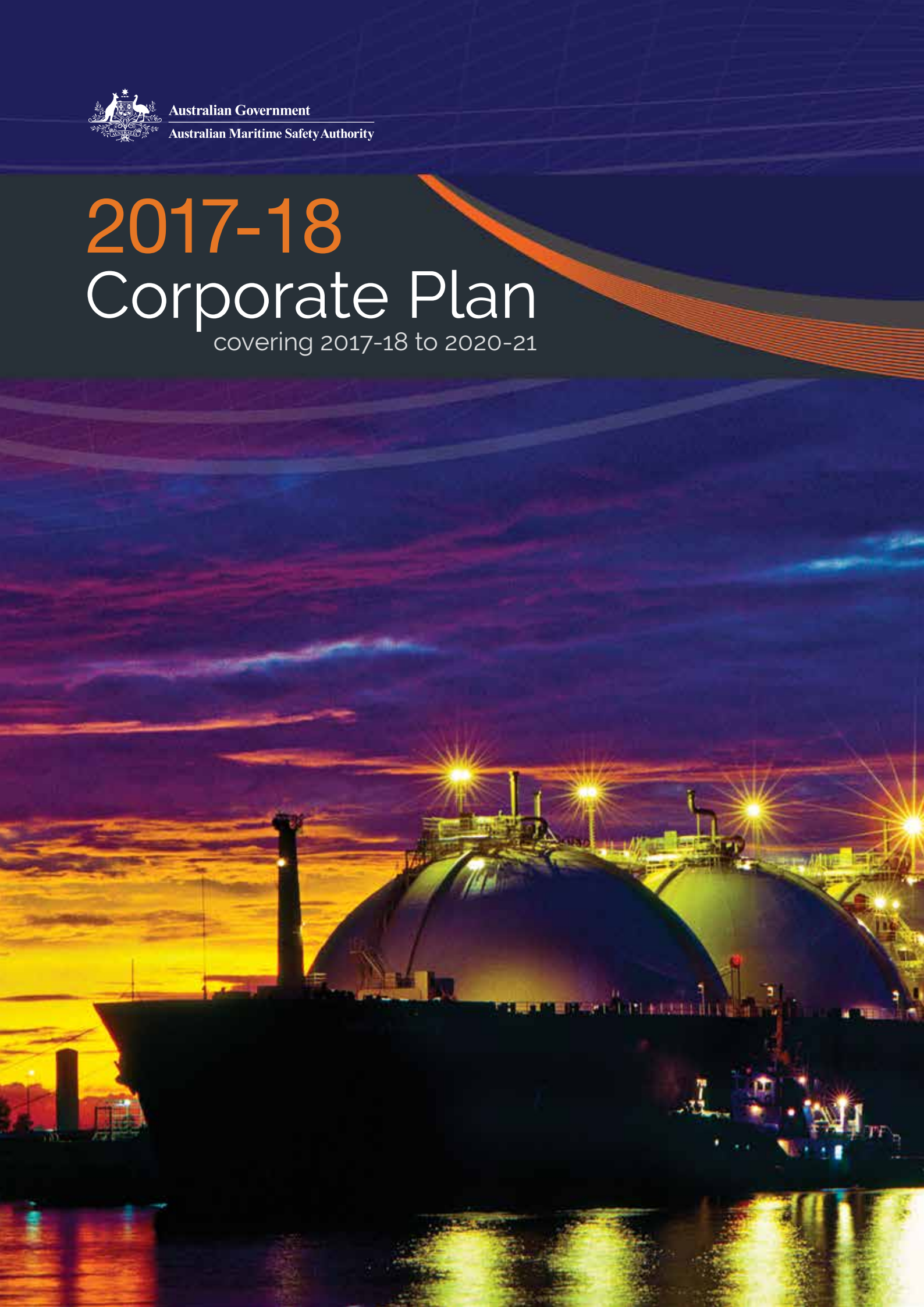


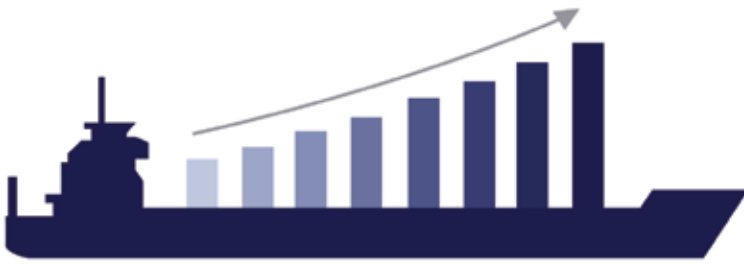


Australian Government
Australian Maritime Safety Authority

2017-18 Corporate Plan

covering 2017-18 to 2020-21





75%

OF THE WORLD'S LARGEST BULK CARRIERS COME TO AUSTRALIA EACH YEAR, AND THESE SHIPS ARE GETTING BIGGER

3

THERE ARE
27,000

DOMESTIC
COMMERCIAL
VESSELS IN
AUSTRALIA



THERE ARE
66,000

DOMESTIC SEAFARERS
IN AUSTRALIA



AUSTRALIA COULD BENEFIT FROM RISING PER CAPITA INCOMES OF ASIAN COUNTRIES, WITH ASIA PREDICTED TO ACCOUNT FOR

66%

OF THE GLOBAL MIDDLE-CLASS POPULATION BY 2030.



BETWEEN 2014 AND 2030, VESSEL ACTIVITY AT AUSTRALIAN PORTS IS FORECAST TO GROW BY

34%



CONTAINER THROUGHPUT HAS INCREASED BY 159-453% ACROSS THE FIVE MAJOR AUSTRALIAN PORT TERMINALS OVER THE PAST 20 YEARS

99%

OF AUSTRALIA'S TRADE IN GOODS BY VOLUME AND



74%

OF TRADE IN GOODS BY VALUE IS TRANSPORTED BY SHIP



2

THERE ARE

490

AMSA MANAGED AIDS TO NAVIGATION AT

380

LOCATIONS



2,516,257 

AMSA WEBSITE VISITORS

43,211 

FACEBOOK FOLLOWERS

23,648 

TWITTER FOLLOWERS

OVER 400

COMMODITIES ARE SHIPPED IN AND OUT OF AUSTRALIA USING MORE THAN

1000

SHIPPING ROUTES



THE GREAT BARRIER REEF WORLD HERITAGE AREA COVERS MORE THAN

348,000

SQUARE KILOMETRES AND INCLUDES

2900

CORAL REEFS AND

900

ISLANDS



MORE THAN

416,000

EMERGENCY DISTRESS BEACONS ARE REGISTERED WITH AMSA



AUSTRALIA IS THE
LARGEST
ISLAND NATION IN THE WORLD



THE AUSTRALIAN COASTLINE SPANS

60,000

KILOMETRES

THE AUSTRALIAN CRUISE INDUSTRY EXPERIENCED A SIX-FOLD INCREASE IN PASSENGER NUMBERS OVER THE 10 YEARS TO 2014. FROM

158,000

IN 2004 TO

1,003,256

IN 2014.

2

IN 2015

1,058,781

AUSTRALIANS TOOK AN OCEAN CRUISE. 6

6












2017-18

Corporate Plan

covering 2017-18 to 2020-21

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Chairman's Foreword

This AMSA Corporate Plan is for a challenging and complex time in AMSA's development.

Covering the years 2017–21, this plan lays the foundations for the future AMSA—a modern and capable maritime regulator which understands and responds to the needs of its community.

AMSA is developing new organisational capabilities as well as remaining focused on its core responsibilities to the Australian Government, the maritime sector and the Australian community more broadly.

It offers clear pathways to guide us through a challenging operating environment; and outlines the opportunities offered by an additional year to implement full service delivery of the national system for commercial vessels—following the decision by Australian governments in late 2016 to defer the start date to 1 July 2018.

In 2017-18 we will accelerate our efforts to modernise digital service delivery to improve both the customer experience and to streamline internal systems and processes. This work brings benefits for delivery of the national system as well as supporting all our other core responsibilities.

Spanning across everything we do are our engagement, education, collaboration and influencing activities. These will continue to shape enduring relationships across Australian governments, industry and our regulated community—and increase the efficiency and effectiveness of all our work.

We will continue to advance our maritime domain awareness capability by bringing together data, tracking, risk-profiling and modelling to allow us to pre-empt incidents and to better manages responses.

Building on our reputation as a world class maritime regulator we will continue to influence international standards for both vessels and seafarers as well as supporting the welfare and competence of our operators and crews.

We will continue to take a risk-based approach to compliance, focusing our intervention activities on high-risk, low compliance sectors. We will promote awareness of safe navigation and continue to exert our influence in international fora, and with our neighbours, to encourage safe shipping—reducing the risks of pollution incidents in our region.

This year we will also focus on implementing a new workforce plan which supports the modernisation of AMSA by ensuring we have a skilled and capable workforce to deliver on future needs.

All our efforts continue to be underpinned by the sound financial management, and governance and reporting arrangements expected of Australian regulators and which comply with Australian Government requirements.

On behalf of the Board I look forward to working with the AMSA Executive and staff to bring this plan to life.



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

Stuart Richey AM
Chairman
June 2017

Introduction

Statement of preparation

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

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



Mr Stuart Richey AM
Chairman
June 2017

Period of coverage

This corporate plan is prepared for the reporting period 2017-18, and covers the reporting periods 2017-18 to 2020-21.

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



Purpose and overview





Purpose

Our purpose is reflected in our vision and mission.

Vision

Safe and clean seas, saving lives.

Mission

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

Values

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



Role

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

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

Plan on a page

AMSA's plan on a page (see pages 37-38) summarises our:

- vision
- mission
- values
- strategic challenges
- strategic enabler
- focus areas
- strategic goals
- strategic risks.

Overview

Planning and reporting

We have an integrated planning, budgeting and reporting process. This corporate plan is directly aligned to the relevant outcomes, priorities and performance indicators set out in the Department of Infrastructure and Regional Development's Corporate Plan, **4** specifically:

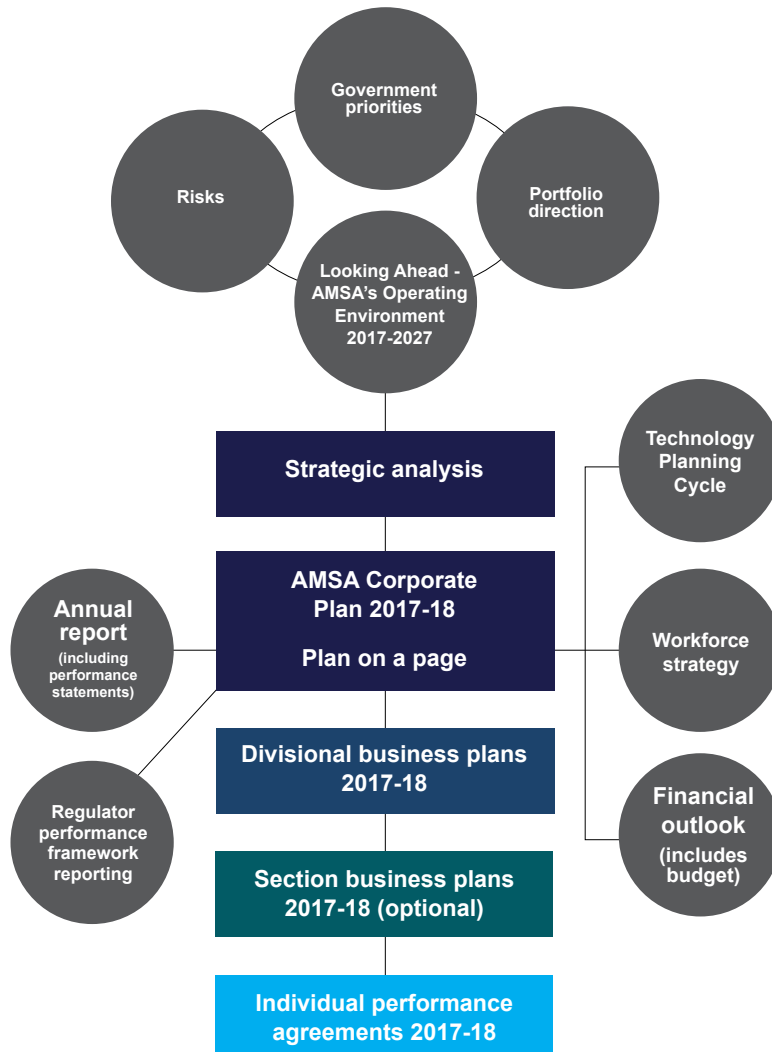
- Outcome 2: Fostering an efficient, sustainable, competitive, safe and secure transport system
- Surface transport key performance indicators:
 - Australian surface transport networks are safer and more efficient with Commonwealth regulation that is fit-for-purpose and proportionate to the risk being managed
 - surface transport regulatory systems are subject to a focus on continuous improvement
 - communication with regulated entities, including those subject to regulatory changes, is open, transparent and appropriately targeted to support regulated entities in meeting their obligations.

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

Our performance measures are grouped under the relevant strategic challenges and focus areas.

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

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



The Commonwealth Regulator Performance Framework (the framework) encourages regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting organisational cultural change. As a safety regulator, continuous improvement is already at the core of our regulatory vision.

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

1. reducing regulatory burden
2. effective communications
3. risk-based and proportionate approaches
4. efficient and coordinated monitoring
5. transparency
6. continuous improvement.

These indicators have been incorporated into our performance information. More information on the framework can be found under 'Resources' at: cuttingredtape.gov.au.

We are always looking to improve our performance information. In 2013-14 we undertook a comprehensive review of our non-financial performance measures, and have been incrementally updating our measures since then. For example, in 2016-17 we introduced an online and telephone customer survey focused on our performance as a regulator, with six new measures - see R.1.2 on page 24.

Operating environment

Our core business is primarily one of risk management and mitigation, requiring constant monitoring of our operating environment.

As part of our annual planning and budgeting process, we assess our operating environment using a structured 'STEEPLED' approach which looks at social, technological, economic, environment, political, legal, ethical, and demographic factors. This helps us to identify new, or validate current, challenges, strategic risks, goals and responses.

The most significant factors which affect the way AMSA operates, and which underpin each of our strategic challenges and shape our responses, are described in the performance section of this corporate plan.

Information on our risk management approach and our current strategic risks can be found on page 65. Our strategic risks also feature in our plan on a page (pages 37-38).

The reference material we have primarily drawn on is listed on page 78, and is cross-referenced throughout the document. For example reference ¹ means that the source of the information was 'Department of Infrastructure and Regional Development – Trends Infrastructure and Transport to 2030'.

Performance

This section of the corporate plan summarises how we plan to meet our strategic challenges, and achieve our vision and mission.

Our performance information is presented under four strategic challenges and one strategic enabler. It includes:

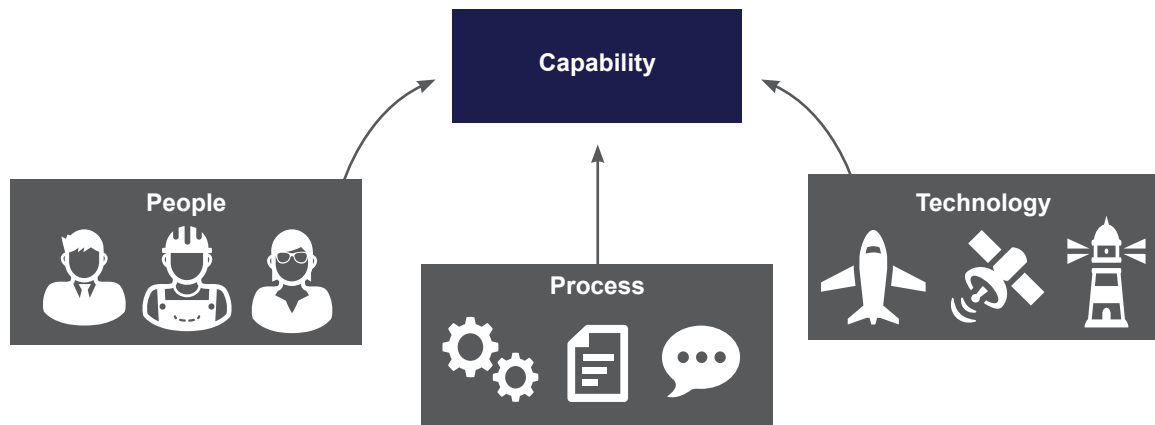
- operating environment considerations
- our responses to the strategic challenges (which come from our operating environment), including:
 - focus areas of activity
 - the projects and programs we will implement to deliver capability
- how we will measure our performance.


