	4,731	-	-	256,625		
\$270,001 - \$295,000	2	234,761	-	7,934	29,147	8,450	-	-	280,292		
\$295,001 - \$320,000	1	247,307	-	5,604	36,543	6,737	-	-	296,191		
\$320,001 - \$345,000	1	152,108	-	4,345	22,912	(39,332)	-	193,548	333,581		

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.

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 base salary	Average bonuses	Average other benefits and allowances	Average superannuation contributions	Average long service leave	Average other long-term benefits	Average termination benefits	Average total remuneration
\$230,001 - \$255,000	9	191,962	462	9,251	28,393	10,039	-	-	240,108
\$255,001 - \$280,000	2	211,430	-	-	34,789	20,675	-	-	266,894
\$270,001 - \$295,000	3	225,441	1,386	-	33,314	21,225	-	-	281,366
\$295,001 - \$320,000	1	177,041	4,935	99,914	24,011	7,631	-	-	313,533

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 includes employer contributions, including the productivity component.
6. The long service leave amount includes long service leave paid and the movement in the long service leave provision during the reporting period.
7. The termination benefits amount excludes annual leave and long service leave paid out on cessation of employment.

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

	Recommendations	Details of findings	Progress
1	<p>Cost recovery arrangements are transparent and promote accountability</p> <p>Report in our CRIS cost recovery performance at the regulatory activity level</p>	<p>AMSA's published CRIS's have not:</p> <ul style="list-style-type: none"> provided disaggregated historical financial performance information at the regulatory activity level (i.e. by levy type or fee grouping), rather only consolidated information has been provided; and limited provision of non-financial performance measures at the regulatory activity level. 	<p>AMSA's 2019–20 CRIS provided the level of disaggregation required, with further enhancements incorporated in both 2020–21 and 2021–22 CRIS.</p> <p>Timeframe: Complete</p> <p>In relation to specific measures for fee-based activities for both domestic and international commercial sectors, and ship registration, Executive approved non-financial performance measures is published in the updated 2021–22 CRIS, Corporate Plan and 2020-21 Annual Report.</p> <p>Timeframe: Complete</p>
2	<p>Cost recovery arrangements are efficient and effective</p> <p>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>	<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 an indicator of the level of effort from our risk-based approach to regulatory activities.</p>

	Recommendations	Details of findings	Progress
<p>2.2</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</p> <p>Our cost recovery financial performance from 2013-14 to 2017-18, indicate:</p> <ul style="list-style-type: none"> • over recovery of costs for all regulatory activities by \$28 million, • over recovery in each year for Regulatory Functions Levy (accumulated surplus of \$40 million), • over recovery for four out of five years for Protection of the Sea Levy (accumulated surplus of \$17 million), • under recovery for four out of five years for Marine Navigation Levy (accumulated deficit of \$14 million), and • under recovery of fees-based activities for all years (accumulated deficit of \$15 million). 	<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 and Communications and Department of Finance to seek guidance on the process. An opportune time to undertake this engagement may be during the upcoming government review.</p> <p>Timeframe: Subject to timing of government review</p>
		<p>Business process reviews of seafarer and vessel certification inspections and compliance has been undertaken which will be considered by Executive and underpin decisions to improve (and find) efficiencies. This will inform and position AMSA for the upcoming government review.</p> <p>How we address these imbalances is subject to discussions with Government and eventually with industry through a consultative process.</p> <p>Timeframe: Subject to timing of government review</p>	<p>We have completed another comprehensive holistic review for all our activity outputs as part of the 2021-22 ABC-ZBB exercise. This builds on results from 2020-21 and allows a thorough analysis of our costs underpinning service delivery and activity outputs.</p> <p>Business process reviews of seafarer and vessel certification inspections and compliance has been undertaken which will be considered by Executive and underpin decisions to improve (and find) efficiencies. This will inform and position AMSA for the upcoming government review.</p> <p>How we address these imbalances is subject to discussions with Government and eventually with industry through a consultative process.</p> <p>Timeframe: Subject to timing of government review</p>
		<p>Reserve</p> <p>As at 30 June 2018, our retained earnings is \$65 million, with a 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 it is not clear what investments we have made from surpluses</p>	<p>We will work with both the Department of Infrastructure, Transport, Regional Development and Communications, 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>Timeframe: Subject to timing of government review</p>

