5

COMMUNITY INVOLVEMENT

ADVISORY GROUPS

Maritime Advisory Council

The NSW Maritime Advisory Council (the Council) provides advice, expertise and a wide strategic view on maritime issues – including safety, the growth of the industry, infrastructure development and environmental matters – to the Chief Executive of NSW Maritime.

The Council first met on 15 June 2011. It replaced the Maritime Ministerial Advisory Council (MMAC), which held the last of its quarterly meetings on 16 February 2011. The MMAC provided advice on a range of issues, such as lifejacket reform, the establishment of Marine Rescue NSW, boat storage, mooring and leasing policies.

Commercial Vessels Advisory Group

The Commercial Vessels Advisory Group (CVAG) draws members from a cross-section of the NSW commercial vessel industry. The group provides a forum to:

– Review issues facing the industry, changes to legislation, and new NSW Maritime initiatives

– Examine measures that will foster a safe, responsible and competitive commercial vessel industry in NSW.

CVAG met in December 2010 and June 2011. It considered a range of matters, including the development of the remaining standards to complete the National Standard for Commercial Vessels (NSCV), the new *Marine Safety (Commercial Vessels) Regulation 2010* and progress in establishing the Australian Maritime Safety Authority as the national regulator for commercial vessels in 2013.

During the year, CVAG developed a *Code of Conduct for Charter Vessels – Managing Passengers and Alcohol* in collaboration with the Commercial Vessel Association. It aims to reduce alcohol-related anti-social behaviour on 'party boats' and improve the amenity of the harbour and surrounding areas for the broader community.

CVAG also implemented a number of initiatives such as audits of safety management systems and the impact of new lifejacket requirements on commercial vessels; automatic recognition of certificates of competency issued in other states or territories; and arrangements for the conversion of perpetual certificates to certificates of competency.

Recreational Vessels Advisory Group

The Recreational Vessels Advisory Group (RVAG) comprises representatives of peak recreational user groups, including Yachting NSW, Australian Power Boat Association, NSW Rowing Association, NSW Water-ski Association and Boat Owners' Association of NSW as well as representatives from Marine Rescue NSW and NSW Police. In April 2011, NSW Maritime welcomed a new member representing PaddleNSW.

The group met six times during 2010-2011 and discussed a wide range of issues including:

– The Sydney Harbour speed review

– Lifejacket wearing requirements

– Boating activities on Manly Dam

– Boating incidents

– Disposal processes for expired flares

– Education and compliance campaigns

– Personal watercraft restrictions on the south coast

– The review of boating activity on the Murray River

– Marine Rescue NSW.

Commercial Vessels Builders Group

The Commercial Vessels Builders Group comprises NSW and interstate builders, designers, consultants, surveyors and importers. It met three times during 2010-2011 and discussed a range of issues including the introduction of Australian Standard AS 4132 for hull scantling assessment for vessels up to 16 metres as an interim measure until 2016.

The group forwarded a submission to the National Marine Safety Committee on implementation issues surrounding introduction of the NSCV. The issues in the submission included lightning protection and anchor requirements for smaller vessels, and underwater exhausts solutions.

Commercial Vessels Importers Group

This group is a subset of the Commercial Vessels Builders Group and was formed to address the requirements of importing vessels for commercial operations in NSW waters. The group met twice during 2010-2011 and discussed a range of issues including:

– Introduction of new offshore Class 4C hire-and-drive vessels to enable bareboat coastal cruising

– Streamlining of the process for surveying imported vessels

– Development and adaption of factory stability data for compliance with the NSCV rules.

Fishing Industry Group

NSW Maritime is represented on the Fishing Industry Group, which also comprises representatives from the NSW Seafood Council, Fishing Industry Training Council, and NSW Department of Primary Industries.

The group meets annually to review a range of relevant issues.

Foreshores and Waterways Planning and Development Advisory Committee

This committee comprises representatives from NSW Maritime, the NSW Department of Planning and Infrastructure, and local councils. It provides advice to consent authorities (such as local councils and NSW Maritime) on development proposals within Sydney Harbour.

Left: The promotion of the importance of lifejackets included setting a 'world record' for the inflation of lifejackets at one time, in one place, during the 2010 Sydney International Boat Show.

5

COMMUNITY INVOLVEMENT

COMMUNITY FORUMS

Eden and Yamba stakeholder meetings

During the previous annual reporting period, in September 2009, NSW Maritime held port stakeholder forums in the regional ports of Eden and Yamba. The stakeholders included port operators, marine industry representatives, and key staff from local and State Government departments. The aim of the forums was to discuss current and upcoming issues in the ports, and identify any strategies to address them.

In late 2010 and early 2011, NSW Maritime held follow-up meetings in both ports. At these meetings, the strategies were reviewed and updated, and some further issues identified. Key outcomes of these forums and meetings included:

– Enhancing the flow of information between the three tiers of government, the port industry and the community

– Balancing the competing interests of shipping, tourism and other commercial activity with the preservation of sites of cultural significance

– Promoting the regional ports as destinations for trade and tourism.

OTHER COMMUNITY INVOLVEMENT

Cutting red tape – commercial vessels

In recent years, NSW Maritime has introduced substantial changes to improve services and cut red tape for vessel builders and designers, and crew on commercial vessels.

During the past year, the most significant initiative was the introduction of the *Marine Safety (Commercial Vessels) Regulation 2010*, which commenced on 1 January 2011. This regulation represents a substantial reform of the regulatory framework for commercial vessels and their crew.

The new regulation simplifies requirements and improves transparency by consolidating all regulatory requirements for commercial vessels and crew into one regulation. It also reduces complexity, reflects current industry standards, and removes unnecessary bureaucratic practices. These new arrangements are saving the commercial vessel industry time and money without compromising on safety.

Three significant reforms that will benefit the industry have been introduced by the regulation.

The first major reform is the adoption of a risk-based approach for determining those vessels that require inspection, making NSW the first jurisdiction to adopt the new nationally agreed standard for the inspection of vessels. This replaces the previous approach in which all commercial vessels required inspection, irrespective of size or the risk level.

Now, only high-risk vessels require inspection to determine if they meet design and construction standards. For low-risk vessels operating in sheltered waters, inspections are no longer required and less onerous, though standardised, requirements are applied to their construction. It is also no longer necessary for larger vessels that have undergone a stringent inspection as part of the survey process to have a hull identification number. These reforms are saving vessel operators the cost of inspections and eliminating the need to have vessels out of service.

A second major reform is that interstate survey certificates and crew licences are now automatically recognised in NSW. This change allows vessels and crew to move seamlessly from other jurisdictions to NSW, and allows NSW operators to access the crew and vessels they need to operate and grow their businesses without administrative barriers. There is no additional paperwork, no additional costs and no delays for business.

A third major reform is that crew working on small non-passenger vessels operating in sheltered waters now only need a recreational boat licence rather than a commercial licence. This reform reduces barriers to those seeking work in the industry, helps address skill shortages, and provides valuable experience to those that may later want to apply for a commercial qualification and build a career in the industry.

NSW Maritime will continue to work collaboratively with the industry to improve service delivery and reduce costs while maintaining high levels of safety.

Cutting red tape – construction reforms

Anyone undertaking building work on Sydney Harbour is responsible for obtaining certification to show the work complies with relevant legislation and other standards. This process ensures development is safe and meets industry standards.

NSW Maritime has historically reviewed the engineering details of all construction work proposed on submerged land. As part of ongoing reforms of planning and leasing procedures throughout 2010-2011, applicants can now use accredited certifiers to inspect and certify construction work on Sydney Harbour. Administrative fees and forms which used to be associated with the process have also been removed.

Right: If trouble strikes and people end up in the water, a lifejacket will help save a life. The message is: at times of heightened risk, such as boating alone, at night, offshore or in adverse conditions... Wear It.

NSW – leading in national safety partnerships

Maritime safety demands national collaboration. The sharing of information and resources across national jurisdictions, where appropriate, can assist in promoting a culture of safe boating.

For this reason, NSW has played a leading role in efforts to promote cooperation and coordination in boating safety across jurisdictions throughout Australia and in New Zealand. Following the winding down last year of the National Marine Safety Committee and the transfer of that committee's commercial vessels functions to the Australian Maritime Safety Authority, NSW has ensured the collaborative effort in the recreational boating sector will continue.

Through 2010 NSW helped in the establishment of the Australian Recreational Safety Committee (ARBSC) and the ongoing work of the Australia and New Zealand Safe Boating Education Group (ANZSBEG).

NSW accepted the inaugural chair position for ARBSC and the chair role for ANZSBEG.

ARBSC is comprised of senior executives of State and Federal marine agencies, while ANZSBEG is comprised of senior boating safety staff of State and Federal, and NZ, marine agencies.

While ARBSC was officially formed in early 2011, ANZSBEG has been in operation since 1994. ANZSBEG's mission is to enhance the effectiveness of boating safety education in Australia and New Zealand and, in so doing, to help prevent boating incidents and associated injury and loss of life.

The goals of ANZSBEG are:
– To promote a recreational boating safety culture within the wider community
– To work with governments and the marine industry
– To facilitate and support good practice in recreational boating safety education
– To develop and support consistent national messages on safe boating
– To share information on safe boating education initiatives.

