



Australian Government

Australian Maritime Safety Authority

# 2024–25 Corporate Plan

Covering the period 2024–25 to 2027–28



## **Acknowledgment of Country**

In the spirit of reconciliation, the Australian Maritime Safety Authority acknowledges the Traditional Custodians of Country throughout Australia and their connections to land, sea and community.

We acknowledge and pay our respects to the Traditional Custodians of the lands on which our organisation operates, across Australia.

Aboriginal and Torres Strait Islander peoples have occupied Australia for tens of thousands of years, and their cultures, laws, ceremonies and connection to the land are strong and enduring. We pay our respect to their Elders past and present and the continuation of cultural, spiritual and educational practices of all Aboriginal and Torres Strait Islander peoples.

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Part 1:  
Introduction

## 1.1 Statement of preparation

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

Captain Jeanine Drummond, Chair  
24 June 2024

## 1.2 Period of coverage

This corporate plan is prepared for the reporting period 2024–25 and covers the reporting periods 2024–25 to 2027–28. It considers future trends and potential changes to our operating environment.



## 1.3 Chair's foreword

AMSA operates in a complex multi-jurisdictional environment which places collaboration and consultation with all our stakeholders at the core of everything we do. We work hand in hand with state and territory agencies on compliance, response, and enforcement activities. We partner with government, maritime agencies, and industry to improve our regulatory framework and standards. In 2024-25 we will continue to invest in building trusted and outcome driven partnerships with all stakeholders.

### Security and the geopolitical landscape

Australia has been fortunate not to experience the levels of physical piracy seen in other areas of the world. The tyranny of distance has been an advantage for us, however, as the maritime industry becomes increasingly digitised, automated, and connected, it heightens the risk of digital piracy through cyber-attacks on vessels, navigation systems, port operations and information systems. This brings into focus the importance of data and network security. We will participate in global efforts to shape standards for digitisation and Critical Information Infrastructure (CII) in the maritime domain.

The geopolitical landscape remains challenging. We will continue to prioritise our global and regional partnerships to promote Australia's maritime interests, consistent with whole-of-Government policy direction, and will continue to strengthen our maritime ties in the region.

Lessons from COVID have seen a behavioural shift in supply chain security, moving from just in time thinking to just in case thinking.<sup>1</sup> As a result, nations are taking action to secure their national supply chains and strengthen trading partnerships. The Government released the Strategic Fleet Taskforce Report in late 2023, AMSA will participate in the review of the Shipping Registration Act to *"ensure Australia's vessel registration process is fit for purpose and supports the strategic fleet and future growth of Australian shipping"*.<sup>2</sup>

### Decarbonisation and emerging technologies

Australia has some of the most spectacular marine environments in the world. We will strive to protect Australia's marine environment from ship-sourced pollution while also working internationally to develop and implement standards and practices to reduce greenhouse gas emissions from maritime activities – supporting industry to adopt new technologies and alternate fuels for our domestic commercial fleet.

### Search and Rescue (SAR) and pollution response capability

Completing the review of the National Plan for Environmental Emergencies will ensure AMSA has the right capabilities and capacity in place to respond to maritime emergencies. The nature of alternate fuel risks will change the way AMSA is required to engage and respond to vessel pollution incidents. Our cooperative arrangements with state and territory emergency response agencies will be more important than ever as the complexity of response increases in an alternate fuel scenario.

<sup>1</sup> Dr Keith Suter, National Public Sector Governance Forum, Governance Institute of Australia, October 2023.

<sup>2</sup> Australian Government Response to the Strategic Fleet Taskforce Final Report, November 2023, page 5.

Our transformational work includes collaborative efforts to prepare the National Search and Rescue Council (NATSAR) for an evolving and increasingly complex search and rescue (SAR) operating environment. Over the next decade there may be increasing demand for services, adding new complexity, challenging resourcing models and necessitating new capabilities and multi-agency solutions.

## Maritime Workforce

AMSA recognises the importance of building the capability and capacity of the maritime workforce and will participate in Government efforts to support *“continuation of work to create greater alignment between Defence and civilian training and qualifications to enable more movement between Defence and commercial sectors”*.<sup>3</sup>

AMSA will not tolerate the mistreatment or exploitation of Australian or foreign seafarers and will continue to progress an anti-slavery agenda, and support seafarers in ensuring their work conditions and remuneration are commensurate with world standards.

Ship owners and operators who do not invest in maintaining their assets increase risks to safety, environment, and seafarers alike. AMSA will continue to execute its annual compliance plan to mitigate these risks to safety and seafarers' well-being and employment conditions.

## AMSA

As we enter our fourth year of delivery against our Strategy 2030 we will be operating in a constrained financial environment. Levy revenue growth continues to decline, with projections tracking well below the rate of inflation. This, coupled with reduced funding for the current financial year, and increased costs of services and supplies, will require careful consideration of resource allocation across the organisation.

AMSA will prioritise digital transformational projects which make doing business with us as simple and cost-effective as possible for seafarers, vessel owners and operators. Our project selection and sequencing will be critical to leveraging the most of our financial and technical resource capability.

AMSA is a place of action and passion in equal amounts. We have outstanding staff with extensive knowledge in their areas of expertise. We will continue to explore new skillsets to ensure our workforce is future ready.

For Canberra based staff, 2024-25 will be the first year of operation in our new office. With a smaller footprint and an emphasis on flexible and agile ways of working, the move will also help us work towards the Government's NetZero emission targets. Our office design is based on experience from our Brisbane office move in 2023 which provided a modern and effective workspace.

On a personal note, 2024-25 will see the Chief Executive Officer, Mick Kinley, retire. In his 30 years at AMSA, ten of which has been as the CEO, Mick has given extraordinary service to AMSA, and to the broader maritime community – both domestically and internationally. I thank Mick for his stewardship and wish him and his family well on the next phase of their lives. I also look forward to welcoming a new Chief Executive Officer; AMSA's Board and Executive will work together to ensure the transition is seamless.

Captain Jeanine Drummond  
Chair

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<sup>3</sup> Australian Government Response to the Strategic Fleet Taskforce Final Report, November 2023, page 10

## 1.4 Purpose

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

### 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.



## 1.5 Role

AMSA is a statutory authority established under the AMSA Act. Reflecting the purpose of the AMSA Act, and the functions of AMSA under the Act, our primary role is to:

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



## 1.6 Functions

AMSA has four divisions which deliver our functions. Three of our divisions – Operations, Policy and Regulation, and Response – deliver our core business of promoting maritime safety and environment protection, combating ship-sourced pollution, providing navigation infrastructure and a search and rescue service. As a small agency employing approximately 481 staff in 21 locations, the support provided by our Corporate Services Division is a key enabler to helping us achieve our functions.

Our **Operations** Division:

- ▶ ensures regulatory compliance to enforce vessel safety, qualifications, marine pollution standards and coastal pilotage requirements are met
- ▶ provides a consistent and risk-based approach to the regulation and delivery of services for domestic commercial vessels operating in Australian waters
- ▶ trains people and organisations in our inspection and compliance operations.

Our **Policy and Regulation** Division:

- ▶ influences international standards and makes regulations to give legal effect to those standards
- ▶ develops policies and technical documentation that guide the development of domestic standards and regulations, and how we intend to enforce them
- ▶ engages with industry stakeholders to ensure they know what is expected of them, and to better fulfil our own roles as a contemporary regulator
- ▶ engages with maritime agencies in Australia and internationally to enhance our capabilities and roles as defined by international conventions
- ▶ provides a data analytics capability to the organisation to ensure decisions are data driven and risk based.

Our **Response** Division:

- ▶ undertakes and coordinates search and rescue, maritime assistance and pollution response operations 24/7 consistent with Australia's obligations under international conventions and domestic arrangements
- ▶ contributes to safe navigation by maintaining our network of aids to navigation
- ▶ ensures a national capability is established and maintained in support of the National Plan for Maritime Environmental Emergencies
- ▶ maintains the capability required to respond effectively to maritime emergency incidents
- ▶ manages service contracts and resources to support our response operations.

Our **Corporate Services** Division:

- ▶ ensures we will be equipped with appropriate data, information and communications technology to meet our service delivery needs
- ▶ ensures we have a dynamic and well managed workforce to meet our responsibilities
- ▶ provides a range of fit-for-purpose information technology that enables our operational and business needs
- ▶ provides organisational-wide strategic and governance support
- ▶ ensures delivery of timely, effective and relevant communication with stakeholders and the regulated community to enable them to meet their maritime safety obligations.

The outputs and outcomes are depicted on our Plan-on-a-Page.

The delivery of initiatives listed in this Corporate Plan are prioritised and balanced against our resource capacity to ensure we continue to deliver a high-level of service across our functions. Cross-divisional programs are established as required to deliver priority initiatives and capability projects.



Part 2:  
Strategic framework

## 2.1 Operating environment

With more than 99 per cent of Australia's international trade carried by sea, Australia has one of the largest shipping tasks in the world<sup>4</sup>:

- ▶ more than 30,000 port calls by 6,315 uniquely identified cargo ships in 2020–21
- ▶ an Australian trading fleet of 137 vessels with a carrying capacity of 6.6 million tonnes
- ▶ around 1.7 billion tonnes of cargo handled by Australian ports annually.

