

A mercury bath holding a 3.7m first-order lantern and a 2-panel 700mm second-order lens with an intensity of 1,000,000 candelas is what powers the lighthouse at Toukley on the Central Coast.



1 October 2005

The Hon Eric Roozendaal MLC
Minister for Ports and Waterways
Parliament House
Macquarie Street
SYDNEY NSW 2000

Dear Minister

I am pleased to submit, for presentation to Parliament, the Annual Report of the Waterways Authority, trading as NSW Maritime since 1 September 2004, for the year ended 30 June 2005.

The Annual Report was prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Ports Corporatisation and Waterways Management Act 1995*.

After the Report has been tabled in Parliament, it will be made available in hard-copy form, on compact disc and will be placed on the NSW Maritime website www.maritime.nsw.gov.au.

Yours sincerely

Handwritten signature of Chris Oxenbould AO

Chris Oxenbould AO
Chief Executive

OVERVIEW

NSW Maritime, the State Government's maritime regulator, is committed to providing safe and sustainable ports and waterways statewide. This commitment is met, in part, by returning fees to the recreational boating community in the form of infrastructure, compliance and education programs, and support services.

Boating Fees at Work

In 2004–2005, revenue raised through boating fees was used to fund:

- More than \$1.8 million in grants to build new or improved boating facilities statewide
- Service to approximately 200,000 boat owners
- Service to approximately 442,000 boat driver's licence holders
- More than 37,000 on-water safety checks
- Up to \$2 million on 2926 navigation markers statewide
- Maintenance of the lights in 14 lighthouses along the NSW coast
- More than \$674,000 to marine volunteer rescue groups to purchase new rescue craft, upgrade facilities and improve communications equipment
- A toll-free weather telephone service
- More than 90 safety and environment campaigns
- A network of 55 Boating Officers located strategically throughout NSW near popular boating areas

Norah Head is one of 14 lighthouses maintained by NSW Maritime along the NSW coast.



- A fleet of patrol boats and vehicles to allow statewide compliance and education efforts
- More than \$300,000 on safety awareness and education publicity programs statewide
- More than 30 service centres near popular boating areas across NSW
- More than \$440,000 in producing approximately 100 publications on services, safety and the environment such as:
 - Waterproof boating maps
 - VHS and DVD boating safety videos
 - Annual Boating Handbook
 - Tide charts
 - Safety stickers and brochures
- More than 350 safe boating seminars statewide
- The Boatcode system in NSW
- Management of more than 10,000 aquatic events across NSW. Such events include the Sydney Hobart yacht race start, New Year's Eve on the Harbour, Australia Day, Bridge to Bridge waterski race
- A boating user group network throughout NSW
- Overseeing the marine radio communications network in NSW
- Investigation of accidents
- Management and coordination of almost 20,000 recreational, commercial and courtesy moorings throughout the State
- Assisting to contain invasive weeds
- Maintaining a boating Info Line that took more than 76,000 telephone calls
- Providing an up-to-date website that attracts about 2.3 million page views and more than 14 million hits a year.

Other activities funded by NSW Maritime that benefit the boating public include:

- Overseeing a state of readiness for oil spill and pollution response under the National Plan to Combat Oil and Chemical Pollution
- Financial support of the National Marine Safety Committee
- Overseeing security at NSW ports
- Initiatives such as funding towards sewage pump-out facilities and waste collection for boats.



FINANCIAL SUMMARY

New South Wales Maritime's Customers 30 June 2005 financial statement

	\$'000	Income \$'000	Expenditure \$'000
Recreational boating revenue comes from the following major sources:			
Driver's licences	14,540		
Boat registrations	15,581		
Mooring fees	7,340		
Boating fees (maps, publications, berthing charges, aquatic licences, penalty notices, Boatcode)	2,776	40,237	
Recreational boating revenue pays for the following activities:			
Safety education	6,038		
Accident investigation	2,521		
Control, planning, management and administration	10,901		
Enforcement	4,072		
Navigation aid maintenance	2,244		
Mooring management	5,207		
Event management (Sydney Hobart Yacht Race, New Year's Eve celebrations)	1,523		
Grants to councils etc for the provision of boating infrastructure	803		
Other grants (marine rescue volunteers, marine safety committees, Australia Day support)	1,259		34,568
Recreational boating revenue was also used to provide for asset replacement:			
Navigation aids	454		
Patrol boats, outboard motors and other vessels	2,295		
Motor vehicles	826		
Computers hardware and software	400		
Office equipment	52		4,027
Commercial vessels revenue comes from the following major sources:			
Survey fees	1,653		
Registration fees	659		
Examinations	335	2,647	
Commercial vessels revenue pays for the following activities:			
Vessel surveys	1,082		
Safety education	271		
Accident investigation	124		
Control, planning, management and administration	400		
Enforcement	269		
Navigation aid maintenance	893		3,039
Commercial vessels revenue was also used to replace the following assets:			
Plant (cameras, etc)	15		
Motor vehicles	224		
Computers	43		
Office fitout and equipment	147		429
Shipping revenue comes from the following major sources:			
Regional ports of Yamba and Eden (pilotage and navigation charges)	738		
Channel fees from port corporations	6,854		
Port Safety Operating Licences	178	7,770	
Shipping revenue pays for the following activities:			
Protection of marine environment	574		
Environment services including harbour cleaning	2,130		
Maritime safety & security	778		
Port co-ordination/policy/strategy	614		4,096

