



The Hon Joseph Tripodi
Minister for Ports and Waterways
Minister for Regulatory Reform
Minister for Small Business
Parliament House
Macquarie Street
SYDNEY NSW 2000

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 2007.

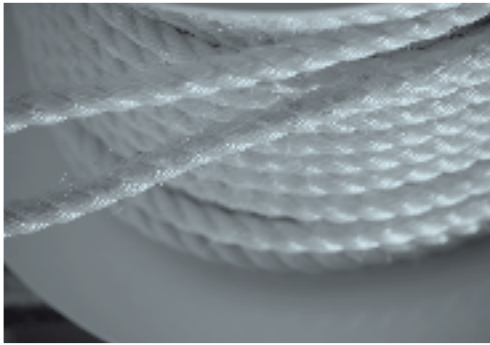
The Annual Report has been prepared in accordance with the requirements of the *Annual Reports (Statutory Bodies) Act 1984* and the *Ports and Maritime Administration Act 1995*.

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

Yours sincerely

Chris Oxenbould AO
Chief Executive





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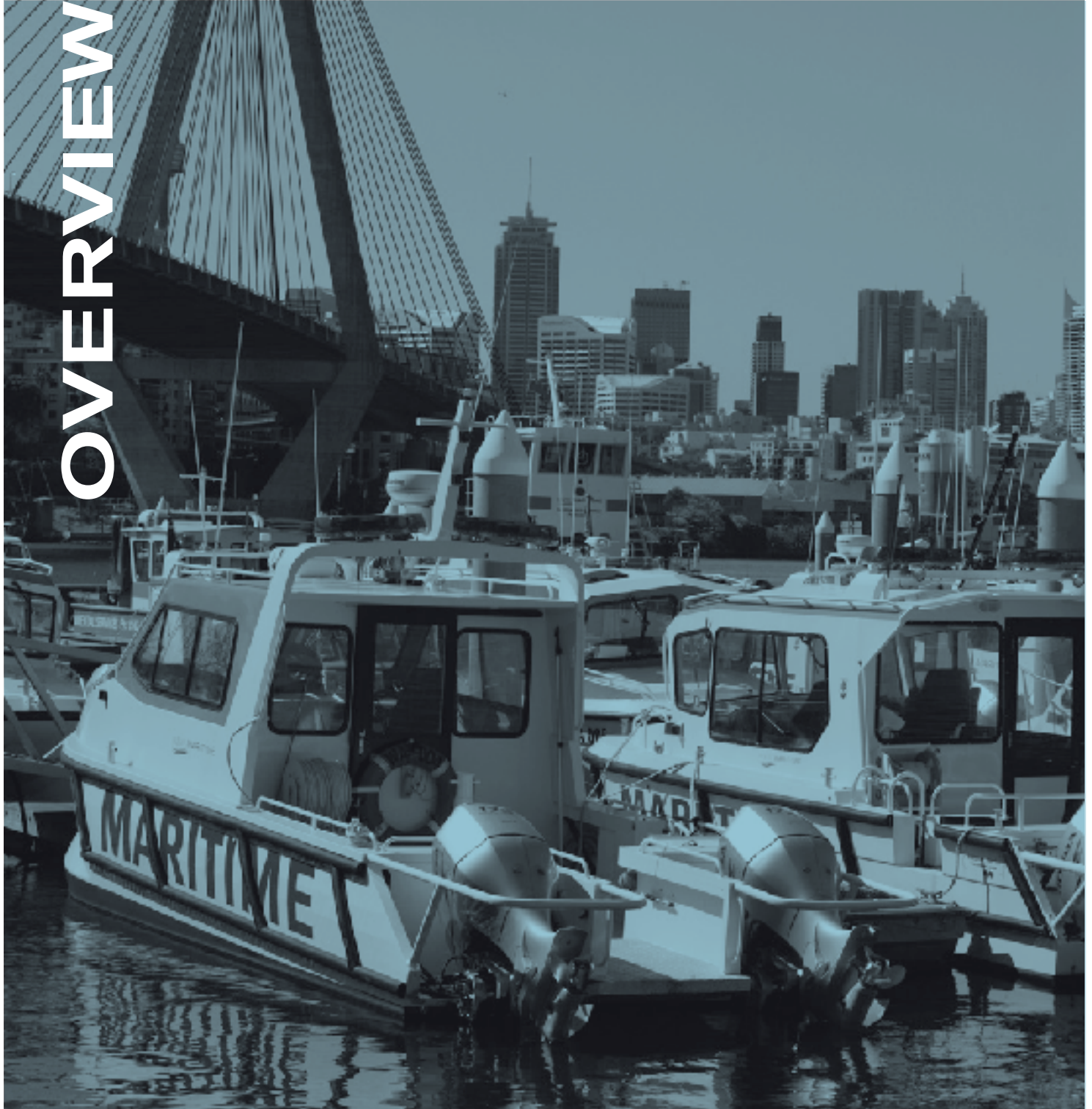
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FRONT COVER: Learning responsibility. NSW Maritime promotes the importance of lifejackets statewide and recommends children, in particular, wear a jacket at all times when in an open area of the boat where it is possible to fall directly overboard.

On the Waterfront



OVERVIEW



THE SERVICES NSW MARITIME PROVIDES TO THE MARITIME COMMUNITY SUPPORT THE GOALS OF THE STATE PLAN AND A NUMBER OF ITS SPECIFIC PRIORITIES

NSW Maritime is the Government's maritime authority and regulator. Since 1995, its role has evolved from a core focus on recreational and commercial boating safety to a broader maritime role encompassing safety regulation for all vessels in state waters, other than trading ships; oil and chemical pollution response; environmental regulation; maritime security coordination and most recently direct support for the Minister's office.

