

LETTER TO THE MINISTER

The Hon Joseph Tripodi
Minister for Finance
Minister for Infrastructure
Minister for Regulatory Reform
Minister for Ports and Waterways

Parliament House
Macquarie Street
SYDNEY NSW 2000

31 October 2008

Dear Minister

I am pleased to submit, for presentation to Parliament, the Annual Report of the Maritime Authority of NSW for the year ended 30 June 2008.

The Annual Report has been prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Ports and Maritime Administration Act 1995*.

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

Yours sincerely



Steve Dunn
Chief Executive



Eden Harbour Master Josephine Clarke discusses safe navigation with the master of a visiting trading vessel.

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OVERVIEW

NSW Maritime, the State Government's maritime regulator, is committed to delivering results to the maritime community of NSW. The key results to achieve are:

- Ports to Support a Growing Economy
- Safe Waterways
- Improved Infrastructure and Access to Waterways.

Some of the achievements of 2007-2008 which support the delivery of these key results include:

- Provided \$1.75 million for new or upgraded boat ramps in regional NSW
- Reduced red tape and duplication in land owner's consent applications, reducing average processing time from 180 days to 23 days
- Provided \$1 million for seven new or upgraded boat ramps in Sydney Harbour
- Introduced a Commercial Lease Policy to encourage maritime investment and improve certainty and transparency for industry
- Reached an agreement with disabled sailing groups for reuse of the Olympic Legacy Marina in Rushcutters Bay
- Required new or expanded marina and dry storage facilities to incorporate pumpout facilities for berthed vessels in designs
- Increased penalties for unsafe behaviour, including dangerous navigation, operating an unsafe vessel and creating excessive wash

- Supported design standards for commercial and domestic facilities to encourage accessibility to the waterways for people with a disability
- Maintained 24-hour-a-day free pumpout services at Blackwattle Bay and King Street Wharf
- Set up a project group on the south arm of the Clarence River, supporting foreshore planting to stabilise river banks
- Introduced a 15 knot speed limit and a prohibition on drifting in the vicinity of the Sydney Harbour Bridge
- As part of an ongoing trial, installed a number of seagrass friendly moorings in Pittwater, Brisbane Water, Port Hacking and Botany Bay
- Introduced 20-year leases for domestic lessees, with new policies on removals and existing use rights to enhance security of tenure
- Increased night patrols on Sydney Harbour
- Increased compliance checks for vessels on Sydney Harbour with a focus on safety equipment, lighting and commercial qualifications
- Streamlined domestic leasing arrangements to improve consistency in decision-making
- Worked to deliver major new maritime infrastructure at Rozelle Bay, including large boat repair and dry boat storage facilities.

The services NSW Maritime provides to the boating community on a day-to-day basis supported the goals of the State Plan and, in particular:

- Reduced levels of antisocial behaviour
- Increased participation and integration in community activities
- Increasing share of peak hour journeys on safe and reliable public transport
- Maintaining and investing in infrastructure
- Increased business investment in rural and regional NSW
- Better outcomes for native vegetation, biodiversity, land rivers and coastal waterways
- More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity.

NSW Maritime is also working to increase customer satisfaction with Government services and reduce red tape further.

KEY PERFORMANCE INDICATORS

INDICATOR	2006-07	2007-08	TREND/COMMENT
FINANCIAL			
Total assets (\$M)	769.5	1,183.0	Increase due to the revaluation of dredged assets in line with Treasury guidelines
Net surplus (\$M)	17.6	26.2	
Distribution to State Government (\$M) – to be paid in the following financial year	13.8	14.6	
OUTPUTS			
Boating licences	445,736	451,696	
Registered recreational vessels	213,387	217,074	
Educational seminars presented	432	246	Decrease due to Boating Safety Course now being available on-line, by DVD or through Volunteer Marine Rescue Organisations
Solar navigation aids installed	1280	1298	97% of navigation lights are solar powered. 83% of navigation lights use LED technology.
Cubic metres of waste recovered from Sydney Harbour	3471	3183	Decrease due to declining rainfall frequency over the catchment
Number of commercial vessel discharges at NSW Maritime-monitored sewage pump-out facilities	5472	4932	
Permission to Lodge a Development Applications finalised	132	174	An increase of over 30% from 2006-2007
Foreshore development applications finalised	30	58	Almost double the applications received the previous year
Projects offered MIP and SSHAP grant funding	39	46	Grants of approximately \$3.2 million were offered, including \$1.0 million through the newly announced Better Boating Program
Commuter and charter wharf maintenance and upgrading	\$17.2M	\$15.2M	Major capital works include Taronga Zoo
OUTCOMES			
Fatalities per 100,000 recreational vessels registered	9.8	5.5	
Fatalities per 10,000 commercial vessels registered and licensed	2.2	9.7	Increase from last year due to one fatal incident resulting in 6 deaths
Fatalities: – recreational	21	12	
– commercial	2	9	
Boating incidents reported	368	365	
Serious injuries: – recreational	47	49	
– commercial	9	14	
Safety compliance rate: – recreational vessels (%)	91.1	89.7	
– commercial vessels (%)	89.8	93.4	
– personal watercraft (%)	83.6	84.5	
Licence, registration and mooring renewals paid using Interactive Voice Response, the Internet or BPAY (%)	49.6	59.4	
Complaints received on NSW Maritime's Infoline (as % of total calls recorded)	0.3	0.3	
Major foreshore redevelopments announced	1	1	
Trade through Eden and Yamba (000 mass tonnes)	1340	1289	A decrease of 3.5 per cent on the previous year
Residual workers compensation exposure (\$M)	1.5	1.3	
STAFF			
Full-time equivalent staff at 30 June	330	335	Increasing staff numbers due to NSW Maritime taking on new roles and responsibilities
% of women staff (including casuals)	43	43	
Hours lost due to industrial disputes	0	258.7	
Average days lost due to: – sick leave	3.8	4.4	
– accidents	0.8	0.5	