Each jurisdiction is faced with similar boating safety challenges and by sharing information and resources where appropriate, the group is able to deliver improved boating safety outcomes – not just for NSW but for all member jurisdictions.

Over the next 12 months, the ANZSBEG will target improved awareness programs that include lifejacket awareness, the risks of alcohol when boating, the need for appropriate emergency communications, the danger of propeller strike and the importance of accurate electronic navigation equipment.

The trans-Tasman collaboration is delivering benefits in boating safety education programs which contributed to NSW recording the safest boating season on record during 2010-2011.

At the close of Easter 2011, the end of the official boating season, boating fatalities and serious injuries in NSW were well down on the previous year-to-date figures, with an 86 per cent drop in fatalities and 55 per cent drop in serious injuries.

It is the best result for boating safety on record. With only three fatalities recorded in the period, it is 50 per cent lower than the previous record low achieved in the 2003-2004 season.

NSW is committed to maintaining and building such partnerships to further promote safe and responsible boating.

COMMUNITY INVOLVEMENT

Major stakeholder engagement through aquatic events

One of NSW Maritime's unique functions is the licensing and on-water coordination of major aquatic events.

These include annual events like the start of the Rolex Sydney to Hobart Yacht Race, Sydney's New Year's Eve Fireworks, and Australia Day celebrations; and special events such as the Sydney Olympics, Millennium Fireworks, APEC, World Youth Day, Jessica Watson's arrival, Oprah Winfrey's visit, and visits by the Cunard line Queens – Elizabeth, Mary and Victoria.

NSW Maritime has an enviable safety record in licensing and coordinating these events. A key figure in managing them is NSW Maritime's Chris Bolton. Chris is well qualified to manage these events – he served for 31 years in the Royal Australian Navy, retiring as Commander. He also holds a masters degree in leisure management and is a Master Mariner (MC1).

Chris has been with NSW Maritime for 20 years. After managing Sydney Harbour for seven years, he became Special Aquatic Events Manager in 1998 for the 2000 Sydney Olympics. Since then, he has led, managed, planned, implemented and evaluated over 100 major and special aquatic events.

The complexity of his role becomes clear when you look at just one of these events – the 2010 New Year's Eve Fireworks and Harbour of Light parade. NSW Maritime was the major event partner with the organiser, the City of Sydney, licensed the event, and issued the marine operations plan with responsibilities for risk and on-water crowd and traffic management.

Chris began preparing for the event in mid-2010 when he started briefing involved organisations – such as City of Sydney Production, Sydney Ports, Sydney Water Police, Sydney Ferries and Marine Rescue NSW – and masters of the fireworks barge, tug and workboats.

He spent the following months with legal assessment, risk and crowd management, operations planning, command control coordination, communications, training, and special briefings.

On the night, Chris was at the City of Sydney's event control centre in the AMP Building, working with the production and technical management team to provide direct feedback to the Maritime Commander, Trevor Williams, in NSW Maritime's Sydney Harbour control centre.

The event comprised seven fireworks barges and a fleet of over 50 commercial vessels in the Harbour of Light parade. Helping to manage it were 15 Marine Area Command vessels, 20 NSW Maritime vessels, 11 Marine Rescue NSW vessels, a National Parks vessel and a Police helicopter.

The evening went to plan. There were no major incidents, and very good compliance from the estimated 2500 to 3000 spectator vessels. Meanwhile, on land, the estimated 1.2 million spectators partied, happily oblivious to the hard work that had gone into making the event such a success.

NSW Maritime was also responsible for another highly visible part of the event – the flashing lights of its vessels that patrolled the boundaries of the exclusion zone, which was marked by over 150 buoys fitted with flashing yellow, red and green lights and safety messages. The buoys had been laid by NSW Maritime's Environmental Services team.

Chris attributes the success of every event to sound lead management, networking and teamwork; collaborating with external stakeholders; establishing and maintaining quality relationships with event organisers; careful planning of safety, operational competence, risk and crowd management; and on-water traffic coordination.

And he readily acknowledges the whole-hearted support of staff in every division of NSW Maritime, who are actively involved in facilitating the event – from early preparation to mapping, communications, security, implementation and evaluation.

OTHER COMMUNITY INVOLVEMENT (CONTINUED)

Clean, safe wharf initiative

In 2009-2010, NSW Maritime developed a co-ordinated and consistent approach to ensure commuter wharves remain clean and safe at all times. As part of this initiative, NSW Maritime awarded cleaning contracts for commuter wharves in June 2010.

To complement the initiative, fishing bans are in place at commuter wharves at Manly, Circular Quay, Taronga Zoo and Sydney Olympic Park; and partial fishing bans at City of Canada Bay Council wharves.

In November 2010, NSW Maritime organised a community forum to review the progress made and seek ways to further improve wharf cleanliness. As a result, the following measures were put in place:

– Increased wharf patrols by NSW Maritime boating safety officers, water police, council rangers and fisheries inspectors

– Nightly visits to problem wharves by members of fishing clubs to educate anglers on appropriate behaviour and cleanliness

– Use of existing CCTV cameras to monitor and identify problems on wharves together with the use of loudspeakers to discourage inappropriate behaviour.

NSW Maritime also trialled the following measures:

– Installation of purpose-built refuse bins on all commuter wharves

– Provision of water and power at problem wharves where such services do not exist

– Distribution of notices on appropriate behaviour with every new fishing licence issued

– Education on appropriate behaviour via community and commercial radio and by well-known public identities.

Customer response – info line

NSW Maritime's Customer Service Call Centre provides an important link to the public. It operates seven days a week.

The call centre provides services such as boating and weather information, customer service feedback, payment of renewals and map purchases. It also responds to calls for assistance from the general public, police and volunteer marine rescue, and supports on-water Boating Safety Officers via two-way radio.

The call centre allows NSW Maritime to respond quickly to complaints and on-water issues in support of a culture of safe and responsible boating. The table below shows customer service statistics.

	2010-2011	2009-2010
Calls taken	119,954	93,251
Feedback taken	377	303
General on-water complaints	224	252
Personal watercraft complaints	34	51

There were 26,703 more calls taken this year than last year, while both general on-water complaints and personal watercraft complaints declined.

Provision of selected maritime services at RTA & GAC

All Roads and Traffic Authority Motor Registries and Government Access Centres provide selected maritime services, including boat licence knowledge tests and the receipt of payment for boat licences, moorings and vessel registrations.

About 27,609 renewal transactions and 2730 licence tests were conducted at these centres during the year.

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COMMUNITY INVOLVEMENT

OTHER COMMUNITY INVOLVEMENT (CONTINUED)

2010 Sydney International Boat Show

NSW Maritime continued its partnership with the Boating Industry Association of NSW to promote boating safety at the Sydney International Boat Show.

The show attracted 73,158 visitors over the five days, with Sunday the busiest day (24,289 visitors).

At the show, NSW Maritime promoted its 'You're the Skipper – You're Responsible' campaign. It also had a large stand in Hall 5 and provided floor space gratis to the volunteer group Marine Rescue NSW.

To further promote a culture of safety, NSW Maritime expanded the number of partners on its stand to present a coordinated, single point of contact for all major maritime safety organisations. These included Australian Maritime Safety Authority, Australian Hydrographic Office, Department of Primary Industries (Fisheries), Recreational Fishing Alliance, Department of Lands, NSW Police Marine Area Command, Marine Rescue NSW, Boating Industry Association and Marine Teachers Association of NSW.

Partnerships program

NSW Maritime continued to build on existing partnerships and develop new ones to promote safe, responsible and enjoyable boating. This created stronger relations between the agency and organisations such as the Boating Industry Association, Boat Owners Association, Marine Teachers Association, United States Coast Guard, Royal National Lifeboat Institution of the UK and marine safety jurisdictions throughout Australia and New Zealand.

These partnerships have helped NSW Maritime to improve boating safety awareness in areas such as the wearing of lifejackets and safe navigation at night, and have led to the sharing of resources.

NSW Maritime has also formed partnerships with other organisations to promote safe, responsible and enjoyable boating, especially during specific events. Through these partnerships, NSW Maritime promoted safety during events that included Sail Port Stephens, Audi Sydney Harbour Regatta, Sydney International Regatta, and the Eden Whale Festival.

Maritime Medal

The NSW Maritime Medal recognises outstanding and sustained contributions by members of the public to the boating and maritime community. The first medal was awarded in 2006.

The annual awards are directed at, but not limited to, a person or group who performs an outstanding effort in the categories of safety, environment and community.

NSW Maritime is proud to support these awards as a way of expressing our gratitude to those who are making an extraordinary contribution.

In 2010, NSW Maritime awarded seven medals to individuals and groups at a function held aboard the restored 1874 tall ship, *James Craig*, at Sydney's Darling Harbour.

Above: The NSW Maritime Medal is awarded to people who are making outstanding and sustained contributions to the boating community.

Right: Our mission is serving our boating community.

Far right: Info Line operates seven days a week to assist the public with boating related business and information.

Electronic Service Delivery

Serving the boating community is the mission of NSW Maritime. This goal is being increasingly achieved through smarter service delivery and that means electronic service delivery.