Activities regulated by NSW Maritime involve commercial passenger vessels including ferries, commercial fishing and working vessels; recreational boats; and commuter wharves. NSW Maritime also oversees the port corporations' port safety functions through the port safety operating licences; provides advice to the Minister on ports and maritime matters; and manages property vested in NSW Maritime.

NSW Maritime works to deliver three key results for the community:

- Ports to support a growing economy
- Safe and sustainable waterways
- Improved infrastructure and access to waterways.

In order to deliver these key results, NSW Maritime's principal objectives are to:

- Provide for the safe navigation of recreational and commercial vessels
- Provide safe and secure ports
- Provide for the protection of the environment in state waters
- Manage vested maritime properties.

These objectives, and the services NSW Maritime provides to the maritime community, support the goals of the State Plan and a number of its specific priorities, including:

- R3 Reduced levels of anti-social behaviour – through boating safety courses, awareness campaigns and Boating Service Officers ensuring users of the waterways comply with maritime legislation
- R4 Increased participation and integration in community activities – assisting increased participation in boating by education, the provision of maps and other publications, the maintenance of navigation aids, the management of major aquatic events, such as the New Year's Eve fireworks on Sydney Harbour, and significant financial support of volunteer rescue groups
- S6 Increasing share of peak hour journeys on safe and reliable public transport – licensing commercial vessel operators, surveying commercial vessels and auditing commercial vessels' Safety Management Systems promote safe on-water public transport
- P2 Maintain and invest in infrastructure – providing capital expenditure on maritime infrastructure across the State
- P6 Increased business investment in rural and regional NSW – servicing regional ports through the provision of harbour master and marine pilot functions, navigation aids, security services and the funding of infrastructure enables the use of regional ports by trading vessels which supports local businesses and the regional economy
- E4 Better outcomes for native vegetation, biodiversity, land, rivers and coastal waterways – Boating Service Officers patrol waterways to ensure compliance to environmental legislation to reduce the impact of boating on the marine environment and a Sydney Harbour cleaning service functions 365 days of the year
- E8 More people using parks, sporting and recreational facilities, and participating in the arts and cultural activity – funds are provided to boating and community groups for boating infrastructure to benefit the boating community and to facilitate increased participation in boating.

KEY PERFORMANCE INDICATORS

Indicator	2005-06	2006-07	Trend/Comment
FINANCIAL			
Total assets (\$M)	770.5	769.5	Minor decrease due to the transfer of two roads to Sydney City Council
Net surplus (\$M)	59.4	17.6	The decrease, compared to the previous year, occurred mainly in non cash items such as superannuation, building revaluation and the transfer of roads to council
Distribution to State Government (\$M)	13.2	13.8	Increase as per Treasury's savings requirements
OUTPUTS			
Boating licences	445,158	445,736	While there was a small increase in the total numbers, the shift by Victorians holding NSW boat licences to the Victorian licensing system has slowed overall growth
Registered recreational vessels	209,382	213,387	1.9% growth in recreational vessels is down from previous years. Economic issues such as high petrol prices could be a factor in this result
Educational seminars presented	471	432	The introduction of the new Boating Safety Course in October 2006, which can be accessed remotely, on-line and by DVD/video, and via accredited training providers, has resulted in a reduced number of seminars being provided by NSW Maritime
Solar navigation aids installed	1196	1280	97% of navigation lights are solar powered. 63% of navigation lights use LED technology
Volume of waste recovered from Sydney Harbour (cubic metres)	3681	3471	The 2006-2007 figure represents a small decline on the previous year
Number of commercial vessel discharges at NSW Maritime monitored sewage pump-out facilities	9417	5472	A number of factors could have resulted in the reduced number of discharges, such as changes in the levels of patronage for pump outs and increases in vessel holding tank capacity
Permission to Lodge a Development Applications finalised (formally Land Owner's consent)	94	132	Larger number of applications received than for previous year. Many were for minor works at Walsh Bay and Woollahroomooloo
Foreshore development applications finalised	42	30	Decrease due to introduction of Sydney Regional Environmental Plan in 2005 which has meant that almost all applications formerly approved under Part 5 of EP&A Act are now redirected to the Minister for Planning or to local councils for approval
Projects offered MIP (formerly WADAMP) and SHHAP grant funding	43	38	Grants of \$1.5 million were offered, as was an additional \$450,000 for other boating infrastructure
Commuter and charter wharf maintenance and upgrading (\$M)	\$4.9	\$17.2	Increase largely due to significant Manly Wharf upgrading and maintenance expenditure during 2006-2007 (\$13.3M)
OUTCOMES			
Fatalities per 100,000 recreational vessel registered	3.8	9.8	Increase from previous year. Some incidents resulted in multiple fatalities
Fatalities per 10,000 commercial vessel registered and licensed	1.2	2.2	Increased when compared to last year
Fatalities: recreational	8	21	A number of incidents involved multiple fatalities
Fatalities: commercial	1	2	
Boating incidents reported	371	368	Minor reduction from 2005-2006
Serious injuries: recreational	42	47	
Serious injuries: commercial	9	9	
Safety compliance rate: recreational vessels (%)	91.8	91.1	
Safety compliance rate: commercial vessels (%)	93.9	89.8	
Safety compliance rate: personal watercraft (%)	87.3	83.6	PWC non-compliance was a result of some operators being unlicensed, speeding and behaviour such as irregular riding
Licence, registration and mooring renewals paid using Interactive Voice Response, the Internet or BPAY (%)	46	49.6	NSW Maritime will continue to encourage and support e-business customer service
Complaints received on NSW Maritime's Infoline (%)	0.4	0.3	Complaints have declined with a notable drop in the number of complaints received regarding on-water activities and PWC
Major foreshore redevelopments announced	1	1	In November 2006, a call was made for Registrations of Interest for the Blackwattle Bay maritime precinct
Trade through Eden and Yamba (000 mass tonnes)	1061	1340	A 26% increase on the previous year's figures due to growth in softwood timber exports
Residual workers compensation exposure (\$M)	2.2	1.5	
STAFF			
Full-time equivalent staff at 30 June	323	330	
% of women staff (including casuals)	43	43	
Hours lost due to industrial disputes	37.8	0	
Average days lost due to sick leave	5.3	3.8	
Average days lost due to accidents	2.1	0.8	