FIVE YEAR PERFORMANCE INDICATORS

INDICATOR	2003-04	2004-05	2005-06	2006-07	2007-08
FINANCIAL					
Total assets (\$M)	602.6	772.2	770.5	769.5	1,183.0
Net surplus (\$M)	23.75	59.9	59.4	17.6	26.2
Distribution to State Government (\$M)	9.0	12.6	13.2	13.8	14.6
Capital works expenditure (\$M)	10.00	15.4	13.6	24.1	19.6
OUTPUTS					
General (non-PWC) boating licences	414,987	410,192	413,104	414,173	419,080
PWC boating licences	31,886	31,527	32,054	31,563	32,616
Non PWC registered recreational vessels	189,175	196,182	202,169	206,271	209,767
PWC registrations	7059	7078	7213	7116	7307
Aquatic licences issued	586	610	641	637	675
Environmental assessments for mooring and aquatic licences	2636	2307	2618	2831	2734
Educational seminars presented	461	356	471	432	246
Solar navigation aids	1020	1107	1196	1280	1298
Cubic metres of waste recovered from Sydney Harbour	2874	3686	3681	3471	3183
Number of commercial vessel discharges at sewage pump-out facilities at King Street Wharf and Blackwattle Bay	6521	8763	7837	5224	4932
Number of permission to lodge a development applications finalised	88	82	94	132	174
Foreshore development applications finalised	58	52	42	30	58
Projects offered MIP grant funds	47	52	43	39	46
OUTCOMES					
Boating incidents reported	355	397	371	368	365
Fatalities	9	16	9	23	21
Serious injuries	43	57	51	56	61
Fatalities per 100,000 total registered or licensed vessels	4.4	7.6	4.1	10.3	9.3
Safety compliance rate: – recreational vessels, incl. PWC (%)	92.3	91.0	89.5	87.4	87.1
– commercial vessels (%)	88.9	89.0	93.9	89.8	93.4
Complaints received on NSW Maritime's Infoline (as % of total calls recorded)	0.3	0.4	0.4	0.3	0.3
Major foreshore redevelopments announced	0	0	1	1	1
Trade through Eden & Yamba (000 mass tonnes)	782	965	1061	1340	1289
MSB residual workers compensation exposure (\$M)	1.8	2	2.2	1.5	1.3
STAFF					
Full-time equivalent staff at 30 June	309	309	323	330	335
% of women staff (including casuals)	43.7	40.0	43	43	43
Hours lost due to industrial disputes	0	0	37.8	0	258.7
Average days lost due to: – sick leave	4.6	5.2	5.3	3.8	4.4
– accidents	0.7	1.1	2.1	0.8	0.5

FINANCIAL SUMMARY

NSW MARITIME'S CUSTOMERS 30 JUNE 2008 FINANCIAL STATEMENT

		INCOME	EXPENDITURE
	\$000	\$000	\$000
Recreational boating revenue comes from the following major sources:			
– Drivers' licences	15,941		
– Boat registrations	18,254		
– Mooring fees	7,049		
– Boating fees (maps, publications, berthing charges, aquatic licences, penalty notices, boatcode)	2,181	43,425	
Recreational boating revenue pays for the following activities:			
– Safety education	5,505		
– Accident investigation	3,094		
– Control, planning, management and administration	10,758		
– Enforcement	4,245		
– Navigation aid maintenance	3,485		
– Mooring management	3,109		
– Event management (Sydney/Hobart yacht race, New Year's Eve celebrations)	1,546		
– Grants to councils etc. for the provision of boating infrastructure (boat ramps)	1,504		
– Other grants (marine rescue volunteers, marine safety committees, Australia Day support)	1,683		34,929
Recreational boating revenue also provides for replacement of the following assets:			
– Wharves	127		
– Navigation aids	951		
– Buildings	1,627		
– Plant and equipment	2,057		
– Computers hardware and software	497		
– Motor vehicles	864		
– Office equipment, furniture and fittings	318		6,441
Commercial vessels revenue comes from the following major sources:			
– Survey fees	1,616		
– Registration fees	765		
– Examinations etc.	333	2,714	