	\$'000	Income \$'000	Expenditure \$'000
Shipping revenue was also used to replace the following assets:			
Navigation aids	101		
Computer hardware	35		
Motor vehicles	141		
Office fitout & equipment	31		
Outboard engines	51		359
Property revenue comes from the following major sources:			
Rents and leases	40,544		
Miscellaneous income (development applications, recoveries, etc)	0	40,544	
Property revenue pays for the following activities:			
Wetland management	4,704		
Property management	21,429		
Grants to councils etc for the provision of boating infrastructure	324		26,457
Property revenue was also used to replace the following assets:			
Wharf re-construction	4,940		
Seawall construction	2,465		
Land	344		
Roadway construction	227		
Dredging	15		
Motor vehicles	134		
Computer hardware & software	101		
Vessel, outboard engines and other plant	135		
Office equipment	16		
Buildings	2		8,379
Other sources of revenue are as follows:			
Superannuation re-assessment	2,555		
Interest on bank deposits and investments	6,537		
Grant for Towra Point Erosion Control Project	488		
Grant for Jones Bay Wharf sewage pumpout	500		
Government funding for major projects at Walsh Bay and Eden	4,167	14,247	
Total revenue received by Waterways and total payments made by Waterways:		105,445	81,354
Cash distribution to NSW Treasury			9,000
Balance to accumulated funds			15,091
		105,445	105,445

OF NOTE:

- Fees collected from recreational boating and commercial vessels are expended providing services to these groups
- NSW Maritime's responsibilities to shipping, the regional ports and harbour cleaning are funded principally from channel fees
- Distributions to Treasury are paid from property rental incomes and channel fees
- The nature of property developments (Walsh Bay, Eden) creates large and uneven variations in revenue received.

KEY PERFORMANCE INDICATORS

INDICATOR	2003-04	2004-2005	Trend/Comment
Financial			
Total assets (\$M)	602.55	772.23	Up due to prepayment made for Homebush Bay remediation, an increase in the level of investments and assets revalued
Net surplus (\$M)	23.75	59.91	Slight increase in revenue and expenditure. Major variance due to asset revaluation increment
Distribution to State Government (\$M)	9.00	12.62	
Average revenue per employee (\$000)	306	324.56	Up due to increased operating revenue
Outputs			
Boating licences	446,873	441,719	Reduction due to introduction of licences in Victoria
Registered recreational vessels	196,234	203,258	Reflects continued growth in boating
Education seminars presented	461	356	Decrease reflects shift to greater emphasis to on-water patrols
Solar navigation aids	1,020	1,107	96% of lit navigation aids are now solar powered
Volume of waste recovered from Sydney Harbour (cubic metres)	2,874	3,686	Increased staff productivity & on water presence
Number of commercial vessel discharges at sewage pump-out facilities at Pyrmont, King Street Wharf and Blackwattle Bay	6,521	8,763	Higher charter vessel activity
Land owner's consent applications finalised	88	82	Above normal for post Olympic period
Foreshore development applications finalised	58	52	Close to average for post Olympic period
Projects offered WADAMP grant funds	47	52	Record number of grants offered
Outcomes			
Fatalities per 100,000 recreational vessels	4.1	5.9	Slight increase from last year but under the five-year average
Fatalities on commercial vessels	1	4	Excess alcohol consumption was a significant factor in the increase
Boating incidents reported	355	397	Increasing reportage rates and more registered vessels
Fatalities	9	16	More than the previous year, but less than the long term average of 18
Serious injuries	43	52	Slightly higher than normal. May be attributed to greater participation rates of 'high risk' activities such as wakeboarding and waterskiing
Fatalities per 100,000 total registered vessels	4.4	7.6	Higher when compared to 2003-04 but much lower than the preceding financial years (1999-00 to 2002-03)
Safety compliance rate:			
- recreational vessels (%)	92.3	91.0	Results reflect consistent safety awareness and enforcement
- commercial vessels (%)	88.9	89.0	
Complaints received on Waterways Info Line (%)	0.3	0.36	Main complaints were about safety, speed and noise
Major foreshore redevelopments announced	0	0	
Trade through Eden and Yamba (000 tonnes)	782	965	Mostly woodchip exports to Japan and China
MSB residual workers compensation and dust diseases liability (\$M)	2.14	2.02	
Staff			
Full time equivalent staff at 30 June	309	309	
% of women staff (including casuals)	43.7	40.0	
Hours lost due to industrial disputes	0	0	No disputes
Average days lost due to sick leave or accidents	6.2	6.3	