FIVE YEAR PERFORMANCE INDICATORS 2006-2007

Indicator	2002-03	2003-04	2004-05	2005-06	2006-07
FINANCIAL					
Total assets (\$M)	600.0	602.6	772.2	770.5	769.5
Net surplus (\$M)	35.6	23.75	59.9	59.4	17.6
Distribution to State Government (\$M)	17.2	9.0	12.6	13.2	13.8
Capital works expenditure (\$M)	22.4	10.00	15.4	13.6	24.1
OUTPUTS					
General (non-PWC) boating licences	414,825	414,987	410,192	413,104	414,173
PWC boating licences	34,724	31,886	31,527	32,054	31,563
Non PWC registered recreational vessels	183,621	189,175	196,182	202,169	206,271
PWC registrations	7099	7059	7078	7213	7116
Aquatic licences issued	561	586	610	641	637
Environmental assessments for mooring and aquatic licences	2638	2636	2307	2618	2831
Educational seminars presented	401	461	356	471	432
Solar navigation aids	1017	1020	1107	1196	1280
Volume of waste recovered from Sydney Harbour (cubic metres)	3567	2874	3686	3681	3471
Number of commercial vessel discharges at sewage pump-out facilities at King Street Wharf and Blackwattle Bay	N/A	6521	8763	7837	5224
Number of permission to lodge a development applications finalised	62	88	82	94	132
Foreshore development applications finalised	39	58	52	42	30
Projects offered MIP grant funds (formally WADAMP)	40	47	52	43	39
OUTCOMES					
Boating incidents reported	391	355	397	371	368
Fatalities	22	9	16	9	23
Serious injuries	45	43	57	51	56
Fatalities per 100,000 total registered or licensed vessels	11.3	4.4	7.6	4.1	10.3
Safety compliance rate: recreational vessels, incl. PWC (%)	93.1	92.3	91.0	89.5	87.4
Safety compliance rate: commercial vessels (%)	94.1	88.9	89.0	93.9	89.8
Complaints received on NSW Maritime's Infoline (%)	0.5	0.3	0.4	0.4	0.3
Major foreshore redevelopments announced	2	0	0	1	1
Trade through Eden and Yamba (000 mass tonnes)	764	782	965	1061	1340
MSB residual workers compensation exposure (\$M)	1.3	1.8	2	2.2	1.5
STAFF					
Full time equivalent staff at 30 June	305	309	309	323	330
% of women staff (including casuals)	40.8	43.7	40.0	43.0	43.0
Hours lost due to industrial disputes	0	0	0	37.8	0
Average days lost due to: sick leave	4.9	4.6	5.2	5.3	3.8
Average days lost due to: accidents	1.7	0.7	1.1	2.1	0.8

FINANCIAL SUMMARY

NSW Maritime's Customers 30 June 2007 Financial Statement	\$000	Income \$000	Expenditure \$000
RECREATIONAL BOATING REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:			
Drivers' licences	15,353		
Boat registrations	17,345		
Mooring fees	6,728		
Boating fees (maps, publications, berthing charges, aquatic licences, penalty notices, boatcode)	2,168	41,594	
RECREATIONAL BOATING REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:			
Safety education	5,066		
Accident investigation	2,854		
Control, planning, management and administration	9,900		
Enforcement	3,907		
Navigation aid maintenance	3,319		
Mooring management	2,860		
Event management (Sydney to Hobart yacht race, New Years Eve celebrations)	1,428		
Grants to councils etc. for the provision of boating infrastructure (boat ramps)	1,119		
Other grants (marine rescue volunteers, marine safety committees, Australia Day support)	1,944		32,397
RECREATIONAL BOATING REVENUE ALSO PROVIDES FOR REPLACEMENT OF THE FOLLOWING ASSETS:			
Wharves	47		
Navigation aids	857		
Buildings	19		
Plant and equipment	1,219		
Motor vehicles	1,062		
Computers hardware and software	324		
Office equipment	88		3,616
COMMERCIAL VESSELS REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:			
Survey fees	1,611		
Registration fees	708		
Examinations etc.	346	2,665	
COMMERCIAL VESSELS REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:			
Vessel surveys	1,700		
Safety education	343		
Accident investigation	175		
Control, planning, management and administration	343		
Enforcement	343		
Navigation aid maintenance	803		3,707
COMMERCIAL VESSELS REVENUE ALSO PROVIDES FOR REPLACEMENT OF THE FOLLOWING ASSETS:			
Plant and equipment	155		
Motor vehicles	93		
Computers hardware and software	31		
Office equipment	129		
Dredging	35		443
SHIPPING REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:			
Regional ports of Yamba and Eden (pilotage, navigation and storage facility charges)	924		
Wharfage, site occupation fees and ship utility fees	180		
Channel fees from port corporations	7,098		
Port Safety Operating Licence	153	8,355	