		INCOME	EXPENDITURE
	\$000	\$000	\$000
Commercial vessels revenue pays for the following activities:			
– Vessel surveys	1,827		
– Safety education	369		
– Accident investigation	187		
– Control, planning, management and administration	369		
– Enforcement	369		
– Navigation aid maintenance	844		
– Grants	323		4,288
Commercial vessels revenue also provides for replacement of the following assets:			
– Computers hardware and software	34		
– Motor vehicles	49		
– Office equipment, furniture and fittings	5		88
Shipping revenue comes from the following major sources:			
– Regional ports of Yamba and Eden (pilotage, navigation and storage facility charges)	1,019		
– Wharfage, site occupation fees and ship utility fees	374		
– Channel fees from port corporations	7,666	9,059	
Shipping revenue pays for the following activities:			
– Protection of marine environment	1,015		
– Environment including harbour cleaning	3,769		
– Maritime safety and security	1,378		
– Port co-ordination/policy/strategy	1,088		7,250
Shipping revenue also provides for replacement of the following assets:			
– Navigation aids	25		
– Buildings	3		
– Plant and equipment	71		
– Computers hardware and software	14		
– Motor vehicles	90		
– Office equipment, furniture and fittings	9		
– Roadways	1		213
Property revenue comes from the following major sources:	53,099	53,099	
– Rents and leases			

FINANCIAL SUMMARY

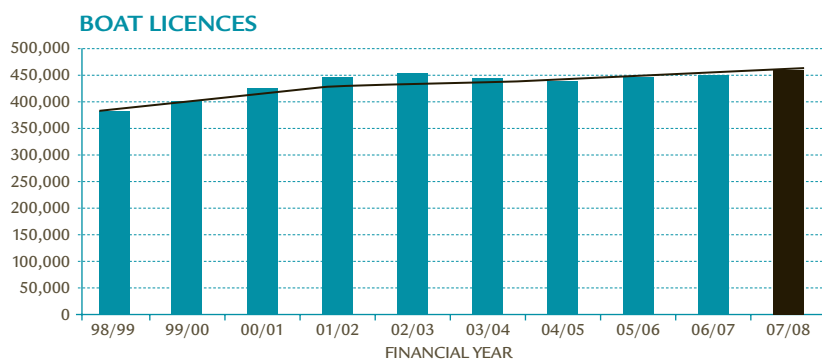
NSW MARITIME'S CUSTOMERS 30 JUNE 2008 FINANCIAL STATEMENT

		INCOME	EXPENDITURE
	\$000	\$000	\$000
Property revenue pays for the following activities:			
– Wetland management (includes wharf maintenance)	13,744		
– Property management (includes Maritime Trade Towers lease)	32,007		
– Grants to councils etc. for the provision of boating infrastructure (boat ramps)	487		46,238
Property revenue also provides for replacement of the following assets:			
– Wharves	9,446		
– Land and buildings	39		
– Plant and equipment	93		
– Computers hardware and software	249		
– Motor vehicles	262		
– Office equipment, furniture and fittings	67		
– Roads	2,072		
– Moorings	24		12,252
		108,297	111,699
Other sources of revenue and uses of that revenue are as follows:			
– Miscellaneous services	4,785		
– Works of art initially recognised			585
– Interest on bank deposits and investments	3,086		
– Revaluation increment on investment properties	3,400		
– Grant for Sydney Harbour estuarine vegetation mapping	10		
– Grant for Sydney Harbour foreshore vegetation mapping	15		
– Grant for Botany Bay sanddrift beach stabilisation	120		
– Grant for Government licencing system implementation	191		
– Grant for Walsh Bay Redevelopment project	3,211		
– Grant for King Street Wharf project	4,519	19,337	
Total revenue received by NSWMT and total payments made by NSWMT:		127,634	112,284
Distribution to NSW Treasury			16,908
Balance to (from) accumulated funds			(1,558)
		127,634	127,634

TEN YEAR CUSTOMER TRENDS

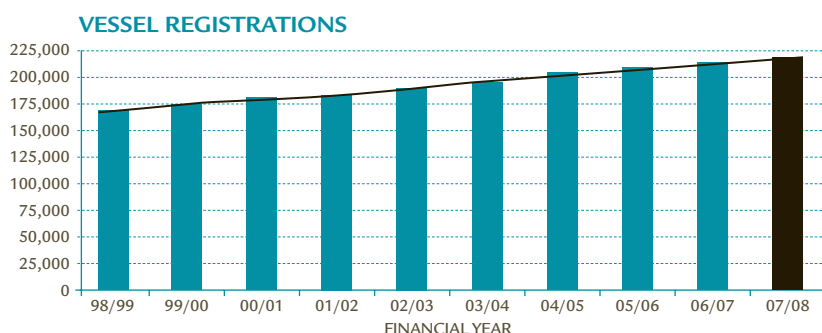
BOAT LICENCES

The total number of NSW boat licences increased by 1.3 per cent to 451,696 in the year to 30 June 2008. General boating licences increased by 1.2 per cent overall. There has been a 19.2 per cent increase in all licences since 1997. This is despite a loss of licences to Victoria when that State introduced its own licensing system in 2001.