Each of our responses is described over two horizons:

- what we specifically plan to do in 2017-18
- what we plan to do over the next four years.

Capability

Our roadmap at pages 39-40 outlines how new capability will be delivered over the next four years through our significant programs and projects.



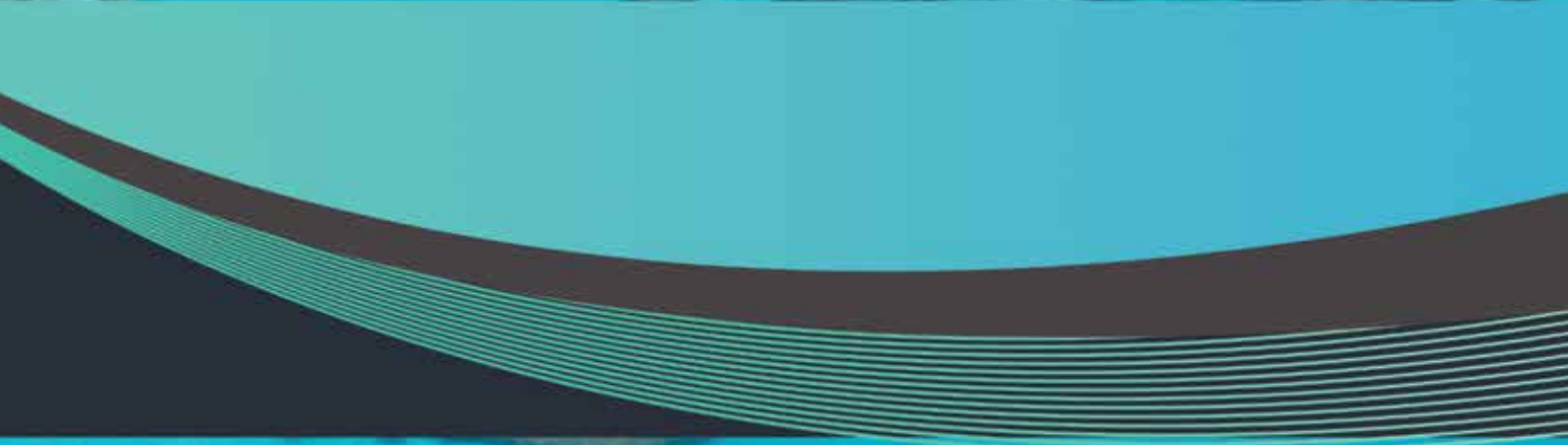


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Challenge:

Managing risks to safety and the environment

As a regulator, we develop maritime safety and environment protection standards, make regulations to give legal effect to those standards, and monitor compliance with and enforce those standards. We develop policies that guide the development of standards, and how they are to be enforced. We work extensively with our stakeholders to ensure sound understanding of these standards and regulations. Whether we are developing our own standards for domestic commercial vessels, or working through the International Maritime Organization (IMO) and others to influence the development of international standards for shipping, the principles remain the same. Fundamentally, our regulatory work is about managing the risks to safety and the environment posed by international shipping and domestic commercial vessels.



Operating environment

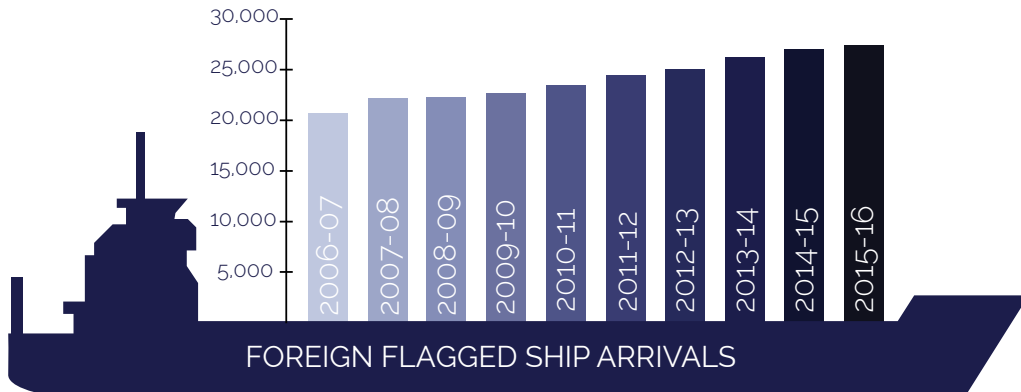
Factors beyond our control

From 2011-16 Australia’s maritime traffic experienced a compound annual growth rate (CAGR) in excess of 6 per cent—an additional 3000 voyages per year. From 2016-25 the rate of growth is expected to quickly decline and weaken, with the CAGR dropping to 1 per cent.

CAGR growth rates have a direct correlation with the outlook for China’s economy.

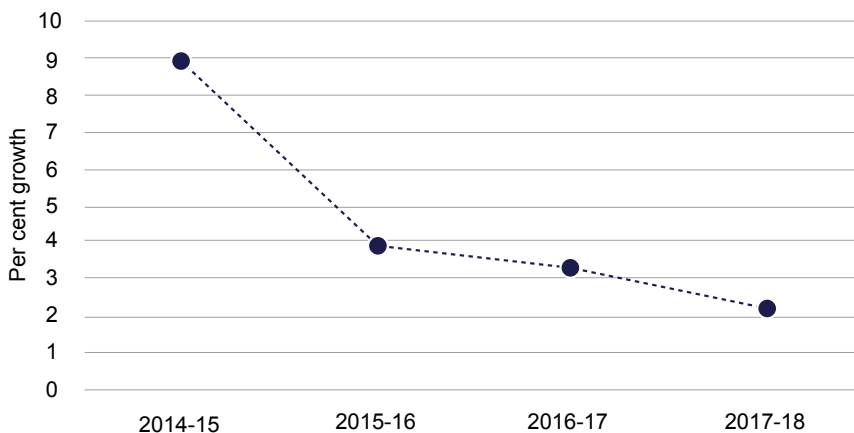
5

With the exception of the cruise industry (3.1 per cent of all arrivals), the significant year-on-year growth in commercial shipping Australia has experienced over the past 10-15 years has slowed in the short-to-medium term, primarily due to the declining growth in the commodities export sector.



For coastal freight, there has been a decline of 0.7 per cent per annum over the same period. The size of the Australian fleet has also stagnated.

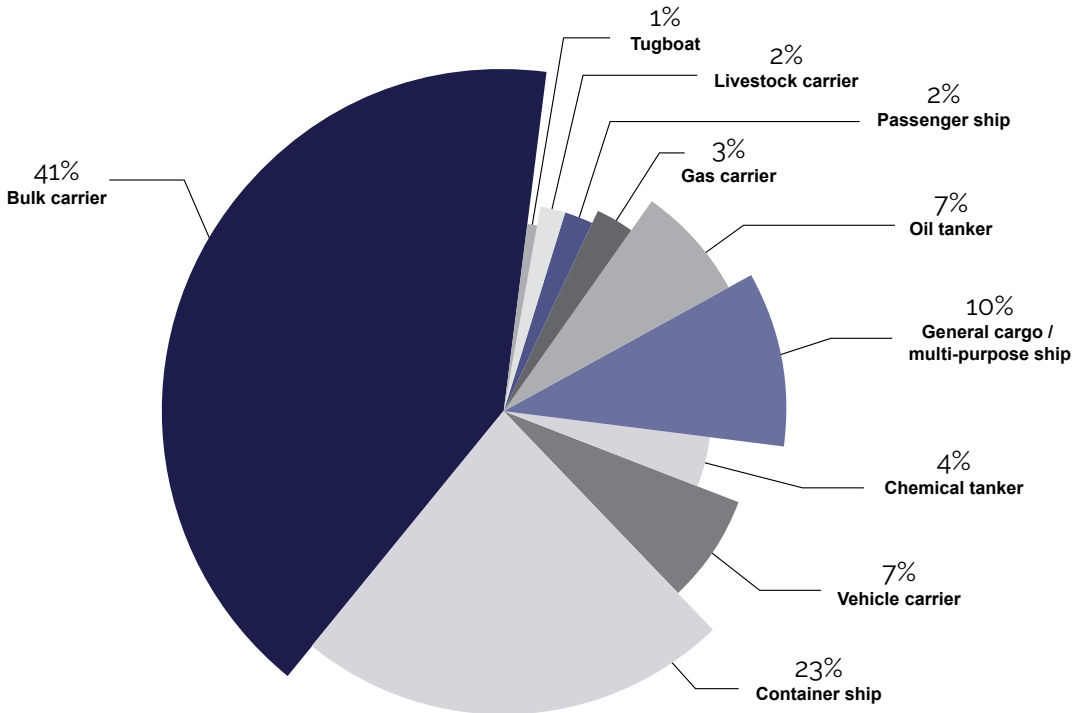
Because of these factors, our projected levy revenue is less than expected and our planning over the next four years is now based on average levy revenue growth of 2.2 per cent per annum.



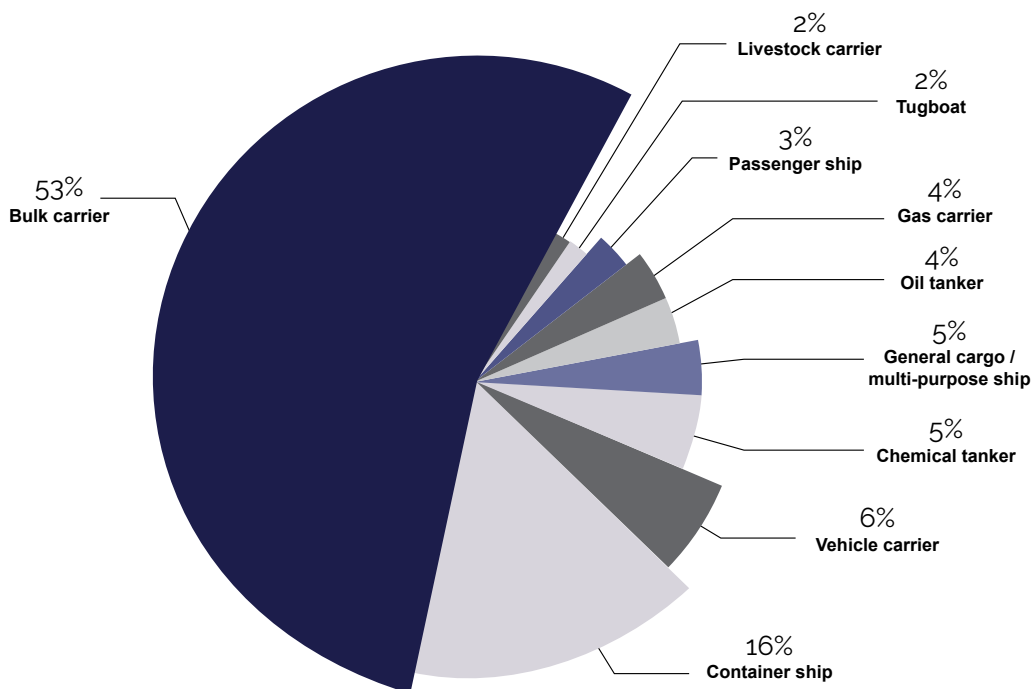
The impact on AMSA is significant and immediate. Our response is discussed under Strategic Challenge 4, pages 47-50.

Australia is highly dependent on the Chinese demand for construction raw materials—more than 80 per cent of Australia’s iron ore exports go to China. ‘The Chinese Central Government is focused on moving from investment to consumption-led growth’. This ‘will place downward pressure on commodity export volumes’. **12**

Foreign-flagged ship arrivals 2006-07 (calendar year) **13**



Foreign-flagged ship arrivals 2015-16 (calendar year) **13**



The containerised-ocean-freight industry suffered in 2015. At the heart of the industry’s problems, a persistent global supply-and-demand imbalance is to blame. All signs point to a continuation of that theme into 2016-17 and beyond.

The most recent forecasts expect global container fleet capacity to grow by 4.7% in 2017, though spot prices for major routes have dropped 21% to 44% from a year ago because of plunging demand, now about half the current growth forecast. **7**

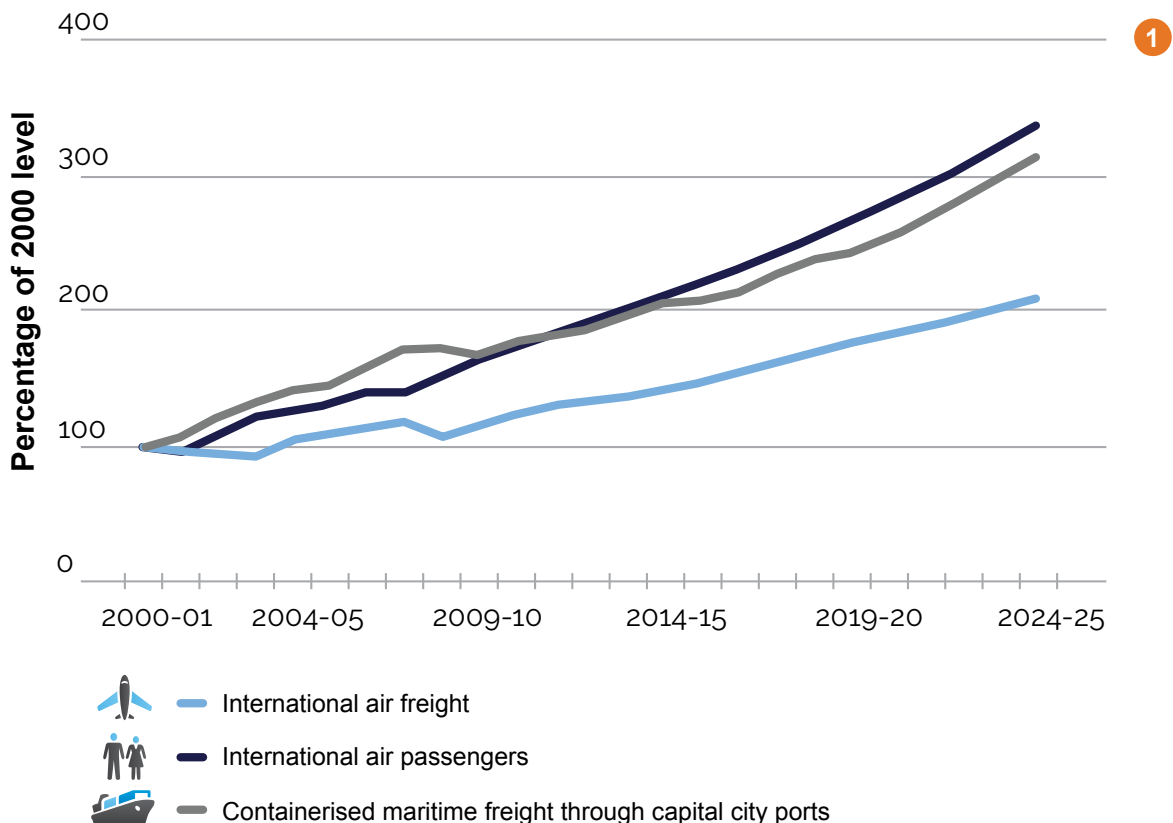
The shipping fleet operating in Australian waters is predominantly foreign-flagged, and we know that large segments of the fleet have been operating under severe financial stress for some time due to the global economic downturn. This could impact safety, particularly if ship owners are struggling to maintain competent crew and their ships. At the same time we need to foster a safety culture across the domestic industry to manage the risks in a way that we can improve maritime safety outcomes.

We expect these economic conditions to continue into 2017-18, and possibly beyond.