NSW Maritime's Customers 30 June 2007 Financial Statement	\$000	Income \$000	Expenditure \$000
SHIPPING REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:			
Protection of marine environment	894		
Environment including harbour cleaning	3,321		
Maritime safety and security	1,213		
Port co-ordination/policy/strategy	958		6,386
SHIPPING REVENUE ALSO PROVIDES FOR REPLACEMENT OF THE FOLLOWING ASSETS:			
Navigation aids	75		
Plant and equipment	334		
Motor vehicles	170		
Computers hardware and software	67		646
PROPERTY REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:			
Rents and leases	46,453	46,453	
PROPERTY REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:			
Wetland management (includes wharf maintenance)	14,063		
Property management (includes Maritime Trade Towers' lease)	30,892		
Grants to councils etc. for the provision of boating infrastructure (boat ramps)	170		45,125
PROPERTY REVENUE ALSO PROVIDES FOR REPLACEMENT OF THE FOLLOWING ASSETS:			
Wharves	10,846		
Moorings	65		
Land and buildings	85		
Plant and equipment	91		
Motor vehicles	141		
Computers hardware and software	49		
Roads	7,299		
Seawalls	842		19,418
		99,067	111,738
OTHER SOURCES OF REVENUE ARE AS FOLLOWS:			
Superannuation funding surplus	2,646		
Interest on bank deposits and investments	5,887		
Grant for Darling Harbour (King Street Wharf)	2,500		
Grant for Sydney Harbour estuarine vegetation mapping	15		
Grant for Sydney Harbour foreshore vegetation mapping	25		
Grant for Sydney Harbour foreshore seagrass analysis	10		
Grant for Ministry of Transport commuter wharves upgrade	3,000		
Grant for Dawes Point seawall restoration	193		
Miscellaneous income	4,499	18,775	
Total revenue received by NSW Maritime and total payments made by NSW Maritime:		117,842	111,738
Distribution to NSW Treasury			16,787
Balance to (from) accumulated funds			(10,683)
		117,842	117,842



CHIEF EXECUTIVE'S OVERVIEW

THE YEAR 2006-2007 WAS PRODUCTIVE FOR NSW MARITIME AS THE AGENCY EMBRACED ITS ROLE COORDINATING AND PROVIDING ADVICE ON PORTS AND WATERWAYS.

There was also an agency wide focus on providing excellent customer service to all our stakeholders. The results of our recent customer survey have shown marked improvements in customer service outcomes for both the Maritime Property and Commercial Vessel and Asset Management Divisions.

NSW Maritime affirmed its priority to improve safety on the State's waterways with the introduction on 1 October 2006 of a compulsory Boating Safety Course for any person wishing to obtain a general or personal watercraft licence which can be completed in-person or on-line.

NSW Maritime's commitment to the boating community continued with developments progressing at its Rozelle Bay site. Sydney Slipways, Polaris and the Rozelle Bay Marine Centre have been approved. The Rozelle Bay Marine Centre incorporates a dry boat storage facility for up to 670 vessels as well as a marine brokerage, refuelling services and retail facilities. This facility will create up to 240 construction and operation jobs, generate \$49 million in capital works and increase public access to the foreshore. To ensure usage of the bay by all boaters, a 4-knot speed limit is to be introduced, among other measures.

The Better Boating Program was announced by the Minister on 17 March 2007 and will provide up to 100 per cent funding to councils and other agencies to improve boating facilities on Sydney Harbour. The funding will be available for major upgrades of existing boat ramps and additional facilities such as pontoons and wharves at appropriate sites.

This program complements the Maritime Infrastructure Program which is working well throughout the rest of the State and which involved 30 grants totalling \$1.2M in 2006-2007.

To ensure consistent maintenance of public ferry wharves on Sydney Harbour, NSW Maritime is finalising arrangements to transfer the ownership of the Sydney Harbour commuter ferry wharves to NSW Maritime.

NSW Maritime strengthened its commitment to a clean and safe harbour and shoreline with the introduction of a new \$300,000 vessel, capable of holding two cubic metres of material, to lead the fleet of NSW Maritime's Environmental Services Harbour cleaning vessels.

2006-2007 ended with gale force winds and treacherous conditions on the water. NSW Maritime provided a coordinated response to the challenges. Turbulent weather led to the grounding of the *Pasha Bulker* on Nobbys Beach at Newcastle. The strong working relationship between NSW Maritime, Newcastle Port Corporation and other agencies was critical in implementing an effective around the clock response to safely remove the crew, enforce an exclusion zone, and mobilise resources from around Australia to combat a potential oil spill.

ACKNOWLEDGEMENTS

NSW Maritime is assisted by people who bring their extensive experience and informed perspectives to bear on the work of NSW Maritime by providing valuable advice and comment through NSW Maritime user and advisory groups.

I would like to extend my sincere gratitude to all those who participate in these groups, chief among them the NSW Maritime Council, the Recreational Vessel Advisory Group and the Commercial Vessel Advisory Group.