NSW Maritime has a proud history of being able to keep near the forefront of electronic service delivery.

Through the 1990s, NSW Maritime gradually improved its ability to offer e-business solutions and service delivery.

In February 1996 customers were able to pay for their licence, registration and mooring renewal over the telephone.

In March 1999, NSW Maritime was one of the first government agencies to provide an online renewal service for these transactions.

Electronic service delivery is also an important element of the Boating Safety Communications and Education Plan. The principal focus of the plan is skipper responsibility, with secondary themes related to lifejacket use, safe navigation, trip planning, and alcohol restrictions. The plan includes specific campaigns on each theme, targeted at varying boating demographics and using a range of communication and education tools. Reflecting the rapid evolution in communications technology, the plan identifies the Internet as a channel targeted for significant expansion.

The first significant educational service delivery initiative by NSW Maritime was the establishment of a webcam trial launched in 2008 to provide real time video vision of the most popular bar crossings in NSW. This past year, this network was expanded to include the first high-country web cam which is located at Lake Eucumbene.

An online weather alert service was introduced in 2009. This service allows a person to choose the area of interest along the coast, or in Alpine areas, and to choose how often the alert is sent and most importantly, what wind threshold a person wants to be alerted to. In this way, it is possible to customise the alert to be of most use to an individual. This email service does not replace the official forecast and Maritime strongly recommends all skippers keep a close eye on the official weather.

In March 2010, NSW Maritime launched an online vessel navigation tool that allows people to test their knowledge of the buoyage and navigation light system. The agency liaised with, and gained permission from, the Royal National Lifeboat Institute of the UK, to adapt their existing product for use in NSW and other Australian states if needed.

In June 2010, an online facilities locator service was launched that allows people to locate, view details and obtain directions to services such as Maritime Service Centres, Government Access Centres and RTA offices, boatcode agents, boat ramps, waterside fuel and sewage pumpouts.

During 2010-2011, NSW Maritime migrated to the Government Licensing Service (GLS) which is designed to simplify licence processing across NSW through a single integrated system. These range from business, occupational, recreational and community service licences to various other types of certificates, notifications, permits and registrations. As of June 2011, the GLS system managed over 4.9 million NSW licences across more than 80 different licence types.

The next electronic service to be offered is an extension of the Maritime Alert to support the upcoming Don't Expire safety awareness campaign.

As every responsible skipper knows, there are certain items in the safety equipment list that have an expiry date. Such dates are applied in a bid to ensure this equipment will work when needed, which can include life threatening circumstances.

Safety gear that carry expiry dates include: flares, emergency position indicating radio beacons and inflatable lifejackets.

To help skippers understand their responsibility, the Don't Expire campaign will see an additional feature within the Maritime Alert that will allow a person to set personal reminders online for their safety equipment.

5

COMMUNITY INVOLVEMENT

Emergency response in the Queensland floods

In late January 2011, south-eastern Queensland experienced disastrous floods with a large loss of life and enormous property and infrastructure damage.

While NSW Maritime's interstate assistance is usually in response to shipping incidents and oil spills, it has the capability and expertise to provide assistance in response to a range of different emergencies.

In the case of the Brisbane floods, a number of personnel from Maritime Operations Division were deployed following a request from Maritime Safety Queensland (MSQ) for on-water assistance on the Brisbane River.

NSW Maritime was able to assist by providing relief to MSQ personnel who had already worked a significant number of days. Personnel were involved in a wide variety of tasks including the recovery of navigation aids, debris removal, vessel recovery, and mooring audits.

When further flooding occurred in February 2011 NSW Maritime personnel were again on standby to respond to requests for assistance from the State and national emergency services.

NSW Maritime's Boating Safety Officer Bret Ryan was one of those who provided valuable assistance during the floods. Here, he shares his experience:

"At times the river was flowing at around 18 knots through the narrow sections in the heart of Brisbane.

"It's difficult to comprehend the volumes and quantity of debris that the river carried downstream. One small side tributary near the Brisbane River entrance at Pinkenba, called Boggy Creek, had accumulated some 500,000 cubic metres of debris.

"In places, riverfront properties lost massive sections of riverbank to expose cliffs of red soil while other parts got the lawn top-dressed with sand and silt that was metres deep.

"The only commuter ferry wharves to survive the flood were the old ones on timber piles. All that remained of the more modern editions were piles of twisted aluminium gang-planks and tilted, freestanding pylons.

"The Navy was a regular sight along the river, with dive teams surveying structures identified during sidescan sonar operations. Salvage teams with heavy-lift cranes on massive barges were raising all manner of vessels, including trawlers, yachts and runabouts from the bottom, not to mention semi-trailers, shipping containers and anything else that posed a threat to navigation.

"It was good to be a part of the NSW relief effort, which will ultimately help Queenslanders return to some degree of normal life."

OTHER COMMUNITY INVOLVEMENT (CONTINUED)

Multicultural relations

NSW Maritime's Multicultural Policies and Services Program details the actions the agency is committed to delivering in support of the four principles of multiculturalism. The program complies with the Community Relations Commission's Multicultural Planning Framework and is published on NSW Maritime's website.

During 2010-2011, NSW Maritime implemented actions under the program, using community language media in education and safety campaigns.

For example, the 'Ride Right' safety campaign, engaged multicultural social marketing experts to ensure the campaign effectively reached age-specific community groups. The campaign, which involved advertising in community media, amongst other strategies, received very positive feedback from community leaders.

In addition, NSW Maritime assessed the usage levels of the community language safety messages on its website, but no new trends in customer needs were identified. The feasibility of using translation software on the website was also assessed. It was found that Google Translate is sufficient to meet the needs of website users.

NSW Maritime also reviewed the usage of its Community Language Assistance Scheme and found that the scheme is not the most effective method for meeting the identified translation and interpreter needs of its customers, who do not relate to any particular community group in significant numbers. Accordingly, funding for the scheme ceased during the year; however, the *ad hoc* use of interpreter and translation services will continue.

During the year, NSW Maritime reviewed and updated its staff induction program to highlight the concept of cultural diversity and the importance of providing equitable accessibility for all members of the community.

Disability Action Plan

NSW Maritime's Disability Action Plan sets out the actions the agency will take to meet the needs of customers and stakeholders with disabilities. The plan was developed in accordance with the disability access planning guidelines published by the Department of Ageing, Disability and Home Care.

A major focus is the commitment to upgrade all Sydney Harbour commuter wharves to comply with the requirements in the Commonwealth *Disability Standards for Accessible Public Transport 2002* (as amended) by 2022.

During 2010-2011, as part of the wharf upgrade program, NSW Maritime constructed Milsons Point wharf and completed designs for Rose Bay and Neutral Bay wharves, which will be upgraded in 2011-2012. The design of all wharves complies with the disability access standards. In the coming year, NSW Maritime plans to finish designing at least two more wharves due for construction in 2012-2013.

Other initiatives during the year included:

– A review of staff training on how to provide appropriate service to customers with disabilities. This led to amendments to the staff induction program

– A review of the EEO Management Plan in relation to the actions listed to increase the number of employees with disabilities and to support current staff with disabilities.

Above left: NSW Maritime BSO Brett Ryan pictured with his Maritime colleagues and others who assisted during the Queensland floods.

Above: Rob Shehadie (left) proved a hit with the community during the Take it Easy campaign to promote safe and responsible use of personal watercraft.

6

MARITIME AND THE ENVIRONMENT

REDUCING THE IMPACT OF BOATING ON THE ENVIRONMENT

NSW Maritime has a statutory responsibility for the environment in the State's navigable waters.

Implementation of grey-water legislation

In 2010-2011, NSW Maritime requested the NSW Government to amend the *Marine Pollution Regulation 2006* to allow commercial vessel operators greater choice in how to manage their grey-water.

Under the planned amendments, most operators currently required to use a grey-water holding tank will have the choice of using either a holding tank or a grey-water treatment system that complies with Australian Standards. However, Class 1 passenger vessels on Sydney Harbour will continue to require a grey-water holding tank.

The proposed changes will provide operators with greatly reduced pump-out times should they choose to take up the grey-water treatment option. The changes will also ensure a consistent regulatory regime along the full length of the Murray River, with NSW requirements coming into line with those of South Australia. The new requirements will allow vessel operators to return clean water to the State's waterways.

NSW Maritime became aware of at least one treatment system that complies with the relevant Australian Standard. This system was certified after 12 weeks' continuous laboratory testing and eight months' field testing during the year.

Left: The new Environmental Services vessel arrived in the winter months and is well equipped to help keep Sydney Harbour clear of debris.

Above left: The new clean up vessel.

Above centre: Discussing communication solutions during an oil spill exercise.

Above right: The oil spill response team discuss tactics during a desk top exercise.

Environmental education

NSW Maritime continued to promote awareness of environmental issues for the boating community during the year. This involved a continual review and refinement of environmental messages in publications such as the Boating Handbook, the Marine Activity booklet for primary school age children and online information. NSW Maritime also produces dedicated publications, such as *Leave Only Water in Your Wake* and *Take Charge of Your Discharge*, to educate boaters on their responsibility to reduce the impact of boating on the environment.