FIVE YEAR PERFORMANCE INDICATORS

INDICATOR	2000-01	2001-02	2002-03	2003-04	2004-2005
Financial					
Total assets (\$M)	515.1	534.1	600.0	602.55	772.23
Net surplus (\$M)	-2.16	45.37	35.63	23.75	59.91
Distribution to State Government (\$M)	21.5	38.75	17.16	9.00	12.62
Capital works expenditure (\$M)	12.2	9.1	22.4	10.00	15.4
Average revenue per employee (\$000)	405	424	373	306	324.56
Outputs					
General (non PWC) boating licences	387,567	409,254	414,825	414,987	410,192
PWC boating licences	35,113	35,997	34,724	31,886	31,527
Non PWC registered recreational vessels	171,457	176,716	183,621	189,175	196,182
PWC registrations	8,378	7,509	7,099	7,059	7,078
Aquatic licences issued	612	535	561	586	610
Environmental assessments for mooring and aquatic licences	2,838	3,286	2,638	2,636	2,307
Educational seminars presented	447	497	401	461	356
Solar navigation aids	1,020	1,032	1,017	1,020	1,107
Volume of waste recovered from Sydney Harbour (cubic metres)	3,508	3,898	3,567	2,874	3,686
Number of commercial vessel discharges at sewage pump-out facilities at Pyrmont, King Street Wharf and Blackwattle Bay				6,521	8,763
Land owner's consent applications finalised	77	70	62	88	82
Foreshore development applications finalised	78	41	39	58	52
Projects offered WADAMP grant funds	25	31	40	47	52
Outcomes					
Boating incidents reported	345	350	391	355	397
Fatalities	19	21	22	9	16
Serious injuries	32	30	45	43	52
Fatalities per 100,000 total registered vessels	10.2	11.0	11.3	4.4	7.6
Safety compliance rate:					
- recreational vessels (%)	92.7	94.0	93.1	92.3	91.0
- commercial vessels (%)	92.6	94.5	94.1	88.9	89.0
Complaints received on Waterways Info Line (%)	0.3	0.5	0.5	0.3	0.36
Major foreshore redevelopments announced	3	1	2	0	1
Trade through Eden and Yamba (000 tonnes)	805	817	764	782	965
MSB residual workers compensation and dust diseases liability (\$M)	1.84	1.42	1.55	2.14	2.02
Staff					
Full time equivalent staff at 30 June	282	292	305	309	309
% of women staff (including casuals)	36.7	39.3	40.8	43.7	40.0
Hours lost due to industrial disputes	0	0	0	0	0
Average days lost due to sick leave or accidents	6.7	6.9	6.6	6.2	6.3

CHIEF EXECUTIVE'S OVERVIEW



Overall, 2004–2005 was a successful year with good progress made to fulfil NSW Maritime's expanded responsibilities as the State Government's maritime regulator.

Chris Oxenbould AO, Chief Executive

On 1 September 2004 the Waterways Authority began trading as NSW Maritime, a new name for the State Government's maritime regulator. This followed a review completed in the first half of 2004 which was endorsed by the NSW Government in July 2004.

Since 2002 the role of the agency had expanded, assuming additional and significant responsibilities in relation to:

- Environment protection
- Marine pollution response
- Public transport (ferries) safety regulation
- Port safety
- Coordination of port security
- Passenger wharf safety.

In adjusting to these changes the recommendations of the review included:

- A new structure to incorporate the new responsibilities and better align with key customers and stakeholders
- A revitalised Maritime Infrastructure Program
- An enhanced focus on environmental responsibilities
- Greater transparency in the use of fees collected from recreational and commercial vessels
- A drive for efficiencies and reduced administration costs, with savings invested in boating programs and infrastructure
- The name change to NSW Maritime.

Our Performance

Safety on the State's waterways is NSW Maritime's principal responsibility. During 2004–2005 there were 16 boating fatalities, less than the average over the past five years. To raise awareness of the importance of safety, NSW Maritime conducted five major statewide boating safety campaigns, more than 350 safe boating seminars and 37,646 vessel checks throughout the State.

The new structure required a closer focus on NSW Maritime's coordination role with the commercial ports and port security. Each port corporation met the requirements of the Commonwealth's *Maritime Transport and Offshore Facilities Security Act 2003* and implemented approved security plans. NSW Maritime met the same requirements for the ports of Eden and Yamba. NSW Maritime also helped to achieve agreement on the level of security response to be provided by the NSW Police. Regular coordination meetings have been established with the CEOs of the port corporations, with progress made on updating existing legislation, port safety operating licences and channel agreements.

As part of the safety drive, vessels which carry eight adult fare paying passengers or more were required to have a Safety Management System (SMS) in place from 1 January 2005. NSW Maritime worked closely with the Charter Vessel Association during the first half of the year to help operators meet their obligations. Class 1 and 2 vessels in the Sydney region adopted SMS at the beginning of 2005 and good progress was made with its wider implementation throughout the remainder of the State.