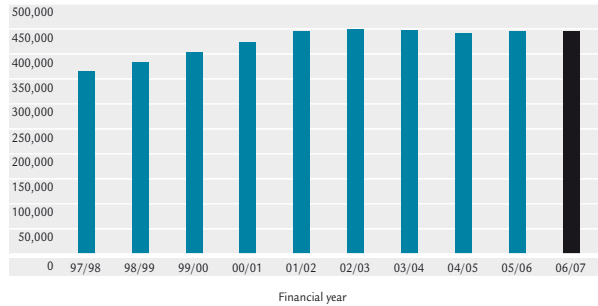
Finally, my thanks to the dedicated, committed and untiring staff of NSW Maritime whose professionalism enables the diverse challenges posed by the ports and waterways portfolio to be addressed.

Chris Oxenbould AO
Chief Executive

BOAT LICENCES

The total number of NSW boat licences increased by 0.1 per cent to 445,736 in the year to 30 June 2007. General boating licences increased by 0.3 per cent overall, with the greatest decline (30.1 per cent) from Victorians – who are now required to have a Victorian licence. Personal watercraft licences, which account for 7.1 per cent (31,563) of all licences, decreased by 1.5 per cent during the year. There has been a 24 per cent increase in all licences since 1997.

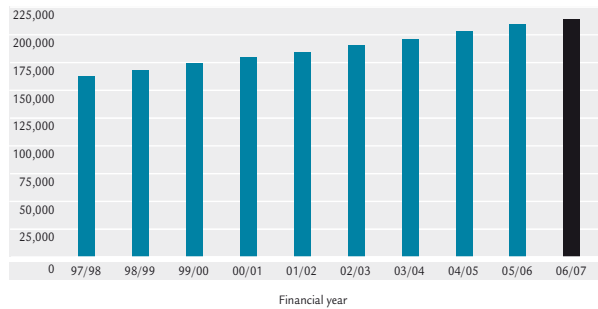
BOAT LICENCES



VESSEL REGISTRATIONS

The total number of recreational vessel registrations increased by 1.9 per cent to 213,387. General boating registrations increased by 2 per cent. Personal watercraft registrations, which account for 5.2 per cent of all registrations, decreased by 1.3 per cent. Registrations have increased by 25.5 per cent since 1997.

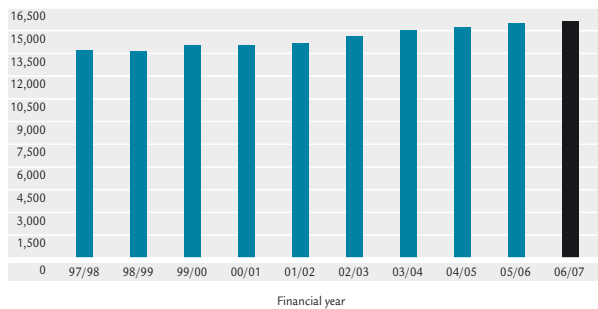
VESSEL REGISTRATIONS



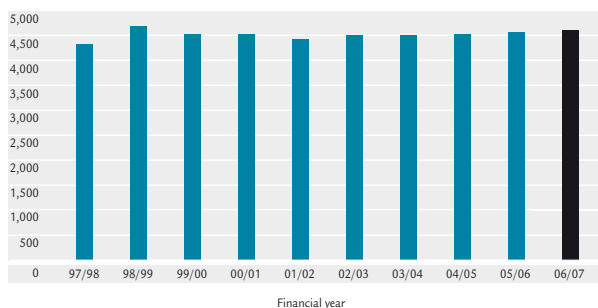
MOORINGS

Total mooring sites have remained relatively stable for the past 10 years. The number of private moorings (15,590) increased by 0.9 per cent, while sites at commercial moorings (4612), for which there are 1158 licences, have remained relatively constant.

PRIVATE MOORINGS



SITES AT COMMERCIAL MOORINGS



TEN YEAR CUSTOMER TRENDS

TEN YEAR CUSTOMER TRENDS

COMMERCIAL VESSELS

As at 30 June 2007, there were 9239 commercial vessels operating in NSW. Commercial vessels are defined under the *Commercial Vessels Act* and include charter boats, ferries, water taxis, commercial fishing vessels, hire and drive vessels, white water rafting vessels and sail training vessels. The number of commercial vessels does not include sail training vessels which are less than six metres and not registered commercially (eg small sailing boats).

COMMERCIAL VESSEL REGISTRATIONS

An inventory of commercial vessels is produced by the registration or licensing of vessels. As at 30 June 2007, there were 6054 registered commercial vessels and 3185 commercial vessels, such as small hire and drive vessels, operating under licence.

VESSELS IN SURVEY

Registered commercial vessels are either in survey or exempt from survey.

Survey is the means by which compliance with the national commercial vessels standard, the Uniform Shipping Laws (USL) Code, is verified.

Vessels in survey include vessels operating in NSW waters on recognised interstate certificates. As at the end of June 2007, there were 2056 vessels in survey.

Vessels exempt from survey include estuarine fishing vessels and work boats, sailing school vessels, small hire and drive craft and restricted sea-going fishing vessels less than 7.5m in length. There were 7183 commercial vessels exempt from survey at 30 June 2007.