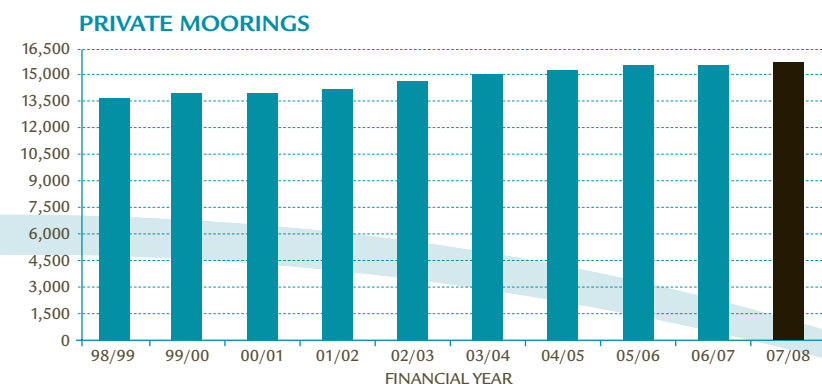
VESSEL REGISTRATIONS

The total number of recreational vessel registrations increased by 1.7 per cent to 217,074. General boating registrations increased by 1.7 per cent. Personal watercraft registrations, which account for 3.5 per cent of all registrations, increased by 2.61 per cent. Registrations have increased by 25.5 per cent since 1997.



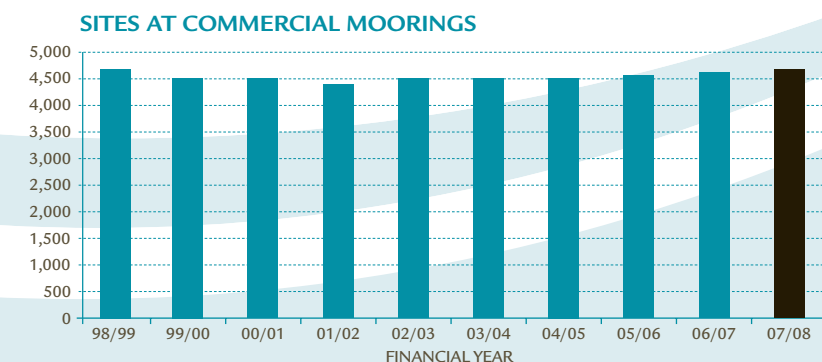
MOORINGS

Total mooring sites have remained relatively stable for the past 10 years. The number of private moorings (15,722) increased by 0.8 per cent, while sites at commercial moorings (4646), for which there are 1181 licences, have increased by 0.7 per cent.



COMMERCIAL VESSELS

As at 30 June 2008, there were 9485 commercial vessels operating in NSW. Commercial vessels are vessels used for a commercial purpose as defined under the *Commercial Vessels Act 1979* and include charter boats, ferries, water taxis, commercial fishing vessels, oyster punts, workboats, tugs, barges, adventure rides, houseboats, hire and drive vessels, white water rafting vessels and sail-training vessels.



All commercial vessels operating in NSW are required to comply with the *Commercial Vessels Act 1979* including complying with the Uniform Shipping Laws (USL) Code for design, construction, equipment, and crewing, and are surveyed to ensure compliance.

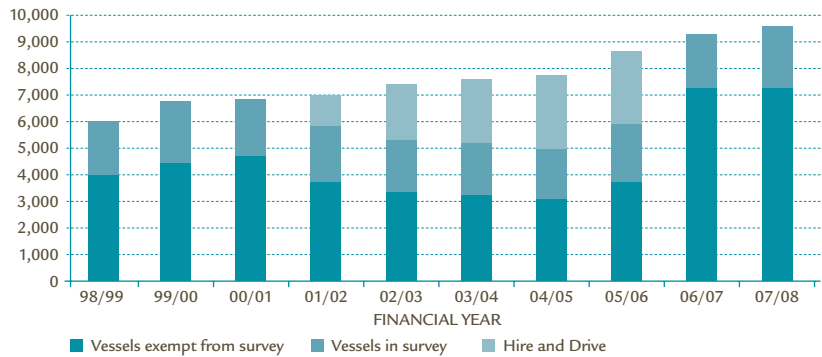
Based on risk, a number of types of vessels are exempt from certain requirements of the Act provided other safety measures are put in place.

TEN YEAR CUSTOMER TRENDS

COMMERCIAL VESSEL REGISTRATIONS

Commercial vessels that are exempt from some or all of the requirements of the USL Code, and from the requirement to undergo survey and hold a Certificate of Survey include estuarine fishing vessels, work boats operating on smooth waters, small hire and drive craft, white water rafting vessels, and oyster punts. There were 7190 such vessels at the 30 June this year. These vessels are required to comply with a range of other specified safety requirements depending on the risk.

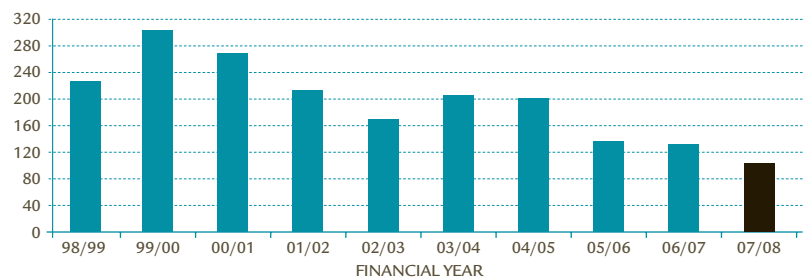
COMMERCIAL VESSEL REGISTRATIONS



VESSELS IN SURVEY

Of the 9485 commercial vessels registered and operating in NSW, 2295 or 21 per cent are subject to a Certificate of Survey indicating that they comply with the highest level of safety standards. The majority of these vessels are subject to an annual survey inspection to ensure they continue to meet rigorous safety standards.