Vessel waste recovery

To protect the marine environment from the impacts of sewage pollution from vessels and to encourage the responsible disposal of vessel waste, NSW Maritime maintains multiple pump-out facilities at King Street Wharf and Blackwattle Bay and monitors an additional two pump-out facilities at Cabarita and Birkenhead Point.

During the financial year of 2010-2011, a total of 13,588,674 litres of untreated sewage waste was pumped out from vessels through these facilities. This represented a 26 per cent improvement on the previous year's outcome. NSW Maritime also funds mobile vessel pump-out facilities on Myall Lakes. During the year 100,657 litres of untreated sewage waste was pumped out through these facilities, a decrease of 2 per cent on the previous year.

ENVIRONMENTAL SERVICES

Sydney Harbour

Sydney Harbour covers an area of 5020 hectares and has a combined foreshore length of 270 kilometres. NSW Maritime is responsible for ensuring the removal of hazards to navigation, litter and waste from the navigable waters of Port Jackson (Sydney Harbour), navigable tributaries (Parramatta and Lane Cove rivers) and public beaches and foreshores.

The Environmental Services team uses a fleet of purpose built vessels to perform this role, 365 days a year. Its tasks include:

- Clearing navigational hazards each day before ferry services commence on the Parramatta River
- Removing rubbish each day from waters, public foreshores and beaches
- Removing navigation hazards each day, wherever they are found
- Responding promptly to calls from members of the public, commercial and recreational vessels that sight and report hazards to navigation on harbour waters and foreshores
- Forming partnerships with local community groups with a view to jointly improving the marine environment
- Inspecting and testing public marine sewage pump-out facilities each day to ensure operational readiness
- Preparing for and delivering operational support to major aquatic events (such as the Sydney to Hobart race, New Year's Eve fireworks and Australia Day celebrations)
- Contracting work to patrol and clean Sydney Water's litter booms
- Supporting maintenance and service work of all NSW Maritime vessels at Rozelle.

During the year, the Environmental Services team recovered and removed 2284 cubic metres of hazards to navigation, litter and waste material from harbour waters, tributaries and public beaches and foreshores. This waste was transported to approved waste transfer stations.

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MARITIME AND THE ENVIRONMENT

Environment

NSW Maritime has a responsibility to ensure removal of litter and hazards to navigation from Sydney Harbour and tributaries, the Parramatta and Lane Cove Rivers. To meet this responsibility, a fleet of purpose built vessels are used to clean these waters and foreshores, a surface area of 5020 hectares and with a combined foreshore length of 270km.

The Environmental Services fleet collects an average annual volume of 2800 cubic metres of debris comprised of floating litter, debris and other hazards to navigation. To keep the fleet up-to-date, a new $1.8 million flagship vessel was designed and, following a tender process, built in New Zealand.

The vessel is 16.3m long, powered by twin 450-horsepower engines and has an on-board crane. Litter is skimmed from the water with a special water-jet assisted litter capture cage fitted between its catamaran hulls.

As construction on the vessel neared completion, options were considered for naming and holding an official commissioning ceremony. It soon became apparent that any such naming could be tied to an opportunity to raise awareness about the need to care for the environment of Sydney Harbour.

With the support of the Marine Teachers Association, the Department of Education and Training, and the Sydney Heritage Fleet, NSW Maritime developed an environmental awareness package around a naming competition.

The package included a media event, media release, online entry system, editorial support, photography and a new mini website under banner of Caring for Your Harbour.

Entries were invited from more than 500 primary schools in Sydney and a four-hour cruise on Sydney Harbour was the prize. The cruise would be aboard either the historic schooner Boomerang or the historic steam tug Waratah. Both vessel are more than 100 years old and are part of the collection of the Sydney Heritage Fleet.

From the website http://www.caring4yourharbour.com.au/ students were able to:
– Download a poster which features the state-of-the art rubbish retrieval boat
– Order or download Marine Safety activity books
– Download a copy of 'Leave Only Water in Your Wake' brochure on protecting the marine environment
– View photographs of Environmental Services boats and other vessels at work on the Harbour
– Learn more about how litter is removed from the marine environment.

Class 3/4J of Carlton South Public School in Sydney put forward the winning name of *Mallagongan* – an Aboriginal name for the platypus. Their entry pointed to the unique nature of the platypus. The class entry said: "It is not a bird because it doesn't have feathers; it's not a mammal because it lays eggs and it's not a lizard because it doesn't have scaly skin. It is in a class of its own, just like the new flagship harbour cleaning vessel."

Class 3/4J of Carlton South Public School went on to say: "Mallagongans love water and often spend 12 hours a day searching for food. This flagship will be like the Mallagongan because it will always be looking for litter and hazards in the water".

The mini site http://www.caring4yourharbour.com.au/ remains as an educational resource.

Above: The Minister for Ports and Roads Duncan Gay congratulates the students of Carlton South Public School for their winning entry to name the new Environmental Services vessel... Mallagongan.

ENVIRONMENTAL EMERGENCY MANAGEMENT

Oil and chemical spill response

NSW Maritime is responsible for coordinating the National Plan in NSW. The agency works closely with the NSW port corporations and other supporting NSW agencies to ensure the State is prepared to respond to shipping accidents in NSW waters.

NSW Maritime is also the 'combat agency' for responding to marine oil and chemical spills in State waters between the Queensland border and Fingal Head (Port Stephens) and from Gerroa to the Victorian border. These areas include the Ports of Yamba and Eden and the State waters around Lord Howe Island.

During the year, NSW Maritime conducted exercises to test response-readiness including:

– The annual State marine incident response exercise (October 2010). The exercise scenario was based in the Port Kembla region and included a place of refuge request, an oil spill outside port waters and a shoreline cleanup. The following organisations participated: Fire and Rescue NSW, NSW Police, the Office of Environment and Heritage, local government, NSW Health, NSW port corporations, Industry and Investment NSW, oil companies Shell and Caltex, and Svitzer Salvage Australia

– The annual pollution response exercises at the Port of Eden, Port of Yamba and Lord Howe Island.

In addition, NSW Maritime provided specially tailored training for support staff. This included a Finance, Administration and Logistics Level 2 course in September 2010, which was attended by personnel from NSW Maritime, Sydney Ports Corporation and Port Kembla Port Corporation.

The agency also conducted a Senior Executive Maritime Incident and Crisis Management Workshop in March 2011, which was attended by personnel from 18 agencies, including six interstate and two Commonwealth agencies.

A number of staff attended national training courses during the year.

New emergency response equipment

During 2010-2011, NSW Maritime continued to replace and upgrade oil spill response equipment. This included:

– Replacing a general-purpose boom at Eden
– Purchasing a facility for washing oiled wildlife
– Purchasing a trailer for the decontamination tent at Eden
– Developing a portable computer network for incident response
– Developing a portable telephone system that will allow NSW Maritime to have four permanent telephone numbers for an Incident Control Centre no matter where it is located.

Incidents

There were a number of minor shipping incidents in NSW waters during 2010-2011.

The most significant was a spill of about 12 tonnes of heavy fuel oil at Kooragang Basin in the Port of Newcastle in August. The area was boomed and some oil recovered. Some of the oil entered the North Arm of the Hunter River where a shoreline cleanup was undertaken to clean oil from mangrove and saltbush areas.

The shoreline response involved a number of supporting agencies and took four weeks to complete. During the response, 30 pelicans were captured and cleaned.

Following the incident, a debriefing was held for all agencies involved in the response. It recommended that early phases of the notification process for incidents be further streamlined. *The NSW State Waters Marine Oil and Chemical Spill Contingency Plan* is being updated to reflect this recommendation. Recommendations are being implemented via the NSW National Plan Executive Committee.

Emergency management

During the year, NSW Maritime continued to fulfil its roles in emergency management at the local, district, State and national level. As part of its role as the combat agency for marine pollution response, NSW Maritime is a member of relevant district and local emergency management committees. These committees coordinate support from various agencies on behalf of NSW Maritime, during an oil-spill response.

NSW Maritime is also represented on the State Emergency Management Committee (SEMC), which met four times during the year. As a member of SEMC, NSW Maritime is a supporting agency under a number of other emergency management plans such as the flood, tsunami and influenza pandemic plans.

NSW Maritime assisted Maritime Safety Queensland with its response to the floods in Brisbane. Six NSW Maritime staff were seconded to repair navigation aids, remove debris and provide pollution response.

In August 2010, NSW Maritime conducted its second internal emergency management exercise, Blackadder II. The aim of the exercise was to test the outcomes identified during the inaugural exercise held 12 months earlier. It also tested NSW Maritime's ability to respond to large complex incidents in order to further enhance the agency's organisational resilience.