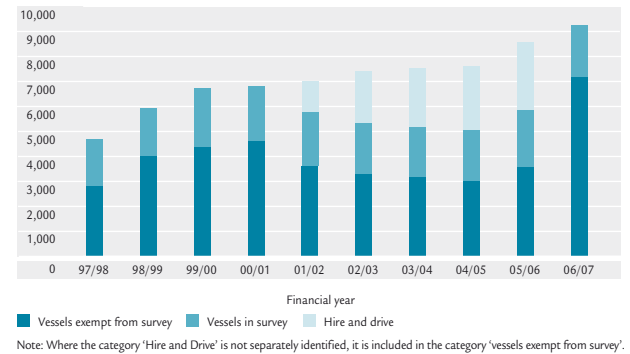
INITIAL SURVEYS COMPLETED

The number of initial surveys completed decreased on the previous year's figures by 27 per cent to 133 in the 12 months to June 2007.

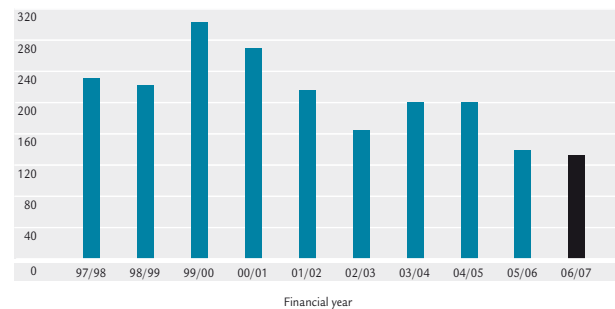
MARINE CERTIFICATION

The number of people issued with a new Certificate of Competency during 2006-2007 increased by 21 per cent from last year's figures to 535. 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.

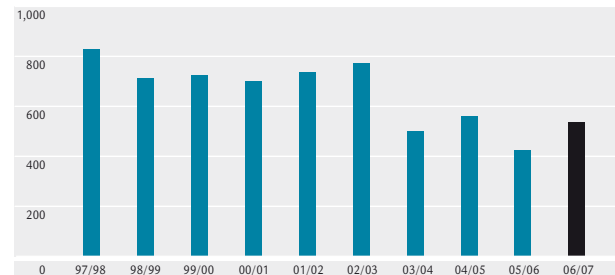
COMMERCIAL VESSEL REGISTRATIONS



INITIAL SURVEYS COMPLETED



CERTIFICATES OF COMPETENCY ISSUED



APPLICATIONS FOR PERMISSION TO LODGE (PTL)

A DEVELOPMENT APPLICATION

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. During 2006-2007, a large number of PTLs were received for Woolloomooloo Finger Wharf, King St Wharf and Walsh Bay. The number of PTLs finalised continued the trend of the last few years and increased to 132, a 39 per cent increase.

DEVELOPMENT CONSENT

The number of development consent applications finalised during the year decreased by 27 per cent to 30.

Development applications to NSW Maritime are assessed under Parts 4 and 5 of the EP&A Act. Whereas the number of finalised Part 4 applications increased to 27 during the year, there were only three applications finalised under 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 (otherwise Part 4) or where the proposal is classified as a public utility. Development consent applications are assessed by the Foreshores and Waterways Planning and Development Advisory Committee.

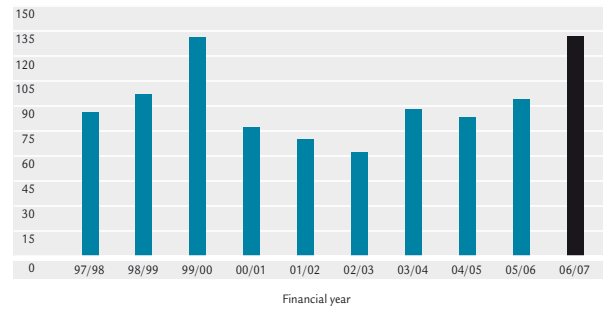
CONSTRUCTION APPLICATION APPROVALS

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 increased by 15 per cent to 38.

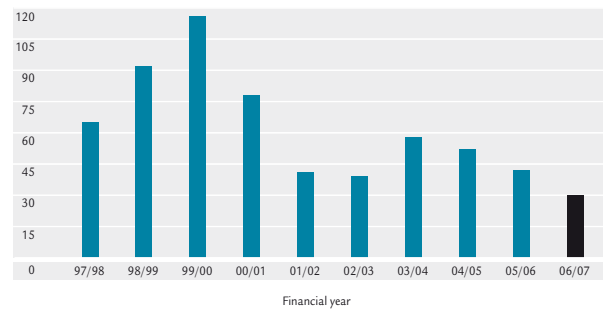
TRADE THROUGH REGIONAL PORTS

Trade through the regional ports of Eden and Yamba totalled 1,339,565 mass tonnes during 2006-2007, an increase of 26 per cent on the previous year.