Given the size of the task it is important that Australia influences the development of international standards to ensure vessels visiting Australian waters are safe, and their environmental impacts are minimised.

At a national level, Australia's domestic commercial fleet is made up of around 31,000 vessels comprising 61 vessel types ranging in size from less than 7.5 metres to over 45 metres. These vessels operate across a range of industry sectors, from hire and drive vessels such as kayaks; to barges and passenger ferries; as well as fishing vessels ranging from small dinghies right up to large trawlers. This diversity accounts for the disparate safety cultures and divergent attitudes towards regulation across a broad and ageing fleet.

Domestic and international ships plying Australian waters operate in an environment that is home to some of the world's most ecologically sensitive sea areas. AMSA has a duty to protect these sensitive marine ecosystems from ship-sourced pollution through effective regulation and compliance, underpinned by international conventions. We also play a key role in the maintenance of a national, integrated government and industry framework that is capable of effective responses to pollution incidents in the marine environment.

In addition, AMSA is Australia's search and rescue (SAR) authority. Our operations cover approximately 53 million square kilometres, or 10 per cent of the Earth's surface, extending into the Indian, Pacific and Southern Oceans. Given the breadth of AMSA's remit, the efficacy of our SAR operations relies on strong and effective cooperation with all Australian jurisdictions and international partners. We must also keep pace with the advancement of distress alerting technologies that are changing the environment in which we operate.

Australia's coastline extends across 60,000 kilometres, includes 8,000 islands, and our nation occupies the third largest exclusive economic zone in the world. To ensure that all vessels can safely operate as they travel through these expansive waters, AMSA directly maintains a network of approximately 480 aids to navigation (AtoNs), including heritage lighthouses. These form part of a national network of 11,250 charted AtoNs, the remainder are maintained by state agencies and port authorities.

The diversity of AMSA's operations mean that our operating and regulatory environment is highly complex and constantly evolving. We need to be dynamic and ready for change, including to commodity exports, climate, new technologies, or due to any of the many other drivers of change affecting our operating environment.

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4 Source: Bureau of Infrastructure and Transport Research Economics (BITRE) 2023, *Australian sea freight 2020–21*, Canberra, ACT

## 2.2 Portfolio Department direction

The Department of Infrastructure, Transport, Regional Development, Communications, and the Arts (our portfolio department) sets AMSA's high-level direction through the following program and sub-programs.

Outcome 1 – Minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services and maximise people saved from maritime and aviation incidents through search and rescue coordination.

- ▶ Program 1.1 – Seafarer and ship safety, environment protection and search and rescue.
  - Sub-program 1.1.1 – Seafarer and ship safety and environment protection aims to minimise the risk of shipping incidents and pollution in Australian waters through ship safety and environment protection regulation and services.
  - Sub-program 1.1.2 – Search and rescue aims to maximise the number of people saved from maritime and aviation incidents through coordinating search and rescue.

AMSA's performance is measured at the Portfolio level via three Portfolio Budget Statement (PBS) measures, see Part 3 for further detail.

## 2.3 Ministerial Statement of Expectations and AMSA Statement of Intent

Our Statement of Intent outlines AMSA's approach to achieving the goals set out in the Ministerial Statement of Expectations for AMSA. It reaffirms AMSA's commitment to our legislated purpose and outlines our strategic priorities, including taking a modern, risk-based approach and collaborating with our stakeholders in delivering our regulatory functions and services.

## 2.4 Regulator performance principles

As a regulator we are required to demonstrate our performance against the three regulatory performance principles (RPP) of regulator best practice described in the Department of Prime Minister and Cabinet's Regulator Performance Guide (April 2021). The strategic priority tables demonstrate alignment with these principles (see Part 3).

RPP	Description
<b>#1. Continuous improvement and building trust</b>	Regulators adopt a whole-of-system perspective, continuously improving their performance, capability and culture to build trust and confidence in Australia's regulatory settings.
<b>#2. Risk based and data driven</b>	Regulators manage risks proportionately and maintain essential safeguards while minimising regulatory burden and leveraging data and digital technology to support those they regulate to comply and grow.
<b>#3. Collaboration and engagement</b>	Regulators are transparent and responsive communicators, implementing regulations in a modern and collaborative way.

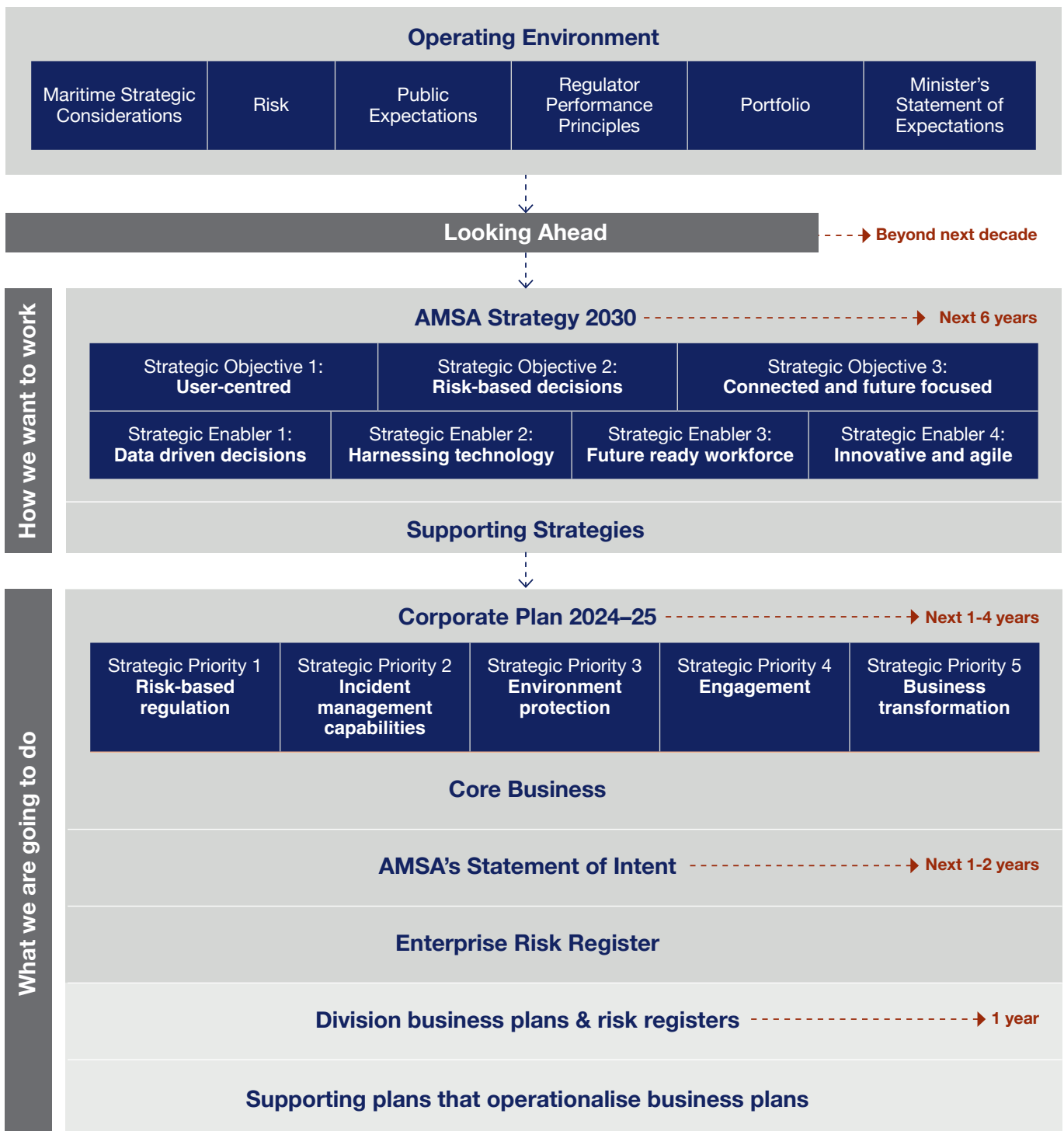
## 2.5 Looking Ahead

To ensure AMSA is ready for its future, our internal environmental scan document, Looking Ahead, outlines how our operating environment is likely to evolve, identifying the major challenges and opportunities that we are likely to experience over the coming decades.

## 2.6 Strategy 2030

Our Strategy 2030 sets out how we want to work to deal with the challenges and opportunities we are likely to face by the end of the decade. Strategy 2030 has three strategic objectives (SO) and four strategic enablers (SE) as depicted in Figure 1.

**Figure 1 AMSA's strategic framework**



## 2.7 Corporate Plan

The Corporate Plan considers our operating environment, our Strategy 2030 and responds to our Ministerial Statement of Expectations, and the expectations set by the Department of Prime Minister and Cabinet's Regulator Performance Guide (April 2021). Core components of the Corporate Plan are:


### Strategic priorities


Using the strategic objectives and enablers from Strategy 2030 as a filter, the Corporate Plan details five **strategic priorities** to guide our work.