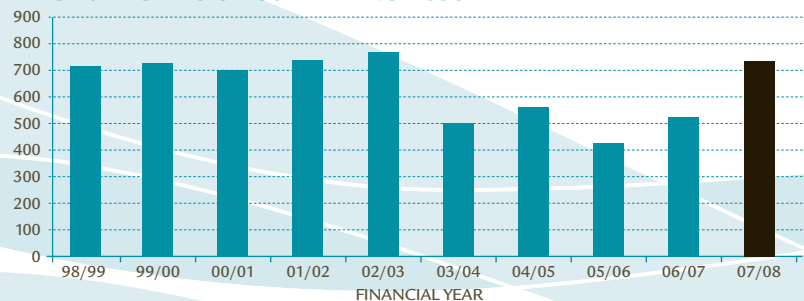
INITIAL SURVEYS COMPLETED



INITIAL SURVEYS COMPLETED

This year 136 new applications for initial survey were received, with 102 vessels completing initial survey during this period. This was a decrease of 23 per cent on the previous year's figures.

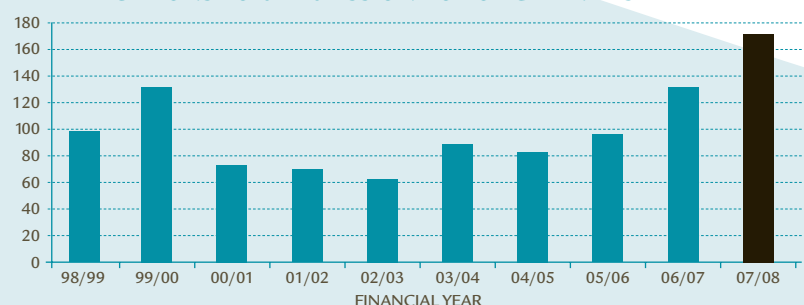
CERTIFICATES OF COMPETENCY ISSUED



MARINE CERTIFICATION

All commercial vessels are required to carry appropriately qualified and licensed crew. NSW Maritime is responsible for licensing qualified mariners and issuing them with Certificates of Competency. The number of people issued with a new Certificate of Competency during 2007-2008 increased by 27 per cent from last year's figures to 735. This figure includes people coming into the industry for the first time, as well as existing certificate holders who obtained a higher or additional Certificate of Competency.

APPLICATIONS FOR PERMISSION TO LODGE FINALISED



APPLICATIONS FOR PERMISSION TO LODGE (PTL) A DEVELOPMENT APPLICATION

Foreshores and submerged lands under NSW Maritime's stewardship must be responsibly managed for the benefit of the present and

future generations and development applicants must seek permission from NSW Maritime to lodge development applications for proposed development on or over NSW Maritime land. NSW Maritime land includes the beds of Sydney Harbour, Botany Bay and Port Kembla and Newcastle Harbours.

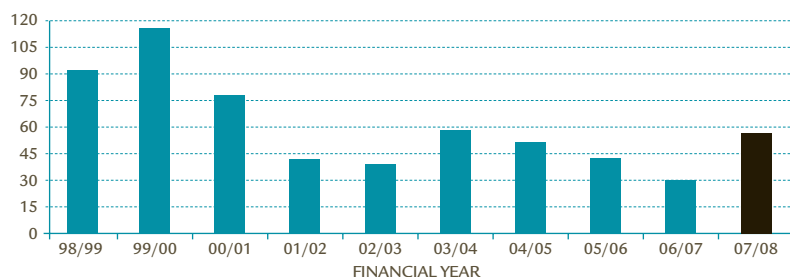
On 3 August 2007, NSW Maritime adopted a new policy for granting Permission To Lodge (PTL). The policy removed considerations which duplicated those of other consent authorities and introduced a timeframe for determining applications. The number of PTL finalised continued the trend of the last few years and increased by 32% to 174.

APPLICATIONS FOR DEVELOPMENT AND OTHER ACTIVITIES

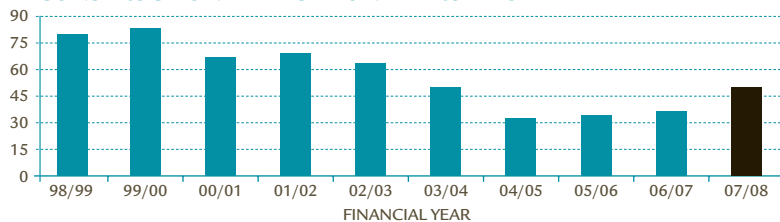
NSW Maritime finalised 55 applications for development and other activities in 2007-2008, up from 30 in 2006-2007.

Applications to NSW Maritime are assessed under Parts 4 and 5 of the *Environmental Planning and Assessment Act 1979*. Forty assessments related to Part 4 applications and 15 applications to Part 5. With the introduction of the *Sydney Regional Environmental Plan (Sydney Harbour Catchment) 2005*, applications seeking Part 5 consent are limited to proposals that do not require planning consent under Part 4 or where the proposal is classified as public infrastructure. The Foreshores and Waterways Planning and Development Advisory Committee, which is chaired by NSW Maritime, continued to provide advice to consent authorities on certain applications in and around Sydney Harbour.