	Recommendations	Details of findings	Progress
2.3	Review charges for regulatory activities covered by the Regulatory Functions Levy and Marine Navigation Levy.	<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>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). Timeframe: Subject to timing of government review</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). Timeframe: Subject to timing of government review</p>
3	Effective engagement with stakeholders in our cost recovery activities		
3.1	Develop and implement an ongoing stakeholder engagement strategy in consultation with stakeholders, specifically on cost recovery.	<p>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.</p> <p>Timeframe: Subject to timing of government review</p>	<p>During the development of the 2019–20, 2020–21, and 2021–22 CRIS, we undertook consultative exercises, inviting specific industry participants to provide feedback of our cost recovery arrangements and funding options that may formulated for consideration by government – the consultation feedback report is located here. We are exploring options to implement an ongoing stakeholder engagement strategy, specific on cost-recovery, to consult with industry. Timeframe: Subject to timing of government review</p>

Appendix 6: Coronial inquiries 2015-16 – 2020-21

Year report released	Case name	Description	Number of findings	Number of findings implemented
2015–16	Wilson	On 26 July 2013 while fishing for coral trout from Norlaus, Glenn Wilson was found floating face down in the water near his overturned fishing dory. An autopsy revealed he died due to drowning. https://www.courts.qld.gov.au/__data/assets/pdf_file/0012/468759/cif-wilson-g-20160524.pdf	6	3 The outstanding recommendation relates to grandfathering provisions
2015–16	Donoghue	Ryan Harry Donoghue died at 7.19 pm on 29 November 2013 aboard the fishing vessel Newfish1 situated in the Gulf of Carpentaria. The cause of death was ventricular defibrillation due to electrocution. https://justice.nt.gov.au/__data/assets/pdf_file/0005/281777/D02102013-Donoghue-including-attachment.pdf	4	4
2016–17	Llanto & Collado (Sage Sagittarius)	Cesar Llanto died on 30 August 2012 as a result of foul play, namely, that Mr Llanto was either thrown overboard or killed on the MV Sage Sagittarius 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 MV Sage Sagittarius. 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. https://coroners.nsw.gov.au/coroners-court/download.html/documents/findings/2017/Llanto%20and%20Collado%20Inquest%20-%20FINAL%20findings%20as%20at%2031%20May%202017.pdf	1	No action required—finding addressed at a whole-of-government perspective
2016–17	Munn	Brett Anthony Munn was aboard the Seabring when it capsized in November 2016.	8	3 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 come loose from its mooring and drifted away from Ocean Free, a tourist sailing vessel Leila was skipping on the Great Barrier Reef near Green Island off Cairns. Leila was located in the water at 1418. https://www.courts.qld.gov.au/data/assets/pdf_file/0010/514477/cif-trott-lm-20170316.pdf	1	1

Year report released	Case name	Description	Number of findings	Number of findings implemented
2017–18	Turner, Carter & Fairley	The deceased were on board the Returner when it sank on 11 July 2015. The vessel had undergone major modifications that rendered the vessel less stable in water. https://www.coronerscourt.wa.gov.au/_files/Carter,%20Fairley%20and%20Turner%20finding.pdf	6	6
2017–18	Bradshaw	Mr Bradshaw was found deceased in the water between a wharf at Hudson Creek in Darwin and a landing barge, the Sammy Express https://justice.nt.gov.au/__data/assets/pdf_file/0019/482005/D00052017-Daniel-Bradshaw.pdf	3	3
2018–19	Russell	Allan Geoffrey Russel drowned after his dingy overturned https://www.magistratescourt.tas.gov.au/__data/assets/pdf_file/0006/466341/Russell,-Allan-Geoffrey-web-version.pdf	1	1
2019-20	Cassandra/ Dianne	Joint inquest into the loss of life arising from the capsizing of two fishing vessels, Cassandra and Dianne https://www.courts.qld.gov.au/__data/assets/pdf_file/0008/624176/cif-fvdianneandfvcassandra-20190829.pdf	8	4 The open recommendations require potential regulatory or legislative change