- 1. Risk-based regulation:** our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. Through developing and maintaining regulatory frameworks that support innovation, including adoption of new and emerging technologies, we will maintain the safety of navigation, seafarers and vessels, while protecting Australia's marine environment.
- 2. Incident management capabilities:** through a process of continual improvement we will sustain our capability in the areas of search and rescue and environmental incident response. We will invest in our people as we integrate new systems and technology to continue to provide and coordinate high quality search and rescue services and emergency response capabilities.
- 3. Environment protection:** in recognition of the increasing impacts of climate change, the International Maritime Organization (IMO) has agreed goals that will transition international shipping towards net zero greenhouse gas emissions by 2050. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. We also need to make sure that we are anticipating and planning for changes driven by industry including new industries operating in the maritime environment, whilst balancing our traditional role of protecting the environment from ship-sourced pollution and operating impacts.
- 4. Engagement:** our stakeholder engagement is a critical element of our business. We engage with a diverse range of international and domestic stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. We maintain a high standard of consultation and regulatory impact analysis to ensure our engagement activities are transparent, targeted and fit-for-purpose. Our international engagement aims to shape global standards and agreements to meet Australia's maritime interests. Our engagement with our regional partners serves to strengthen regional implementation of shipping standards and increase resilience in maritime safety, pollution response, and search and rescue. Cooperation between maritime regulators improves the standard of ships operating across the region and reduces the risk of a major safety or pollution incident in our waters.
- 5. Business transformation:** our organisation – its systems, processes, and people, must continue to evolve to realise efficiencies in the delivery of our functions. Our technology infrastructure, data and information management approaches must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As an organisation we need to be constantly vigilant with our service delivery transactions and the data we collect to ensure AMSA's credibility as a trusted regulator is maintained. Ensuring our people have the capability and capacity to deliver on our core business and support the business transformation required is pivotal to realising AMSA's strategic outcomes.

## Initiatives

The initiatives grouped under the strategic priorities detail what we will be doing over the next four years in pursuit of our strategic priorities, including significant projects, with a specific focus on 2024–25.

New capabilities to be delivered are identified by the suffix .

Initiatives which spread over multiple years are identified by the suffix .

Where appropriate, the strategic priority tables demonstrate alignment with achievement of AMSA's Strategy 2030 and the three principles of the Department of Prime Minister and Cabinet's Regulator Performance Guide (April 2021).

## Risk Management

Risk management is embedded across all AMSA's activities and is reflected in our regulatory approach. AMSA uses risk management to share safety risks effectively with our industry participants. Risk-based decisions and risk management is used every day to protect our employees, assets and information while delivering high-quality services.

Our risk management policy, framework and guidelines are aligned with better practice methodologies and are consistent with the Commonwealth Risk Management Policy (CRMP) 2023 and the international standard on risk management (ISO 31000:2018).

We define our enterprise risks as those risks which will prevent or hinder the delivery of our primary roles. Key enterprise risks and controls are described under each strategic priority. A full list is available in Appendix 1. Our enterprise risks are monitored by the AMSA Executive and reported to each Board Audit and Risk Committee meeting, and each Board meeting. Many of the initiatives described under the strategic priorities are future risk treatments and are closely monitored.

AMSA uses appetite and tolerance bands across risk categories to inform everyday risk decisions in accordance with the Board's preferences. The tolerance range for each category type is described in tolerance statements and indicated within coloured arrows. The red end indicates an aversion to negative risk impacts and the green end indicates a risk tolerant attitude.

We recognise that risk management is a dynamic discipline and the environment we operate in is constantly changing. AMSA continually monitors our environment for changes and where required adapts our processes, risks, tolerance levels, controls and treatments to meet the expectations of our stakeholders and the public.

## Non-financial performance measures

In addition to reporting on our financial performance we are required to report against performance at an outcome level and measure the achievement of our purpose and vision – *safe and clean seas, saving lives*. We also include some measures that demonstrate our performance against the three principles of regulator best practice described in the Department of Prime Minister and Cabinet's Regulator Performance Guide (April 2021).

## Core business

Organised by the component parts of our vision; (1) safe seas, (2) clean seas, (3) saving lives; our Plan-on-a-Page (PoAP) (see page 13) provides a summary of our strategic priorities, key activities<sup>5</sup> and the supporting core business that together deliver our purpose and the outcome, programs and sub-programs detailed in our portfolio budget statements.

<sup>5</sup> Our key activities are objects of the AMSA Act and constitute AMSA's operational core business to deliver the sub-programs, program, and outcome detailed in our portfolio budget statements. Unless there have been changes to legislation, machinery of government or programs, these activities are generally not subject to change

**SAFE SEAS**

**CLEAN SEAS**

**SAVING LIVES**

Legislated role

- 1. Promote maritime safety and protection of the marine environment
- 3. Provide infrastructure to support safe navigation in Australian waters
- 5. Provide, on request, services to the maritime industry on a commercial basis
- 6. Promote the efficient provision of services

- 2. Prevent and combat ship sourced pollution in the marine environment

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

Strategic priorities 2024–2028

**1. Risk-based regulation:** our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. Through developing and maintaining regulatory frameworks that support innovation, including adoption of new and emerging technologies, we will maintain the safety of navigation, seafarers and vessels, while protecting Australia’s marine environment.

**3. Environment protection:** in recognition of the increasing impacts of climate change, the International Maritime Organization (IMO) has agreed goals that will transition international shipping towards net zero greenhouse gas emissions by 2050. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. We also need to make sure that we are anticipating and planning for changes driven by industry including new industries operating in the maritime environment, whilst balancing our traditional role of protecting the environment from ship-sourced pollution and operating impacts.

**2. Incident management capabilities:** through a process of continual improvement we will sustain our capability in the areas of search and rescue and environmental incident response. We will invest in our people as we integrate new systems and technology to continue to provide and coordinate high quality search and rescue services and emergency response capabilities.

**4. Engagement:** our stakeholder engagement is a critical element of our business. We engage with a diverse range of international and domestic stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. We maintain a high standard of consultation and regulatory impact analysis to ensure our engagement activities are transparent, targeted and fit-for-purpose. Our international engagement aims to shape global standards and agreements to meet Australia’s maritime interests. Our engagement with our regional partners serves to strengthen regional implementation of shipping standards and increase resilience in maritime safety, pollution response, and search and rescue. Cooperation between maritime regulators improves the standard of ships operating across the region and reduces the risk of a major safety or pollution incident in our waters.

**5. Business transformation:** our organisation – its systems, processes, and people, must continue to evolve to realise efficiencies in the delivery of our functions. Our technology infrastructure, data and information management approaches must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As an organisation we need to be constantly vigilant with our service delivery transactions and the data we collect to ensure AMSA’s credibility as a trusted regulator is maintained. Ensuring our people have the capability and capacity to deliver on our core business and support the business transformation required is pivotal to realising AMSA’s strategic outcomes.

Key activities

Promote maritime safety

Protect the marine environment from pollution from ships and other environmental damage caused by shipping

Provide for a national search and rescue service

Core business

Promoting and enforcing standards for regulated vessels

Minimising pollution from shipping

Saving lives daily through search and rescue coordination

Education, compliance and enforcement

Supporting safe navigation

Pre-emptively intervening to assure vessel safety

Seafarer competency and welfare

Delivering an effective marine pollution response capability

Delivering an effective incident response capability

International and domestic engagement

Contributing to and implementing international conventions

Core business enablers

Workforce engagement, development and safety

Good governance

Effective data management

Sound financial management

Reliable and responsive information technology

Integrated Management System (IMS)

**VISION**  
Safe and clean seas, saving lives

**PLAN-ON-A-PAGE**  
everything we do must contribute to our vision and mission

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

**WHO WE SERVE**  
the Australian community





# Part 3:


Strategic priorities,  
risk and performance

# 3.1 Strategic priorities

The following part outlines our strategic priorities, the initiatives that contribute to those priorities, related enterprise risks, financial resources and non-financial performance measures.

## Strategic priority 1: Risk-based regulation



Our actions and interventions as a safety regulator must be proportionate to the risk being managed and should not unnecessarily impede the efficient operations of those we regulate. Through developing and maintaining regulatory frameworks that support innovation, including adoption of new and emerging technologies, we will maintain the safety of navigation, seafarers and vessels, while protecting Australia’s marine environment.