To address the recommendations from Blackadder II, an executive sub-committee was established to oversee emergency management arrangements within NSW Maritime.
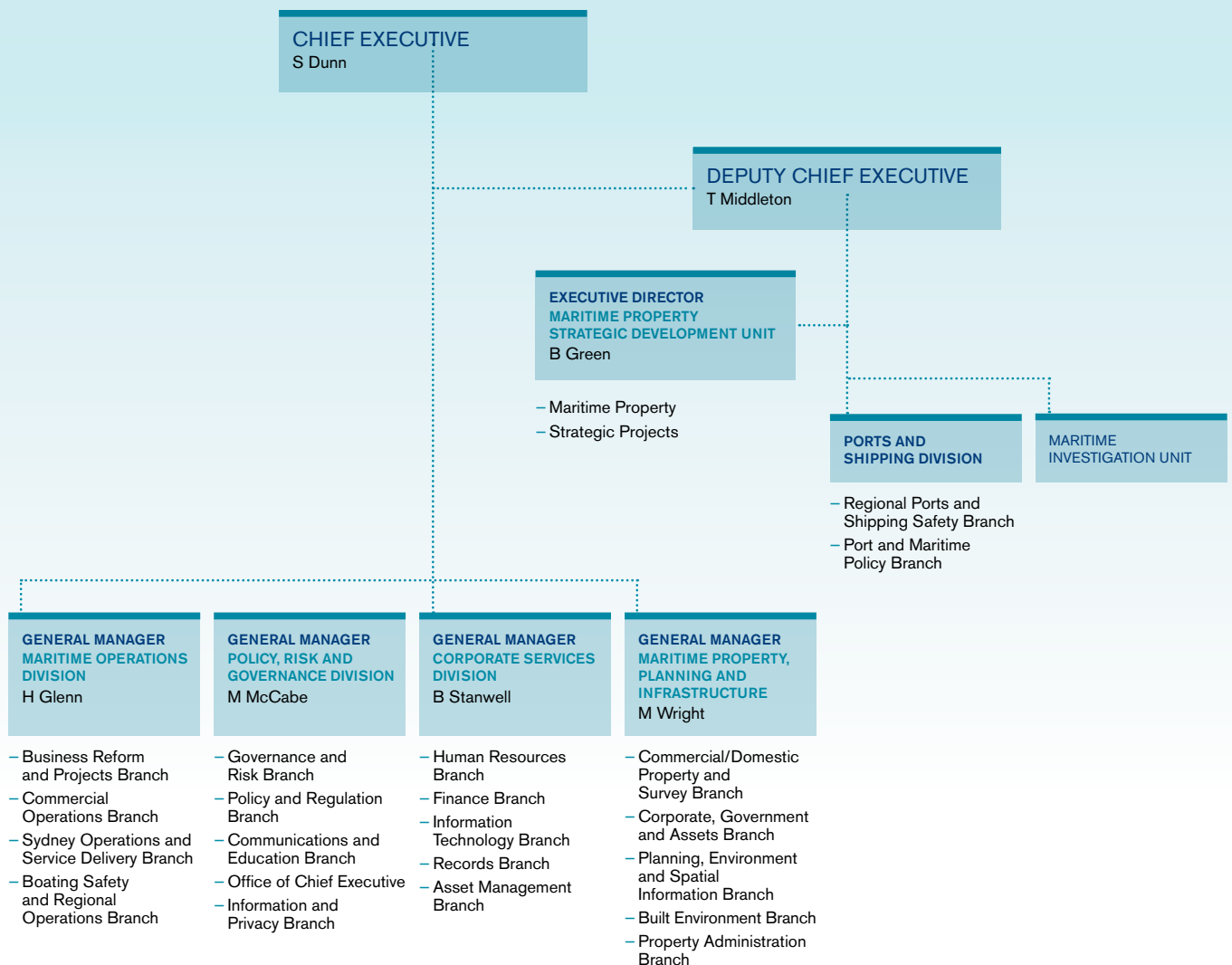
Note: On 15 July 2011, the Minister for Roads and Ports Duncan Gay MLC and the Minister for Transport Gladys Berejiklian MP announced the establishment of a new agency, Roads and Maritime Services (RMS). Upon establishment of RMS the Maritime Authority of NSW will be abolished and its functions, property and other assets transferred to the new agency. Michael Bushby was appointed Acting Chief Executive in August 2011.

ORGANISATIONAL STRUCTURE

Organisational chart – NSW Maritime
as st 30 June 2011

CHIEF EXECUTIVE
S Dunn

DEPUTY CHIEF EXECUTIVE
T Middleton

EXECUTIVE DIRECTOR MARITIME PROPERTY STRATEGIC DEVELOPMENT UNIT
B Green

– Maritime Property
– Strategic Projects

PORTS AND SHIPPING DIVISION

– Regional Ports and Shipping Safety Branch
– Port and Maritime Policy Branch

MARITIME INVESTIGATION UNIT

GENERAL MANAGER MARITIME OPERATIONS DIVISION
H Glenn

– Business Reform and Projects Branch
– Commercial Operations Branch
– Sydney Operations and Service Delivery Branch
– Boating Safety and Regional Operations Branch

GENERAL MANAGER POLICY, RISK AND GOVERNANCE DIVISION
M McCabe

– Governance and Risk Branch
– Policy and Regulation Branch
– Communications and Education Branch
– Office of Chief Executive
– Information and Privacy Branch

GENERAL MANAGER CORPORATE SERVICES DIVISION
B Stanwell

– Human Resources Branch
– Finance Branch
– Information Technology Branch
– Records Branch
– Asset Management Branch

GENERAL MANAGER MARITIME PROPERTY, PLANNING AND INFRASTRUCTURE
M Wright

– Commercial/Domestic Property and Survey Branch
– Corporate, Government and Assets Branch
– Planning, Environment and Spatial Information Branch
– Built Environment Branch
– Property Administration Branch

Left: Our mission is to provide safe waterways and support for the maritime community.

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OUR ORGANISATION

Management team

STEVE DUNN – BSc Hons (Plymouth), MMgt (Macquarie)
Chief Executive (until August 2011)

Steve Dunn was appointed as Chief Executive in July 2008 after joining NSW Maritime in August 2007 as the Deputy Chief Executive.

He joined the NSW public sector in 1991 as a Fisheries Officer with the Department of Fisheries and Agriculture and then held a number of senior management positions in the Australian public sector. These positions included Director of Victorian Fisheries, Director General of NSW Fisheries, and Executive Director in the Department of Natural Resources.

As well as implementing major fishing industry reforms, he was a member of the board of the NSW Marine Parks Authority and played a lead role in the introduction of both the Solitary Islands and Jervis Bay Marine Parks. He is a past Chair of the National Fisheries Compliance Committee and was the inaugural Chair of the Australian Fisheries Management Forum.

From 2004 to 2006 he held a diplomatic posting as Deputy Director General of the Pacific Islands Forum Fisheries Agency (FFA) based in Honiara, Solomon Islands.

He is a keen fly fisher, a scuba diving instructor, and holds a commercial vessel Coxswain's certificate of competency.

TONY MIDDLETON – BA Hons (London), MPP (Deakin)
Deputy Chief Executive

Tony Middleton was appointed as Deputy Chief Executive in January 2009. He has responsibility for the Ports and Shipping Division, the Maritime Investigation Unit and the Maritime Property Strategic Development Unit. He has been with NSW Maritime since December 2004.

His previous roles were Director, Marine Safety Victoria; General Manager Policy and Planning at NSW Waterways Authority; and in the NSW Department of Transport with responsibility for taxi and hire car regulation.

His responsibilities include port policy; shipping safety; management of the regional ports of Eden and Yamba; marine environmental policy for shipping; pollution response; maritime incident investigation; intergovernmental relations; and oversight of the strategic development of NSW Maritime land, adjoining the main harbours of NSW, for maritime purposes.

Tony has considerable knowledge of ports and maritime issues, particularly in relation to safety, environmental policy and regulatory activities. He has extensive experience in maritime-related intergovernmental issues through past membership of the National Marine Safety Committee and other national maritime policy and environmental committees.

HOWARD GLENN
General Manager Maritime Operations

Howard Glenn leads the Maritime Operations Division, which is responsible for promoting safe boating throughout New South Wales, together with programs for improving access to and navigation on the State's waterways.

Since joining NSW Maritime in 2008, he has had a wide range of responsibilities. These have involved legislative and policy reform, managing commercial vessel safety programs, and finalising arrangements for the Sydney Harbour commuter wharves upgrade program.

Immediately prior to coming to NSW Maritime, Howard managed the vehicle registration business of the NSW Roads and Traffic Authority, and introduced substantial business and legislative reforms that allowed for a major increase in transactions that could be completed online.

Howard has held several other executive roles with the NSW and Commonwealth governments specialising in bringing business, government and the community sector together to cooperate on complex policy and program reforms. This has included the establishment of the reconciliation process, the modernisation of Australia Day celebrations and awards, and a range of other human rights and social policy initiatives.

MELINDA MCCABE – MPP (Sydney)
General Manager Policy, Risk and Governance
Melinda McCabe was appointed General Manager, Policy, Risk and Governance in 2010. She is responsible for the development of NSW Maritime's strategic policy, the governance framework, and risk management activities.

Her division also has responsibility for NSW Maritime's communication and education program, its corporate planning functions, the provision of legal advice, and preparation of Ministerial and Chief Executive correspondence.

A key responsibility is to deliver the three-year $3 million Boating Safety Communications and Education Plan. This plan has the over arching theme of You're the Skipper – You're Responsible and is delivering safety education programs in support of statewide safety awareness compliance.