Progress was also made in implementing parts of the National Standard for Commercial Vessels (NSCV) which have been approved by the Australian Transport Council. Part D of the NSCV relates to the number and qualifications of crew required on vessels such as charter boats, fishing trawlers and ferries. NSW Maritime is continuing to work with the industry to implement Part D.

As a further safety initiative, a strategy was established to guide the development of Boating Plans of Management on the State's waterways. The Tweed Estuary Boating Plan of Management was prepared, with significant input from stakeholders as a template for other waterways.

On 13 May 2005 the *Marine Safety Amendment (Random Breath Testing) Act 2005* came into effect. The Act provides for random breath testing by police on State waters.

As an outcome of the review, NSW Maritime has improved its financial reporting. Full details of the revenue received and how it was spent were reported in last year's Annual Report. In addition, a brochure entitled *Your Boating Fees at Work* was launched in July 2004 and widely distributed to the boating community. Both initiatives have received positive comment from NSW Maritime's stakeholders.

At the same time, NSW Maritime achieved an additional savings target of \$6.6 million set by the State Government. These savings accrued through internal efficiencies and improved property management. They did not draw on fees received from recreational boating or commercial vessels.

NSW Maritime's responsibilities to the environment saw some notable achievements during 2004–2005. In May 2005, work was able to commence on the State Government's \$21 million commitment towards the clean-up of contaminated sediments at Homebush Bay.

NSW Maritime also successfully completed a \$1.45 million erosion mitigation project on behalf of the NSW Department of Environment and Conservation to protect the freshwater wetlands of the Towra Point Nature Reserve, Botany Bay. A protective dune four metres high and up to 80 metres wide was created and supplemented by the planting of native vegetation.

As part of NSW Maritime's environmental role, the sixth biennial national oil spill response exercise was conducted in NSW in September 2004. I am pleased to report the response to the exercise scenario was highly successful. Lessons learned from the exercise will strengthen the State's capability to respond to oil spill incidents of any size.

The major property projects at King Street Wharf and Walsh Bay progressed steadily throughout the year.

A major new initiative commenced during the year was to prepare a new Commercial Lease Policy to address the problem of uncertain tenure experienced by many boatshed and marina operators. A draft policy was released for public exhibition in April 2005. A common policy continued to be developed in consultation with the Department of Lands and stakeholders.

In keeping with the recommendations of the review, a record amount in facilities grants totalling nearly \$1.9 million, was made by NSW Maritime during 2004–2005. Fifty-two projects received funding under two grants programs, with 14 in Sydney Harbour and its tributaries, and 38 in regional NSW.

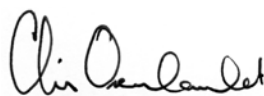
NSW Maritime continued to ensure the State Government was effectively represented at a wide variety of national forums. These included the Australian Maritime Group, the National Marine Safety Committee and the National Plan Management Committee.

Overall, 2004–2005 was a successful year with good progress made to fulfil NSW Maritime's expanded responsibilities as the State Government's maritime regulator.

Acknowledgements

I would like to thank all stakeholder groups including the NSW Maritime Council, the advisory groups and the many boating user groups for their valuable advice and perspective. This has involved considerable time and effort, freely provided, from many individuals who have worked to assist NSW Maritime achieve its goals. These efforts are greatly appreciated.

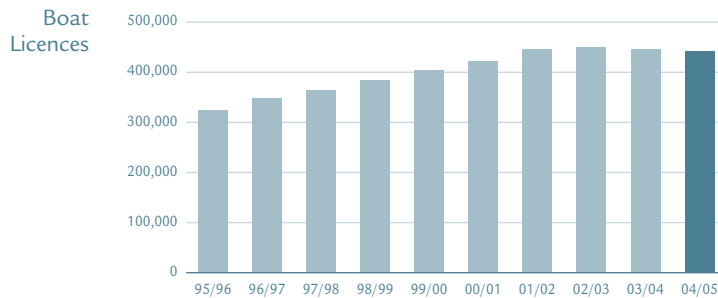
Most importantly, I would like to extend my thanks to all the staff of NSW Maritime for their professionalism and commitment to our goals throughout a continuing period of change.



Chris Oxenbould AO
Chief Executive

TEN YEAR CUSTOMER TRENDS

Recreational Boating

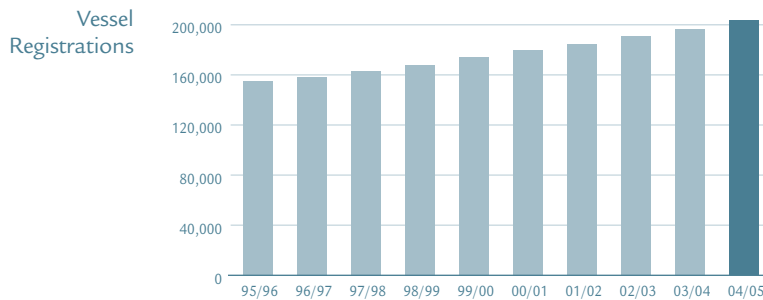


Boat licences

The total number of all boating licences decreased by 1.2 per cent to 441,719 in the year to 30 June 2005 with:

- General boating licences decreasing by 1.2 per cent, with the greatest decline (41 per cent) from Victorians – who are now required to have a Victorian licence
- Personal watercraft licences, which account for 7.6 per cent (31,527) of all licences, dropping by 1.1 per cent during the year.