2024–25 initiatives		Strategy 2030	Regulator Performance Principles
1.1	Research and develop policy and standards to prepare AMSA for the regulation of future technologies. This includes safety; decarbonisation and alternative fuels; as well as connected and autonomous operations and other relevant emerging technologies. 	O3	2
1.2	Deliver the Annual Regulatory Program to give effect to risk-based and data driven regulatory changes and international convention amendments.	O3	2
1.3	Continue to refine Port State Control arrangements to ensure a robust risk-based approach to inspections and leverage machine learning to inform safety focus areas.	E1	2

<b>Enterprise risk 1: AMSA is an ineffective regulator</b>	<b>Residual Risk: Moderate</b>
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### Key mitigation strategies

Annual regulatory program, annual compliance program, operations audit and review program, integrated management system, Domestic Commercial Vessel (DCV) regulatory scheme, ship inspection program, navigation services (Under Keel Clearance Management (UKCM), Coastal Pilotage system, Vessel Traffic Service (VTS), IMO Greenhouse Gas (GHG) strategy, stakeholder engagement framework

Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Regulatory Approach</b></p> 	<p>We have <b>low tolerance</b> for regulatory approaches that are inconsistent with our mandated obligations under the <i>AMSA Act 1990</i>.</p> <p>We have <b>low to moderate</b> tolerance for risk in the pursuit of innovative regulatory approaches, e.g. alternative means of compliance - consistent with our Act and <i>Statement of Regulatory Approach</i>.</p> <p>In very specific instances, we have <b>moderate to high tolerance</b> for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment. Where this occurs, we use a range of controls to mitigate risk, including stringent governance arrangements, developmental test-beds/sand-boxes, and wide consultation with industry.</p>
<p><b>Maritime Safety</b></p> 	<p>We have <b>low tolerance</b> for practices that compromise safety, and may lead to fatalities or injuries.</p> <p>We recognise that maritime activities – commercial and recreational – involve risk. These risks are largely managed by the operators, and our regulatory and awareness activities are targeted to lower these risks to the lowest practical levels.</p>

## Strategic priority 2: Incident management capabilities


Through a process of continual improvement we will sustain our capability in the areas of search and rescue and environmental incident response. We will invest in our people as we integrate new systems and technology to continue to provide and coordinate high quality search and rescue services and emergency response capabilities.

2024–25 initiatives	Strategy 2030	Regulator Performance Principles
2.1 Finalise the National Plan for Maritime Environmental Emergencies Review in collaboration with our portfolio department.	O3	3
2.2 Develop a business plan to support implementation of National Search and Rescue (NATSAR) Council environmental scan recommendations, to transition Council to a fit-for-purpose construct capable of enabling the national search and rescue system to be effective to meet future challenges and opportunities.	O3	3

<b>Enterprise risk 2: AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources</b>	<b>Residual Risk: Moderate</b>
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### Key mitigation strategies

National response capability statement, National Plan for Maritime Environmental Emergencies annual training and exercising program, craft track information systems, internal incident management arrangements, maritime safety and distress communication services, 24/7 response centre, beacons database, incident response asset management including emergency towage and aviation capabilities, national pollution response stockpiles

Risk Category and Tolerance	Risk Tolerance Statement
 <p><b>Search and Rescue</b></p>	<p>We have <b>low tolerance</b> for practices which jeopardise the outcomes of our Search and Rescue operations – saving lives.</p>
	<p>We have <b>low tolerance</b> for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.</p>
	<p>We have <b>low to moderate tolerance</b> for providers we use on a non-panel tasking basis. Non-panel tasking involves using providers on an opportunity basis without a formal contract when our panel providers are unavailable. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against saving lives – and we have several specific controls in place to minimise the risk.</p>

## Strategic priority 3: Environment protection


In recognition of the increasing impacts of climate change, the International Maritime Organization (IMO) has agreed goals that will transition international shipping towards net zero greenhouse gas emissions by 2050. Australia has committed to these emission reductions and AMSA will be engaged in their implementation for many years to come. We also need to make sure that we are anticipating and planning for changes driven by industry including new industries operating in the maritime environment, whilst balancing our traditional role of protecting the environment from ship-sourced pollution and operating impacts.

2024–25 initiatives	Strategy 2030	Regulator Performance Principles
3.1 Contribute to the implementation of the 2023 IMO Greenhouse Gas Strategy for international shipping. 	O2	2
3.2 Establish a nationally consistent framework to enable ships to discharge clean segregated recyclable materials at Australian ports to divert this waste from landfill. 	O2	2
3.3 Develop and implement measures identified in the IMO Action Plan to address marine plastic discharge from ships. 	O2	2

<b>Enterprise risk 2: AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure, and socio-economic resources</b>	<b>Residual Risk: Moderate</b>
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### Key mitigation strategies

National response capability statement, National Plan for Maritime Environmental Emergencies, craft track information systems, internal incident management arrangements, maritime safety and distress communication services, 24/7 response centre, beacons database, incident response asset management, emergency towage capability, aviation assets

Risk Category and Tolerance	Risk Tolerance Statement
 <p>Environmental Protection</p>	We have <b>low tolerance</b> for activities which increase the risk of pollution in Australian waters.
	We have <b>low tolerance</b> for risks associated with the conduct of environmental response operations, recognising that operations can occur in hazardous and sensitive environments.
	We prioritise training and awareness for both our environmental response staff, and for our stakeholders, to minimise this risk.

## Strategic priority 4: Engagement


Our stakeholder engagement is a critical element of our business. We engage with a diverse range of international and domestic stakeholders on a variety of issues, including seeking and receiving feedback, communicating regulatory and compliance issues, raising awareness and educating, shaping outcomes, delivering services, and coordinating responses, or other activities. We maintain a high standard of consultation and regulatory impact analysis to ensure our engagement activities are transparent, targeted and fit-for-purpose. Our international engagement aims to shape global standards and agreements to meet Australia’s maritime interests. Our engagement with our regional partners serves to strengthen regional implementation of shipping standards and increase resilience in maritime safety, pollution response, and search and rescue. Cooperation between maritime regulators improves the standard of ships operating across the region and reduces the risk of a major safety or pollution incident in our waters.

2024–25 initiatives	Strategy 2030	Regulator Performance Principles
<p>4.1 Continue to provide the Secretariat to APHoMSA and work with APHoMSA members to improve maritime safety and environmental outcomes in the Asia-Pacific. </p>	O2	3
<p>4.2 Cooperate with regional maritime and incident response agencies to improve maritime safety, environment and incident response outcomes in our region. Strengthening capability and cooperation between maritime administrations will improve enforcement of international maritime standards and the quality of shipping throughout our region. </p>	O2	3

<p><b>Enterprise risk 3: AMSA does not effectively engage with customers and stakeholders, including those with influence.</b></p>	<p><b>Residual Risk: Moderate</b></p>
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### Key mitigation strategies

Customer feedback processes, regional presence, AMSA connect, regulatory customer experience feedback, AMSA media and communication presence, stakeholder consultative forums, public and community engagement initiatives

Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Relationship Management</b></p> 	<p>We have a <b>moderate tolerance</b> for risk as we nurture and develop our relationship and reputation with stakeholders.</p> <p>We acknowledge that we will be subject to ongoing scrutiny, particularly from National System stakeholders.</p> <p>We are not averse to criticism.</p>

## Strategic priority 5: Business transformation

Our organisation – its systems, processes, and people, must continue to evolve to realise efficiencies in the delivery of our functions. Our technology infrastructure, data and information management approaches must keep pace with the rate of change in our regulated community and meet its demand for digital service delivery. As an organisation we need to be constantly vigilant with our service delivery transactions and the data we collect to ensure AMSA's credibility as a trusted regulator is maintained. Ensuring our people have the capability and capacity to deliver on our core business and support the business transformation required is pivotal to realising AMSA's strategic outcomes.

2024–25 initiatives		Strategy 2030	Regulator Performance Principles
5.1	Deliver user requirements to support business case development for a Response incident management future state, capable of supporting an all-hazards and whole-of-organisation approach to data integration and analysis. 	E2	1
5.2	Develop and implement AMSA's Future Operating Model for incident response service delivery, utilising an alternative and iterative approach to embed research, innovation and technology into an all-hazards capability. 	E3	1
5.3	Deliver the Aids to Navigation (AtoN) network services project with a new operating model to expand AMSA technical capacity and information control with maintenance and related services delivered through a range of providers. 	E3	1
5.4	Modernise AMSA's service delivery arrangements by implementing self-service application and payment capabilities and streamlining AMSA's internal systems to achieve consistent and efficient regulatory outcomes for our stakeholders and our operations. 	E2	1
<b>2025–28 initiatives:</b>			
O5.1	Build a focused data analytics capability to ensure that AMSA has the people, tools, techniques and culture to derive value from data, improve our services and make informed risk-based decisions. 	E1 and E3	2
O5.2	Implementation of the 2022–2027 AMSA Strategic Workforce Plan and support an inclusive culture through implementation of the Diversity and Inclusion Strategy, Gender Equity and Reconciliation action plans. 	E3	1




**Enterprise risk 7: AMSA fails to have the right capability to respond appropriately to the changing environment. (Digital / disrupters /technology)**

**Residual Risk: Moderate**

**Key mitigation strategies**

Strategic Workforce plan, Strategy 2030, digital plan, enterprise asset management, lessons management processes, data and business intelligence teams, new technology

Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Systems and Facilities</b></p> 	<p>We have <b>low tolerance</b> for Information and Communication Technology (ICT) system outages in mission critical systems. We accept that outages do occur, but we expect that mission critical systems will have back-up/redundancy, and operations will not be adversely impacted.</p> <p>We have <b>low tolerance</b> for security breaches which impact on the integrity of our systems and data or interfere with our Search and Rescue operations.</p> <p>We have <b>low to moderate tolerance</b> for general ICT systems outages</p> <p>We accept that outages occur in ICT systems from time-to-time but aim to keep these within an acceptable maximum outage timeframe, as identified in our business continuity arrangements.</p>

## 3.2 Financial performance

The Australian Government handed down its 2024–25 Budget on 14 May 2024. For 2024–25, AMSA has budgeted expenses totalling \$259.4 million, including an Average Staffing Level of 481 to meet our obligations under the *AMSA Act 1990*.