While growth has stagnated recently, and volatility and uncertainty have increased, the long-term trend remains positive. To 2030, bulk freight is forecast to increase by 50 per cent and national container throughput is projected to double. Australia’s containerised international exports is expected to almost double by 2030 due to resurgent demand from China and South-East Asia. **1**

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

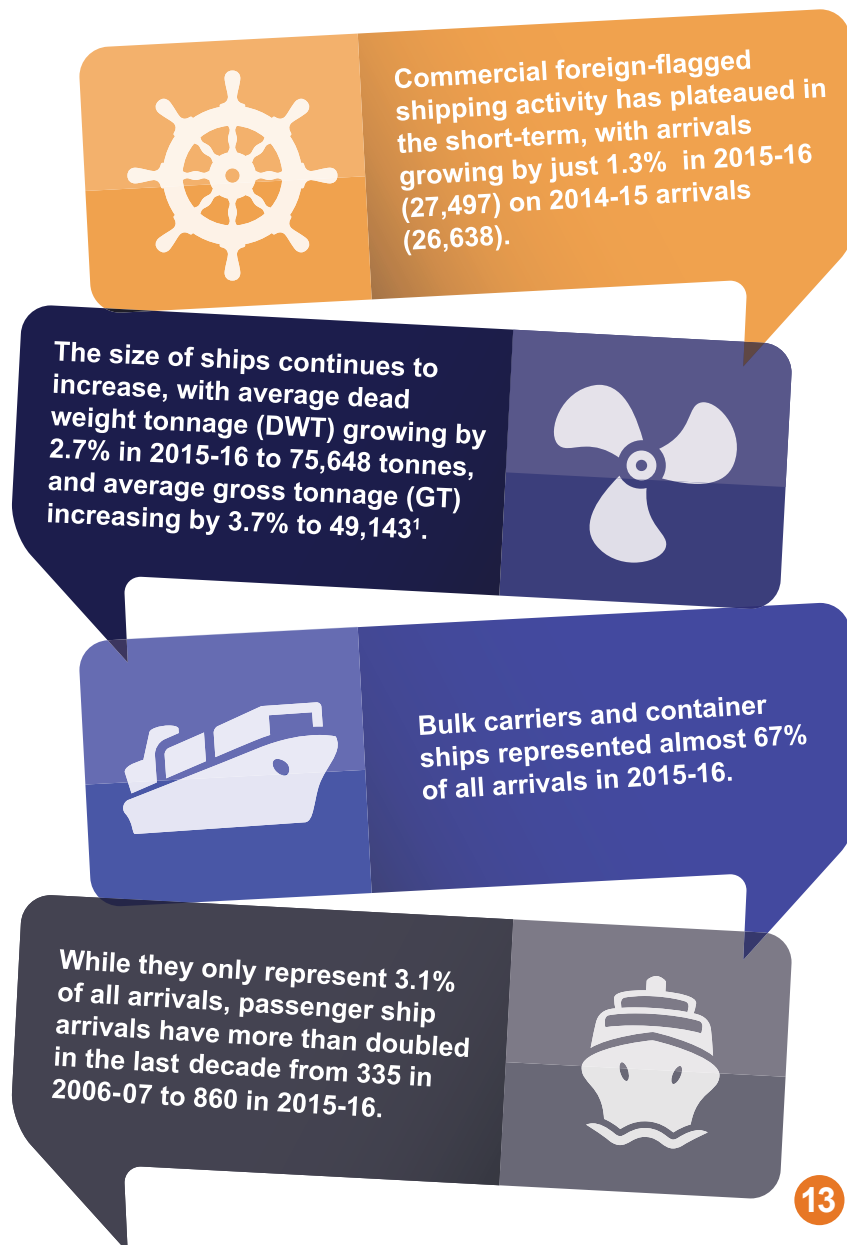
Growth in freight and passenger tasks



Industry continues to push the boundaries of what is physically possible. The flow on-effects are numerous and wide ranging, including:

- the emergence of new technologies, including:
 - autonomous vessels
 - new vessel propulsion systems and fuels like gas, fuel cells, lithium air batteries and renewable energy (sails, solar etc.) in response to rising concerns about carbon emissions in maritime transport
 - 3D printing of parts
- rapid innovation in areas like supply chain management
- the ability for vessels, including undersea, to explore and extract resources in far more extreme locations (deep water, seabed) in an economically viable way
- the shipping industry using increasingly bigger ships with deeper draughts to improve efficiency, reduce operating costs and maintain profitability
- the growing offshore renewable energy sector e.g. wind farms.

The increasing intensity of extreme weather events may impact our key infrastructure, particularly our aids to navigation network. Our design, maintenance and insurance programs must account for this trend. **14**



¹ DWT is a measure of how much mass a ship is carrying or can safely carry; it does not include the weight of the ship. GT is the volume of all of a ship's enclosed spaces (from keel to funnel) measured to the outside of the hull.

Factors within our partial control

Domestically, shipping emissions are a growing community concern, particularly in ports adjacent to densely populated urban areas.

Factors within our control

We can have a positive impact on reducing regulatory burden and complexity, and helping those we regulate to understand what they must do. This can positively influence safety outcomes for both domestic and international shipping.

Implications – we must:

- maintain a world class port State inspection program
- anticipate and prepare for change, including technological developments
- effectively pursue Australia's interests regionally and internationally
- have effective legislation and standards in place that anticipate and keep pace with change
- effectively engage with industry on new legislative and operational arrangements
- develop agile systems and processes to support new regulatory arrangements
- balance the competing responsibilities of our domestic national regulator role with our traditional international shipping role in a transparent and equitable way.

Our strategic goals are to:

- ensure safe shipping in Australian waters
- minimise harmful emissions and discharges from ships in the marine environment
- deregulate and streamline without impacting safety
- develop a contemporary regulatory and compliance model
- develop a predictive, integrated intervention capability to ensure the safety of people and vessels
- comply with international standards for training certification and watchkeeping of seafarers
- promote a maritime safety culture that leads to positive behavioural change
- influence the international standards and the behaviours of key flag States and trading partners to ensure shipping to and from Australia is done as efficiently and safely as possible.

Responses

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

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

In 2017-18 we will:

- focus on ensuring standards are understood across the domestic commercial vessel fleet
- further promote safety management and safety culture for the domestic commercial vessel sector
- continue our ship inspection program, focusing on crew working conditions and ship maintenance
- continue to improve industry awareness of the requirements associated with verifying container weights
- work towards an amendment of the international gas carrier code to allow the carriage of bulk liquid hydrogen by sea
- continue our work to improve cargo safety, focusing on the hazards associated with the liquefaction of bulk cargoes
- continue reviewing and updating marine orders to adapt our regulatory responses to keep pace with change.

Over the next four years we will:

- support reform efforts to make standards easier for industry to understand or implement
- establish Australia's policy in relation to marine autonomous systems
- regularly review the fees and charges we pass onto industry
- undertake more research into the human elements that impact on the safe operation of vessels
- build and deliver the National System for Domestic Commercial Vessel Safety
- continue to use an evidence-based approach to planning, including drawing on research such as the 2016 Braemer ACM Australian National Traffic Study. **5**

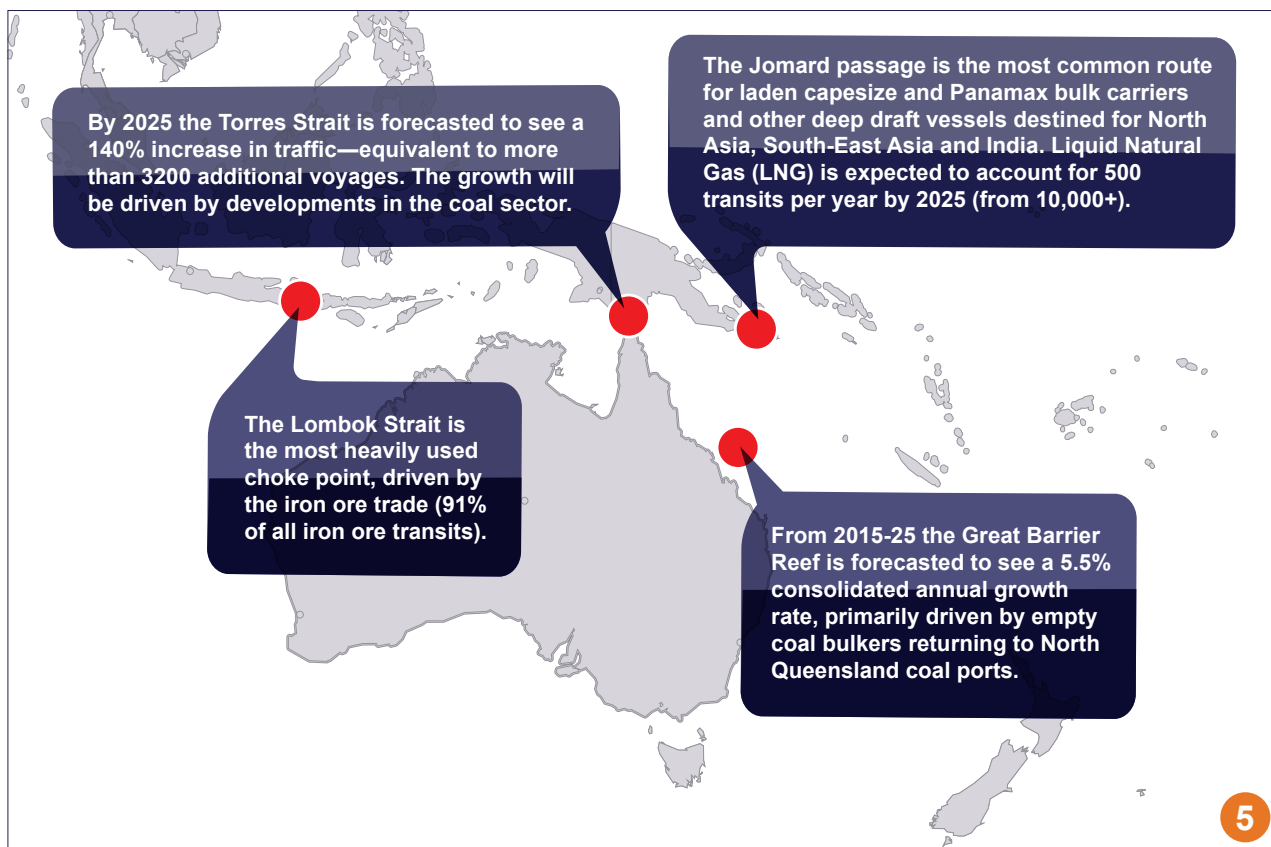
Focus area 1.2: Preventing pollution from shipping

In 2017-18 we will:

- work with state and Commonwealth departments to address shipping emissions, including air pollution and sewage
- implement collection and reporting of greenhouse gas emission data to the IMO for Australian flagged vessels greater than 5000 gross tonnage to inform IMO analysis and development of further emission measures
- work with state and Commonwealth departments to improve waste reception facilities for ships in Australia (a MARPOL obligation – MARPOL is the International Convention for the Prevention of Pollution from Ships)
- review cost recovery administrative and legislative arrangements following the Shen Neng 1 incident
- address the implications of fluorinated fire-fighting foam use on vessels, given environmental and health concerns, and states moving to ban their discharge to the environment
- ensure pollution response and shipping activities are addressed in the new Commonwealth Marine Reserve Management Plans
- agree joint investigation guidelines for un-attributable oil spills with partners to the National Plan for Maritime Environmental Emergencies (National Plan).

Over the next four years we will:

- support the transition to the 2020 Global Sulphur Cap, i.e. use of low sulphur fuel
- promote the consistent application of environmental standards for shipping (MARPOL and others) across the states and territories
- implement relevant environment protection measures under the North-East Shipping Management Plan.



Focus area 1.3: Supporting safe navigation

In 2017-18 we will:

- promote stakeholder awareness and engagement through the 2018 Navigation Symposium
- develop, consistent with international initiatives, a regulatory response to the operation of autonomous vessels in Australia
- advocate for resilience of positioning, navigation and timing services in Australia from a maritime perspective
- work with government and industry to develop mechanisms that facilitate marine spatial planning to improve the efficiency of marine regulatory activities nationally
- enhance the aids to navigation (AtoN) network by reviewing our strategic asset management plan including improved reporting and analysis
- work with the AtoN maintenance contractor to deliver technical innovations across our network
- evaluate and validate any possible changes to the Torres Strait draught limit regime for deep draught vessels using the under keel clearance management (UKCM) system
- progress the work items associated with the North-East Shipping Management Plan
- undertake planning based on Looking Ahead - AMSA's Operating Environment 2017-2027.

Over the next four years we will:

- progress the work items associated with the North-East Shipping Management Plan
- work with the fishing industry to communicate the benefits of using Automatic Identification Systems (AIS) to operate more safely
- work with the Australian Government to advocate for more formal marine spatial planning in Australia
- optimise the draught regime through the Torres Strait where it is safe to do so
- lead international efforts to standardise UKCM related chart overlay information that feeds into shipborne Electronic Chart Display and Information System (ECDIS)
- further the policy-setting responses for safety of navigation outcomes identified in Looking Ahead - AMSA's Operating Environment 2017-2027
- deliver a national aids to navigation database in collaboration with Australian Hydrographic Office
- contribute to water space management practices for Australia
- optimise AtoN asset management strategies to enhance operational and financial objectives
- use our Heritage Strategy to guide us in the management of the aids to navigation that are of cultural and natural heritage value
- continue to use an evidence-based approach to planning, including drawing on research such as the 2016 Braemer ACM Australian National Traffic Study.

Focus area 1.4: Contributing to and implementing international conventions

In 2017-18 we will:

- support Australia's engagement at the IMO and other international standard-setting bodies to ensure international standards align with our national priorities, e.g. ASEAN and Asia-Pacific Heads of Maritime Safety Agencies (APHoMSA)
- Work with the Department of Infrastructure and Regional Development to ensure international obligations are effectively implemented through Australian regulation or policy
- continue to work with neighbouring states to ensure that shipping and pollution risks are minimised.

Over the next four years we will:

- promote maritime safety matters so they are appropriately reflected in Australia's foreign policy objectives, and that our approach to bilateral and regional engagement aligns with broader Australian Government objectives
- ensure international obligations are effectively implemented through Australian regulation or policy
- exercise continued leadership within the APHoMSA forum
- work closely with counterpart countries to ensure strong, mutually beneficial relationships are maintained.

Focus area 1.5: Ensuring seafarer competency and welfare

In 2017-18 we will:

- review the IMO's guidelines on fatigue, with a view to addressing the human factors that impact on the safe operation of vessels
- continue our work to understand the maturity of the domestic maritime industry's safety culture so we can partner with the industry to improve it.

Over the next four years we will:

- build on our domestic commercial vessel safety culture research work
- provide clearer, more straightforward competency requirements promoting seafarer career progression from near coastal to international operations
- enable training providers deliver training in emerging technologies such as electronic navigation systems, and through modern approaches such as distance learning and simulation
- deter unseaworthy and substandard ships that do not comply with the *Maritime Labour Convention, 2006* from calling at Australian ports
- work with the IMO and industry to improve capability in managing human factors such as fatigue.

