



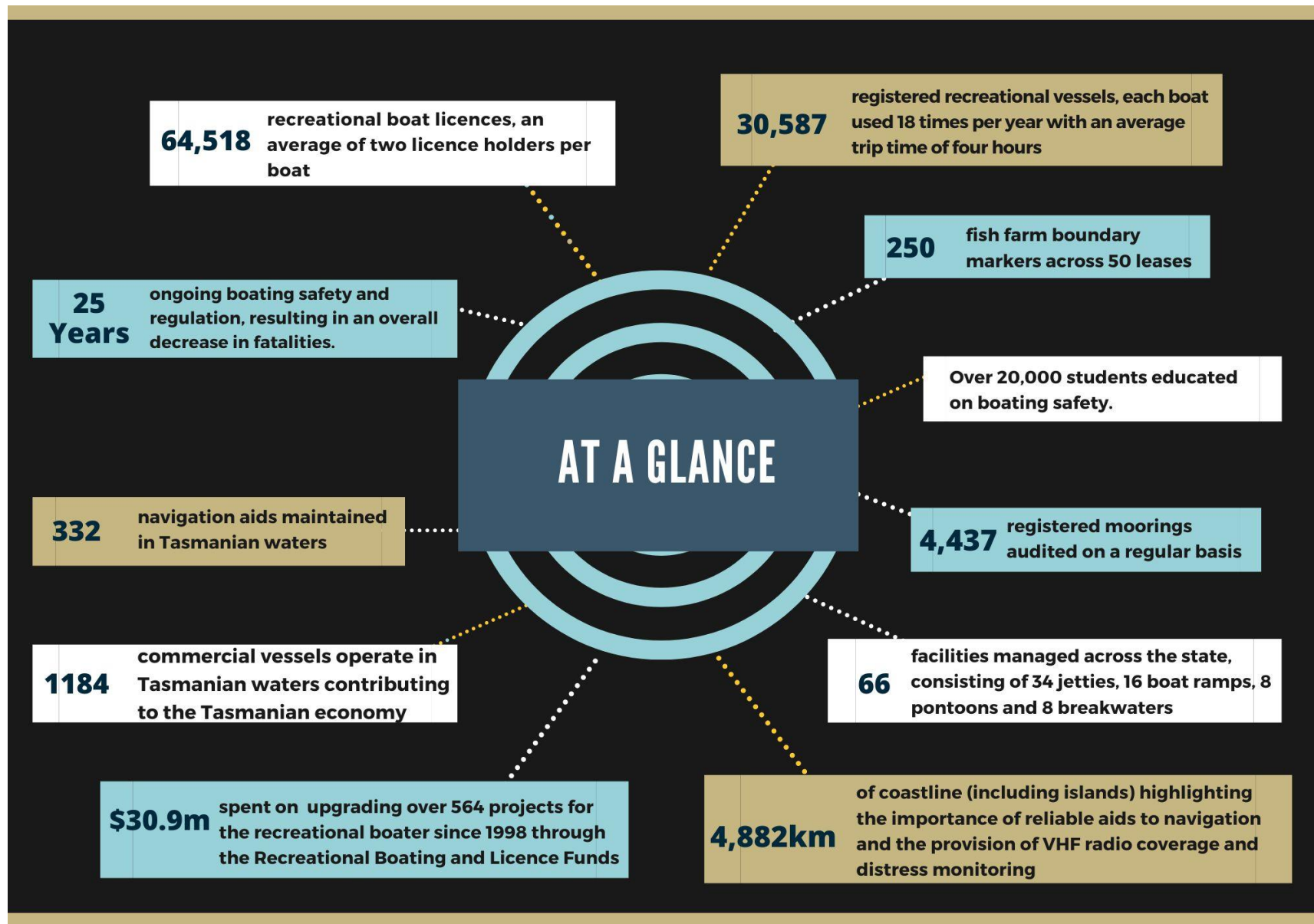
# STRATEGIC PLAN

2022-2025

# MAST

**MARINE and SAFETY TASMANIA**  
*making boating better*

Approved by the MAST Board 11 August 2023



# About our Plan

Our plan describes our:

- role
- operating context
- values and behaviours
- strategic priorities and key focus areas and
- action plans to achieve our vision.

It contains our strategic direction as identified by our strategic priorities and key focus areas and performance

measures and targets in action plans for each year of the Plan. Through our risk management processes, we identify and assess uncertainty that may impact positively or negatively on our ability to achieve our strategic objectives.