AMSA receives revenue from five major sources:

- ▶ Cost-recovered levies predominately collected from international ship owners and operators based on net registered tonnage of vessels visiting Australian ports.
- ▶ Fees for services provided to international and domestic commercial ship owners, operators, and seafarers.
- ▶ Government appropriations for search and rescue functions and activities.
- ▶ Transitional funding packages received from Commonwealth and States for providing regulatory functions to the domestic commercial vessel industry.
- ▶ Other independent and own-source revenue including interest revenue, and commercial arrangements.

Below is summary of AMSA's budgeted income statement from the 2024–25 Portfolio Budget Statements.

	2023–24 Estimated actual \$'000	2024–25 Budget \$'000	2025–26 Forward estimate \$'000	2026–27 Forward estimate \$'000	2027–28 Forward estimate \$'000
<b>Revenue</b>					
Revenue from Government	235,815	222,159	242,009	244,610	248,925
Own-source revenue	20,930	21,623	18,226	17,824	17,787
<b>Total revenue</b>	<b>256,745</b>	<b>243,782</b>	<b>260,235</b>	<b>262,434</b>	<b>266,712</b>
<b>Expenses</b>					
Employee benefits	82,312	86,070	85,285	87,749	89,540
Suppliers & other costs	137,676	136,887	137,972	141,037	143,199
Depreciation & amortisation	39,548	36,427	35,140	33,531	33,956
<b>Total expenses</b>	<b>259,536</b>	<b>259,384</b>	<b>258,397</b>	<b>262,317</b>	<b>266,695</b>
<b>Surplus / (deficit)</b>	<b>(2,791)</b>	<b>(15,602)</b>	<b>1,838</b>	<b>117</b>	<b>17</b>

AMSA is projecting operating losses of \$2.8 million in 2023-24 and \$15.6 million in 2024-25, with minor surpluses in forward year estimates. These losses are a combination of a reduction in anticipated cost-recovered levy revenue for 2023–24, and pausing of Australian Government interim funding for National System regulatory functions for 2024–25. National System transition funding of approximately \$4 million per annum will continue until the end of 2027–28. During the life of this corporate plan AMSA will continue to work with its Portfolio Department to ensure its funding arrangements are sustainable. AMSA has established a pollution response financial capability of \$50 million to provide funds to clean-up costs (which may be across a range of concurrent incidents) to cover expenditure pending recoveries.

Operating results are highly dependent on the stability of levy revenue and risks of potential global disruptions influenced by externalities outside AMSA's control. Risks include impacts of international events on global trade and demand for Australian commodity exports, especially iron ore and coal.



## 3.3 Non-financial performance measures

Consistent with section 16EA of the PGPA Rule 2014 and the Department of Finance's Resource Management Guide 131 Developing good performance information, AMSA reviews its non-financial performance measures annually to ensure they:

- ▶ remain relevant to our purpose and key activities
- ▶ are reliable, verifiable and unbiased
- ▶ contain an appropriate mix of quantitative and qualitative measures
- ▶ include output measures, and effectiveness/efficiency measures if appropriate, and
- ▶ provide a basis for assessment of our performance over time.

Our measures are predominantly at an outcome level and measure the achievement of our purpose and vision – *safe and clean seas, saving lives*. We also include some measures that demonstrate our performance against the three regulator performance principles of regulator best practice described in the Department of Prime Minister and Cabinet's Regulator Performance Guide (April 2021):

- ▶ Continuous improvement and building trust
- ▶ Risk-based and data-driven
- ▶ Collaboration and engagement

To help readers follow year-on-year performance, any changes to measures are explained in the rationale and footnotes.

Consistent with the *PGPA Act* section 37, AMSA has a measures library which provides the detailed evidence base for reporting, including measure owners, definitions, targets, tolerances, data sources and calculation methods.

## Safe seas

#	Measure	Target	Method	System <sup>6</sup>	RPP
1	<b>Safety of foreign-flagged ships and Australian-flagged ships (under the <i>Navigation Act 2012</i>) operating in Australian waters is demonstrated through the proportion of very serious and serious incidents to total port arrivals</b>	<1.5%	Quantitative	Shipsys	2. Risk-based and data driven
<p><b>Portfolio Budget Statement (PBS) measure</b></p> <p><u>Rationale:</u> Indicates whether standards are being met</p> <p><i>Marine incidents are classified by AMSA into one of three severity levels: (1) very serious; (2) serious; and (3) less serious. Several factors are considered by AMSA to decide whether an incident is deemed very serious and/or serious. These include, fatalities, serious injuries, loss of vessel, damage to vessel and equipment; serious pollution and other incidents that result in serious consequences (i.e. fire; grounding; collisions etc.) Incidents are categorised individually.</i></p>					
2	<b>Port State Control (PSC) risk-based inspection targets are met</b>	100% of inspection targets are met	Quantitative	Shipsys	2. Risk-based and data driven
<p><u>Rationale:</u> Demonstrates that AMSA's PSC inspections are focused on higher risk ships which ensures resources are concentrated on those ships that pose the greatest threat to safety and the environment. <i>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.</i></p>					
3	<b>Improvement in the safety of domestic commercial vessels is demonstrated through:</b>				
3.1	The average number of passenger fatalities on domestic commercial vessels since 2018 trending downwards	Trending downward	Quantitative	Incident reporting system	1. Continuous improvement and building trust
3.2	The five-year rolling average fatality rate (crew) on domestic commercial vessels in Australia	≤ <sup>7</sup>	Qualitative	Incident reporting and seafarer population data	2. Risk-based and data driven
<p><u>Rationale:</u> All measures indicate whether AMSA's regulatory regime and compliance monitoring are increasingly preventing serious safety incidents. The monitoring of this data focuses AMSA on regulatory changes to those areas which will have the greatest impact and our compliance activities to the highest risk operations.</p>					

<sup>6</sup> *ShipSys*: IT system used to manage vessel and cargo inspections, a range of approvals, certificates and determinations, etc, vessel surveys and marine incidents.

*NEMO* (National Environmental Marine Operations) System: web-based customisable incident management system, based on Noggin OCA (Organise, Communicate, Act) designed to manage and monitor all national pollution and casualty incidents.

*NEXUS*: system providing operational Search and Rescue (SAR) staff with the ability to communicate with other SAR authorities including SAR crew, air traffic control, state and territory authorities. Incident reporting and recoding system (SharePoint) is used to collect and collate data on passenger fatalities

<sup>7</sup> AMSA target is less than the average of comparative industries (n=7) – agriculture; forestry and fishing and transport; postal and warehousing. AMSA will continue to monitor and review to ensure selected industries remain relevant.

## Clean seas

#	Measure	Target	Method	System	RPP
4	<b>Reducing trend in the number of significant pollution incidents<sup>8</sup></b>	Trending downwards	Quantitative	ShipSys/ NEMO	1. Continuous improvement and building trust

Rationale: AMSA's operations, such as ship inspections, safety education, regulation, are preventative measures that reduce the risk of a significant pollution incident. A reducing trend in the number of significant pollution incidents is an indicator of the success of these measures, which collectively contribute to preventing marine pollution.

A significant pollution incident is defined as a Level 2 (or higher) incident in accordance with the National Plan for Maritime Environmental Emergencies.

5	<b>Timeliness of response to significant oil spill incidents</b>	AMSA services, resources or managed capabilities are ready to deploy <sup>9</sup> (when required by AMSA or state/territory control agencies) within 4 hours of an incident being assessed as a Level 2 (or higher) oil spill incident <sup>10</sup> .	Quantitative	NEMO and audit reports	1. Continuous improvement and building trust
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### PBS measure

Rationale: The time taken to ready AMSA oil spill response equipment and response personnel for mobilisation to a Level 2 (or higher) oil spill incident is an indicator of the effectiveness and efficiency of AMSA's marine pollution response arrangements.

<sup>8</sup> Proxy efficiency measure

<sup>9</sup> *Ready to deploy definition: the tasking request for services, resources or managed capabilities are ready to be deployed to fulfil operational taskings within four hours.*

<sup>10</sup> [National Plan for Maritime Emergencies – 2020, p 49](#)

## Saving lives

#	Measure	Target	Method	System	RPP
6	<b>Coordinate responses within the Australian Search and Rescue (SAR) region to save as many lives as possible of those at risk</b>	100%	Quantitative	Nexus	Not applicable

### **PBS measure**

#### Rationale:

Measures AMSA's overall search and rescue (SAR) coordination capability to respond to persons at risk within the Australian search and rescue region.

A person at risk includes both the NATSAR defined “person in distress” (A person is considered to be in distress when threatened by grave and imminent danger and requiring immediate assistance); and any person who, without a SAR response, is in danger of being in distress.

A life is considered to have been saved (as defined by NATSAR and AMSA) “when the person has been retrieved from a distress situation, provided for initial medical or other needs, and delivered to a place of safety.”

Lives assisted are defined by NATSAR and AMSA as, “persons that were not in distress but were provided assistance and, if not assisted, would be at risk of exposure to grave and imminent danger”.

AMSA's intention is to save all lives at risk (100 per cent). In practicality, the circumstances surrounding individual incidents – for example, severe medical conditions requiring specialist treatment, bad weather – affect the possibility of success of a search and rescue response. This reality is reflected in the previous results, ranging between 95–99 per cent annually.