Appendix 7: 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;
 - cb) to cooperate with the Australian Transport Safety Bureau in relation to investigations under the Transport Safety Investigation Act 2003 that relate to aircraft and ships; and
 - d. to perform such other functions as are conferred on it by or under any other Act; and
 - e. to provide consultancy and management services relating to any of the matters referred to in this subsection; and
 - f. to perform any other prescribed functions relating to any of the matters referred to in this subsection; and
 - g. to perform functions incidental to any of the previously described functions.
2. The Authority may provide its services both within and outside Australia.
3. Subject to section 8, the functions to provide services may be performed at the discretion of the Authority.
4. The Authority must not perform any of its functions otherwise than for a purpose in respect of which the Parliament has the power to make laws.
5. The provision of a search and rescue service must be in a manner that is consistent with Australia's obligations under:
 - a. the Chicago Convention; and
 - b. the Safety Convention; and
 - c. the International Convention on Maritime Search and Rescue 1979 done at Hamburg on 27 April 1979.

| 7 Functions to be performed in accordance with international agreements

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

| 8 Directions

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

| 9 Reimbursement of cost of complying with directions

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

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

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

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

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

9C Extra matters to be included in annual report

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







References

Acronyms and abbreviations

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

Acronym/ Abbreviation	Meaning
PGPA Act	Public Governance, Performance and Accountability Act 2013
PID Act	Public Interest Disclosure Act 2013
PSC	Port State control
RPF	Regulator Performance Framework

Compliance

Requirement	PGPA Act reference	Page number/comment
Timeframe for tabling in Parliament	PGPA Act 46(2)(a)	3
Compliance with requirements prescribed by the rules	PGPA Act 46(3)	3
Inclusion of annual performance statements	PGPA Act 39(1)(b)	Annual performance statements 14–50
Inclusion of annual financial statements and Auditor General's report	PGPA Act 43(4)	Independent auditor's report 76

Compliance index – PGPA Act

Requirement	PGPA Rule Reference	Page number / comment
	17BE	
Details of the legislation establishing the body.	17BE(a)	54
A summary of the objects and functions of the entity as set out in legislation.	17BE(b)(i)	128
The purposes of the entity as included in the entity's corporate plan for the reporting period.	17BE(b)(ii)	vi
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.	17BE(c)	3
Directions given to the entity by the Minister under an Act or instrument during the reporting period.	17BE(d)	69
Any government policy order that applied in relation to the entity during the reporting period under section 22 of the Act.	17BE(e)	69
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.	17BE(f)	68
Annual performance statements in accordance with paragraph 39(1)(b) of the Act and section 16F of the rule.	17BE(g)	14–50
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.	17BE(h), 17BE(i)	68
Information on the accountable authority, or each member of the accountable authority, of the entity during the reporting period.	17BE(j)	104
Outline of the organisational structure of the entity (including any subsidiaries of the entity).	17BE(k)	55
Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following: (a) statistics on full-time employees; (b) statistics on part-time employees; (c) statistics on gender; (d) statistics on staff location.	17BE(ka)	115 -118
Outline of the location (whether or not in Australia) of major activities or facilities of the entity.	17BE(l)	56-57

Requirement	PGPA Rule Reference	Page number / comment
Information relating to the main corporate governance practices used by the entity during the reporting period.	17BE(m)	60–71
<p>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):</p> <p>(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</p> <p>(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.</p>	17BE(n), 17BE(o)	67
Any significant activities and changes that affected the operation or structure of the entity during the reporting period.	17BE(p)	54
Particulars of judicial decisions or decisions of administrative tribunals that may have a significant effect on the operations of the entity.	17BE(q)	68
<p>Particulars of any reports on the entity given by:</p> <p>(a) the Auditor-General (other than a report under section 43 of the Act); or</p> <p>(b) a Parliamentary Committee; or</p> <p>(c) the Commonwealth Ombudsman; or</p> <p>(d) the Office of the Australian Information Commissioner.</p>	17BE(r)	68–69
An explanation of information not obtained from a subsidiary of the entity and the effect of not having the information on the annual report.	17BE(s)	N/A
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).	17BE(t)	66
<p>The following information about the audit committee for the entity:</p> <p>(a) a direct electronic address of the charter determining the functions of the audit committee;</p> <p>(b) the name of each member of the audit committee;</p> <p>(c) the qualifications, knowledge, skills or experience of each member of the audit committee;</p> <p>(d) information about each member's attendance at meetings of the audit committee;</p> <p>(e) the remuneration of each member of the audit committee.</p>	17BE(taa)	64, 114
Information about executive remuneration.	17BE(ta)	119