There has been a 32.1 per cent increase in all licences since 1995–1996.

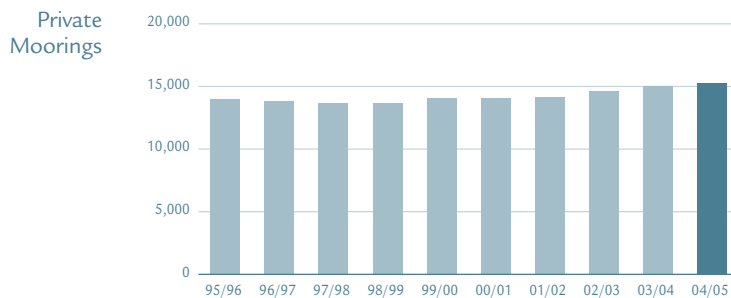


Vessel registrations

The total number of recreational vessel registrations increased by 3.5 per cent to 203,258 in the year to 30 June 2005 with:

- General boating registrations increasing by 3.6 per cent to 196,180
- Personal watercraft registrations, which account for 3.6 per cent of all registrations, increasing by 0.3 per cent during the year to 7078.

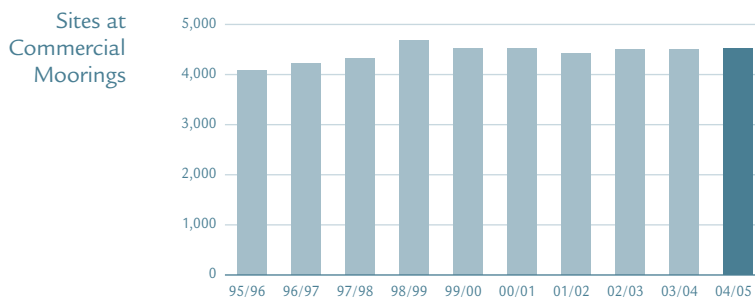
Since 1995–1996, there was a 31.2 per cent increase in all registrations.



Moorings

Mooring sites have remained relatively stable for the past 10 years. During 2004–2005 there were slight variations with:

- the number of private moorings increasing by 1.7 per cent to 15,250
- individual commercial moorings increased by 0.5 per cent to 4,521.



Commercial Vessels

Commercial vessel registrations

Commercial vessels include tourist and charter boats, fishing vessels, working boats, ferries, water taxis and any other vessel used for commercial purposes.

Registered commercial vessels are either in survey or exempt from survey. Those exempt from survey include estuarine fishing vessels and work boats, sailing school vessels and restricted sea-going fishing vessels less than 7.5m in length. The number of vessels in survey increased by 5.7 per cent to 2027. Vessels exempt from survey (3031) decreased slightly reflecting the continued changeover of 'hire and drive' vessels to their own separate category. (A separate hire and drive licence was introduced in February 2002.)

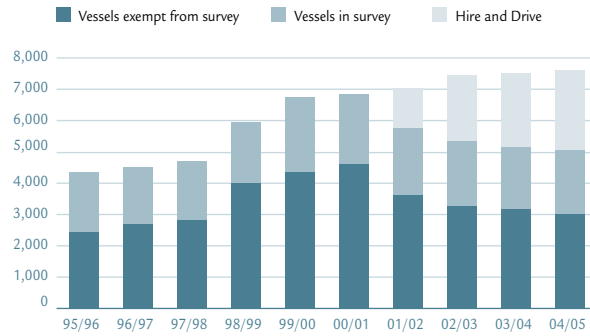
Hire and drive vessels increased by 7.6 per cent to 2554, taking the total number of vessels in all three categories to 7612 for the year.

Initial Surveys Completed

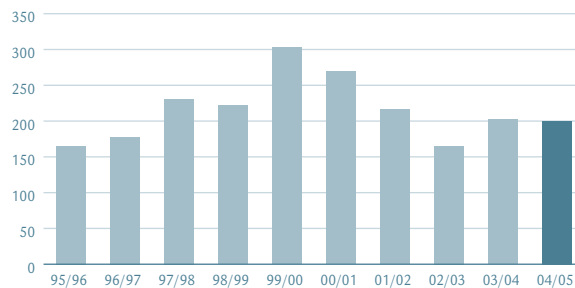
The number of initial surveys decreased slightly to 200 (from 201 last year).