In addition, the Division oversees all matter relating to Ministerial correspondence, issues management, media activities and development of strategic safety partnerships.

Melinda joined NSW Maritime in 2008 in the Property Division as Manager, Business Support and Policy and prior to becoming General Manager she held the role of Executive Director, Governance and Risk. Melinda has also held roles at the Independent Commission Against Corruption and the Office of State Revenue.

BRIAN STANWELL – CPA
General Manager Corporate Services
Brian Stanwell was appointed General Manager Corporate Services in November 2004 and is responsible for finance, human resources, information technology, asset management, records management and internal audit. He is also the Chief Audit Executive and reports to the Audit and Risk Committee on matters arising from internal and external audits.

He joined the Finance Branch of the former Maritime Services Board in 1980, where he held a number of senior accounting and finance positions.

NSW Maritime is non-budget dependent, so a key responsibility is managing its financial obligations to retain its self-funding status and provide an annual operating distribution to NSW Treasury. A major accomplishment during the year was the Maritime Authority of NSW Enterprise Agreement 2010-2013, which defines the working arrangements for NSW Maritime staff.

His other responsibilities include managing NSW Maritime's minor capital program that provides the working assets such as cars, boats, computers and office equipment to the organisation; preparing forward estimates and reporting to NSW Treasury on NSW Maritime's financial performance; introducing new information technologies; and providing safe storage for the organisation's vast collection of documents and records.

MICHAEL WRIGHT – BA (Sydney), BComm (UNSW)
General Manager Maritime Property, Planning and Infrastructure
Michael Wright joined NSW Maritime in January 2011. As General Manager, Maritime Property, Planning and Infrastructure, he leads NSW Maritime's commercial, corporate, domestic and community property leasing, licensing and management programs; directs the organisation's involvement in land use planning matters, particularly for developments on Sydney Harbour; and oversees the delivery of the Sydney Harbour commuter wharves upgrade program.

He has over 20 years of senior managerial and executive level experience. This includes five years with The Cabinet Office leading and coordinating natural resource management and environmental planning matters; five years managing a policy division and four years as Director, Policy and Science with the National Parks and Wildlife Service; and seven years as Director, Reserve and Wildlife Conservation and Director, Protected Areas Policy and Programs with the Department of Environment, Climate Change and Water.

Some of his achievements include working to resolve conflict around the use of public forests, dealing with conservation and fishing interests to deliver marine conservation and sustainable commercial and recreational fishing outcomes, growing the area covered by the NSW national parks system by more than 50 per cent, and establishing a pioneering legislative framework for Aboriginal involvement in park management.

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OUR ORGANISATION

ORGANISATIONAL STRUCTURE (CONTINUED)

Corporate structure

NSW Maritime is a statutory body classified by NSW Treasury as a non-budget dependent general government agency. NSW Maritime is a self-funding entity.

The Chief Executive is responsible and accountable to the NSW Minister for Roads and Ports for NSW Maritime's overall performance and for ensuring performance is consistent with legislative compliance and best-practice principles.

Strategic direction and operational management is the responsibility of an Executive Management Committee (EMC) consisting of the Chief Executive, the Deputy Chief Executive, four General Managers, the Executive Director, Strategic Development, Manager Communications and Manager, Office of the Chief Executive.

The EMC plays a key role in the delivery of the NSW Maritime governance framework. It supports the decision-making process by providing a discussion and evaluation forum; in some instances, it provides formal advice and decision-making. The EMC develops and reviews the framework and plays a lead role by:

- Shaping NSW Maritime's strategic direction
- Administering an overarching framework of internal policies and procedures
- Monitoring operational management
- Focusing on risk and NSW Maritime's response to events
- Ensuring accountability for NSW Maritime's activities and actions.

Advisory bodies and committees also provide advice to the EMC.

Statutory framework

During 2010-2011, the Maritime Authority of NSW, trading as NSW Maritime, administered (either wholly or partly) or operated under the following legislation:

Commercial Vessels Act 1979
Environmental Planning and Assessment Act 1979
Marine Pilotage Licensing Act 1971
Marine Pollution Act 1987
Marine Safety Act 1998
Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001
Maritime Services Act 1935
Navigation Act 1901
Passenger Transport Act 1990
Ports and Maritime Administration Act 1995
Protection of the Environment (Operations) Act 1997
Transport Administration Act 1988.

CORPORATE GOVERNANCE

Governance framework

NSW Maritime's Governance Framework has been developed to ensure the management and control of the agency and its activities are both effective and appropriate, and are undertaken in accordance with the principles of good governance.

The framework details NSW Maritime's oversight systems and processes, the structures through which organisational objectives are identified and delivered, and the mechanisms for performance and compliance monitoring. The framework also codifies the rules and processes for decision-making and delegated responsibilities.

The framework's success is dependent upon the organisation's culture and values being aligned to it, and it being actively implemented. An action plan for the implementation of the framework has been developed and is monitored by NSW Maritime's Executive.

Ethical behaviour and corruption prevention

NSW Maritime's ethical framework is detailed in policies and guidelines relating to ethical conduct, managing complaints and allegations, preventing fraud and corruption and making public interest disclosures.

The Code of Conduct and Ethics applies to all employees, contractors, volunteers and anyone representing NSW Maritime. The code embraces values that NSW Maritime upholds and describes the ethical framework that guides actions, decisions and behaviour. Minor amendments were made to the Code of Conduct and Ethics as a result of an annual review.

Training for managers and supervisors on ethics and accountability was developed and delivered in 2010-2011 as a component of the NSW Maritime program for managers.

During 2010-2011, all NSW Maritime managers attended the ICAC Corruption Prevention for Managers Course and the Executive Management Committee attended an ICAC workshop for executives.

NSW Maritime conducted workshops for all staff on corruption prevention, which covered secondary employment, the use of public resources and recruitment. The workshops were delivered by the Chief Executive. A finance-specific fraud and corruption prevention workshop was delivered to ensure finance staff were alert to the possibility of fraud and corruption, including awareness of the process to alert and report irregularities.

A Corruption Prevention Strategy has been developed, which communicates NSW Maritime's corruption prevention principles and corruption prevention plan. The strategy was issued to staff via the intranet.

Risk management and insurance

NSW Maritime maintains organisational arrangements that provide additional assurance, independent from operational management, on risk management and internal audit, consistent with NSW Treasury Circular TC 09/08 Internal Audit and Risk Management Policy.

It has developed an enterprise-wide risk management framework, which provides information on the roles, responsibilities, processes and procedures, standards, tools and documentation to be used for managing risk at NSW Maritime. The Framework applies the International Standard for Risk Management (AS/NZS ISO 31000:2009).

The risk management framework is supplemented by policies, procedures and plans that deal with specific categories of risk, such as occupational health and safety and incident management.

The NSW Treasury Managed Fund provides NSW Maritime's cover for its insurable risks in the areas of workers' compensation, motor vehicles, liability, property, travel and personal accident. No major changes to insurance activities occurred in 2010-2011.

NSW Maritime's comprehensive internal audit program helps to ensure NSW Maritime's programs and processes comply with legislation and best practice. Audits conducted during the year found that systems were predominantly sound. There were no areas with 'extreme' risk ratings. The areas identified with 'high' risk ratings were all controlled by the acceptance of a range of recommendations.

NSW Maritime adopts an outsourced internal audit delivery model. During 2010-2011, NSW Maritime undertook a tender process to appoint an internal auditor for a new term.

The Audit and Risk Committee provides independent assistance to the Chief Executive by overseeing and monitoring NSW Maritime governance, risk and control frameworks, and its external accountability requirements. The Audit and Risk Committee met five times during 2010-2011.

NSW | Maritime

CORPORATE GOVERNANCE   ICE11/453

Internal Audit and Risk Management Attestation
For the 2010-2011 financial year for NSW Maritime

I, Steve Dunn am of the opinion that NSW has internal audit and risk management processes in place that are, in all material respects, compliant with the core requirements set out in Treasury Circular NSWTC09/08 "Internal Audit and Risk Management Policy". These processes provide a level of assurance that enables the senior management of NSW Maritime to understand, manage and satisfactorily control risk exposures. NSW Maritime adopts the outsourced service delivery with only in-house project management model as it is a small agency that would have difficulty securing and retaining internal audit staff with sufficient skilled expertise to deliver professional internal audit services.

I, Steve Dunn am of the opinion the Audit and Risk Committee for NSW Maritime is constituted and operates in accordance with the independence and governance requirements of Treasury Circular NSWTC09/08.

The Chair and Members of the Audit and Risk Committee are:

Independent Chair: Dr Liz Coombs – appointed 7 January 2009 for a three year term.

Independent Member 1: Alex Smith – appointed 16 January 2010 for a three year term.

Independent Member 2: Ken Barker – appointed 23 February 2010 for a three year term.

Non-independent Member 1: Howard Glenn, General Manager Maritime Operations appointed 17 February 2010 for a three year term.

Non-independent Member 2: Melinda McCabe, General Manager Policy, Risk and Governance appointed 15 February 2010 for a three year term.

I, Steve Dunn declare this Internal Audit and Risk Management Attestation is made on behalf of the following controlled entities:

Maritime Authority of NSW Division.