Requirements of the AMSA Act

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

Index

A

Accountable authority	16, 60, 63, 104–112
Advertising and market research	67
AMSA Connect	37
Annual Performance Statements	14–50
<i>Australian Maritime Safety Authority Act 1990 (AMSA Act)</i>	3, 14, 54, 60, 63, 64, 69, 72, 128

B

Board attendance	110–112
Board members	104–112
Board and committees	63, 104–114
Board Audit, Risk and Finance Committee	64

C

Chairman's foreword	4
<i>Commonwealth Electoral Act 1918</i>	67

D

<i>Disability Discrimination Act 1992</i>	67
Disability report	67

E

Enabling legislation	54
Environmental performance	72
<i>Environment Protection and Biodiversity Conservation Act 1999</i>	72

F

Financial statements	76–102
Financial summary	6–10
Fraud control	66

H

Health and well-being initiatives	71
-----------------------------------	----

I

IALA	44
IMO	32, 44, 107
Indemnities and insurance premiums	65

J

Judicial decisions and reviews by outside bodies	68
--	----

M

Main governance practices	60–70
Ministerial decisions, and government policy orders	69

N

National Plan	31, 96, 97
National System for Domestic Commercial Vessel Safety	7, 22, 36, 97, 124

P

Performance reporting	60, 61, 64, 66
<i>Public Governance, Performance and Accountability Act 2013 (PGPA Act)</i>	3, 14, 16, 54, 60, 63, 64–69, 77, 84
<i>Public Interest Disclosure Act 2013</i>	67

R

Regulator Performance Framework	17, 36–37, 66
Related entity transactions	67
Remuneration Committee	64
Reporting requirements and responsible minister	3
Risk management	65

S

Search and rescue	9, 22–23, 25, 44–45, 54, 68, 95, 128
Significant activities and changes affecting the operations or structure of the entity	54
Snapshot summary	17
Statement of significant non-compliance issues	68
Strategic priorities	VI
Structure and location	55

T

Transmittal letter	2
--------------------	---

W

Workers' compensation premium	71
<i>Work Health and Safety Act 2011</i>	71

Annual Report contact

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

Telephone: (02) 6279 5000

An electronic copy of this report with additional information detailing the activities of the Australian Maritime Safety Authority is available at amsa.gov.au.

| AMSA's main offices

Canberra

82 Northbourne Avenue
Braddon ACT 2612

GPO Box 2181
Canberra City ACT 2601

Telephone: (02) 6279 5000
Facsimile: (02) 6279 5950

Brisbane

Level 9, 410 Ann Street
Brisbane QLD 4000

PO Box 10790
Adelaide Street
Brisbane QLD 4000

Telephone: (02) 3001 6800
Facsimile: (02) 3001 6801

Fremantle

Level 3, 3 Cantonment Street
Fremantle WA 6959

PO Box 1332
Fremantle WA 6959

Telephone: (08) 9430 2100
Facsimile: (08) 9430 2121

Melbourne

Level 3, 655 Collins Street
Docklands VIC 3008

PO Box 16001
Collins Street West
Melbourne VIC 8007

Telephone: (03) 8612 6000
Facsimile: (03) 8612 6004

Sydney

Level 5, 260 Elizabeth Street
Sydney NSW 2010

PO Box K976
Haymarket NSW 1240

Telephone: (02) 8918 1300
Facsimile: (02) 8918 1390

| 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 and click on 'Contact us'

Copyright

The Australian Maritime Safety Authority encourages the dissemination and exchange of information provided in this publication.

Except as otherwise specified, all material presented in this publication is provided under Creative Commons Attribution 4.0 International licence. This excludes:

- the Commonwealth Coat of Arms
- this department's logo
- content supplied by third parties.

The Creative Commons Attribution 4.0 International Licence is a standard form licence agreement that allows you to copy, distribute, transmit and adapt this publication provided that you attribute the work. The details of the version 4.0 of the licence are available on the Creative Commons website, as is the full legal code for that licence.

| Attribution

AMSA's preference is that you attribute this publication (and any material sourced from it) using the following wording: *Source: Australian Maritime Safety Authority Annual Report 2020-21.*

| More information

For inquiries regarding copyright including requests to use material in a way that is beyond the scope of the terms of use that apply to it, please contact us.

ISSN 1039-0626

Copy/design/typeset: Australian Maritime Safety Authority