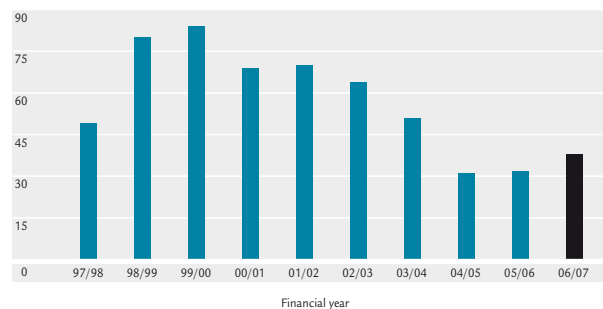
APPLICATION FOR PERMISSION TO LODGE FINALISED



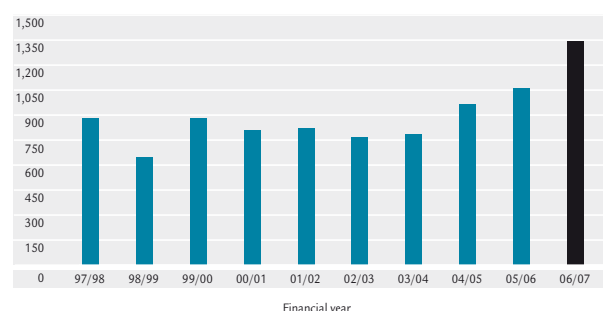
APPLICATION FOR DEVELOPMENT CONSENT FINALISED

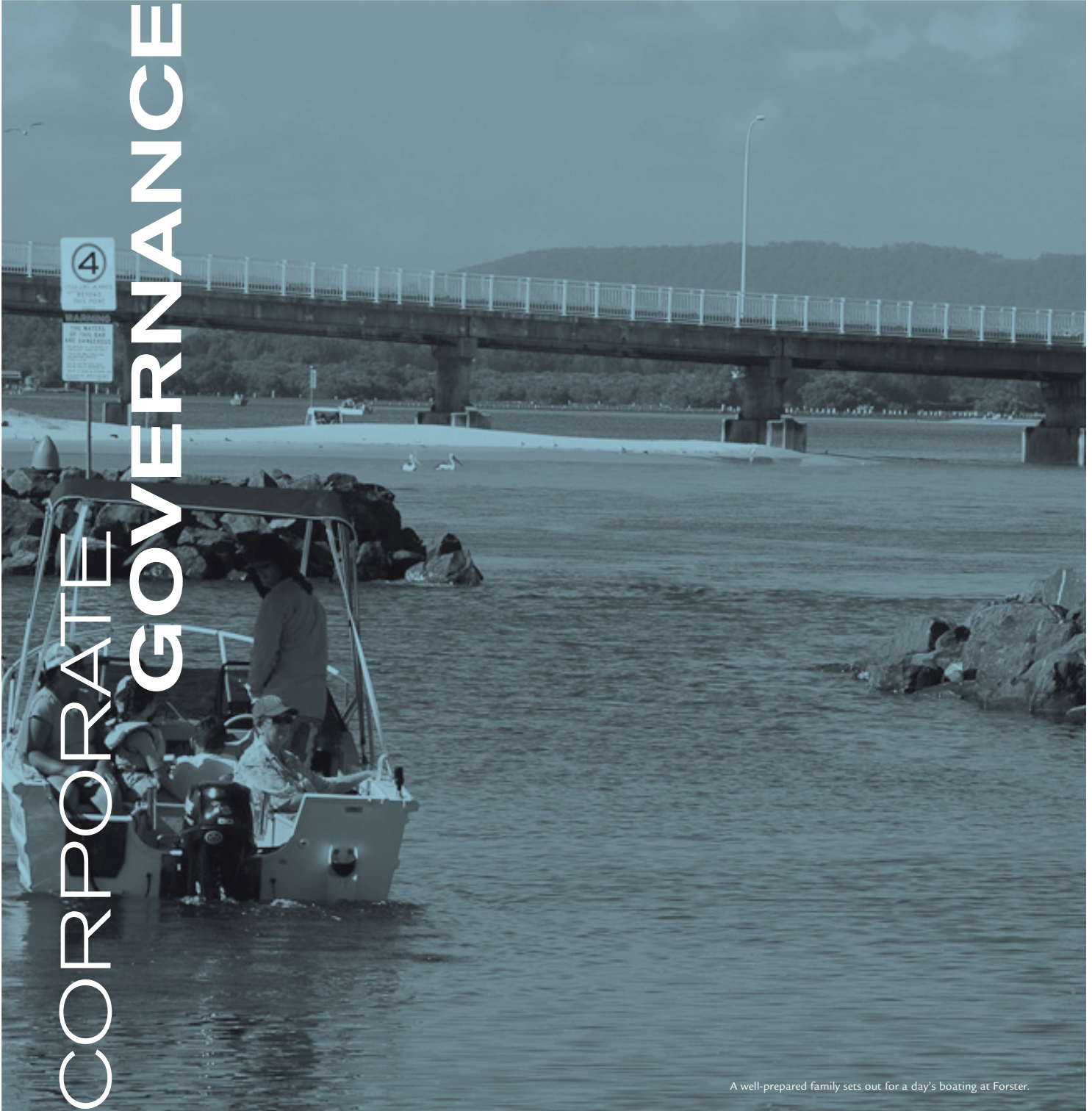


CONSTRUCTION APPLICATION APPROVALS



REGIONAL PORTS TRADE





CORPORATE GOVERNANCE

A well-prepared family sets out for a day's boating at Forster.

NSW MARITIME IS COMMITTED TO A COMPREHENSIVE AND SYSTEMATIC APPROACH TO THE EFFECTIVE MANAGEMENT OF POTENTIAL OPPORTUNITIES AND ADVERSE EFFECTS

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 was undertaken by an Executive Management Committee consisting of the Chief Executive, six General Managers and an Executive Director.

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

STATUTORY FRAMEWORK

During 2006-2007, 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).

The *Marine Safety Act 1998* is partially commenced. When fully commenced it will repeal and replace the *Navigation Act*, *Maritime Services Act*, *Marine Pilotage Licensing Act* and *Commercial Vessels Act* and all regulations under those Acts.