[signature] 27/7/11

Steve Dunn
Chief Executive
NSW Maritime

Contact Officer
Brian Stanwell
General Manager Corporate Services (Chief Audit Executive)
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OUR ORGANISATION

Procurement guidelines

NSW Maritime built on the procurement framework developed in the previous year and drafted a series of guidelines for staff to assist in the procurement process.

The guidelines reflect the General Purchasing Delegation made under Clause 10 of the *Public Sector Employment and Management (Goods and Services) Regulation 2010*, with separate guidelines drafted for procurement under $3000, procurement from $3000 to $30,000, and procurement from $30,000 to $250,000.

Audit and Risk Committee

In August 2009, NSW Treasury issued the Internal Audit and Risk Management Policy for the NSW Public Sector (TPP09-5). The Policy and Guidelines paper includes six core requirements:

– An operationally independent internal audit function

– Appointment of a Chief Audit Executive

– An Audit and Risk Committee (ARC) with an independent chair and a majority of independent members appointed from the central register of 'pre-qualified' individuals established by DPC Circular C2009-13 Prequalification Scheme: Audit and Risk Committees

– Consistent application of a 'model charter' for Audit and Risk Committees

– Adoption of current standards for enterprise risk management

– Adoption of current standards for professional practice in internal audit.

NSW Maritime's Audit and Risk Committee has five members:

– Dr Liz Coombs (Independent Chair)

– Ken Barker (Independent Member)

– Alex Smith (Independent Member)

– Howard Glenn (Internal Member – General Manager Maritime Operations)

– Melinda McCabe (Internal Member – General Manager Policy, Risk and Governance).

Regular meeting observers include:

– Steve Dunn (Chief Executive)

– Brian Stanwell (General Manager, Corporate Services and Chief Audit Executive)

– Kelly McFadyen (Executive Director, Governance and Risk)

– Audit Office of NSW

– Internal Audit Bureau.

Members are appointed for an initial period of three years, after which they are eligible for extension or re-appointment for a further maximum term of three years, after a formal review of their performance.

In accordance with NSW Maritime's Internal Audit Manual, the Internal Auditors are appointed to a maximum five-year term. During 2010-2011 the contract for the provision of internal audit services was tendered and the Internal Audit Bureau retained the contract for a further period of up to five years, subject to performance.

During 2010-2011, NSW Maritime's ARC met five times to consider the findings of reviews on NSW Maritime's systems of internal controls. Audit recommendations for improvements in systems and procedures are considered by management, and when agreed, are compiled in a recommendations register to manage progression on the recommendation's implementation.

ICAC inquiry

In April 2010, the Independent Commission of Against Corruption (ICAC) conducted a public enquiry into the misuse of resources by a NSW Maritime Legal Services Branch Officer. NSW Maritime fully cooperated with the ICAC during the process. The ICAC released its report in September 2010 and made seven corruption prevention recommendations to NSW Maritime.

NSW Maritime accepted the ICAC recommendations and is committed to implementing them and regularly reporting the progress of implementation to the ICAC. NSW Maritime submitted its first progress report to the ICAC in April 2011 and is on track to complete the implementation of the corruption prevention recommendations.

Privacy Management Plan

NSW Maritime commenced a review of its Privacy Management Plan during the year. The plan is required by the *Privacy and Personal Information Protection Act 1998*, which sets out how all NSW public sector agencies must manage personal information and specifies how personal information is to be collected, stored, accessed, used, disclosed and destroyed.

STRATEGIC PLANNING

Strategic and business planning

NSW Maritime's strategic and business planning activities are structured to ensure the agency's focus and activities support its vision of serving the boating community, as well as the goals of the *State Plan*.

The agency's 2010-2013 Corporate Plan is implemented through an Implementation Plan, which is supported by more detailed divisional and branch business plans. During 2010-2011, the Executive Management Committee oversaw progress of the Corporate Plan at quarterly reviews.

The Executive also used a strategic management calendar to identify key organisational priorities. The calendar details NSW Maritime's responsibilities to other agencies on a month-by-month basis.

Early in 2011, the Executive undertook a planning workshop, which confirmed the agency's strategic direction and focus. The Corporate Plan was then reviewed and amended to better reflect contemporary circumstances and address emerging issues. It was delivered to the Minister for Roads and Ports on 30 June 2011 in accordance with the *Ports and Maritime Administration Act 1995*. The plan is available on NSW Maritime's website.

Right: The Geospatial Information team supports all of the mapping and plan drawing requirements of both NSW Maritime and external stakeholders.

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OUR ORGANISATION

Compliance framework

A compliance framework has been developed which informs the community of NSW Maritime's approach to managing compliance with the legislation it administers, and the processes it employs to ensure compliance actions are implemented in a fair and equitable manner. The compliance framework, which is available on NSW Maritime's website, is supported by NSW Maritime's operational policies and procedures, which guide its authorised officers in the implementation of its legislative obligations.

During 2010-2011, NSW Maritime undertook a review of its own compliance with marine legislation administered by the Minister for Roads and Ports. The review will continue in 2011-2012 to assess compliance with relevant instruments such as legislation and regulations administered by other NSW Ministers and NSW Government policy.

Policy framework and development

NSW Maritime progressed the development and implementation of an overarching policy framework during the year.

One key step was to introduce a corporate document register. The register is designed to store all finalised policies, procedures and other corporate documents in an easily accessible location for all NSW Maritime staff. It improves document control and provides an authoritative reference point.

Administrative instructions for staff

The past year has seen a major focus on developing policies and procedures for staff. The following administrative instructions were introduced:

– A comprehensive instruction setting out the processes and procedures for recruiting and selecting staff (including ICAC recommendations on pre-employment checks)

– An instruction on relieving opportunities

– An instruction on the new purchased leave provisions (which follows the public service model)

– Updates to the instruction on parental leave to incorporate the new Commonwealth Paid Parental Leave provisions.

At the time of preparation of this report, the following were nearing final approval:

– A new instruction on leave without pay

– A comprehensive set of procedures and controls for the engagement of contractors and temporary employees

– An instruction on driver fatigue.

In addition, the following are currently being prepared:

– A strategic framework for the handling of employee complaints

– An instruction on lactation breaks (based on the public service model).

IT management

NSW Maritime finalised its Information and Communication Technology (ICT) Strategic Plan 2010-2013 and began to implement its recommended projects.

This included preparation for the upgrade of Windows and the MS Office suite used throughout the organisation, and upgrading the records management system prior to rollout.

After the implementation of the Government Licensing System, a data network upgrade is required to help improve the efficiency of the service, and provide for future systems, such as VoIP telephony, video conferencing and regionalised records management.

NSW Maritime will continue to implement the ICT Strategic Plan, enabling the provision of up-to-date services and goals for stakeholders and the general public.

Other IT projects undertaken during the year included the relocation of South West Rocks and Ballina offices to new sites, disaster recovery testing, and an e-mail system upgrade.

Introduction of the Government Licensing System (GLS)

In July 2010, NSW Maritime switched to the Government Licensing Service (GLS), which replaced NSW Maritime's WALROS licensing, registration and moorings database.

The GLS is a new centralised computer system to deliver over 65 NSW State licences across eight government departments across the State. It is developed and managed by the NSW Department of Finance & Services (DFS).

The objective of the switch to the new system was to reduce operational costs, reduce red tape, increase system efficiency, improve system security and offer more online services to customers across the State.

The transition to the GLS was a major change for the organisation, and involved training over 180 staff, engaging additional staff at city and regional offices, software and hardware upgrades and replacement, and notification to customers that a new system was being implemented. NSW Maritime's GLS project implementation team worked closely with staff and the project team at DFS to manage the significant challenges posed by the implementation.

Over 900,000 transactions were processed using the GLS in the first 12 months of implementation. However, the Audit Office of NSW raised the implementation of the GLS as a significant matter in the 2010-2011 audit due to processing delays, data migration problems, transaction errors and reconciling accounting information. In response to these issues, NSW Maritime advised that additional customer service staff were recruited to deal with the transaction processing issue, and comprehensive financial reconciliations have been developed between the GLS and the general ledger. The GLS is now fully implemented with the GLS team continuing to work on system improvements.

Changes proposed over the next year include a better vessel registration process for manufacturers, on-water compliance management, and more online services for customers.

Development of NSW Maritime

A number of major events took place during the year. The most significant were:

– Introduction of the 2010-2013 Enterprise Agreement that defines employer–employee workplace relations until 30 June 2013. The agreement provides a four per cent salary increase to employees for each year of the three-year agreement. (Wages policy guidelines determined that employee-related savings must fund any increase above 2.5 per cent. This requirement was met by identifying a number of initiatives that, in aggregate, enabled the increase above 2.5 per cent to be funded

– Re-organisation of the Maritime Operations Division, which encompasses commercial vessel, recreational boating and regional services functions and came into effect on 5 July 2010. The division was re-organised to reduce the number of direct reports to the General Manager and to absorb the responsibilities of managing the business relationship with GLS. The revised structure became effective in January 2011

– A switch to GLS (see above description).

During 2010-2011, NSW Maritime was also involved in Transport Shared Services' scoping studies and baselining projects to determine corporate service activities that should be included in the shared service environment.