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

Focus area	Project	Description	Estimated completion
Cross-focus areas	Integrated Operations	Exploring ways to leverage our strengths through better integration of search and rescue, maritime casualty and incident response functions	Ongoing
1.1 Ensuring vessels are operated safely and meeting standards	Looking Ahead - AMSA's Operating Environment 2017-2027	Implementation of the plan to proactively assess and manage risks from shipping around Australia's coast	Ongoing
1.5: Ensuring seafarer competency and welfare	Seafarer Certification Service (SCS) Project	Deliver a 'one-stop shop' capability for international and domestic seafarer certification.	July 2018

We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	PBS (page) Note 1	RPF Note 2	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 1.1: Ensuring regulated vessels are operating safely and meeting standards										
1.1.1	The inspection rate of risk assessed eligible foreign-flagged ships under the port State control (PSC) program meets the following targets:	Using the risk profile (P1=high, P4=low) of individual ships as a basis, our inspection regime - as a preventative measure - ensures we concentrate our resources on those ships that pose the greatest threat to safety and the environment.								
	Priority one ships		80%	-	Yes	3,4	✓	✓	✓	✓
	Priority two ships		60%	-	Yes	3,4	✓	✓	✓	✓
	Priority three ships		40%	-	Yes	3,4	✓	✓	✓	✓
	Priority four ships		20%	-	Yes	3,4	✓	✓	✓	✓
1.1.2	Extent to which inspections of high risk ships are conducted within specified timeframes	All eligible ships (P1-P4) are targeted for inspection every six months. Timely inspections of high-risk ships in particular, including passenger vessels, improves safety by identifying and rectifying faults (operator responsibility), and encouraging owners to operate vessels safely.	100%	-	Yes	3	✓	✓	✓	✓
1.1.3	The annual number of port and flag State control (FSC) ship inspections meet the following targets:	By establishing representative samples by ship inspection type, we can monitor the quality of ships in Australian waters with some certainty, and determine whether trends are emerging that may pose a risk to safety and the environment.		-						
	All inspections		7900	-	Yes	1	✓	✓	✓	✓
	PSC inspections		3000	-	Yes	1	✓	✓	✓	✓
	FSC inspections		60	-	Yes	1	✓	✓	✓	✓

Note 1: Portfolio Budget Statement (PBS)

Note 2: Regulator Performance Framework (RPF)

Note 3: In response to the Department of Finance's lessons learned on the 2016-17 Annual Performance Statements, AMSA rationalised the number of measures in both the Corporate Plan and Portfolio Budget Statements for 2017-18. The measures in this plan clearly demonstrate how AMSA achieves its purpose.

No.	Measure	Rationale	Target	PBS (page) Note 1	RPF Note 2	RPF KPI	2017-18	2018-19	2019-20	2020-21
1.1.4	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.		73-98						
1.1.4.1	Average number of deficiencies per inspection compared to a rolling 10-year average	Indicates whether the standard of ships operating in Australian waters is improving/worsening.	< 3.25	-	No	NA	✓	✓	✓	✓
1.1.4.2	Percentage of ships detained as a proportion of all PSC inspections	Indicates the quality of the foreign Flag ship fleet visiting Australia.	< 7.5%	-	Yes	1	✓	✓	✓	✓
1.1.4.3	Proportion of serious incidents to total port arrivals	Indicates whether safety in the shipping industry is improving/worsening.	< 0.5	73-98	No	NA	✓	✓	✓	✓
1.1.4.4	The age of ships coming to Australia relative to the age of ships in the worldwide fleet	Indicates: (1) the overall quality of the foreign Flag ship fleet visiting Australia. (2) increasing/decreasing risk of the foreign Flag fleet coming to Australia, e.g. younger vessels = lower risk, older = higher risk (lead indicator), (3) how successful we've been influencing ship owner/operators not to send older/higher risk ships to Australia (lag indicator).	Less than or equal to the average of the worldwide fleet. *Note 2	-	No	NA	✓	✓	✓	✓
1.1.5	Improvement in the standard of domestic commercial vessels is demonstrated through:			-						
1.1.5.1	Fatalities as a percentage of the total size of domestic commercial vessel fleet workforce *Note 3	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	0% *Note 4	-	No	NA	✓	✓	✓	✓
1.1.5.2	Serious incidents as a percentage of the total number of vessels in the domestic commercial fleet *Note 5	Indicates whether domestic vessel safety is improving or worsening, and prompts further investigation/action.	0% *Note 6	-			✓	✓	✓	✓
Focus Area 1.2: Preventing pollution from shipping										
1.2.1	There is a reduction over time in the ratio of reports to AMSA under the <i>Protection of the Sea (Prevention of Pollution from Ships) Act 1983</i> of serious pollution incidents compared to the total number of ship port visits to Australia	Demonstrates whether industry and vessel safety is improving, and AMSA's success in combating marine pollution to achieve clean seas.	< 0.7%	73-98	No	NA	✓	✓	✓	✓

Note 1: In response to the Department of Finance's lessons learned on the 2016-17 Annual Performance Statements, AMSA rationalised the number of measures in both the Corporate Plan and Portfolio Budget Statements for 2017-18. The measures in this plan clearly demonstrate how AMSA achieves its purpose.

Note 2: Target in 2016-17 was 9 years, reflecting historical results in Australia. However, AMSA's ability to influence the factors contributing to this measure is limited, and the target was changed to 'less than or equal to the average of the world wide fleet' in 2017-18 in recognition of shared attribution.

Note 3: Measure has been updated since 2016-17 to include a proportionate comparative component. For example, if the number of seafarers working in the domestic commercial fleet doubles, then the raw numbers of fatalities may increase - so the percentage of fatalities against the total number is a better indicator.

Note 4: Target has been changed from 5% reduction on fixed number of fatalities (which did not reflect the size of the workforce) to a target that accommodates a comparative, proportionate measure.

Note 5: New measure. Includes proportionate comparative component - same rationale as note 3.

Note 6: Target accommodates a comparative, proportionate approach.

No.	Measure	Rationale	Target	PBS (page) Note 1	RPF Note 2	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 1.3: Supporting safe navigation										
1.3.1	The marine aids to navigation network's availability complies with the targets set out in the International Association of Marine Aids to Navigation and Lighthouse Authorities (IALA) guidelines	A high rate of reliability and availability across our aids to navigation network has a direct, positive relationship with vessels operating safely. Also measures the extent to which our AtoNs contractor is meeting KPIs.	100%	-	No	NA	✓	✓	✓	✓
Focus Area 1.4: Contributing to and implementing international conventions										
1.4.1	Regulatory measures are introduced consistent with international effect dates (linked to 1.1.5)	A current, up-to-date regulatory framework influences the way ships are operated, and promotes safe shipping.	100%	-	No	NA				
Focus Area 1.5: Ensuring seafarer competency and welfare										
1.5.1	Improvement in the standard of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the:	Monitoring trends on vessel standards allows us to gauge the effectiveness of our inspection and regulatory regime, identify emerging trends, and determine whether action needs to be taken.		-	NA					
1.5.1.1	Average number of Maritime Labour Convention deficiencies per inspection	Indicates whether seafarer working and living conditions are improving or worsening, and prompts further investigation/action.	< 0.5	-	NA	NA	✓	✓	✓	✓
1.5.1.2	Onshore complaints made under Article 22 of the Maritime Labour Convention investigated within specified timeframes	Timely investigation and resolution of complaints improves seafarer working and living conditions immediately, and sends a clear message to vessel owners/operators that poor treatment will not be tolerated.	100%	-	NA	NA	✓	✓	✓	✓
1.5.2	Achievement of the objectives detailed in the Australian Seafarers' Welfare Council (ASWC) Strategic Plan for which AMSA is responsible	Achievement of the goals positively impacts seafarer working and living conditions.	100%	-	NA	NA	✓	✓	✓	✓

No.	Measure	Rationale	Target	PBS (page) Note 1	RPF Note 2	RPF KPI	2017-18	2018-19	2019-20	2020-21
Regulatory performance										
R	Monitor overall regulatory performance through:	Monitoring how stakeholders perceive AMSA's performance on a regular basis is central to improving the services we deliver, and preventing issues from escalating.		-						
	R.1 Regular formal and informal feedback			-						
	R.1.1: National System Customer Service	Indicates the level of customer satisfaction with the service delivered by our call centre, and whether their issue was resolved satisfactorily. Helps us to improve our services, and identify potential issues which may prompt further investigation/action.	90%	-	Yes	1,2,3,4,5,6	✓	✓	✓	✓
	R.1.2: Regulator Performance Framework survey	This online survey provides customers the opportunity to rate our performance as a regulator on a scale of 1-6.	*Note 7	-						
	Q2: AMSA helps vessel owners and seafarers safely operate or work on a vessel without getting in the way		*Note 7	-	Yes	1	✓	✓	✓	✓
	Q3: Communications I get from AMSA are clear and useful		*Note 7	-	Yes	2	✓	✓	✓	✓
	Q4: Given the risks involved in what I do, the level of regulation is about right		*Note 7	-	Yes	3	✓	✓	✓	✓
	Q5: AMSA's compliance and monitoring arrangements are well organised and efficient		*Note 7	-	Yes	4	✓	✓	✓	✓
	Q6: AMSA explains its decisions well		*Note 7	-	Yes	5	✓	✓	✓	✓
	Q7: AMSA is always trying to improve maritime regulations to create a safer and more efficient industry		*Note 7	-	Yes	6	✓	✓	✓	✓
	R.1.3: Email campaigns from AMSA	Indicates how successful our email campaigns have been in reaching target audiences	30% *Note 8 *Note 9	-	Yes	1,2,3,4,5,6	✓	✓	✓	✓

Note 7: Targets have not been set for these measures as the survey has been running less than 12 months. AMSA will set targets once 12 months of data is available.

Note 8: The percentage of recipients that open our emails when sent the link.

Note 9: Average government open rate is 27% (Mail Chimp).



2

Challenge:

Building the National System for Domestic Commercial Vessel Safety

The maritime industry in Australia has recently undergone one of the most significant periods of regulatory change in 100 years with the creation of a single National System for Domestic Commercial Vessel Safety as part of the 'Seamless National Economy' agenda.

In July 2013 AMSA became responsible for maritime safety regulation for approximately 27,000 domestic commercial vessels and 66,000 domestic seafarers. Service delivery has been performed by states and territories on our behalf under delegated arrangements.

In late 2016 the decision was made by the Transport and Infrastructure Council (TIC) to delay the implementation of the National System by 12 months. From July 2018 we will assume responsibility for service delivery.



Operating Environment

Factors beyond our control

The domestic commercial vessel fleet is complex and diverse, made up of a broad range of vessel operations associated with a large number of industries and geographically dispersed sectors. Many of the vessels that make up the fleet have not been subject to safety regulation under previous state and territory arrangements.

Where they have been subject to regulation, the nature of the regulation and the approach to enforcing it has differed under state and territory arrangements. As such, there is wide disparity in safety culture and attitudes towards regulation across the fleet.

The Transport and Infrastructure Council's decision in late 2016 to delay the full implementation of the National System until July 2018 provides us with more time to:

- collaborate with industry and state/territory governments to get cost recovery arrangements and service design right
- develop and test our information technology systems infrastructure.

However, the delay may also mean that states and territories that were beginning to scale back domestic vessel resourcing in anticipation of a 1 July 2017 implementation date may not be able to deliver service to their fullest extent.

Factors in our partial control

We are responsible for ensuring the safety and economic benefits of the Council of Australian Governments' (COAG) National Transport Reform Package are fully delivered for Australia's domestic vessel maritime industry from July 2018 onwards.

The domestic vessel fleet—including its standards, systems, and the actions of the masters and crew—is our responsibility. As such, we can use all the tools available to us to effect positive change including safety management systems (SMS), compliance measures, and education and awareness campaigns focused on standards and safety.

The complexity and diversity of the fleet also means that we must be more flexible and pragmatic in setting our risk tolerance levels—which influence our regulatory compliance and enforcement approach.

Factors in our control

Our historical strength and capacity in the Navigation Act and international shipping areas means that we have a strong team of professionals who have a proven track record. We can leverage off these strengths for domestic commercial vessels.

National system operational picture as at January 2017

26,313 VESSELS
(SURVEY AND NON-SURVEY)



*Note 1, 2



65,591
APPOINTED SEAFARERS WITH
104,005
CERTIFICATES



*Note 3



346
MARINE SAFETY
INSPECTORS

*Note 4

Note 1: 'AMSA vessels' exist as a result of the merging of two or more jurisdiction vessels.

Note 2: The existence of the AMSA records mean that at least 1225 vessels have been consolidated and removed from the fleet total, partly explaining the drop in vessel numbers between 2016 and 2017.

Note 3: From January 2016 to January 2017 the number of active certificates has increased by 24% from 84,000 to 104,005 as a result of the merging of two or more jurisdictions.

Note 4: The number of appointed MSIs above does not include police. Police are by definition MSIs and do not require a legal instrument of appointment.

Implications - we must:

- better understand our domestic vessel stakeholders so that we can set expectations and respond to their needs (also see our Strategic enabler: Collaborating with our community)
- implement a regulatory framework that is operationally agile and reflective of the risks to vessels and operators
- manage the complications of the transition to the National System including the many 'grandfathering' arrangements
- ensure an appropriate cost recovery model is in place, or arrangements to transition to one have been established
- ensure our work is enabled by appropriate technology.

Our strategic goals are to:

- be prepared to assume responsibility for service delivery and cost recovery by July 2018
- promote continuous improvement in marine safety and public confidence in the safety of marine operators
- facilitate the development of an industry culture to ensure the effective identification and management of safety risks
- reduce regulatory burden without compromising safety.

Responses

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

Focus area 2.1: Designing – operating model, workforce and transition

In 2017-18 we will:

- continue to design and implement the National System in preparation for service delivery from 1 July 2018 onwards, while concurrently running the interim system
- consult and engage with industry on the design and implementation of the National System
- regularly engage with industry advisory committees, i.e. fishing, passenger and trade vessels
- strengthen relationships with National System stakeholders and customers.

Focus area 2.2: Building the service delivery framework

In 2017-18 we will:

- finalise the service delivery model, including how National System customers will interact with us:
 - online
 - by phone
 - face-to-face
- ensure we have appropriate resources, knowledge and staff in the regions and centrally
- confirm decision-making and escalation processes
- work to deliver organisation-wide efficiencies, alignment and economies of scale in service delivery.

Over the next four years we will:

- progress and improve our service delivery and cost recovery model
- develop key industry safety indicators
- promote development of a safety culture owned by industry
- focus on operator and seafarer awareness and education, including the development of web-based guidance.

Focus area 2.3: Building the regulatory framework

In 2017-18 we will:

- streamline, standardise and simplify regulatory arrangements by:
 - progressing amendments to the *Marine Safety (Domestic Commercial Vessel) National Law Act 2012* (National Law Act) and the *Marine Safety (Domestic Commercial Vessel) National Law Regulation 2013* (National Law Regulation)
 - amending specific marine orders, consequential to the amendments to the National Law Act and National Law Regulation as set out in our annual regulatory plan
 - incorporating existing exemptions into the standing regulatory framework
- continue to provide a common understanding about:
 - who owns safety
 - the importance of safety management systems
 - how a 'trust and verify' regulatory model works
- develop a compliance strategy that maximises voluntary compliance while creating effective deterrence.

Over the next four years we will:

- manage the increasing number of regulatory, prosecution and legal matters, queries, and requests for advice
- work with the Department of Infrastructure and Regional Development to streamline legislative and regulatory frameworks and to reduce red tape.

Focus area 2.4: Supporting the system – information technology and funding arrangements

In 2017-18 we will:

- ensure our information technology platform meets customer and business needs, including transactions like certification and payment
- build an interim information technology platform to support service delivery by July 2018
- transfer information and knowledge from our state and territory partners.

Over the next four years we will:

- implement cost recovery arrangements.
- finalise our information technology platform.

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

Focus area	Project	Description	Estimated completion
Focus area 2.1: Designing – operating model, workforce and transition	National System Transition Program	Ensuring that systems and processes are developed to allow for the smooth transition of regulatory responsibility for domestic commercial vessels from the state and territories to AMSA	December 2018

We will demonstrate our performance through the following measure:

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 2.2: Building the service delivery framework Focus Area 2.3: Building the regulatory framework										
2.1	Assume responsibility for service delivery by July 2018	This is a pivotal milestone for AMSA as the national regulator for commercial domestic vessels <i>*Note 1</i>	Achieved	-	No	No	✓	✓		

Note 1: 2016-17 Corporate Plan service delivery target was July 2017, but TIC decision in late 2016 delayed implementation by 12 months.



3



Challenge: Providing incident preparedness and response

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

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

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

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

Our preparedness and response operations include:

- aeronautical and maritime search and rescue
- maritime casualty management
- marine pollution response.