CODE OF ETHICS

Revised Internal Reporting Guidelines were developed and released to staff in August 2006. The guidelines contain advice for staff on appropriate avenues to report corrupt conduct, including the making of a Protected Disclosure. The guidelines originally formed part of the Code of Ethics, but are now a stand-alone document.

A decision-making guide for staff who are offered gifts or bribes was also released to staff.

RISK MANAGEMENT

NSW Maritime is committed to a comprehensive and systematic approach to the effective management of potential opportunities and adverse effects. The risk management framework is underpinned by processes which aim to identify, analyse, assess and treat risks, guided by the Australian New Zealand Risk Management Standard AS/NZS 4360:2004. Regular enhancements to the framework build on risk management activities implemented in past years and recognise that formal risk management operates on a continuous cycle of improvement in order to remain effective.

Insurable risks are managed by maintaining an appropriate 'insurance' portfolio through participation in the NSW Treasury Managed Fund. Insurance lines covered are workers' compensation, motor vehicle, liability, property, travel and personal accident.

INFORMATION SECURITY MANAGEMENT SYSTEM

Annual training continues to be conducted to reinforce the awareness and importance of physical and electronic security to all personnel, as part of the development of an ISO 17799 compliant Information Security Management System.

STRATEGIC AND BUSINESS PLANNING

NSW Maritime's new Corporate Plan, entitled *Delivering Outcomes 2007-2009*, was developed by the Executive during the year and its implementation commenced. The plan, which is available on NSW Maritime's internet site, captures the key priorities areas NSW Maritime will be addressing to ensure consistency with government strategic direction and that it meets its statutory obligations as well as the needs of its clients and stakeholders.

The priorities of the plan are to:

- Secure stakeholder understanding, respect and support for what we do
- Build relationships with customers and add value
- Excel in delivering safe and sustainable ports and waterways
- Lead and support a diverse, capable and committed workforce with a culture of unity, performance and accountability
- Maximise the use of innovative technologies and business systems to improve the way we operate and deliver services
- Be a progressive and sustainable agency that meets its financial and efficiency targets.

A number of specific projects have been identified to address these key priority areas and quarterly reporting against those projects is undertaken by the Executive. Quarterly assessments of significant issues are also undertaken by the Risk Management Committee, the IT Steering Committee and the Audit Committee and the results of these assessments reported to the Executive for remedial action to be taken as appropriate.

To assist with forward planning, a strategic management calendar, which identifies major internal and external commitments, has been developed for use by the Executive.

Chris Oxenbould

Brett Moore

John Dikkenberg

Tony Middleton

MANAGEMENT AND STRUCTURE

CHRIS OXENBOULD AO

Chief Executive

Chris became the Chief Executive of NSW Maritime on 1 October 2004 after acting in the position from 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 the Chief Executive Officer of the Newcastle Port Corporation.

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 the last 10 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 to Hobart races and sails a yacht on Sydney Harbour. This interest has led to a number of volunteer administrative positions which have included Chairman of the Sydney to Hobart Race Committee 2000 and 2001.

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.

The State Government seconded Chris to Sydney Ferries Corporation in February 2006 to implement a review of that organisation's administrative and operational matters, and to participate in the recruitment of a new Chief Executive Officer. Chris resumed his position with NSW Maritime in September 2006.

BRETT MOORE

General Manager Recreational Boating and Acting Chief Executive

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 was Acting Chief Executive from February until September 2006.

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, managing natural resources, and continuing education and safety programs for the boating community – both existing and new.

JOHN DIKKENBERG

General Manager Commercial Vessels and Asset Management

John 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 Royal Australian Navy 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 Royal Australian Navy 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.

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, 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; marine environment policy; pollution response; maritime incident investigation; inter-governmental relations and legislative programs.

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 Services in November 2004, and is responsible for finance; employee relations; legal services; information technology; risk management; corporate planning and records management.

Brian has overseen major projects that underpin many of the reporting and compliance responsibilities of the organisation. More recently he has been involved in developing a Business Continuity Plan, negotiating the current enterprise agreement, developing a Strategic Management Calendar, revaluating NSW Maritime's asset portfolio, introducing international financial reporting standards and completing the implementation of the ICAC Corruption Resistance Review.

STEPHEN MONTGOMERY**General Manager Maritime Property**

Steve joined NSW Maritime in November 2005 as General Manager, Maritime Property, based at Maritime Trade Towers in Kent Street, Sydney.

With qualifications in the fields of property, property valuation and management, Steve has previously held senior management positions with the Australian Technology Park, Sydney Harbour Foreshore Authority, Sydney Airports Corporation, and Australian Geographic/Dick Smith Group.

Steve's focus for the Maritime Property Division was on business efficiencies, customer service and establishing appropriate returns on assets owned by NSW Maritime.

PATRICK LOW**General Manager Policy**

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, commercial leasing, whole of government maritime policy and marine legislation.

PAUL ROBINSON**Executive Director Maritime Asset Strategy**

Paul has been with NSW Maritime and its predecessor organisations since 1988.

Paul has held senior positions relating to property and assets and been responsible for foreshore lease management, implementation of a spatial information system, initiation of the Maritime Infrastructure Program grants (MIP, formally WADAMP), as well as the enterprise resource planning system and finalising Enterprise Agreements.

Since his appointment as Executive Director Maritime Asset Strategy in 2003, Paul has been responsible for major infrastructure redevelopment projects and the protection and development of NSW Maritime land for future maritime use.



Brian Stanwell



Patrick Low



Steve Montgomery



Paul Robinson