Marine Certification

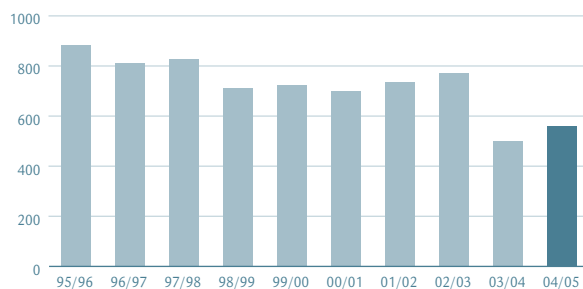
The number of people obtaining a Certificate of Competency increased by 12.2 per cent to 562.



Commercial Vessel Registrations



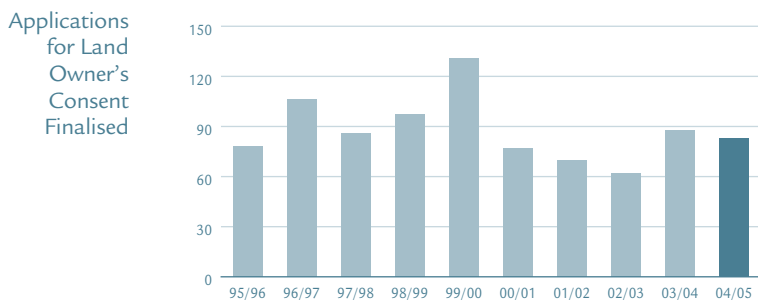
Initial Surveys Completed



Certificates of Competency Issued

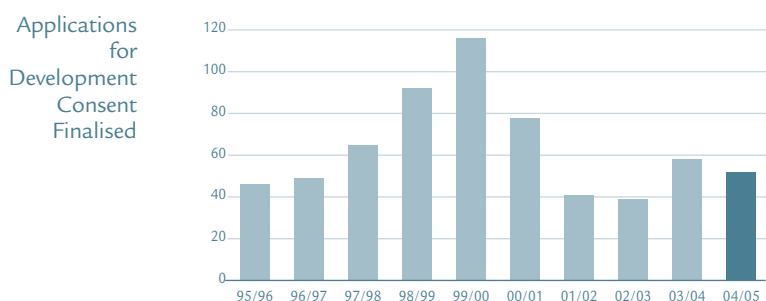
TEN YEAR CUSTOMER TRENDS (continued)

Maritime Property



Applications for Land Owner's Consent

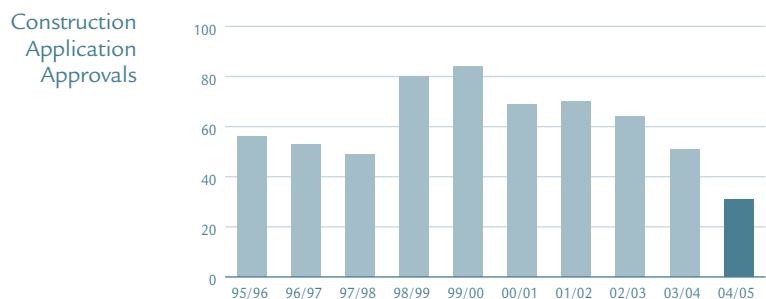
Applications for waterfront development, which come under Part 4 of the *Environmental Planning and Assessment Act (EP&A Act)*, generally reflect cyclical changes in the real estate market and building industry activity. The number of applications finalised decreased slightly from 88 last year to 83.



Applications for Development Consent

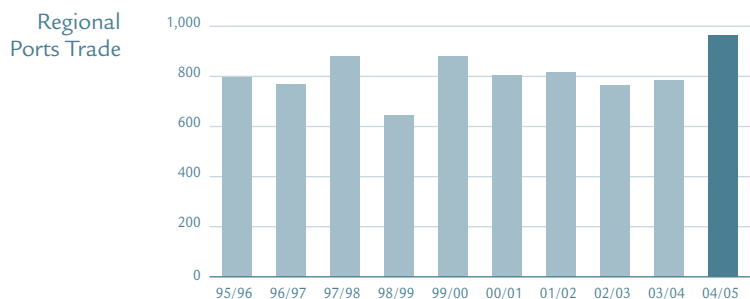
The number of development consent applications finalised during the year decreased by 13 per cent to 52.

Developments are assessed under Parts 4 and 5 of the EP&A Act. Part 5 applications apply to designated areas not covered by Sydney Regional Environmental Plans Nos. 22 and 23, such as the port areas of Sydney Harbour, Blackwattle and Rozelle bays and the Lane Cove River. Development consent applications are assessed by the Foreshores and Waterways Planning and Development Advisory Committee.



Construction Application Approvals

In the third stage of the approval process, a landowner of waterfront property adjoining the bed of waterways owned by NSW Maritime must obtain approval before constructing over the water. The number of construction applications approved during the year decreased 39.2 per cent to 31.



Trade through Regional Ports

Trade through the regional ports of Eden and Yamba totalled 965,047 mass tonnes during 2004–2005, an increase of 23 per cent on the previous year.