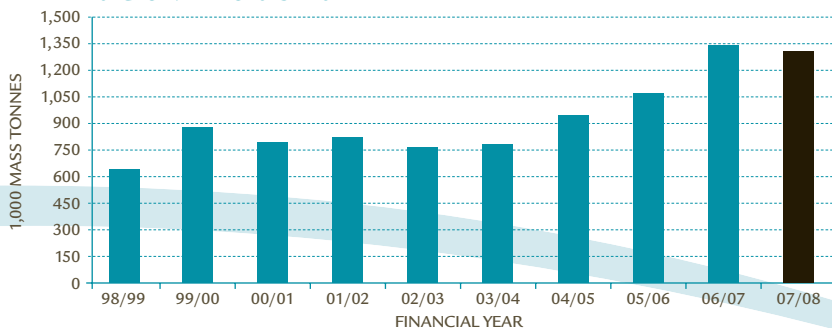
APPLICATIONS FOR DEVELOPMENT & OTHER ACTIVITIES FINALISED



CONSTRUCTION APPLICATION APPROVALS



REGIONAL PORTS TRADE



CONSTRUCTION APPLICATION APPROVALS

NSW Maritime is required to provide construction approval for all waterside structures on its submerged land before construction commences and 48 construction applications were approved in 2007-2008, 10 more than in 2006-2007.

TRADE THROUGH REGIONAL PORTS

Trade through the regional ports of Eden and Yamba totalled 1,289,316 mass tonnes during 2007-2008, a decrease of 3.8 per cent on the previous year.

CHIEF EXECUTIVE'S OVERVIEW



In 2007-2008 NSW Maritime continued its focus on improving safety, access and provision of infrastructure on our waterways and providing advice on port and waterways matters.

There was increased emphasis on becoming more responsive to the needs of the maritime community and industry and improving the management of our property portfolio.

In November 2007 a stakeholder workshop was held, with the outcomes informing the review of NSW Maritime conducted by PricewaterhouseCoopers. Following the review, NSW Maritime fine tuned its structure and processes to improve its services to the maritime community.

Implementing a clear policy framework to underpin the work of NSW Maritime and to support our customers has also been an emphasis.

The Commercial Lease Policy took effect from 1 January 2008. It sets a framework for transparency of decision-making and reduces red tape in negotiating, transferring and modifying commercial leases. The policy has received strong support from key industry groups and is a result of extensive stakeholder and public consultation.

The Obtaining Permission to Lodge a Development Application Policy was released in November 2007. The policy streamlines the application process, introduces performance indicators for the processing of applications and reduces red tape. It replaces the previous Land Owner's Consent Manual 1998. Domestic Lease Arrangements were also reviewed with changes taking effect in January 2008 with strong support from lessees.

Safety on our waterways is a top priority for NSW Maritime. On 4 June 2008 the Minister announced a new safety package of tougher penalties, new offences and stronger enforcement of laws to improve safety through changes to the *Marine Safety Act 1998*. The package also focuses on prevention, with its boating education program which includes the "You're the Skipper, You're responsible" campaign launched at the Sydney International Boat Show in 2007.

After a successful Coastalwatch web camera trial at the Narooma ocean bar, NSW Maritime has decided to proceed

RECOGNITION OF SERVICE

I would like to recognise the contribution of NSW Maritime's former Chief Executive, Mr Chris Oxenbould AO. Chris retired from NSW Maritime in March 2008 after more than 40 years of public service in Australia.

The majority of Chris's career was spent in the Navy, retiring in August 1999 after more than 37 years of service. He left the Navy as a Rear Admiral, having spent his last 10 years in the senior executive of the NSW Public Service and Department of Defence.

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.

After leaving the Navy, Chris undertook a strategic planning role in the NSW Premier's Department and spent two years as the Chief Executive Officer of the Newcastle Port Corporation.

Chris was appointed as NSW Maritime's Chief Executive in 2004, a position he held until his retirement in March 2008. During his tenure, he helped shape NSW Maritime into a responsive and forward-thinking organisation and the ports and waterways portfolio benefited from his wealth of maritime experience.

– Steve Dunn



Chris Oxenbould AO

with additional live-camera sites at a number of other bars across the State. This is a significant safety initiative for the boating public of NSW.

We have continued to manage major events on our waterways successfully. In addition to events such as the Sydney to Hobart start and New Years Eve celebrations on Sydney Harbour, NSW Maritime supported the successful APEC Leaders Week in September 2007.

NSW Maritime undertook a comprehensive investigation into the grounding of the *MV Pasha Bulker* at Nobbys Head. The report was published in December 2007 and the implementation of the recommendations is well advanced.

The Authority's role in port policy has consolidated during this period with key inputs into the Port Botany Logistics Taskforce, the Independent Pricing and Regulatory Tribunal Review of Economic Regulation in NSW Ports and Review of the Land Transport Interface at Port Botany.

NSW Maritime is promoting a new approach to the legislative implementation of national maritime safety standards, with the matter being included in the Council of Australian Government's regulation work program.

NSW Maritime continues to provide grant funding for waterways infrastructure projects. In addition to the Maritime Infrastructure Program and the Sharing Sydney Harbour Access Program, the Better Boating Program commenced in 2007 to provide 100 per cent funding for boat ramp infrastructure in Sydney Harbour.