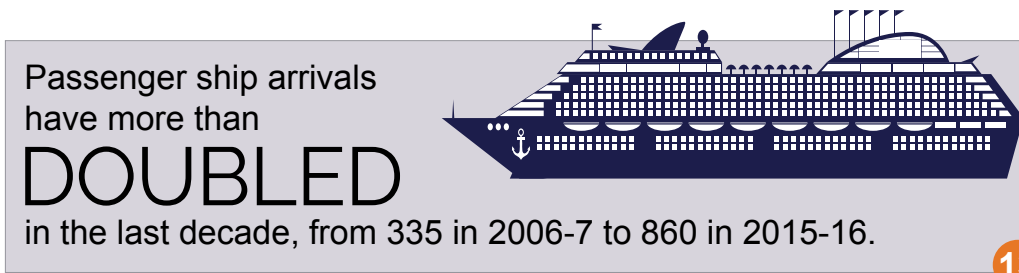
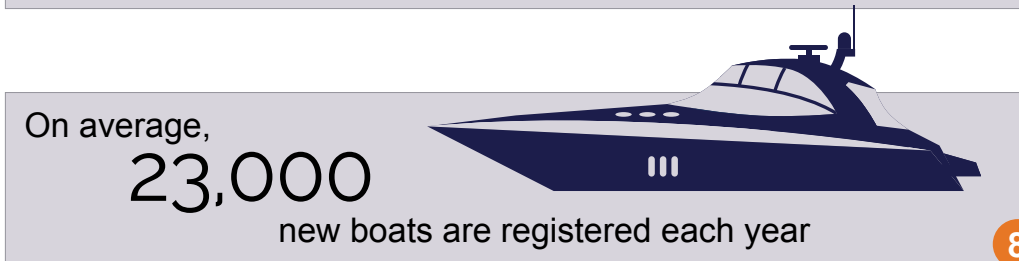


Operating Environment

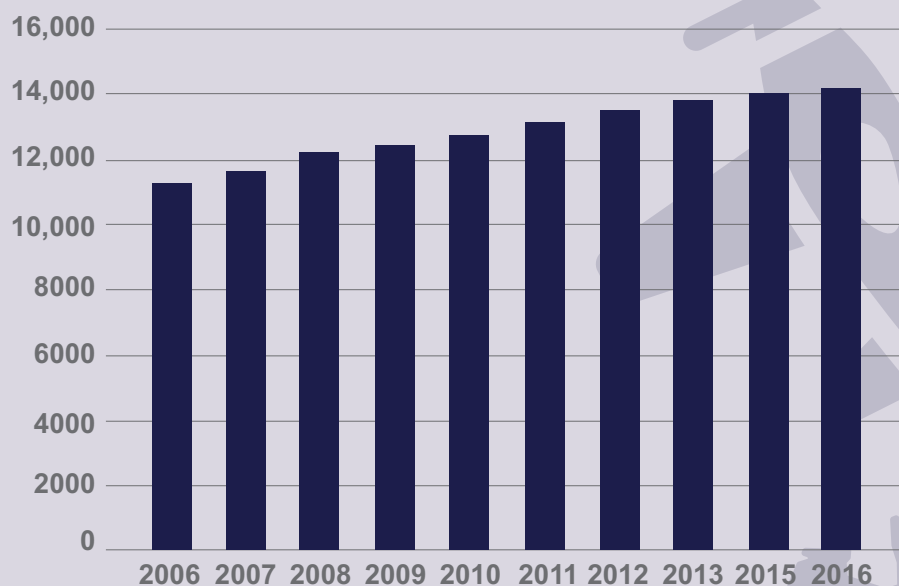
Factors beyond our control

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

Australian's enthusiasm for recreational boating and general aviation also has the potential to increase the workload for our search and rescue operation.



VH registered aircraft 11



The general aviation (GA) sector is made up of all non-scheduled flying activity in Australian-registered aircraft (VH), other than that performed by the major domestic and international airlines. The major categories of flying are private, business, training, aerial agriculture, charter and aerial work. In addition, the sport aviation segment of GA includes operations in ultralight aircraft, gliders, hang gliders and autogyros.

- 9** In 2013 flying hours recorded in the GA sector increased 2.2% to 1.7 million hours.
- 10** The International Air Transport Association (IATA) does not anticipate significant changes in GA traffic activity.

Factors in our partial control

The sale, carriage and registration of most emergency beacons are outside our regulatory control, but the consequences of their use are often felt by us as a search and rescue response agency that receives alerts from the devices. We maintain close working relationships with Commonwealth, state, territory and commercial organisations with regulatory responsibilities in an effort to influence their sale, carriage, and registration requirements. This is often, but not always, an effective way to cross the regulatory gap.

The Civil Aviation Safety Authority is in the process of introducing an operational regulatory framework '*Civil Aviation Safety Regulation Part 138*' (CASR 138) for ensuring operators of aircraft, including helicopters, have the competency and capacity to safely undertake 'aerial work' missions. We need to become intimately familiar with, and consider, this framework when we identify and task aircraft for search and rescue or pollution response.

Growth in emerging technology for distress alerting devices and mobile applications is enabling the community new ways to signal they are in distress and need help. These devices can present challenges to the National search and rescue system. Examples of such emerging technology include Man-overboard devices, Satellite Emergency Notification Devices and mobile smart phone applications.

For Australia, emergency beacons are frequently carried with an expected increase in the 406 MHz beacon registration database this year of approximately 12% or 59,000 beacons.

Strategic Challenge 3 continues on page 41.



Australian Government

Australian Maritime Safety Authority

OUR PLAN ON A PAGE

Everything we do must contribute to the achievement of our vision and mission. Our Plan on a Page helps us to align and identify the contribution our focus areas, core business and change program make towards achieving our strategic goals, meeting our strategic challenges, and ultimately, delivering our vision and mission.

1 STRATEGIC CHALLENGE 1 MANAGING RISKS TO SAFETY AND THE ENVIRONMENT

- 1.1 FOCUS AREA 1.1:**
ENSURING REGULATED VESSELS ARE OPERATED SAFELY AND MEET STANDARDS
- 1.2 FOCUS AREA 1.2:**
PREVENTING POLLUTION FROM SHIPPING
- 1.3 FOCUS AREA 1.3:**
SUPPORTING SAFE NAVIGATION
- 1.4 FOCUS AREA 1.4:**
CONTRIBUTING TO AND IMPLEMENTING INTERNATIONAL CONVENTIONS
- 1.5 FOCUS AREA 1.5:**
ENSURING SEAFARER COMPETENCY AND WELFARE

2 STRATEGIC CHALLENGE 2 BUILDING THE NATIONAL SYSTEM FOR DOMESTIC COMMERCIAL VESSEL SAFETY

- 2.1 FOCUS AREA 2.1:**
DESIGNING – OPERATING MODEL, WORKFORCE, TRANSITION
- 2.2 FOCUS AREA 2.2:**
BUILDING THE SERVICE DELIVERY FRAMEWORK
- 2.3 FOCUS AREA 2.3:**
BUILDING THE REGULATORY FRAMEWORK
- 2.4 FOCUS AREA 2.4:**
SUPPORTING THE SYSTEM – INFORMATION TECHNOLOGY AND FUNDING ARRANGEMENTS

STRATEGIC GOALS

- 1.1 Ensure safe shipping in Australian waters
- 1.2 Minimise emissions and discharges from ships in the marine environment
- 1.3 Deregulate and streamline without impacting safety
- 1.4 Develop a contemporary regulatory and compliance model
- 1.5 Implement a modernised regulatory scheme for international trading and foreign vessels
- 1.6 Develop a predictive, integrated intervention capability to assure vessel safety
- 1.7 Compliance with international standards for training certification and watchkeeping
- 1.8 Promote a maritime safety culture that leads to positive behavioural change
- 1.9 Influence the standards of international conventions

STRATEGIC RISK

SR2. Failure as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences

STRATEGIC GOALS

- 2.1 Prepared to assume responsibility for service delivery as National Regulator by July 2018
- 2.2 Promote continuous improvement in marine safety
- 2.3 Promote public confidence in the safety of marine operators
- 2.4 Ensure the effective identification and management of safety risks
- 2.5 Reduce regulatory burden without compromising safety

STRATEGIC RISKS

- SR1. Failure to deliver a national system – that is financially sustainable and delivers the aims and objectives required by government
- SR2. Failure as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences

STRATEGIC ENABLER (E)

COLLABORATING WITH OUR COMMUNITY

FOCUS AREA E 1

WORKING WITH INTERNATIONAL ORGANISATIONS AND OTHER NATIONS

FOCUS AREA E 2

WORKING WITH PARTNER ORGANISATIONS

FOCUS AREA E 3

DEVELOPING STAKEHOLDER RELATIONSHIPS

DATA AND INFORMATION – HELPS US TO TARGET ALL THE SERVICES WE DELIVER

OUR PEOPLE – A PROFESSIONAL, FLEXIBLE AND ENGAGED WORKFORCE IS THE KEY TO SUCCESSFULLY

PURPOSE

Who we serve: The Australian community.

Vision: Safe and clean seas, saving lives.

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

VALUES

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

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

Dedicated – We are committed to AMSA’s mission and responsive to the needs of our customers and stakeholders.

Accountable – We take responsibility for our decisions and actions.

3

STRATEGIC CHALLENGE 3

PROVIDING INCIDENT PREPAREDNESS AND RESPONSE

3.1

FOCUS AREA 3.1:

PRE-EMPTIVELY INTERVENING TO ASSURE VESSEL SAFETY

3.2

FOCUS AREA 3.2:

SAVING LIVES DAILY THROUGH SEARCH AND RESCUE (SAR)

3.3

FOCUS AREA 3.3:

DELIVERING AN EFFECTIVE MARITIME INCIDENT RESPONSE CAPABILITY

3.4

FOCUS AREA 3.4:

DELIVERING AN EFFECTIVE MARINE POLLUTION RESPONSE CAPABILITY

4

STRATEGIC CHALLENGE 4

ENSURING A VIBRANT AND PROGRESSIVE ORGANISATION

4.1

FOCUS AREA 4.1:

WORKFORCE ENGAGEMENT, DEVELOPMENT AND SAFETY

4.2

FOCUS AREA 4.2:

GOOD GOVERNANCE

4.3

FOCUS AREA 4.3:

SOUND FINANCIAL MANAGEMENT

4.4

FOCUS AREA 4.4:

RELIABLE AND RESPONSIVE INFORMATION TECHNOLOGY

STRATEGIC GOALS

- 3.1 Prevent incidents occurring through a predictive, integrated intervention capability
- 3.2 Save lives by coordinating aeronautical and maritime search and rescue
- 3.2 Respond efficiently and effectively to maritime casualties and marine pollution incidents

STRATEGIC GOALS

- 4.1 Have a professional, flexible and engaged workforce that is change ready
- 4.2 Use technology to improve the services we deliver to do business anytime, anywhere
- 4.3 Ensure we can deliver our services with the available funding
- 4.4 Have effective and efficient processes and systems
- 4.5 Be a responsible corporate citizen
- 4.6 Apply the integrated management system across all of AMSA

STRATEGIC RISK

SR3. Failure as a response organisation – search and rescue or maritime environmental emergency response arrangements are inadequate

STRATEGIC RISKS

SR4. Failure to maintain financial viability
SR5. Failure to maintain a safe working environment
SR6. Failure to maintain systems of internal control
SR7. Failure to maintain stable and reliable information technology infrastructure and systems

FOCUS AREA E4

COMMUNITY SAFETY EDUCATION

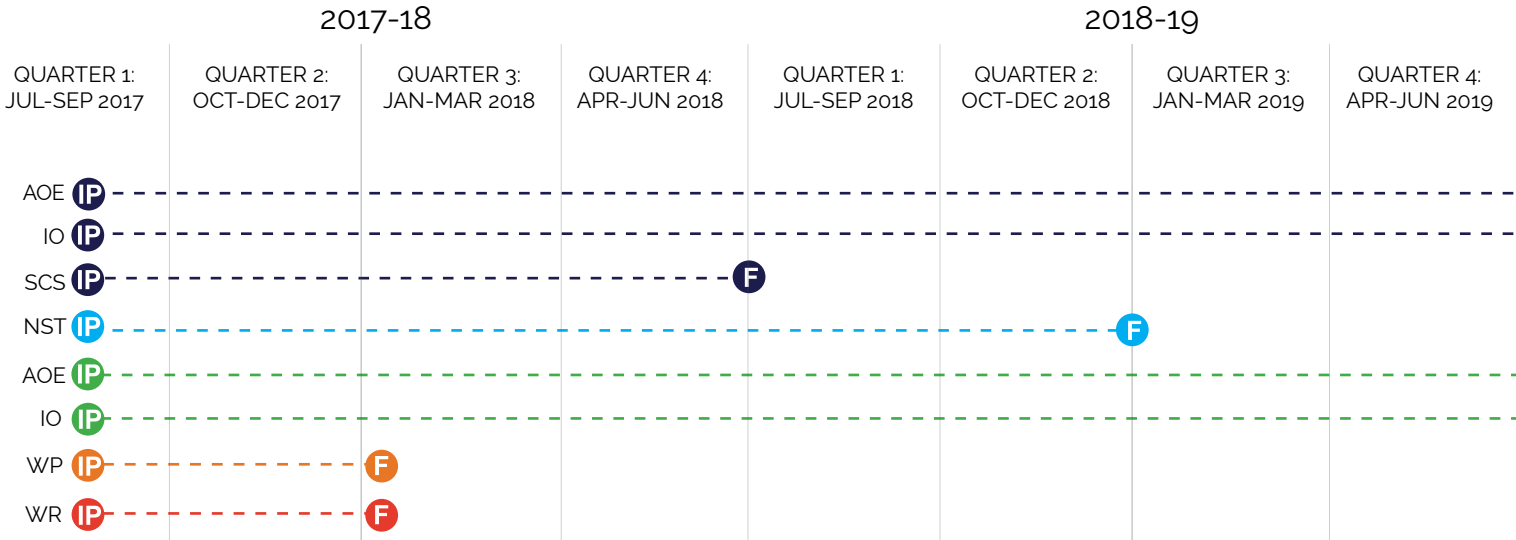
ENABLER GOALS

- EG.1 International standards reflect Australian expectations and international standards are reflected nationally
- EG.2 Improve and promote maritime safety and environmental protection in our region
- EG.3 Have a strong regional voice in international fora
- EG.4 Regional approaches align with agreed international priorities
- EG.5 Informed and engaged community on maritime issues, search and rescue issues, and our role
- EG.6 Effective engagement with communities to promote maritime safety
- EG.7 To be respected and trusted
- EG.8 Increase stakeholders’ understanding of their responsibilities under the National System and during the transition to full service delivery
- EG.9 Create opportunities for people to provide relevant information and feedback to AMSA
- EG.10 Increase safety knowledge and practices amongst people that work with commercial vessels

Roadmap

Key

S Start
 IP In progress
 F Finish
 O Ongoing

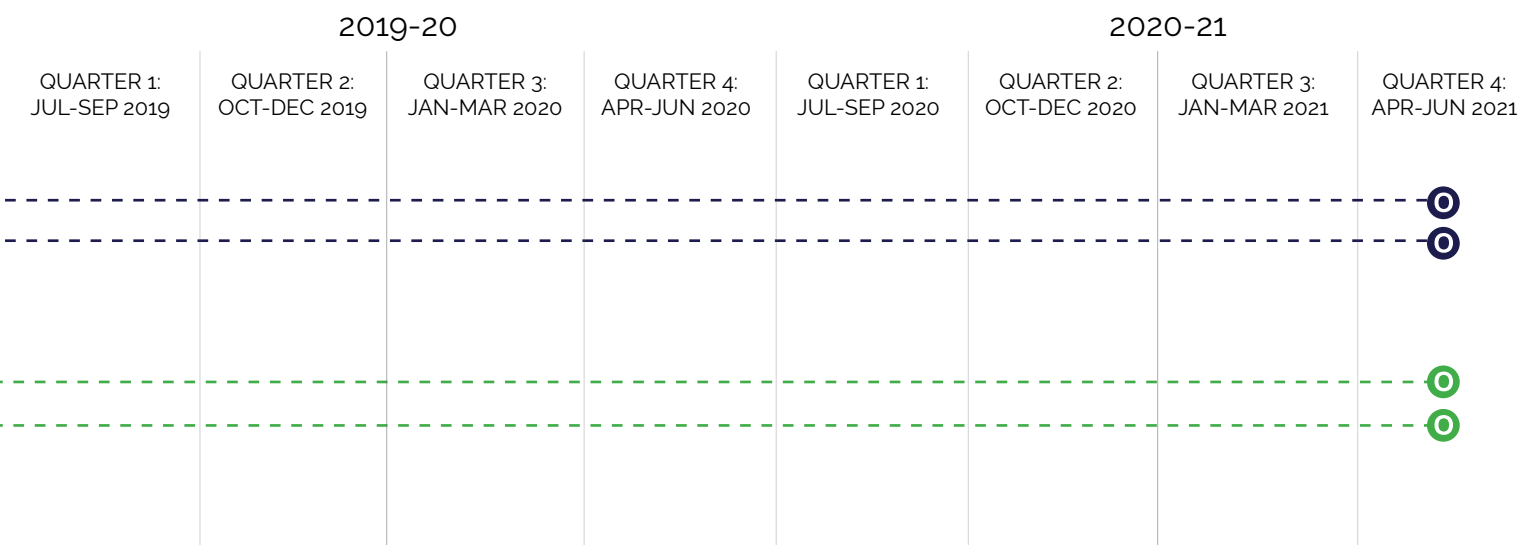


Strategic Challenge 1: Managing risks to safety and the environment

- Looking Ahead - AMSA's Operating Environment 2017-2027 (AOE)
- Integrated Operations (IO)
- Seafarer Certification Service (SCS) Project

Strategic Challenge 2: Building the National System for Domestic Commercial Vessel Safety

- National System Transition Program (NST)



Strategic Challenge 3: Delivering incident intervention and response

- Looking Ahead - AMSA's Operating Environment 2017-2027 (AOE)
- Integrated Operations (IO)

Strategic Challenge 4: Ensuring a vibrant and progressive organisation

- Workforce Planning (WP)

Strategic Enabler: Collaborating with our community

- Web redesign (WR)

Strategic Challenge 3 continues.