Royal Volunteer Coastal Patrol representative Mike Stringer (right) and General Manager Recreational Boating Brett Moore discuss how the volunteers can assist in the staging of major aquatic events.



THE TOTAL NUMBER OF RECREATIONAL VESSEL REGISTRATIONS INCREASED BY 3.5 PER CENT TO 203,258 IN THE YEAR TO 30 JUNE 2005.

CORPORATE GOVERNANCE

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

Corporate Structure

The Chief Executive is responsible and accountable to the NSW Minister for Ports and Waterways and to the NSW Parliament for the agency's overall performance and for ensuring its operations are consistent with legislative requirements and best practice principles.

Strategic direction and operational management is undertaken by an Executive Management Committee consisting of the Chief Executive and five General Managers.

This committee met frequently throughout the year to review operational performance and compliance activities. Advisory bodies and committees, which include the NSW Maritime Council, also provided advice to the Executive Management Committee.

Waterways Review

On 21 July 2004, the NSW Government endorsed the recommendations of the Waterways Review which was established by the then Minister for Transport Services to examine a variety of key operational aspects.

The review recommended the restructuring of the Waterways Authority into five divisions:

- Shipping, Security and Environment
- Recreational Boating
- Commercial Vessels and Asset Management
- Maritime Property
- Corporate Services

Principal Policy Officer Maritime Policy and Advice Sandy Allan and Shipping Security and Port Coordination Manager Kell Dillon inspect operations at Gore Cove, Sydney.



General Managers for the Recreational Boating and Maritime Property Divisions were directly appointed. General Managers for the remaining three divisions were appointed in November and December 2004.

Changes to existing key legislation necessary to implement recommendations in the review were initiated.

The recommendations included a name change and the Waterways Authority commenced trading as NSW Maritime on 1 September 2004.

Statutory Framework

NSW Maritime is the State's maritime regulator and administers the following Acts of Parliament and the Regulations made thereunder:

Ports Corporatisation and Waterways Management Act 1995

Marine Safety Act 1998

Maritime Services Act 1935

Navigation Act 1901

Marine Pilotage Licensing Act 1971

Commercial Vessels Act 1979

Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001

Marine Pollution Act 1987.

The *Marine (Boating Safety – Alcohol & Drugs) Act 1991* was repealed during the year and the provisions, with some amendments (most notably the introduction of random breath testing) incorporated into the *Marine Safety Act 1998*. That Act will be fully commenced upon completion of the new Marine Safety Regulations and will consolidate all of the above legislation other than the *Ports Corporatisation and Waterways Management Act 1995*, *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001* and *Marine Pollution Act 1987*.

NSW Maritime also has responsibilities relating to the marine environment under:

Rivers and Foreshores Improvement Act 1948

Environmental Planning and Assessment Act 1979

Protection of the Environment Operations Act 1997.

Code of Ethics and Standard of Conduct

The Code of Ethics and Standard of Conduct was updated to make the document more streamlined and user-friendly. The revision was informed by the recommendations of the Independent Commission Against Corruption (ICAC), which undertook a Corruption Resistance Review during the year. Relevant unions will be consulted prior to finalisation of the new code. NSW Maritime commenced implementing the ICAC's recommendations.

Strategic and Business Planning

The Chief Executive and senior management set the corporate objectives and strategies to meet NSW Government priorities as well as community and customer needs. The corporate planning document *The Way Forward 2004–2005* set out the organisation's mission and key priorities and provided a means of measuring success against the major initiatives. NSW Maritime has a corporate and business planning cycle involving analysis of internal and external environments, strategic development and planning, service delivery, performance monitoring and evaluation of targets.

THE CORPORATE PLANNING DOCUMENT *THE WAY FORWARD 2004–2005* SET OUT THE ORGANISATION'S MISSION AND KEY PRIORITIES AND PROVIDED A MEANS OF MEASURING SUCCESS AGAINST THE MAJOR INITIATIVES.

MANAGEMENT AND STRUCTURE



Chris Oxenbould AO
Chief Executive



John Dikkenberg
General Manager,
Commercial Vessels and
Asset Management



Zenon Michniewicz
General Manager,
Maritime Property



Tony Middleton
General Manager,
Shipping, Security
and Environment

Chris Oxenbould AO

Chief Executive

Chris Oxenbould became the Chief Executive of NSW Maritime (formerly the Waterways Authority) on 1 October 2004 after acting in the position since 19 January 2004. This appointment followed a distinguished career in the Royal Australian Navy, a strategic planning role in the NSW Premier's Department and two years as CEO of the Newcastle Port Corporation.

The majority of Chris's career has been spent in the Navy, retiring in August 1999 following a career of more than 37 years. He left the Navy as a Rear Admiral, having spent the last ten years in the senior executive of the Service and Department of Defence. His postings as an Admiral were Deputy Chief of Navy, Maritime Commander Australia and the Chief of Naval Personnel, providing a wide cross-section of strategic level planning experience.