Towards the latter part of the financial year, NSW Maritime became involved with the development of the integrated transport authority – Transport for NSW.

NSW Maritime participated in workshops to review the approach by transport agencies to common corporate service procedures, such as accounts payable and receivable, payroll processing, fleet management and procurement. Further work was undertaken reviewing IT platforms and the utilisation of hardware and software programs.

Audit and Risk Committee

NSW Maritime's Audit and Risk Committee (ARC) was restructured in August 2009 when NSW Treasury issued the Internal Audit and Risk Management Policy for the NSW Public Sector. The policy and accompanying guidelines included six core requirements:

1) An operationally independent audit function
2) Appointment of a Chief Audit Executive
3) An Audit and Risk Committee with an independent chair and a majority of independent members
4) Consistent application of a model charter for Audit and Risk Committees
5) Adoption of current standards for enterprise risk management
6) Adoption of current standards for professional practice in internal audit.

NSW Maritime's ARC consists of five members, the maximum permitted under the policy. The ARC comprises an independent Chair and two independent members, the General Manager Maritime Operations and General Manager Policy, Risk and Governance.

Regular meeting observers include the Chief Executive, General Manager Corporate Services/Chief Audit Executive, Executive Director Governance and Risk, Audit Office, Internal Audit Bureau.

The purpose of NSW Maritime's ARC is to provide independent assistance to the Chief Executive by overseeing and monitoring NSW Maritime's governance, risk and control frameworks and its external accountability requirements.

The independent members have strong professional and technical backgrounds within their areas of expertise, while the internal members and regular meeting observers are experienced in NSW Maritime's operations.

On appointment, the independent ARC members are given an induction to provide them with a background to the organisation, the extent of its responsibilities and involvement with stakeholders and customers. At each meeting a list of 'significant financial transactions' is produced that informs the independent members on material amounts that have been processed by NSW Maritime since the last meeting. Those items are discussed and evaluated.

A partnership exists between the members of the ARC: the independent members can call on the experience of internal members to explain and put into context many of the observations and findings about NSW Maritime's operations, processes and procedures that arise through audit reviews and the ordinary conduct of the meeting. This collaborative approach strengthens the effectiveness of the ARC without threatening or compromising the independence of the members.

8

OUR PEOPLE

Learning and development

Training activity was a major focus through the entire year. There was particular emphasis on the topic of 'fraud awareness and avoidance of corruption', with all staff attending the training.

Over 300 staff attended HR-organised learning or development activities, mainly conducted via our in-house registered training organisation (RTO). The most popular courses were:

– Certificate III in Government (required by Customer Service Officers)
– Certificate IV in Government (Investigations)
– Certificate IV in Government (Workplace Training)
– Boating Safety Officer Compliance Training program.

A major initiative was the first intake under a new trainee scheme, with 16 trainees undertaking a 12-month structured traineeship with the organisation. NSW Maritime used feedback on the initial course to fine-tune the course structure and deliverables. The scheme has been repeated in 2011.

Following a 2009 audit by IAB Services into training effectiveness, NSW Maritime began work to introduce a learning management system. The project is well underway – a provider has been selected, dedicated hardware and software have been ordered, and the system is being customised and tested. This initiative will enable NSW Maritime to:

– Centralise all training and related records, including courses, competencies/skills at various proficiency levels, and assessment results
– Establish a consistent process for booking, approving, attending and evaluating courses and training providers
– Provide a single repository and version control for all the organisation's training and assessment documents, induction, compliance, and online training or refresher modules
– Produce standard and ad hoc reports for managers, including those needed to meet RTO accreditation requirements.

Left: Vessel survey underway: the Commercial Operations Branch is responsible for ensuring that commercial vessels are designed, equipped, operated and staffed for maximum safety.

Organisational effectiveness profile – staff survey

NSW Maritime surveyed staff in December 2010 about the agency's organisational effectiveness. The survey measured how well NSW Maritime is operating in three core business elements: strategic intent, business processes/systems, and culture/ behaviour, and how each of these elements interacts with the others.

Around half of all staff completed the survey. They were able to identify the organisational strengths – such as its meaningful and well-communicated vision and purpose – as well as areas for improvement, such as systems software and documentation.

An initial pilot program was commenced, but was placed on hold when the NSW Government announced the creation of Roads and Maritime Services. The intention is to undertake further work as part of the newly formed agency.

Occupational health and safety

NSW Maritime is committed to fulfilling its obligations under the *Occupational Health and Safety Act 2000*, and provides the necessary resources to ensure the health and safety of all its employees, visitors and contractors.

Through the year, NSW Maritime continued its approach to meeting its OH&S and injury management obligations, including the implementation of the NSW Government's *Working Together Strategy 2010-2012*, which targets improvements in the areas of health, safety and injury management. Significant initiatives were to:

– Establish a biannual reporting regime by branch and regional managers on key OH&S prevention strategies aimed at achieving targeted improvements
– Develop and implement a safety management plan for wharf construction and wharf maintenance programs
– Complete the periodic medical program for Boating Safety Officers, which is held every two years to monitor fitness level demands for the position
– Review recent changes to OH&S and workers' compensation policies and procedures to ensure currency and conformity with the legislation
– Conduct a health and wellness program, which included employee welfare information and screening programs; lifestyle issues, including fitness, sun exposure, healthy diet and regular exercise; and information on virulent diseases and associated immunisation clinics
– Manage the changeover to a new workers' compensation insurer from 1 January 2011, including resetting all information and procedural records.

OH&S performance, 2010-2011

Number of lost-time injuries [*]	increased from 6 to 16
Reported non-lost-time injuries	increased from 21 to 26
Total number of workers' compensation claims	increased from 27 to 32
Days lost for workers' compensation per employee	increased from 0.8 to 1.6

*The increase in lost-time injuries was related to absences due to psychological injuries. The ICAC inquiry into the operations of the Legal Branch and the introduction of the Government Licensing System were the two events associated with these injuries.

8

OUR PEOPLE

MSB workers' compensation residual liability

NSW Maritime holds legal responsibility for managing recurrent liabilities originating from the Maritime Services Board (MSB) Workers' Compensation Self Insurer's Scheme. This involves managing existing and future workers' compensation (non-dust diseases) and dust diseases claims lodged with the scheme, which operated from 1 July 1989 to 30 June 1995, when the MSB ceased to operate.

Notwithstanding the passing of time, claims for benefits continue to be lodged by former MSB employees who were employed during its period of cover.

Based on actuarial projections, NSW Maritime ensures appropriate monetary provisions are set aside each forward year for each category of claim.

MSB workers' compensation liability (non dust diseases claims)

NSW Maritime manages the outstanding liability for a range of liability issues for the former Maritime Services Board, abolished in 1995. During the year, 17 claims were outstanding. There remain 10 claims for industrial deafness, four for skin cancers and three other claims relating to physical injuries or degenerative diseases.

In 2010-2011, five new claims were lodged, all for industrial deafness. Six claims were also finalised during the year and one finalised claim for degenerative diseases was settled.

The total claims cost incurred for the financial year was $245,095. This is $11,000 less than the total cost incurred in the previous period. The expenditure covers weekly benefit payments, eligible lump sum payments, medical and legal costs.

Based on actuarial projections of future claims trends, a provision of $1.8 million has been set aside to continue managing future liabilities. This is $0.9 million less than the previous year. These projections also consider any uncertainties in the estimation of liabilities for current and future projected claims.

Since 1995, NSW Maritime has incurred a total cost of $9.8 million for workers' compensation liabilities.

MSB dust diseases liability

At 30 June 2011, there are no active dust diseases claims outstanding.

The propensity for future claims to emerge remains a risk and monetary provisions based on actuarial advice need to be set aside for future liabilities.

Based on an actuarial assessment, a provision of $1.2 million has been set aside to manage current and future claims. This is less than the $1.4 million set aside for the previous year.

Equal employment opportunity

During the year, NSW Maritime's major initiative was to sponsor its second Women's Conference on 29 June 2011. The first Women's Conference was held in 2008.

This year's event was titled Women@ Maritime: Oceans of Opportunity. It was very well supported with a third of female employees at NSW Maritime attending. The major themes were:

– Career resilience and dealing with change
– Women working in non-traditional roles
– Gender equity and flexible work practices
– Equity issues in NSW Maritime.

The Minister for Roads and Ports, Duncan Gay, addressed conference participants on the sometimes competing demands of work and family, amongst other things. The two keynote speakers were Robyn Kruk (CEO designate of the National Mental Health Commission) and Deborah Wallace (Commander, Middle Eastern Crime Squad).

Feedback from the participants indicated that the conference was inspirational, motivating and very practical. In addition, the plenary and panel discussions provided direct feedback from staff on the key, current equity issues in NSW Maritime and made suggestions on how they should be addressed. This valuable input will be utilised to complete the next update of NSW Maritime's Equity and Diversity Plan.

In addition, through negotiation of the enterprise agreement at the beginning of 2011, NSW Maritime has introduced the Commonwealth Paid Parental Leave scheme and the standard NSW public sector approach on lactation breaks for new mothers.

Right: Boating Safety Officers provide a wide range of customer services on and off the water, from patrols and vessel inspections to management of moorings.