ACKNOWLEDGEMENTS

There are numerous people who contribute to the work conducted on ports and waterways matters by providing advice and comment through NSW Maritime advisory groups.

I would like to extend my gratitude to those who participated in the Recreational Vessel Advisory Group, the Commercial Vessel Advisory Group and in particular the NSW Maritime Council which held its last meeting in November 2008. The Maritime Ministerial Advisory Committee, which held its first meeting in February 2008, has already had significant input into maritime matters.

Finally my thanks to the dedicated and professional staff of NSW Maritime who have been committed to improving safety on our waterways, providing support to the boating community and advice to Government on ports and waterways issues.

Steve Dunn
Chief Executive

CORPORATE GOVERNANCE



Finance Manager, Tony Dever, instructs Graduate Accountant, Yasmin Parekh, on the budget process at NSW Maritime. Yasmin has been seconded to NSW Maritime for six months as part of the NSW Fast Track Graduate Program.



Pictured is the Newcastle head office of the Hunter / Inland region.

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 Ports and Waterways 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 undertaken by an Executive Management Committee consisting of the Chief Executive, General Managers and other key senior staff.

This committee met regularly to review operational performance and compliance. Advisory bodies and committees, which included the NSW Maritime Ministerial Advisory Committee, also provided advice to the Executive Management Committee.

STATUTORY FRAMEWORK

During 2007-2008, the Maritime Authority of NSW, trading as NSW Maritime, administered or operated under the following legislation:

- *Navigation Act 1901*
- *Maritime Services Act 1935*
- *Marine Pilotage Licensing Act 1971*
- *Commercial Vessels Act 1979*
- *Marine Pollution Act 1987*
- *Marine Safety Act 1998*
- *Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001*
- *Ports Corporatisation and Waterways Management Act 1995 (renamed Ports and Maritime Administration Act 1995 on 30 October 2006).*

ETHICAL BEHAVIOUR

All employees, contractors, volunteers and anyone representing NSW Maritime operate under a Code of Conduct and Ethics. The code embraces values which NSW Maritime upholds: providing professional and quality services, being accountable for actions, carrying out duties with diligence and integrity,

being fair and impartial in decision making, treating other people with respect and dignity. The code is supported by a decision-making guide for staff who are offered gifts or bribes.

Internal Reporting Guidelines contain advice for staff on appropriate avenues to report corrupt conduct, including the making of a protected disclosure.

NSW Maritime introduced an on-line declaration form to assist employees in declaring gifts and hospitality received. The form was adapted from an ICAC model.

The St James Ethics Centre will deliver ethics training to NSW Maritime managers during 2008-2009.

RISK MANAGEMENT

NSW Maritime employs a structured risk management policy framework to enable the effective treatment of risks. This framework is based on the Australian Standard AS/NZS 4360:2004. Regular reviews are conducted in partnership with management and staff to ensure continuous improvement in the management of risk.



Maritime conducted oil-spill response exercise in the Port of Eden as part of State and National plans to combat pollution at sea.

NSW Maritime's focus on risk management is overseen by the Risk Management Committee which meets quarterly.

The NSW Treasury Managed Fund provides NSW Maritime's cover for its insurable risks in the areas of workers' compensation, motor vehicle, liability, property, travel and personal accident.

A range of initiatives and projects were undertaken during the year including:

- The continued delivery of Risk Management training
- Developing and implementing NSW Maritime's Risk Management Plan in all Divisions
- Undertaking valuations and ensuring insurance requirements for the transfer of Sydney Harbour commuter wharves to Maritime were met
- Conducting annual testing of NSW Maritimes Business Continuity Plan
- Researching to develop recruitment and retention strategies
- Consultation on risk exposures relating to a range of major projects:
 - GLS risk assessment workshops and development of a risk register

- Recreational Boating Field Operations OHS Risk Management Plan
- Review of Information Technology Disaster Recovery Plan
- Review of Special Aquatic Events Risk Management Plan
- Review of the Aquatic Licences indemnity and insurance requirements
- Audited progress of NSW Maritime's Corruption (Fraud) Risk Action items.

STRATEGIC AND BUSINESS PLANNING

During 2007-2008, NSW Maritime continued to implement its Corporate Plan, entitled Delivering Outcomes 2007-2009. The plan identifies the particular activities NSW Maritime is to undertake to deliver its three key results for the community and in support of the State Plan.

The executive reviews progress against the plan on a quarterly basis and modifications are made, as appropriate, in response to changing circumstances and priorities. For example, the outcomes of the Stakeholder Workshop NSW Maritime conducted at the end of 2007 resulted

in changes to the plan which highlighted NSW Maritime's focus on providing support to the boating community, which was a key message from the workshop.

Longer term priorities are also influenced by other formal mechanisms within NSW Maritime. The Risk Management Committee, the IT Steering Committee and the Audit Committee all meet on a quarterly basis. Any significant upcoming issues that are identified by these committees are reported to the executive for appropriate action.

IMPLEMENTATION OF THE ICAC CORRUPTION RESISTANCE REVIEW

In 2004 the Authority embarked on a corruption resistance review process under the guidance of the ICAC. The process was finalised in early August 2007 when all the ICAC recommendations were implemented by NSW Maritime.

