



# 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.

# 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.

## 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

### 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

## 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

- 2.1 Prepared to assume responsibility for service delivery as National Regulator by July 2017
- 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

## 3 STRATEGIC CHALLENGE 3 DELIVERING INCIDENT INTERVENTION 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

### 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
- 3.3 Respond efficiently and effectively to maritime casualties and marine pollution incidents

### STRATEGIC RISK

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

## 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

- 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 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

### STRATEGIC ENABLER (E)

ENGAGING WITH OUR COMMUNITY

### FOCUS AREA E1

WORKING WITH INTERNATIONAL ORGANISATIONS AND OTHER NATIONS

### FOCUS AREA E2

WORKING WITH PARTNER ORGANISATIONS

### FOCUS AREA E3

DEVELOPING STAKEHOLDER RELATIONSHIPS

### FOCUS AREA E4

COMMUNITY EDUCATION

### FOCUS AREA E5

INDIGENOUS SAFETY PROGRAMS

### ENABLER GOALS

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

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

DELIVERING OUR VISION AND MISSION