## Regulatory performance

#	Measure	Target	Method	System	RPP
7	<b>Specific activities and performance that contribute to continuous improvement and building trust</b>	Various	Qualitative	Various <sup>11</sup>	1. Continuous improvement and building trust
<p><u>Rationale:</u> Responsiveness, resolution of issues and inquiries, clarity of guidance and simple access to quality, consistent material and interactions build trust in a regulator.</p> <p>Information from stakeholders through reported issues, difficulties and inquiries, assists AMSA to refine its guidance, understand industry concerns and improve accessibility of materials and systems. This in turn, demonstrates we understand the issues, are listening and evolving our systems and capabilities to improve. A focus on continuous improvement is a key requirement of ISO certification, evidenced by case studies.</p> <p><u>Composite measure:</u> contributing measures include: satisfaction with the resolution of inquiries through AMSA Connect (quantitative – target 90%); maintenance of ISO certification (quantitative – achieved); business improvement case studies (qualitative).<sup>12</sup></p>					
8	<b>Specific activities and performance that contribute to collaboration and engagement</b>	Various	Qualitative	Various <sup>13</sup>	3. Collaboration and engagement
<p><u>Rationale:</u> It is important that AMSA provides stakeholders with the opportunity to influence regulation that impacts on them through open, transparent and timely consultation.</p> <p>It is also important that AMSA provides clear, up-to-date guidance and information so our regulated community understand their obligations and responsibilities, which in turn encourages voluntary compliance. Feedback from our stakeholders helps us to improve, including understanding how effective and practical the regulation was to implement and apply.</p> <p><u>Composite measure:</u> contributing measures include: effective communication to stakeholders (quantitative – target annual increase in audience reach and engagement across AMSA's digital channels); level of regulated community awareness of their obligations and responsibilities (quantitative – target 10% of website users and sessions have resulted from campaigns); consultation with our regulated community and key stakeholders is open, transparent, and timely (Quantitative – target 100% of regulatory changes publicly consulted with impacted stakeholders and outcomes informed by industry feedback); regulator stakeholder survey (quantitative – target average greater than or equal to 3)<sup>14</sup>.</p>					

<sup>11</sup> Includes: automated and ad hoc surveys; results of ISO surveillance audits

<sup>12</sup> **Inspections Targeting Solution project:** Implement an AMSA Inspections information technology solution to make inspections more effective and efficient.

**Domestic stakeholder engagement:** Improve AMSA's domestic stakeholder engagement capabilities.

**National System costing:** Enhance AMSA's costing model to capture cost drivers by implementing a robust bottom-up activity-based costing methodology to allow for determination of cost efficiencies and benchmarking.

**Diversity and Inclusion:** The AMSA Diversity and Inclusion Strategy 2023 – 2027 was launched this year, in addition AMSA and obtained the designation of Inclusive Employer for 2021–2023 from the Diversity Council of Australia, one of only 4 Commonwealth Agencies to do so.

<sup>13</sup> Includes: website data and campaign dashboards; consultation records/TRIM; online survey results.

<sup>14</sup> The purpose of the Commonwealth 2015 Regulator Performance Framework (RPF) was to encourage regulators to undertake their functions with the minimum impact necessary to achieve regulatory objectives, and to effect positive ongoing and lasting cultural change. The RPF consisted of six outcomes-based key performance indicators (KPIs) which set the Government's overarching expectations of regulator performance: 1. regulators do not unnecessarily impede the efficient operation of regulated entities; 2. communication with regulated entities is clear, targeted and effective; 3. actions undertaken by regulators are proportionate to the risk being managed; 4. compliance and monitoring approaches are streamlined and coordinated; 5. regulators are open and transparent in their dealings with regulated entities; 6. regulators actively contribute to the continuous improvement of regulatory frameworks. AMSA implemented an online survey in 2015 for stakeholders based on the six KPIs with a six-point scale (1. strongly disagree to 6. strongly agree) and has maintained the survey since. The RPF was superseded in 2021 by the Regulator Performance Guide (RPG).



Part 4:

Connections and  
cooperation

# 4.1 Connections and cooperation

AMSA is committed to effective and appropriate engagement with our domestic and international stakeholders.

As Australia’s national agency responsible for maritime safety, protection of the marine environment, and maritime and aviation search and rescue, our work affects a broad spectrum of stakeholders.

Strong stakeholder relationships are the foundation of our engagement activities. Our interaction with people, groups and organisations across the domestic and international spectrum improves our decision-making, builds trust, and contributes to better maritime safety and environmental outcomes through improved compliance.

**Figure 2 AMSA stakeholders**



## Cooperative arrangements

Our domestic and international cooperative arrangements are of enduring importance.

We collaborate with stakeholders and agree on ways of working together through memoranda of understanding, intergovernmental agreements, and interagency agreements.

AMSA's most significant relationships can be grouped into four broad categories:

- ▶ industry committees
- ▶ international engagement
- ▶ intergovernmental committees
- ▶ Commonwealth collaboration.

A full list of our cooperative arrangements is available on our website.

## Stakeholder accessibility and inclusiveness

We seek views from stakeholders across diverse backgrounds, as they can provide invaluable expertise, insights, and experiences to help inform our decision-making. This means using a variety of approaches and methods to engage with stakeholders that will genuinely enable them to participate.

## Aboriginal and Torres Strait Islander communities

We are committed to ensuring our staff have the capability to engage effectively with Aboriginal and Torres Strait Islander Australians as we deliver services for First Nations people and communities. Cultural awareness and appreciation, strong engagement skills for the development policy and regulatory implementation that meet cultural needs and address the social disadvantage faced by Aboriginal and Torres Strait Islander Australians are critical to improve safety outcomes.

## Culturally and linguistically diverse (CALD) communities

We recognise that policies and services should be responsive to the cultural needs of our community as the population becomes more diverse. We take action to ensure CALD stakeholders are effectively engaged, including translation services and bilingual communication.

## People living with disability

We are committed to ensuring people living with disability can access services and take part in consultation activities, both digitally and face-to-face.

## Remote and regional communities

We recognise that remote and regional communities represent a significant proportion of AMSA's regulated community. We take action to overcome the barriers to effective engagement so they can participate, and we can reach them easily.

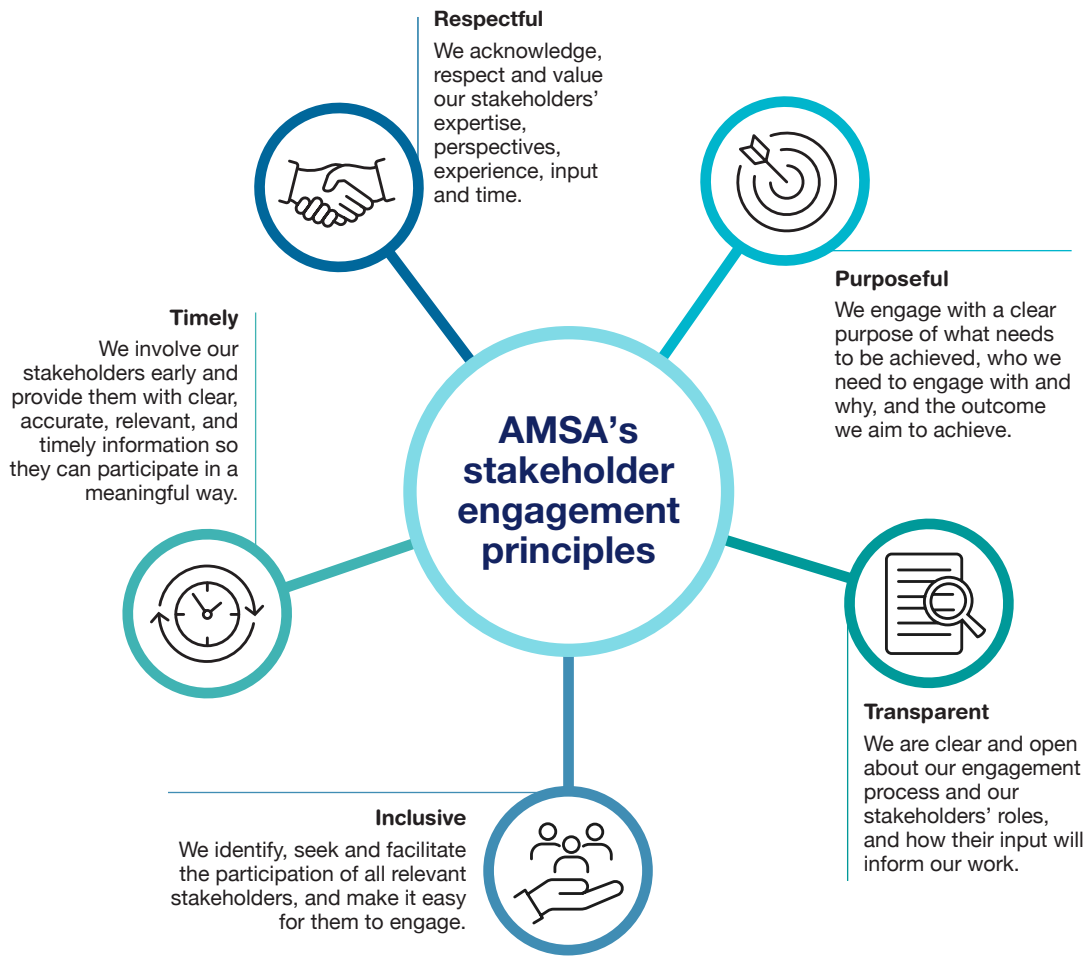


## 4.2 Engagement Principles

Our stakeholder engagement is underpinned by five guiding principles to help foster relationships with our stakeholders, and ensure stakeholders find value in interacting with AMSA and participate in our engagement activities.