Implications - we must:

- bring together our incident intervention and response capabilities in a more coordinated way while ensuring we continue to deliver world class response operations.

Our strategic goals are to:

- prevent incidents occurring through a predictive, integrated intervention capability
- save lives by coordinating aeronautical and maritime search and rescue
- respond effectively and efficiently to maritime casualties and marine pollution incidents.

Responses:

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

In 2017-18 we will:

- focus on building our maritime domain awareness capability, including leveraging the following to pre-empt incidents:
 - intelligence
 - craft tracking
 - metrological data
 - ship drift modelling
 - ship risk profiles
 - incident reports
 - available response assets
- leverage off our expertise in incident management to enhance our crisis management practices for a major shipping incident.
- test our crisis management practices for a major incident

Over the next four years we will:

- finalise our 24/7 integrated operations capability and domain awareness, which will support the development of our predictive, integrated intervention capability through providing:
 - a single incident management system
 - multi-skilled staff
 - effective back-up arrangements
 - a portal for 24/7 incident triage and response
- review national response arrangements (National Search and Rescue Council, National Plan for Maritime Environmental Emergencies)

Focus area 3.2: Save lives daily through search and rescue

In 2017-18 we will:

- continue to enhance Australia's SAR service through the National Search and Rescue (NATSAR) Council including a revision of the Inter-Governmental Agreement on SAR arrangements, the NATSAR Manual and the approach to NATSAR training
- continue the transition to Full Operational Capability (FOC) use of the new Medium-altitude Earth Orbit Search and Rescue (MEOSAR) satellite system
- conclude the transition to our new dedicated airborne search and rescue service across three bases: Perth, Cairns and Essendon.

Over the next four years we will:

- operationalise SAR policy and regulations, including:
 - incorporating the requirements of the CASR Part 138 (see *factors in our partial control*)
 - land SAR arrangements, inclusive of beacon registration and cooperative procedures
- progress national arrangements for mass maritime rescue incidents, including:
 - development of national and AMSA contingency plans
 - workshops with stakeholders and partners
 - field exercises
- streamline emergency beacon management
- work with stakeholders and partner agencies to improve the regulation of emergency beacons.
- implement CASA Part 138 (see *factors in our partial control*), with a particular focus on understanding the effect on search and rescue operations in remote areas.

Focus area 3.3: Delivering an effective maritime incident response capability

In 2017-18 we will:

- focus on effectively and efficiently managing our key capability contracts, including:
 - emergency towage capability (ETC) level 1¹ delivered by Australian Maritime Systems (AMS)
 - aviation search and rescue tier 1 – our dedicated aircraft operated by Cobham
 - aids to navigation maintenance delivered by AMS
 - pollution stockpiles - capital expenditure, storage and maintenance
 - search and rescue equipment maintenance support services
- review search and rescue equipment stock levels
- progress contingency planning and exercise development for cruise ship / mass casualty incidents
- exercise the:
 - National Response Team
 - Hazardous and Noxious Substance (HNS) Reconnaissance Team
 - ETC Level 1 and 2 capabilities

Over the next four years we will:

- review emergency response arrangements under the National Plan for Maritime Environmental Emergencies (National Plan).
- as one of several Commonwealth agencies with aviation sector responsibilities, support Australia's implementation of the Global Distress Aviation Safety Systems (GDASS) – an international initiative to address the search challenges highlighted by the loss of Malaysian airlines Flight MH370.

¹ ETC levels are: 1: dedicated emergency towage vessel (ETV) operating in the Far North Queensland emergency towage capability region; 2: contracted port towage across the other 10 emergency towage capability regions around Australia

Focus area 3.4: Delivering an effective marine pollution response capability

In 2017-18 we will:

- continue to train and develop the National Response Team
- review the efficacy of the National Plan exercise program
- review pollution response equipment and stockpiles
- review fixed-wing aerial dispersant aircraft capabilities
- continue the transition of the national Oil Spill Response Atlas (OSRA) to state and territory-driven spatial data capability.

Over the next four years we will:

- review national response arrangements based on an assessment of changing risk profiles, including the introduction of low Sulphur fuels.

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

Focus area	Project	Description	Estimated completion
Cross-focus areas	Integrated Operations	Exploring ways to leverage our strengths through better integration of search and rescue, maritime casualty and incident response functions	Ongoing
3.1. Pre-emptively intervening to assure vessel safety	Looking Ahead - AMSA's Operating Environment 2017-2027	Implementation of the plan to proactively assess and manage risks from shipping around Australia's coast	Ongoing

We will demonstrate our performance through the following measures:

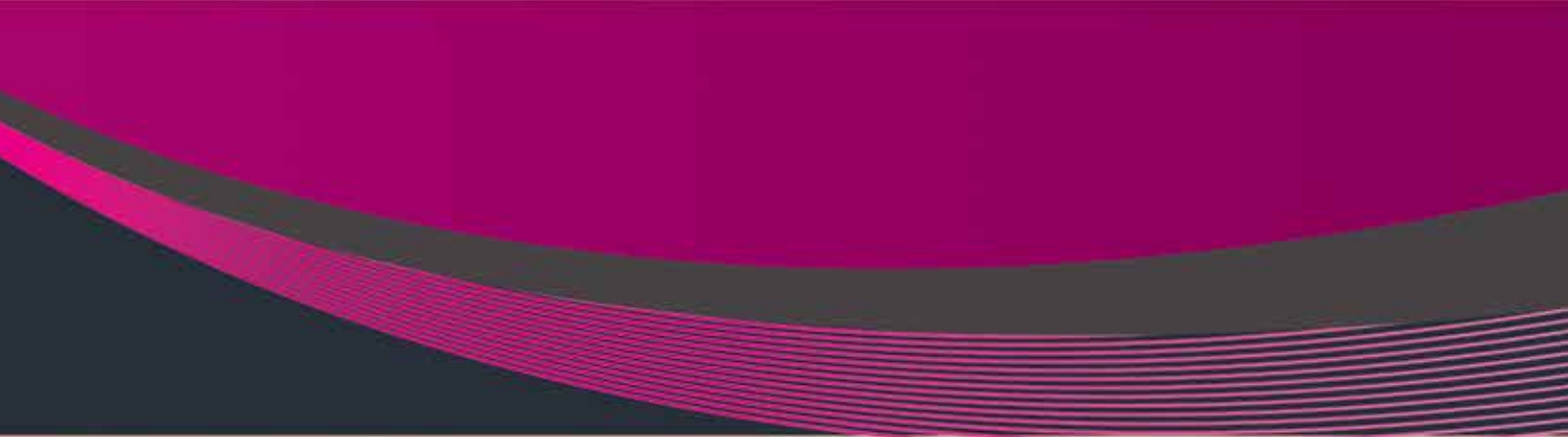
No.	Measure (Performance Criterion)	Rationale	Target	PBS (page)	RPF	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 3.2: Saving lives daily through search and rescue										
3.2.1	Maximise percentage of saved lives as a proportion of lives at risk (a person is defined as being at risk if the person has a chance of surviving the initial maritime or aviation incident)	Measures the effectiveness of AMSA's ability to save lives	100%	73-98	No	NA	✓	✓	✓	✓
3.2.2	Provision of capability to conduct search and rescue operations	Indicates the effectiveness of resourcing search and rescue capability, which underpins saving lives		-						
	incidents (annual)		8500	-	No	NA	✓	✓	✓	✓
	searches (annual)		740	-	No	NA	✓	✓	✓	✓
3.2.3	Median time (minutes) for the Rescue Coordination Centre to initiate a response	Demonstrates that the Rescue Coordination Centre is tasking search and rescue assets responding to an incident in a timely, effective and appropriate manner to save lives	30	-	No	NA	✓	✓	✓	✓
3.2.4	For incidents that AMSA has SAR coordination responsibility, the median time (minutes) for an asset to be on-scene is:	Demonstrates that assets are in the right place on time. Also reflects performance against international on-scene response time standards		-						
	Day		150	-	No	NA	✓	✓	✓	✓
	Night		180	-	No	NA	✓	✓	✓	✓
Focus Area 3.4: Delivering an effective marine pollution response capability										
3.4.1	Maritime environmental response capability is available to respond to a pollution incident	Demonstrates that environmental response assets are available to be tasked and deployed in a timely, effective and appropriate manner to combat marine pollution	100%	-	No	NA	✓	✓	✓	✓

4

Challenge:

Ensuring a vibrant and progressive organisation





Operating environment

Factors beyond our control

We have seen a continued decline in the forecast growth rate of the Australian mineral and energy commodities sector. This sector drives shipping activity, and has a direct impact on our primary funding source – levy revenue. The growth rate over the next four years is now projected to be 2.2 per cent, down 1.1 per cent from 3.3 per cent in 2016-17, and 4.9 per cent in 2015-16. While the growth rate is still positive, we must adjust our spending accordingly.

The single largest issue impacting the 2017-18 budget period is the continued cost of funding the establishment of the National System and preparing AMSA to deliver the full range of services from 1 July 2018 without a corresponding funding stream. However, the full cost to deliver the National System is not reflected in AMSA's budgeted operating loss of \$22.9 million, and cannot be until agreement is reached regarding cost recovery arrangements. The unfunded costs of the National System will continue to be met from AMSA's reserves. Our ability to continue to operate sustainably into the future is reliant on the establishment of funding arrangements for the National System – see Strategic Risk 1, page 66, future treatments.

Factors in our partial control

As our environment evolves, we need to change and evolve with it. We must continually build and maintain our internal capacity and capability if we are to meet our external challenges, including:

- technological advancement,
- shifts in workplace demographics
- a global employment market
- the introduction of new law and regulation
- the ebb and flow of the world economy.

We must also be alert to duplication and inefficiencies, and be prepared to change structure and business models.

Factors in our control

How we structure for and resource competing priorities is up to us. We have a strong compliment of skilled staff, and can deploy these staff to respond to changing workloads as required.

Our information technology

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

- transition to digital business models which will change internal workflows
- government direction, including changes such as the digital mandate (move to paperless records)
- increasing expectations of stakeholders that they can do business with us in a manner and time of their choosing, including secure self-service options
- mobile devices and mobile technologies enabling transactions to occur in different environments
- the strong shift toward the cloud as a hosting and delivery model for commodity information technology services. This includes the challenge of seamlessly delivering services across multiple platforms
- information and data integration and interoperability, providing better decision support and new insights into our stakeholders' behaviours and requirements.

Our workforce

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

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

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



*As at 28 December 2016

Implications - we must:

- ensure the support services provided to our operational functions are reliable, consistent, practical, appreciate business needs and priorities, and are focused on delivery.

Our strategic goals are to:

- have a professional, flexible and engaged workforce that is change ready
- use technology to improve the services we deliver to do business anytime, anywhere
- deliver our services with the available funding
- have effective and efficient processes and systems
- be a responsible corporate citizen
- apply our integrated management system across the organisation.

Responses

Focus area 4.1: Workforce engagement, development and safety

In 2017-18 we will:

- continue to refine our new organisation structure to ensure it is working efficiently and make changes as necessary
- introduce the AMSA Workforce Plan 2017-20 that will set out the strategic and operational priorities for our workforce over the next three years as we perform our new functions as the national regulator
- deliver our employee engagement survey and develop an action plan that will aim to address any workforce issues arising from the survey.

Over the next four years we will:

- identify different ways of recruiting and developing expertise internally that aligns to our new capability framework via formal graduate and traineeship programs
- address the regulatory capability of our staff and performance expectations in a whole-of-government approach to minimising regulatory burden
- explore opportunities to strengthen our Indigenous employment and retention practices
- continue to strengthen our leadership capability through a combination of formal training and leadership development activities, as well as on-the-job development at an individual level
- continue to educate our managers in better people management practice in order to help get the best from our employees
- refine our individual performance measures and hold people to account for their performance through better management and consistent feedback practices

Focus area 4.2: Good governance

In 2017-18 we will:

- using a risk-based approach, work towards compliance with the Protective Security Policy Framework to protect our people, information and assets
- review our internal governance arrangements to make sure they support our new organisational structure
- review our fraud and public interest disclosure arrangements to make sure they are adequate for our expanded role as the national regulator for domestic commercial vessels
- continue to develop and support good project management practices across the organisation
- align our management systems with the latest standards - ISO 9001 (quality): 2015; ISO 14001 (environment): 2015

Over the next four years we will:

- continue to rationalise our internal audit activities, including our management system audit program
- apply the management system requirements of ISO9001, ISO14001, and AS/NZS4801 (occupational health and safety) to our everyday processes – see our Business Policy on page 75
- enhance our organisational-wide internal communication
- continue to mature our project management capacity and capability, including our Enterprise Portfolio Management Office (EPMO).

Focus area 4.3: Sound financial management

In 2017-18 we will:

- maintain a sustainable funding profile in response to revenue pressures
- enhance our asset management practices.

Over the next four years we will:

- secure sustainable funding for the future
- further develop our integrated financial and non-financial performance measurement framework
- review our business processes to ensure they remain relevant and appropriate.

Focus area 4.4: Reliable and responsive information technology

In 2017-18 we will:

- replace critical technology infrastructure
- refresh our internet presence.

Over the next four years we will:

- finalise our information technology strategic roadmap and consolidate our systems
- map out our digital transition approach
- prepare our technology environment for the shift to cloud and related services
- complete a technology foundation (that will support mobility, multi-channel access and self-service options) for our employees and external stakeholders
- continue to consolidate and rationalise our systems and applications.