Chris's appointment to NSW Maritime is well supported by a strong passion for sailing and recreational boating. He has been an active sailor for over 45 years and competed in 10 Sydney Hobart races and occasionally races a laser dinghy on Sydney Harbour. This interest has led to a number of volunteer administrative positions which have included Chairman of the Sydney Hobart Race Committee 2000 and 2001, Commodore of the Double Bay Sailing Club and appointments to the Executive Council and Council of the Yachting Association of NSW.

Following his service in the Gulf War, Chris was made an Officer of the Order of Australia in 1991 and received awards from the governments of the United States of America and Saudi Arabia.

John Dikkenberg

General Manager, Commercial Vessels and Asset Management

John Dikkenberg joined NSW Maritime in December 2004 as the General Manager Commercial Vessels and Asset Management. He came to the position after almost three decades in the RAN and 10 years in the defence industry.

A submariner by profession, he commanded a number of submarines and surface ships before leading the submarine branch as the Commander of the Australian Submarine Squadron. After retiring from the RAN in 1994, he worked with several major defence companies, including Tenix Defence. He also owned and operated a charter vessel on Sydney Harbour.

John brings to the position a background of marine experience, as well as many years in strategic business development.

Zenon Michniewicz

General Manager, Maritime Property

Zenon has worked with NSW Maritime since 1990 when he joined what was then the Maritime Services Board.

Zenon has been General Manager of the Maritime Property Division, and its predecessors, since 1999.

He has a great depth of experience in port operations and planning, water-based public transport and tourism, marine structures and coastal processes, major foreshore redevelopments, sediment contamination and water quality.

He has also been responsible for delivering major waterfront redevelopments in Sydney including the Woolloomooloo Finger Wharf, Walsh Bay and King St Wharf.

Tony Middleton

General Manager, Shipping, Security and Environment

Tony began with NSW Maritime as General Manager Shipping, Security and Environment in December 2004. Tony has worked previously with NSW Maritime, when it was the Waterways Authority, as General Manager Policy and Planning. After a short period in the NSW Department of Transport with responsibility for taxi and hire car regulation, he relocated to Melbourne as the Director of Marine Safety Victoria.



Brett Moore
General Manager,
Recreational Boating



Paul Robinson
Executive Director,
Maritime Asset Strategy



Brian Stanwell
General Manager,
Corporate Services

Tony brings with him considerable experience in maritime issues, particularly in relation to safety and environment policy and regulatory activity. He also has extensive experience on maritime inter-governmental issues through previous membership of the National Marine Safety Committee and other national maritime policy and environmental committees.

His responsibilities include port policy; shipping safety and port coordination, including management of the regional ports of Eden and Yamba; marine environment policy and pollution response; maritime incident investigation; inter-governmental relations and NSW Maritime's legislative programs.

Brett Moore

General Manager, Recreational Boating

Brett has been with NSW Maritime since 1991 and was appointed to the position of General Manager Recreational Boating on 1 September 2004.

The Recreational Boating Division administers NSW Maritime's regulatory and licensing activities, with a strong focus on boating safety education and environmental protection of NSW waters. The division also manages aquatic event management and the provision and maintenance of navigation aids across the State.

Brett has been responsible for developing boating safety campaigns resulting in an improvement in vessel operator compliance, as well as developing education programs and boating plans of management.

Challenges will be in continuing to build customer relationships and to improve practices and services, meeting government and client expectations, ongoing natural resource management, and the continuation of education and safety programs for clients – both existing and new.

Paul Robinson

Executive Director, Maritime Asset Strategy

Paul joined the Maritime Services Board in 1988 as Manager Survey Services.

With the restructuring of the MSB in the early 90s, Paul was appointed Manager Property and Assets within the Waterways Authority where he oversaw the implementation of the Geographic Information System (GIS) and contracting of legal conveyancing services associated with administration of private leases.

Paul was appointed General Manager Corporate and Business Services in 1997 and held that position until his appointment as Executive Director Maritime Asset Strategy in 2003. During that period Paul was responsible for implementing the Waterways Asset Development and Management Program (WADAMP), the SAP Enterprise Resource Planning System, the Rozelle Bay redevelopment as well as finalising two enterprise agreements.

Brian Stanwell

General Manager, Corporate Services

Brian commenced his career as an accountant in public practice, working with professional firms that offered services to commerce, industry and government in audit, tax and business administration.

Brian joined the Finance Branch of the former Maritime Services Board in 1980 and held a number of senior accounting and finance positions in that organisation. He was appointed General Manager Corporate Services in November 2004, and is responsible for finance, employee relations, legal services, information technology and records management.

In recent times, Brian has overseen major projects that underpin many of the reporting and compliance responsibilities of the organisation. He was involved in establishing goods and services tax compliance structures for NSW Maritime's major construction projects, heading the team responsible for the Waterways Review, negotiating the current enterprise agreement, revaluing NSW Maritime's asset portfolio, introducing international financial reporting standards and reviewing the records management principles and procedures.