MANAGEMENT AND STRUCTURE



01 STEVE DUNN

Acting Chief Executive

Steve was appointed Acting Chief Executive from 29 March 2008 upon Chris Oxenbould's retirement.

He studied at the Marine Studies Institute in Plymouth, UK, majoring in law and economics, completing his honours degree thesis on marina management in 1989. He completed his Masters Degree in Management at Macquarie University in Sydney in 2000.

Steve has held a number of senior management positions in the Australian public sector including Director of Victorian Fisheries, and Director General of NSW Fisheries from 1999 to 2004. At NSW Fisheries he led a period of significant reform in fisheries management including major restructuring of the commercial fishing industry, and the introduction of a recreational fishing licence. Steve was a Director of the Marine Parks Authority and oversaw the introduction of 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 the Deputy Director General of the Pacific Islands Forum Fisheries Agency (FFA) based in Honiara, Solomon Islands. Immediately before joining Maritime he was the



Executive Director with responsibility for the compliance and corporate services programs at the Department of Water and Energy. Steve is a keen fly fisherman, boater and scuba diving instructor

Steve was appointed Chief Executive on 15 July 2008.

Chris Oxenbould AO, was NSW Maritime's Chief Executive from 1 October 2004 until his retirement on 28 March 2008.

02 BRUCE GREEN

Acting General Manager Maritime Property

Bruce joined the Property Division at the beginning of March, 2008. Prior to joining NSW Maritime, he was the Deputy Secretary of Defence (Acquisition) in New Zealand. Another of his NZ roles was as Chief Executive of the development company responsible for the Wellington waterfront.

Prior to moving to New Zealand, Bruce, who is a civil engineer, held various roles in Australia including in Defence as a Senior Project Director, where his portfolio included HMAS Waterhen, HMAS Watson and Spectacle Island as well as Naval bases on the East Coast and at Darwin. Bruce's responsibilities heading up the Maritime Property Division includes working with stakeholders to provide improved access to NSW waterways while maintaining responsibilities as land owner and manager of some of the most important maritime sites in NSW.



03 PATRICK LOW

General Manager Policy and Strategy

Patrick joined NSW Maritime in 2006 as General Manager Policy following 12 years experience in public and private sector policy and strategic development. Prior to joining NSW Maritime, Patrick was a NSW Government senior policy advisor on planning issues including ports and maritime development, and urban transport.

Previous experience includes two years in the United States working on policy development and stakeholder consultation for a US Congressman and in the 2004 Presidential campaign. Patrick also has senior policy and communications experience within the NSW and Commonwealth Governments in Education, the Premier's office, Public Works and Services, Telecommunications and Health, and has worked in the private sector as Director of Public Affairs for a commercial enterprise.

His current responsibilities at NSW Maritime include the development and updating of policies associated with waterfront infrastructure and planning, commercial vessels, whole of government maritime policy and marine legislation.

04 TONY MIDDLETON

General Manager Ports & Shipping

Tony began with NSW Maritime as General Manager Shipping, Security





and Environment in December 2004. Tony has worked previously with NSW Maritime, formerly 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.

Tony has considerable experience in maritime issues, particularly in relation to safety and environmental policy and regulatory activities. He has extensive experience in maritime-related inter-governmental issues through past 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; maritime security; ports and shipping related environment policy; pollution response; emergency management arrangements; maritime incident investigation; and inter-governmental relations.

05 BRETT MOORE
General Manager Recreational Boating and Regional Services

Brett started his career with NSW Maritime in 1991 and was appointed to the position of General Manager Recreational Boating on 1 September 2004.



Brett has some 50 years of experience in recreational boating, almost exclusively in NSW. He has a passion for safety, and safe vessel design, which he pursues with the Recreational Vessel Advisory Group and the boating industry.

Brett's focus for the Division is on building customer relationships; improving products and services; meeting government and client expectations; and continuing education and safety programs for the boating community – both existing and new. During the year, Brett also acted in the position of General Manager Commercial Vessels.

06 BRIAN STANWELL
General Manager Corporate Services

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 Service in November 2004, and is responsible for finance, human resources, information technology, risk management, asset management and records management.

He is currently finalising the enterprise agreement; overseeing a major asset revaluation exercise of the channels of NSW Maritime's major commercial ports; planning an upgrade of the records



management, accounting and human resources software; and involved in the implementation of the new Government Banking Contract.

07 CRAIG WHITMORE
Acting General Manager Commercial Vessels

Following the resignation of John Dikkenberg in January 2008, Brett Moore acted for a period of time as General Manager. In June 2008, Craig Whitmore took over the position of Acting General Manager.

Craig started his career with NSW Maritime in 1994 as the Operations Supervisor for the Botany Bay and Port Hacking before being appointed as the Regional Manager South Coast in 1996.

He has over three decades of experience in the maritime sector having been involved in water-ski racing and off-shore sailing from a very young age before joining the NSW Police Force where his role involved Water Police officer duties for more than 12 years.

Craig continued to work towards a more customer focussed and consistent approach to the Commercial Vessels Division.

John Dikkenberg held the position of General Manager Commercial Vessels from 12 December 2004 until 25 January 2008.