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

Capability - delivery of the following project is a major component of our response to this challenge:

Focus area	Project	Description	Estimated completion
4.1 Workforce engagement, development and safety	Workforce Planning	The program will deliver the <i>AMSA Workforce Plan 2017-2020</i> that will set out the strategic and operational priorities for our workforce. The workforce plan will outline how we develop new skills and capabilities, including how we build on the strengths of our existing culture to successfully deliver our role as the national regulator.	January 2018

We will demonstrate our performance through the following measures:

No.	Measure (Performance Criterion)	Rationale	Target	PBS (page)	RPF	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 4.1: Workforce engagement, development & safety										
4.1.1	Staff turnover rate falls within the 10-15% range and is less than that of comparable public sector agencies	Keeping turnover within acceptable ranges is important. Excessive turnover negatively impacts business continuity, the workforces' ability to deliver business outcomes, and increases costs.	10-15%	-	No	NA	✓	✓	✓	✓
4.1.2	Biennial staff engagement survey indicates strong staff satisfaction and engagement relative to public sector averages	Effective leadership, culture and appropriate levels of staff engagement contributes to the achievement of business outcomes.	Achieved	-	No	NA	✓	✓	✓	✓
4.1.3	Maintain a lost time injury frequency rate (LTIFR) that is less than comparable public sector agencies	High rates of LTIFR negatively impact on work outputs, and signal that there may be systemic issues that require investigation/action.	Achieved	-	No	NA	✓	✓	✓	✓
Focus Area 4.2: Good governance										
4.2.1	Maintain compliance with statutory, financial and business requirements	Demonstrates sound governance arrangements are in place, including systems of internal control. Maintenance of these functions are a key enabler to AMSA delivering its operational mission.	Achieved	-	No	NA	✓	✓	✓	✓
4.2.2	Maintain certification to ISO90001, ISO14001 and AS/NZS4801	Demonstrates the documented management system - which captures how AMSA does business - complies with rigorous international standards, assessed by a certified independent 3rd party. Maintenance of this system is a key enabler to AMSA delivering its operational mission.	Achieved	-	No	NA	✓	✓	✓	✓

Note: As these measures support our work in achieving our purpose, and do not directly report our performance against our purpose, they will be reported in the governance section of our Annual Report, and not in our Annual Performance Statements.

No.	Measure (Performance Criterion)	Rationale	Target	PBS (page)	RPF	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area 4.3: Sound financial management										
4.3.1	Unqualified financial statements	Demonstrates sound financial and business planning arrangements are in place to maintain AMSA's financial sustainability, necessary to support AMSA's operations.	Achieved	-	No	NA	✓	✓	✓	✓
4.3.2	Maintain financial viability	Financial health is a key enabler to AMSA delivering its operational outcomes.	Achieved	-	No	NA	✓	✓	✓	✓

We will be subject to the following external reviews:

Name	Frequency	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Regulator Performance Framework Self-Assessment Validation	Annual	✓	✓	✓	✓	✓	✓
Financial Statement Audit	Annual	✓	✓	✓	✓	✓	✓
Functional and Efficiency Review	As designated						
Regulator Performance Framework external review	As designated	✓					
Recertification Audit AS/NZ ISO 9001 Quality management	Every 3 years			✓			
Recertification Audit AS/NZ ISO 4801 Occupational health and safety	Every 3 years			✓			
Recertification Audit AS/NZ ISO 14001 Environmental standards	Every 3 years			✓			
European Maritime Safety Authority Audit	Every 5 years				✓		
Portfolio Charging Review	Every 5 years					✓	
International Maritime Organization Member State Audit	Every 7 years						✓

We will be subject to the following benchmarking:

Name	Frequency	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Department of Finance Comcover Risk Management	Annual	✓	✓	✓	✓	✓	✓
Department of Finance Corporate Plan lessons learned	Annual	✓	✓	✓	✓	✓	✓
Institute of Public Administration Australia (IPAA) Annual Report awards	Annual	✓	✓	✓	✓	✓	✓
Australian Institute of Criminology fraud control arrangements	Annual	✓	✓	✓	✓	✓	✓
Australian National Audit Office performance audits	As designated						



Strategic Enabler


Collaborating with our community

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


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

Effective stakeholder engagement with a diverse range of domestic commercial vessel stakeholders will be critical during our transition to full service delivery of the National System for Domestic Commercial Vessel Safety (National System). The interactions with people across industry, in formal and informal settings, will help to inform our work and contribute to the rigour of our planning and regulations. We will build community confidence in the National System by providing consistent and relevant information that is easily accessible and understood.





Australia is a founding member of the International Maritime Organization (IMO) and is one of the few countries to maintain its representation on the IMO Council for more than 40 years.



We have over a quarter of a million individual stakeholders, and receive approximately 132,000 enquiries from these stakeholders each year.

The challenge for us is to ensure the information provided is accurate, timely and available through a variety of channels.

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

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

AMSA-run consultative bodies:

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

External consultative bodies:

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

Implications - we must:

- listen to our community
- provide targeted, regular and consistent communications to stakeholders
- continue to look for smarter ways to conduct our IMO business, and ensure that we understand the value Australia gets from participation
- ensure our international engagement efforts support Australia's international priorities and foreign policy objectives, and represent value.

Our enabling goals are:

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

Operating environment

Factors beyond our control

Community interest in maritime safety and the marine environment has never been greater as Australians demand efficient, safe and clean vessels, properly treated and competent crews, strong marine environment protection laws, and government agencies with the operational capability to undertake effective search and rescue, and incident response.

Due to the growth of digital communication, Australians and international audiences have access to more and faster information than ever before, and engage more directly with government, industry, media and the community.

Our stakeholder base has increased dramatically under the National System. The domestic fleet is diverse. We must continue to work hard to understand the domestic fleet so we can meet their needs.

Factors in our partial control

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

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

Due to the diversity of the domestic commercial vessel fleet, communication and engagement with industry will need to be targeted to effectively reach impacted industry groups, regardless of their operation, location, cultural background and topic of interest. This will ensure domestic vessel stakeholders:

- are aware of how services will be delivered following the transition to full service delivery under the National System for Domestic Commercial Vessel Safety
- understand their obligations under the National System.

We will be subject to increased scrutiny, particularly by our domestic vessel stakeholders. As we seek to recover the cost of our regulatory services they will, quite rightly, demand that we demonstrate that we are delivering services as effectively and efficiently as we can.

Responses

Focus area E1: Working with international organisations and other nations

In 2017-18 we will:

- support regional cooperation efforts to improve maritime safety, pollution preparedness and response, and search and rescue capability in the Indian Ocean and Asia-Pacific regions
- work towards securing a Category B seat on IMO Council
- complete delivery of the Search and Rescue (SAR) Capability Partnership Program with Sri Lanka, the Maldives and Mauritius to enhance regional SAR capability in the Indian Ocean.

Over the next four years we will:

- maintain strong relationships with our international counterparts
- work hard to maintain our standing within key organisations such as IMO, IALA, ILO, ICAO and others so that we can continue to influence the development and promulgation of international standards
- work closely with countries and regional bodies with which we have mutual interests to ensure these strong relationships are maintained.

Focus area E2: Working with partner organisations

In 2017-18 we will:

- continue to review our technical cooperation strategy to ensure our capacity building is directed where there is the greatest need.

Over the next four years we will:

- exercise leadership within the APHoMSA forum, with a view to developing the forum to have a stronger role.

Focus area E3: Developing stakeholder relationships

In 2017-18 we will:

- continue to review and improve our consultative arrangements, particularly with the stakeholders in the National System
- communicate effectively with our expanding range of stakeholders, especially our domestic stakeholders under National System arrangements.

Over the next four years we will:

- improve the visibility and transparency of our regulatory decision making processes in response to stakeholder feedback via the Regulator Performance Framework
- maintain a regional liaison presence so we can work with agency and industry partners on a local basis
- improve the way we engage and communicate with stakeholders
- enhance the experience stakeholders and customers have when interacting with us through:
 - improving our complaints and feedback system
 - refreshing our customer service standards and service charter
 - developing best practice consultation guidance for our organisation
 - maturing our contact centre, AMSA Connect.

Focus area E4: Community education

In 2017-18 we will:

- deliver targeted programs to increase operator and seafarer awareness of National System arrangements.

Over the next four years we will:

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

Capability - delivery of the following project a major component of AMSA's response to this challenge:

Focus area	Project	Description	Estimated completion
E.3 Developing stakeholder relationships	Web redesign	This project will deliver a new AMSA website designed to make it easier to find information and do business with us online.	December 2017

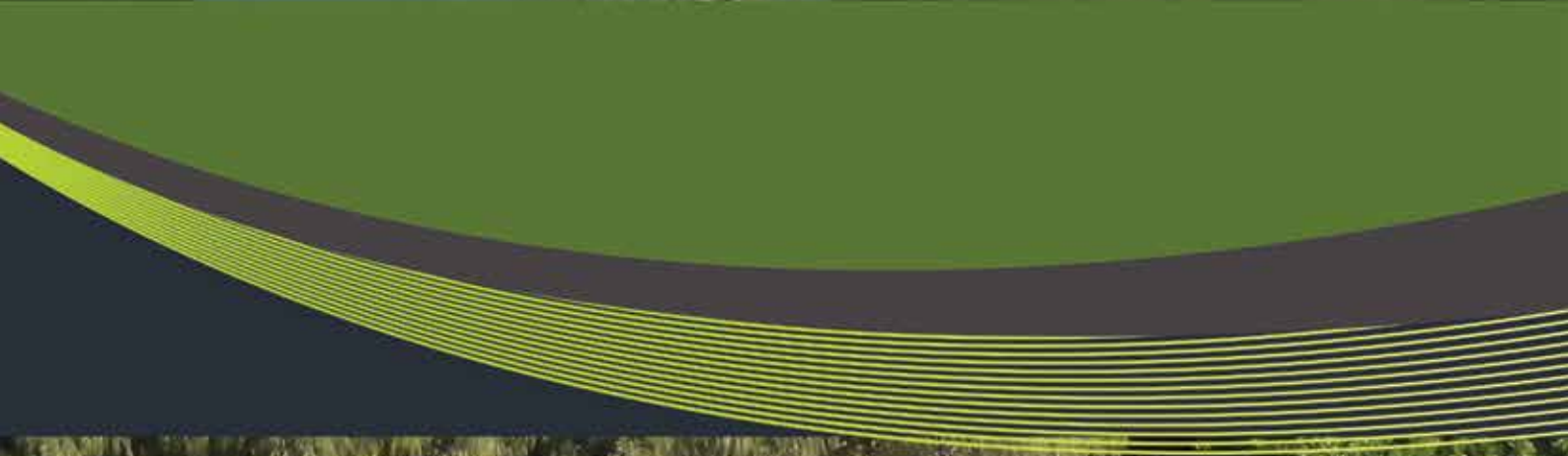
We will demonstrate our performance through the following measures:

No.	Measure	Rationale	Target	PBS (page)	RPF	RPF KPI	2017-18	2018-19	2019-20	2020-21
Focus Area E.1: Working with international organisations and other nations										
E1.1	Satisfactory progress of issues either sponsored directly or supported by Australia at the IMO	Influencing issues and decisions at international fora to reflect Australia and regional interests is a key outcome of our international engagement strategy	Achieved	-	No	NA	✓	✓	✓	✓
E1.2	Satisfactory influence of technical standards of interest to Australia at IALA	As above	Achieved	-	No	NA	✓	✓	✓	✓
Focus Area E.2-E.5: Working with partner organisations, developing stakeholder relationships, community education, indigenous groups										
E	We will monitor our communication and engagement through the regulatory performance measures listed in Strategic Challenge 1 (page 21)									



Administration





Resourcing

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

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

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

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

	2016-17	2017-18	2018-19	2019-20	2020-21
	Forecast	Budget	Forward Estimate	Forward Estimate	Forward Estimate
	\$'000	\$'000	\$'000	\$'000	\$'000
Revenue					
Levies	120,556	123,457	125,556	126,812	128,080
Search and Rescue CSO	65,716	69,587	70,345	71,629	73,195
Other Revenue	17,259	14,924	7,893	7,919	7,895
Interest	1,676	1,000	1,000	1,000	1,000
Total revenue	205,207	208,968	204,794	207,360	210,170
Expenses					
Staff Costs	57,488	63,692	66,483	67,069	68,209
Suppliers	122,784	145,174	127,647	129,610	127,646
Depreciation	13,788	14,780	14,913	14,696	14,315
Total expenses	194,060	223,646	209,043	211,375	210,170
Net surplus/(Deficit)	11,147	(14,678)	(4,249)	(4,015)	-

AMSA is budgeting for an overall budget operating loss of \$22.9m, comprising losses of \$14.7m, \$4.2m and \$4.0m from 2017-18 through to 2019-20 respectively, returning to a balanced budget in 2020-21.

The operating loss is primarily due to the costs to implement the National System for Domestic Commercial Vessel Safety (National System) and costs to prepare AMSA to deliver the full range of regulatory services under the National System. To a lesser extent, the continued downturn in shipping activity is also reducing forecast levy revenue.

During 2016-17, the commencement date for AMSA to assume full responsibility for the delivery of regulatory services was delayed by one year to 1 July 2018. This decision also delayed the implementation of cost recovery arrangements, although AMSA continues to incur the costs associated with preparing for the transition.

The net direct cost to implement and deliver the National System is estimated to be \$74.5m over the budget period. The full cost is not reflected in AMSA's overall budgeted operating loss of \$22.9m until such time as agreement is reached regarding the cost recovery arrangements. The unfunded cost of the National System continues to be met from AMSA reserves. Once funding arrangements for the National System are established, this will be reflected in AMSA's forecast.

This budget will result in a retained surplus of \$21.1m and an available cash balance of \$73.2m by the end of 2020-21.

Further information on resourcing arrangements is available in the Infrastructure and Regional Development Portfolio Budget Statements 2017-18, pages 73-98.

Risk oversight and management

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

The long-term growth forecast for commercial shipping in Australia (see Strategic challenge 1), the assumption of regulatory responsibility for the domestic commercial vessel fleet (see Strategic challenge 2), combined with growth in recreational boating, aviation (see Strategic challenge 3) and general offshore activities has the potential to increase the likelihood of incidents posing a threat to lives and the environment.

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

Examples of our preventative risk management activities include:

- our domestic commercial vessel safety awareness program
- our ship inspection program, including port State control
- our aids to navigation network
- the Torres Strait under keel clearance management system
- IMO adopted ship routeing measures
- REEFVTS, operated in partnership with Maritime Safety Queensland
- the Australian Vessel Monitoring and Advisory System.

The emergency towage, dedicated aerial search and rescue, and pollution response programs are examples of risk response capabilities.

We maintain regular contact with key stakeholders and notable issues are considered as part of our risk management processes.

Our risk management policy, framework and guidelines are aligned with better practice methodologies and consistent with the international standard on risk management (AS/NZS ISO 31000:2009) and the Commonwealth Risk Management Policy 2014. Further, we have re-validated our risk management practices with the machinery of government requirements, including our obligations under the *Public Governance, Performance and Accountability Act 2013* (PGPA Act).

In 2015-16 we conducted two formal risk management reviews of AMSA as a whole, as well as two reviews of each division. Our risk management program helps us to proactively manage our risks, reduce our exposure to financial and reputational harm and optimise our use of resources. Strategic risks are actively monitored and shared with key stakeholders. The strategic risks currently being monitored are listed on the next page, along with their controls and future treatments (if required).

AMSA Strategic Risk Register

Strategic Risk 1:

Failure to deliver a National System

Target risk: Low 

Inherent risk: Extreme 

Residual risk: High 

Champion: Chief Executive Officer

Category: Delivery

Risk description: Fail to deliver a National System that is financially sustainable and delivers the aims and objectives required by Australian Government.

Failure could look like:

- states and territories withdraw support
- inconsistent application of regulations and services across the states and territories
- proliferation of unsafe practices in the national domestic commercial vessel fleet
- cost recovery issues causing escalating:
 - cost imposition on business subject to the National System
 - costs pressures on AMSA
- reputational damage
- inability to deliver strategic goal:
 - SG2.1 – Prepared to assume responsibility of service delivery as National Regulator by July 2018.