Our principles for engagement reflect AMSA's values.

Figure 3 AMSA's stakeholder engagement principles





# Part 5: Compliance

## 5.1 Business policy

AMSA's mission is ensuring safe vessel operations, combating marine pollution and rescuing people in distress. Our legislation, the *Australian Maritime Safety Authority Act 1990* identifies the key functions we must deliver to the Australian public and the broader maritime industry. We acknowledge the traditional custodians of the country we operate in; we recognise and respect their Elders past and present, their continuing culture and their ongoing connection to waters, lands and communities.

Our Corporate Plan details how we achieve our legislated role and our mission. It sets out our strategic priorities, new capabilities, and our core business. We account for our progress internally through quarterly reporting and annual management reviews and externally, in our annual performance statements in our Annual Report.

In delivering our mission, AMSA is committed to providing the highest quality services, enhancing our environmental performance, upholding exemplary standards of workplace health and safety, and continually improving the way we do business.

We use an integrated management system to ensure that we achieve our mission and our commitments to each other and our stakeholders. The ongoing commitment to our integrated management system is highlighted through this business policy and certification to three international standards.



ISO 9001:2015  
Quality  
Management  
System



ISO 45001:2018  
Occupational  
Health and Safety  
Management  
System



ISO 14001:2015  
Environmental  
Management  
System

AMSA's Executive is accountable for the effectiveness of and is committed to the continual improvement of the integrated management system. The Executive work with our Health, Safety and Environmental Committee and quality advisors to govern the system.

As an organisation, we:

- ▶ celebrate and harness the collective diversity of our people and maintain an inclusive and fair culture
- ▶ comply with applicable local, national and international laws, regulations, standards and codes of practice
- ▶ consult with and encourage participation of workers and their representatives on OHS matters and to create a safe and healthy working environment for the prevention of work-related injury and ill health,
- ▶ control hazards and threats using risk-based processes to identify, classify, prioritise, and eliminate the hazards and reduce the threats,
- ▶ deliver our planned services and transparent and accountable regulatory decisions,
- ▶ demonstrate AMSA's values of being professional, collaborative, dedicated and accountable, in our interactions with each other and with our customers and stakeholders,
- ▶ develop and achieve measurable business goals and targets that seek to manage risks and opportunities in continually improving the organisation, our integrated management system and our services,
- ▶ enhance and improve customer satisfaction with our services by listening to and engaging with our stakeholders,
- ▶ foster a corporate culture that takes advantage of changes in our environment, opportunity and innovation and effectively manages business improvement initiatives,

- ▶ identify, implement, and improve the processes and documentation that support our integrated management system in meeting the requirements of the quality, environmental and occupational health and safety standards,
- ▶ minimise adverse environmental impacts through monitoring and where possible lowering our resource use, preventing pollution and acknowledging and protecting the environment and biodiversity of our sites, and
- ▶ encourage our goods and service suppliers to demonstrate the principals of the quality, environmental and occupational health and safety standards as set out in our contractual arrangements.

As individuals we:

- ▶ are responsible for quality, environmental and workplace health and safety practices in our own areas,
- ▶ recognise and eliminate hazards in our work environment, and help create a safe work environment,
- ▶ minimise our individual impact on the environment,
- ▶ maintain documented processes and procedures,
- ▶ participate in improvement activities, and
- ▶ work closely and cooperatively with each other, contractors, suppliers, clients and stakeholders to understand and meet their needs.


Mick Kinley  
Chief Executive Officer


## 5.2 Compliance summary

The below tables demonstrate our compliance with the corporate plan requirements under the *PGPA Act* and Rule, and the *AMSA Act*.

### PGPA Act compliance

Compliance with subsection 16E(2) the Public Governance, Performance and Accountability Rule 2014, subsection 35(1) of the *PGPA Act 2013*, and Resource Management Guide 132 – Corporate Plans for Corporate Commonwealth Entities.

Topic	Matters to be included	Corporate plan reference
<b>Introduction</b>	The following: <ul style="list-style-type: none"> <li>• a statement that the plan is prepared for section 35(1)(b) of the PGPA Act</li> <li>• the reporting period for which the plan is prepared, and</li> <li>• the reporting periods covered by the plan.</li> </ul>	Part 1: Introduction
<b>Purposes</b>	The purposes of the entity	Part 1: Introduction
<b>Key activities</b>	Key activities that an entity will undertake during the entire period of the corporate plan to achieve its purpose.	Part 3: Strategic priorities, risk and performance Initiatives which spread over multiple years are identified by the  mark.
<b>Operating context</b>		
<b>Environment</b>	The environment in which the entity will operate for each reporting period covered by the plan.	Part 2: Strategic framework
<b>Performance</b>	For each reporting period covered by the plan, a summary of: <ul style="list-style-type: none"> <li>• how the entity will achieve the entity's purpose, and</li> <li>• 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.</li> </ul>	Part 3: Strategic priorities, risk and performance
<b>Regulatory Performance</b>	Integration of regulatory performance, regulatory principles and Statements of Expectations and Statements of Intent.	Part 2: Strategic framework Part 3: Strategic priorities, risk and performance

Topic	Matters to be included	Corporate plan reference
<b>Capability</b>	<p>Entities are expected to describe an entity's current capability and assess how its capability needs may change over the term of the corporate plan. They may also outline the strategies they will put in place to build the capability they need.</p> <p>The key strategies and plans that the entity will implement in each reporting period covered by the plan to achieve the entity's purposes.</p>	Capability programs are identified throughout the report by the  mark.
<b>Risk oversight and management</b>	<p>A summary of the risk oversight and management systems of the entity for each reporting period covered by the plan, including:</p> <ul style="list-style-type: none"> <li>• how risk management underpins their approach to achieving their purposes, and</li> <li>• identify specific risks in its environment, and how these risks will shape the activities to be undertaken to fulfil its purposes.</li> </ul>	Part 2: Strategic framework Part 3: Strategic priorities, risk and performance
<b>Cooperation</b>	Discussion of any organisations or bodies with which the entity cooperates that make a significant contribution to achieving the entity's purpose.	Part 4: Connections and cooperation

## AMSA Act compliance

This Corporate Plan meets the general requirements of the *AMSA Act* as follows.

AMSA Act reference	Matters included	Corporate plan reference
<b>Part 4, Section 25 (5)</b>	<p>The plan must include details of the following matters:</p> <ul style="list-style-type: none"> <li>• analysis of risk factors likely to affect safety in the maritime industry</li> <li>• human resource strategies and industrial relations strategies</li> </ul>	Part 3: Strategic priorities, risk and performance
<b>Part 4, Section 25 (6)</b>	The plan must also cover any other matters required by the Minister, which may include further details about the matters in subsection (5).	See PGPA compliance table above
<b>Part 4, Section 25 (7)</b>	In preparing the plan, the members must take account of notices given under section 9A.	N/A



# Appendix 1: Enterprise Risks

**(1) AMSA is an ineffective regulator**

**Residual Risk:  
Moderate**

**Key mitigation strategies**

Annual regulatory program, annual compliance program, operations audit and review program, integrated management system, DCV regulatory scheme, ship inspection program, navigation services (UKCM, Coastal Pilotage system, VTS), IMO GHG reduction strategy, stakeholder engagement framework.


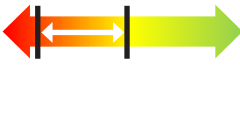
Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Regulatory Approach</b></p> 	<p>We have <b>low</b> tolerance for regulatory approaches that are inconsistent with our mandated obligations under the <i>AMSA Act 1990</i>.</p> <p>We have <b>low to moderate</b> tolerance for risk in the pursuit of innovative regulatory approaches, e.g. alternative means of compliance – consistent with our Act and <i>Statement of Regulatory Approach</i>.</p> <p>In very specific instances, we have <b>moderate to high tolerance</b> for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment. Where this occurs, we use a range of controls to mitigate risk, including stringent governance arrangements, developmental test-beds/sand-boxes, and wide consultation with industry.</p>
<p><b>Maritime Safety</b></p> 	<p>We have <b>low tolerance</b> for practices that compromise safety and may lead to fatalities or injuries.</p> <p>We recognise that maritime activities – commercial and recreational – involve risk. These risks are largely managed by the operators, and our regulatory and awareness activities are targeted to lower this risk to the lowest practical levels.</p>

**(2) AMSA does not respond effectively to significant incidents resulting in avoidable loss of life, environmental damage or harm to the community, critical infrastructure and socio-economic resources**

**Residual Risk:  
Moderate**

**Key mitigation strategies**

National response capability statement, National Plan for Maritime Environmental Emergencies, craft track information systems, internal incident management arrangements, maritime safety, and distress communication services, 24/7 response centre, beacons database, incident response asset management, emergency towage capability, aviation assets.


Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Environmental Protection</b></p> 	<p>We have <b>low tolerance</b> for activities which increase the risk of pollution in Australian waters.</p> <p>We have <b>low tolerance</b> for risks associated with the conduct of environmental response operations, recognising that operations can occur in hazardous and sensitive environments.</p> <p>We prioritise training and awareness for both our environmental response staff, and for our stakeholders, to minimise this risk.</p>
<p><b>Search and Rescue</b></p> 	<p>We have <b>low tolerance</b> for practices which jeopardise the outcomes of our Search and Rescue operations – saving lives.</p> <p>We have <b>low tolerance</b> for risks associated with the conduct of search and rescue operations by our contracted panel providers, recognising that the nature of those operations pose an inherent risk to our contractors, their staff and the public. We prioritise training and awareness for our search and rescue staff, contractors, and stakeholders to minimise this risk.</p> <p>We have <b>low to moderate tolerance</b> for providers we use on a non-panel tasking basis. Non-panel tasking involves using providers on an opportunity basis without a formal contract when our panel providers are unavailable. Non-panel tasking carries increased risk as the assets have not been specifically assessed prior for suitability for search and rescue. However, this risk is balanced against saving lives – and we have several specific controls in place to minimise the risk.</p>

**(3) AMSA does not effectively engage with customers and stakeholders, including those with influences**

**Residual Risk:  
Moderate**

**Key mitigation strategies**

Customer feedback processes, regional presence, AMSA connect, regulatory customer experience feedback, AMSA media and communication presence, stakeholder consultative forums, public and community engagement initiatives.

Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Relationship Management</b></p> 	<p>We have a <b>moderate tolerance</b> for risk as we nurture and develop our relationship and reputation with stakeholders.</p> <p>We acknowledge that we will be subject to ongoing scrutiny, particularly from National System stakeholders.</p> <p>We are not adverse to criticism.</p>



**(4) Ongoing funding arrangements for the National System are not resolved by Government and/or AMSA is not able to demonstrate efficient costs to administer the National System to the satisfaction of government resulting in an ongoing shortfall of funding**

**Residual Risk: High**

**Key mitigation strategies**

Activity based costing, internal budgeting and reporting processes, Portfolio Board, P3M arrangements, levy collection and review processes.

Risk Category and Tolerance	Risk Tolerance Statement
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We have **low tolerance** for a systemic breakdown of financial controls, cash mismanagement or material errors in financial reporting.

Acknowledging that the introduction of innovative practices and ways of thinking can increase risk initially, we have **low to moderate tolerance** for financial risk in pursuit of improvement.

We recognise that the Commonwealth is operating in a constrained financial environment, and that we are under increasing scrutiny to justify our costs and cost recovery arrangements to stakeholders. We must accept some risk to deliver improvements, while continuing to deliver our outputs and outcomes

Where there is increased risk, we will use a range of controls in mitigation, including stringent governance arrangements, and developmental test-beds/sand-boxes. We may also develop specific future treatments to reduce risk.

**(5) Fail to maintain a safe work environment**

**Residual Risk: Low**

**Key mitigation strategies**

WHS Management plans, remote working policies, fatigue risk management initiatives, bullying and harassment protections, diversity objectives, HSE Committee and staff representation, integrated management system, AMSA's learning management systems, employee wellbeing programs, pandemic and other plans.

Risk Category and Tolerance	Risk Tolerance Statement
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We have **no tolerance** for poor workplace safety practices – particularly those which adversely affect the health, safety and well-being of our employees.



We have rigorous systems to ensure that our employee's health and wellbeing is protected.

**Residual Risk:**  
Low

**(6) Ineffective internal systems of control**

**Key mitigation strategies**

Three lines of defence, Accountable Authority Instructions/Policies and procedures, fraud and corruption control program, HR and Payroll processing, governance, compliance and assurance reporting framework, financial delegations, integrated management system, systems of risk and oversight, document control and assurance processes, review of non-financial performance measures, training and awareness programs.


Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Fraud and Corruption</b></p> 	<p>We have <b>no tolerance</b> for fraudulent/corrupt conduct. We support transparency in identifying and reporting instances of fraud and corruption.</p> <p>We will take all reasonable steps to identify vulnerabilities and to prevent, detect and respond to fraud and corruption.</p>
<p><b>Governance: Compliance</b></p> 	<p>We have <b>low tolerance</b> for breaches of our general legislative obligations as a corporate Commonwealth entity.</p> <p>We must be able to demonstrate conformance with our statutory obligations under general legislation. We accept that accidental and non-systemic breaches may occur, but these must be followed by appropriate corrective action.</p>

**Residual Risk:**  
Moderate

**(7) AMSA fails to have the right capability to respond appropriately to the changing environment. (Digital / disrupters / technology)**

**Key mitigation strategies**

Strategic Workforce plan, Strategy 2030, Digital plan, enterprise asset management, lessons management processes, data and business intelligence teams, new technology.

Risk Category and Tolerance	Risk Tolerance Statement
<p><b>Systems and Facilities</b></p> 	<p>We have <b>low tolerance</b> for ICT system outages in mission critical systems. We accept that outages do occur, but we expect that mission critical systems will have back-up/ redundancy, and operations will not be adversely impacted.</p> <p>We have <b>low tolerance</b> for security breaches which impact on the integrity of our systems and data or interfere with our Search and Rescue operations.</p> <p>We have <b>low to moderate tolerance</b> for general ICT systems outages</p> <p>We accept that outages occur in ICT systems from time-to-time but aim to keep these within an acceptable maximum outage timeframe, as identified in our business continuity arrangements.</p>

**(8) Ineffective cyber security controls and protocols results in AMSA’s critical, sensitive or personal data sets being compromised.**

**Residual Risk: Moderate**

**Key mitigation strategies**

Strategic information roadmap, Information Technology Security advisor, procurement and contract management requirements, Change Advisory Board, privacy officer and privacy action plan requirements, ID verification frameworks, records management.

Risk Category and Tolerance	Risk Tolerance Statement
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**Security: Information and Systems**



We have **no tolerance** for security breaches at the SECRET level and above. Information classified SECRET, if compromised, has the potential to severely damage Australian interests. AMSA seldom handles information at this level.

We have **low tolerance** for security breaches at the PROTECTED level. Information classified PROTECTED, if compromised, has limited potential to damage the government, AMSA, or commercial entities.

We have **moderate tolerance** for security breaches of OFFICIAL and OFFICIAL: SENSITIVE information.

**(9) Unintended consequences of the disapplication of the *Navigation Act 2012* (offshore industry units)**

**Residual Risk: Moderate**

**Key mitigation strategies**

Monitoring of risk and continue advocacy, continued engagement with other interested parties and stakeholders.

Risk Category and Tolerance	Risk Tolerance Statement
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**Regulatory Approach**



We have **low tolerance** for regulatory approaches that are inconsistent with our mandated obligations under the *AMSA Act 1990*.

We have **low to moderate tolerance** for risk in the pursuit of innovative regulatory approaches, e.g. alternative means of compliance – consistent with our Act and *Statement of Regulatory Approach*.

In very specific instances, we have **moderate to high tolerance** for the application of contemporary and potentially ground-breaking regulatory approaches (including research) that allow us to respond dynamically to changes in our operating environment. Where this occurs, we use a range of controls to mitigate risk, including stringent governance arrangements, developmental test-beds/sand-boxes, and wide consultation with industry.

# Glossary

Acronym or abbreviation	
AMSA/the authority	Australian Maritime Safety Authority
AMSA Act	<i>Australian Maritime Safety Act 1990</i>
APHoMSA	Asia-Pacific Heads of Maritime Safety Agencies
APS	Australian Public Service
AtoN	aids to navigation
CALD	Culturally and linguistically diverse
CII	Critical Information Infrastructure
COVID	Coronavirus disease
CRMP	Commonwealth Risk Management Policy 2023
DCV	Domestic commercial vessels
ENG	IALA Engineering Committee
GHG	<i>Greenhouse gas</i>
IALA	International Association of Marine Aids to Navigation and Lighthouse Authorities
ICT	Information and Communication Technology
IMO	International Maritime Organization
ISO	International Standards Organization
National Plan	National Plan for Maritime Environmental Emergencies
National System	National System for Domestic Commercial Vessel Safety
NATSAR Council	National Search and Rescue Council
Net Zero	Net Zero broadly refers to reducing greenhouse gas emissions through a combination of energy efficiency, renewable energy and other measures and usage of offsets ( <a href="http://www.finance.gov.au">www.finance.gov.au</a> )
OHS	Occupational Health and Safety
PBS	Portfolio Budget Statement
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
PoaP	Plan-on-a-Page
PSC	Port State Control
RPF	Regulator Performance Framework
RPG	Regulator Performance Guide 2021
RPP	Regulator Performance Principles
SAR	search and rescue
SOE	Ministerial Statement of Expectations
SOI	AMSA's Statement of Intent
UKCM	Under Keel Clearance Management
VTS	Vessel Traffic Service
WHS	Workplace Health and Safety