Controls and owner(s):

Controls	Owner(s)
Consultation with industry, states and territories	General Manager Operations
Proposals for an efficient regulatory scheme and service delivery	General Manager Operations
National System program management	Deputy Chief Executive Officer
National System Plan	General Manager Operations
Developed target operating model and blueprint	Deputy Chief Executive Officer
Program management approach	Deputy Chief Executive Officer
Consultation with Maritime Senior Officials Group and Transport Infrastructure Senior Officials Committee to manage transition	Deputy Chief Executive Officer
Board focus on National System Transition Program	Chief Executive Officer
Strong strategic IT alignment	Chief Operating Officer
Oversight of IT program	Chief Operating Officer

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

- Government agreement of funding/cost recovery charging regime
Impact: High **Target date:** TBC **Owner:** General Manager Operations/Chief Operating Officer
- Implementation plan of an IT system based on the agreed service delivery model
Impact: High **Target date:** December 2017 **Owner:** General Manager Operations/Chief Operating Officer/Chief Information Officer
- Business function convergence to ensure more efficient use of AMSA resources
Impact: High **Target date:** Ongoing **Owner:** General Manager Operations
- Develop interim IT solutions as contingencies for any delay in IT systems build
Impact: High **Target date:** December 2017 **Owner:** General Manager Operations/Chief Information Officer
- National system integration, resourcing, communication and training plans
Impact: High **Target date:** July 2017 **Owner:** General Manager Operations

Strategic risk 2

Failure as a regulator

Target Risk: Low 

Inherent Risk: Extreme 

Residual Risk: Low 

Champion: Deputy Chief Executive Officer

Category: Legal

Risk description: Fail as a regulator – regulatory scheme or compliance and enforcement arrangements fail to prevent an incident with major or significant consequences.

Failure could look like:

- perceived failure to regulate appropriately
- lives lost at sea
- pollution in the water
- significant shipping incident, leading to economic, environmental or physical harm
- reputational damage
- inability to deliver strategic goals:
 - SG1.1 – ensuring safe shipping in Australian waters
 - SG1.2 – minimise emissions and discharges from ships in the marine environment.

Controls and owner(s):

Controls	Owner(s)
Ship inspection program, port State control, flag State control, and Maritime Labour Convention compliance	General Manager Operations
Effective national network of aids to navigation and other navigational services (e.g. UKCM)	General Manager Response, General Manager Standards
New and enhanced routing measures where appropriate to promote safer navigation	General Manager Standards
Navigation Safety Program	General Manager Standards
Ship traffic risk management (vessel tracking, mandatory pilotage)	General Manager Standards
Mature incident management arrangements	General Manager Response, General Manager Operations
Partnership with key stakeholders	General Manager Standards
Relationship with Minister’s office	Chief Executive Officer
Media management	Chief Operating Officer
Compliance and enforcement policy	General Manager Standards
Marine Orders	General Manager Standards
Statement of Regulatory Intent	Chief Executive Officer
Ongoing engagement with industry (established two advisory committees)	Chief Executive Officer
Further development of a more contemporary balance between compliance and safety culture*	Chief Executive Officer, General Manager Operations, General Manager Standards
Office of Legal Counsel	Deputy Chief Executive

No treatments required as target risk and residual risk are low.

Strategic risk 3

Failure as a response organisation

Target Risk: Low 

Inherent Risk: Extreme 

Residual Risk: Moderate 

Champions: General Manager Response, General Manager Search and Rescue **Category:** Social

Risk description: Fail as a response organisation – search and rescue or maritime environmental emergency response arrangements are inadequate

Failure could look like:

- lack of awareness, application or deficiencies of National Plan results in loss of control and/or uncoordinated efforts
- lives lost
- pollution in the water
- significant shipping incident, leading to economic, environmental or physical harm
- reputational damage
- excessive costs borne by AMSA
- inability to deliver strategic goals:
 - SG3.1 – prevent incidents occurring through a predictive, integrated intervention capability
 - SG3.2 – save lives by coordinating aeronautical and maritime search and rescue
 - SG3.3 – respond efficiently and effectively to maritime casualties and marine pollution incidents.

Controls and owner(s):

Controls	Owner(s)
Real time maritime and aircraft positional information system for identifying assets for emergency response purposes	General Manager Response
Mature incident management arrangements	General Manager Response
Maritime safety and distress communication services	General Manager Response
Nationally accredited training for search and rescue personnel	General Manager Response
National Search and Rescue Plan	General Manager Response
24/7 operation of the Rescue Coordination Centre	General Manager Response
National Search and Rescue Inter-Government Agreement (IGA) allows engagements with local SAR authority	General Manager Response
Aerial surveillance and earth observation systems (for pollution)	General Manager Response
Dedicated aerial response capability	General Manager Response
Looking Ahead - AMSA's Operating Environment 2017-2027	General Manager Response
Emergency towage capability	General Manager Response
Maritime environmental emergency response financial capability	Chief Operating Officer
Crisis Management Plan	Deputy Chief Executive Officer

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

- Integrated operations
Impact: Moderate **Target date:** Ongoing **Owner:** General Manager Response
- Communication with states and territories re: National Plan arrangements, Land Search and Rescue arrangements
Impact: Moderate **Target date:** Ongoing **Owner:** General Manager Response
- AMSA and national contingency planning workshops and field exercises for cruise ship/mass casualty incidents
Impact: Moderate **Target date:** July 2017 **Owner:** General Manager Response

Strategic risk 4

Failure to maintain financial viability

Target Risk: Low 

Inherent Risk: High 

Residual Risk: Moderate 

Champion: Chief Executive Officer

Category: Economic

Risk description: Fail to maintain financial viability

Failure could look like:

- unplanned deficit budgets/erosion of AMSA surplus
- inability to balance memorandum of account
- degradation of service delivery
- degradation of asset quality
- escalating costs to stakeholders (e.g. levy payers and fee for service rates) beyond what is considered reasonable by stakeholders
- inability to deliver strategic goals:
 - SG4.3 – ensure we can deliver our services with the available funding.

Controls and Owner(s):

Controls	Owner(s)
Integrated planning and budgeting	Chief Operating Officer
Financial and non-financial performance reporting arrangements	Chief Operating Officer
Cost recovery arrangements	Chief Operating Officer
Enterprise portfolio management practices	Chief Operating Officer
Asset management practices	Chief Operating Officer
Divisional budget control and reporting	Chief Operating Officer
Manager performance agreements	Chief Executive Officer
Clear lines of authorities and accountabilities	Chief Executive Officer
Identify additional savings	Executive
Rigorous, contestable budgeting process, expenditure process	Chief Operating Officer
GM accountabilities, delegations	Chief Executive Officer
Strategic asset management control plan	Chief Operating Officer

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

- Government agreement of funding/cost recovery charging regime (*Note 1*)
Impact: High **Target date:** See Risk 1 **Owners:** Chief Operating Officer, General Manager Operations

Note 1: Measure to ensure compliance with finance law, PGPA Act 15 (1) 'The accountable authority of a Commonwealth entity must govern the entity in a way that (c) promotes the financial sustainability of the entity.'

Strategic risk 5

Failure to maintain a safe work environment

Target Risk: Low 

Inherent Risk: Extreme 

Residual Risk: Low 

Champions: Chief Operating Officer **Category:** Ethical

Risk description: Fail to maintain a safe work environment – workplace health and safety arrangements are inadequate

Failure could look like:

- death or serious harm to an AMSA official (including employees and contractors)
- prosecution of AMSA Executive and Accountable Authority (Board)
- reputational damage
- loss of staff or poor recruitment
- inability to deliver strategic goals:
 - SG4.1 – have a professional, flexible and engaged workforce that is change ready
 - SG4.5 – be a responsible corporate citizen.

Controls and owner(s):

Controls	Owner(s)
Governance, compliance, assurance and reporting framework (including audit)	Executive
Instructions to officials – Chief Executive Directions, Accountable Authority Instructions	Chief Operating Officer
Physical Security Policy	Chief Operating Officer
Certified Management System	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Health, Safety and Environmental Committee	Executive
Dedicated Health and Safety Advisor	Chief Operating Officer
Training and ongoing awareness	Chief Operating Officer
Fatigue risk management	General Managers
Employee wellbeing program	General Managers
Executive commitment to WHS demonstrated	General Managers
Inductions	General Managers
Designated work groups throughout the organisation	General Managers
Various levels of audit on WHS matters	Chief Operating Officer
AMSA Diversity Plan	Chief Operating Officer
Surveyor WHS Manual	General Manager Operations

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

Update WHS Strategy

Impact: Low **Target date:** December 2017 **Owner:** Chief Operating Officer

Strengthen WHS arrangements for regional, isolated and mobile staff

Impact: Moderate **Target date:** December 2017 **Owner:** Executive

Review of physical and personnel security arrangements (part of Protective Security Policy Framework)

Impact: Moderate **Target date:** December 2017 **Owner:** Chief Operating Officer

Strategic risk 6

Failure to maintain internal systems of control

Target Risk: Low 

Inherent Risk: High 

Residual Risk: Low 

Champion: Deputy Chief Executive Officer

Category: Ethical

Risk description: Fail to maintain internal systems of control

Failure could look like:

- systems are compromised
- data is lost, stolen or corrupted
- increasing severity and frequency of incidences of non-compliance
- reportable breaches of compliance
- loss of stakeholder confidence
- reputational damage
- inability to deliver strategic goals:
 - SG4.4 – effective and efficient processes and systems
 - SG4.5 – be a responsible corporate citizen.

Controls and owner(s):

Controls	Owner(s)
Board governance	Board
Governance, compliance, assurance and reporting framework (including audit)	Board, Board Audit Committee and Executive
Instructions to officials — Chief Executive Directions, Accountable Authority Instructions	Chief Operating Officer
Certified management system	Chief Operating Officer
Financial delegations	Chief Operating Officer
Systems of risk oversight and management	Chief Operating Officer
Information steering committee	Chief Executive Officer
Health, safety and environmental committee	General Manager Response
Quality assurance sub-committee	General Manager Standards
Security sub-committee	General Manager Response
Business continuity oversight	Executive, Chief Operating Officer
Management initiated reviews	Chief Operating Officer
Training and ongoing awareness	Chief Operating Officer
Identity access management	Chief Operating Officer
Security policy	General Manager Response
Password policy	Chief Operating Officer

No treatments required as target risk and residual risk are low.

Strategic risk 7

Failure to maintain stable and reliable information technology infrastructure and systems

Target Risk: Low 

Inherent Risk: Extreme 

Residual Risk: Moderate 

Champion: Chief Operating Officer

Category: Technical

Risk description: Fail to maintain stable and reliable information technology infrastructure and systems

Failure could look like:

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

Controls and owner(s):

Controls	Owner(s)
Business continuity plans	General Managers
Information Steering Committee (ISC)	Chief Executive Officer
Information Technology Strategy	Chief Information Officer
ASG service level agreement	Chief Information Officer
Tightened security of IT networks and protocols	Chief Information Officer
Crisis management plan	Deputy Chief Executive Officer

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

- IT remediation and investment
Impact: High **Target date:** July 2017 **Owners:** Chief Operating Officer, Chief Information Officer
- Information Technology
 - Asset roadmap and strategy
 - Asset management policy
 - Maintenance policy**Impact:** Moderate **Target date:** August 2017 **Owners:** Chief Information Officer, Chief Financial Officer, Chief Operating Officer

Strategic risk 8

Failure to listen and effectively engage with customers and stakeholders

Target Risk: Moderate ⓘ **Inherent Risk:** High ⚠️ **Residual Risk:** High ⚠️

Champion: Chief Executive Officer **Category:** Social

Risk description: Fail to listen and effectively engage with customers and stakeholders

Failure could look like:

- loss of customer and stakeholder confidence
- reputational damage
- inability to deliver the National System by 1 July 2018
- public perception that AMSA has failed to respond effectively to a major incident, e.g. pollution, search and rescue
- inability to deliver strategic goals:
 - E5 – informed and engaged community on maritime issues, search and rescue issues, and our role
 - E6 – effective engagement with Indigenous communities to promote maritime safety
 - E7 – to be respected and trusted
 - E9 – create opportunities for people to provide relevant information and feedback to AMSA.

Controls and owner(s):

Controls	Owner(s)
AMSA Connect	Chief Operating Officer
National System communication and engagement program	General Manager Operations
Regulator customer experience survey	Chief Operating Officer
AMSA Communications: AMSA Aboard, Working Boats, Facebook, Twitter, internet	Executive
Stakeholder consultative forums	Chief Executive Officer
Public and community initiatives	Executive
Social media strategy	Chief Operating Officer
Service Charter	Chief Operating Officer

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

- AMSA review and restructure
Impact: High **Target date:** ongoing **Owners:** Chief Executive Officer
- Website redevelopment
Impact: Moderate **Target date:** December 2017 **Owners:** Chief Operating Officer
- Customer relationship management system
Impact: High **Target date:** December 2017 **Owners:** Chief Operating Officer, General Manager Operations
- Focus on reducing costs to industry
Impact: High **Target date:** ongoing **Owners:** General Manager Operations
- Building a customer service culture
Impact: High **Target date:** ongoing **Owners:** Executive, Chief Operating Officer



AMSA business policy



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

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

- AS/NZ AS/NZS ISO 9001: 2008 Quality Management Systems
- AS/NZS 4801: 2001 Occupational Safety and Health Management Systems
- AS/NZS ISO 14001: 2004 Environmental Management Systems.

To promote continuous improvement and support provision of our services against these standards, we work to the four strategic challenges (and one strategic enabler) listed in the Corporate Plan and Plan on a Page. The strategic goals underlying these challenges are the key objectives of our management system and the way we conduct our business. Performance against these goals is reported through quarterly and annual performance reporting and via the six-monthly management reviews.

Additionally, the Health Safety and Environment (HSE) Committee and the Quality Assurance Sub Committee (QASC), who govern the management system, maintain further targets and key performance indicators to maintain the management system processes and to assist in meeting the higher level strategic goals. These are reported to the HSE Committee and the QASC on a regular basis and via the six-monthly management reviews.

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

Quality, environmental and workplace health & safety

AMSA is tasked with:

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

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

We will meet these commitments by:

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



Michael Kinley
Chief Executive Officer
June 2017

Compliance

with the Public Governance, Performance and Accountability Rule 2014

Item	Topic	Matters to be included	Page
1	Introduction	The following: (a) a statement that the plan is prepared for section 35(1)(b) of the Act (b) the reporting period for which the plan is prepared, and (c) the reporting periods covered by the plan.	2
2	Purposes	The purposes of the entity.	5
3	Environment	The environment in which the entity will operate for each reporting period covered by the plan.	8, 11, 27, 35, 47, 58
4	Performance	For each reporting period covered by the plan, a summary of: (a) how the entity will achieve the entity's purposes (b) how any subsidiary of the entity will contribute to achieving the entity's purposes, and (c) how the entity's performance will be measured and assessed in achieving the entity's purposes, including any measures, targets and assessments that will be used to measure and assess the entity's performance for the purposes of preparing the entity's annual performance statements for the reporting period.	16, 29, 42, 49, 59 21, 31, 44, 51, 60
5	Capability	The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.	20, 31, 43, 51, 60
6	Risk Oversight and Management	A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan (including any measures that will be implemented to ensure compliance with the finance law).	66 69

References

No.	Title	Published
1	Department of Infrastructure and Regional Development – Trends Infrastructure and Transport to 2030	2014
2	Department of Infrastructure and Regional Development – Trends Transport and Australia’s Development to 2040 and Beyond	2016
3	Department of Infrastructure, Regional Development and Local Government – Australian Maritime Activity to 2029-30	2010
4	Department of Infrastructure and Regional Development – Corporate Plan 2016-17	2016
5	Braemer ACM Shipbroking Australian National Traffic Study Report	2016
6	Cruise Lines International Australia – Cruise Industry Source Market Report Ocean Cruise Passengers 2015	2015
7	AlixPartners Container Shipping Outlook 2016 – Overcapacity catches industry in undertow	2016
8	Australian national boating usage study preliminary report	2009
9	Department of Infrastructure and Regional Development Statistical Report General Aviation Activity 2013	2013
10	IATA Activity Forecasts for the Period 2010-2011 to 2015-2016 for Airservices Australia	2010
11	Australian Aviation Magazine 2016 Census Aircraft Types on the VH register Issue 345, January-February 2017	2017
12	Office of the Chief Economist, Department of Industry, Innovation and Science, Resources and Energy Quarterly, September 2016, page 7	2016
13	Data drawn from AMSA Shippers system	2017
14	Cranking up the intensity: Climate change and extreme weather events. Climate Council of Australia Ltd.	2017

2017-18

Corporate Plan

covering 2017-18 to 2020-21

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