## **How was it developed?**

Our Plan includes analyses of the internal and external environment and responses to stakeholder feedback.

# Who we are

Marine and Safety Tasmania (MAST) is a statutory authority that was established on 30 July 1997 to manage functions relating to the safe operation of all recreational boats and commercial vessels in Tasmania.

MAST is managed by a board appointed by the Minister for Infrastructure. The Board is responsible to the Minister for the

performance of the Authority of its functions and for ensuring that the business affairs of the Authority are managed and conducted in a manner that is in accordance with sound commercial practice.

Our success is built upon our people, who are our greatest strength.

# Our Role

MAST has four primary functions which are conferred by the Marine and Safety Authority Act 1997 as follows:

- To ensure the safe operation of vessels in all Tasmanian waters;
- To provide and manage marine facilities;
- To perform the functions delegated to it by the National Regulator; and
- To manage environmental issues relating to vessels

MAST has jurisdiction in and over:

- The waters of all inland lakes, rivers and streams;
- Coastal waters;
- Any vessel, and
- Any marine facility under the control of the Authority

# Our values and behaviours

Our shared values set the expectation for how we work together to deliver our strategy and what our stakeholders expect of us.

## **Approachable and Accountable**

We attempt at all times to be approachable and deliver services that focus on the needs of our stakeholders.

## **Professional**

We employ people with a range of professional skills and experience. Our people come from the maritime industry,

policy and regulatory backgrounds and with operational compliance experience and are committed to providing a professional service that is timely.

## **Risk Focused**

We recognise and manage risk, reporting regularly to the Board.

## **Proactive**

We recognise the value of being proactive and will identify trends and develop innovative solutions to problems.

# Our vision

To make our waterways safe and enjoyable for all users

# Our Strategic Priorities

1. Ensuring the safety of all vessels in Tasmanian waters
2. Providing and managing the marine infrastructure that delivers safe access to waterways for all users
3. Supporting key agencies on matters involved in the maritime environment
4. Engaging with key stakeholders, recreational boaters and the community to achieve strategic goals
5. Ensuring a results-driven, resilient, environmentally conscious and progressive organisation



# Our Key Focus Areas to Achieve our Strategic Priorities

The Plan identifies a series of focus areas to be progressed to achieve the strategic priorities and ultimately, our vision.

Delivery of the Plan will require collaborating and working with our key stakeholders, including recreational boaters,

facility owners/managers and key agencies.

A work plan is developed annually to achieve the Strategic Priorities.

## Key focus areas towards Strategic Priority 1

# Ensuring the safety of all vessels in Tasmanian Waters

What
1. Ensure the safety of all vessels in Tasmanian waters
2. Incidents and fatalities trending towards zero
3. Increase incident reporting but reduce the need for investigations
4. Positive response to increased education and profile of reporting incidents
5. Continue to grow a successful school program
6. Continue to grow ramp checks
7. Ensure legislation remains fit for purpose
8. Reduce risks associated with secondhand boats
9. Increase engagement with powered watercraft users and paddlers to increase compliance
10. Port safety management strategy agreed upon and implemented by all stakeholders
11. Improve safety knowledge and messaging

## Workplan for 2023/24 to achieve Strategic Priority 1

### Strategic Priority 1 : Ensuring the safety of all vessels in Tasmanian Waters

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Public awareness Campaigns	June 2024	TV adverts, radio ads, Facebook /social media, Boatwise, Op Eds, ramp checks, specific messaging for the paddling and PWC community, regular e-newsletters	<ol style="list-style-type: none"> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> <li>2. Incidents and fatalities trending towards zero</li> <li>6. Continue to grow ramp checks</li> <li>8. Reduce risks associated with secondhand boats</li> <li>9. Increase engagement with powered watercraft users and paddlers to increase compliance.</li> </ol>
Continue to deliver the School Education Program in collaboration with the Department of Education, Children and Young People	School terms	School visits - minimum of 70 p.a	<ol style="list-style-type: none"> <li>5. Continue and grow a successful school program</li> <li>2. Incidents and fatalities trending towards zero</li> </ol>
Continue to review the resources for the school program in conjunction with the Department of Education, Children and	June 2024	Revised resources for Grades 3,4 and 5,6 and updated program for high school	<ol style="list-style-type: none"> <li>5. Continue and grow a successful school program</li> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> </ol>

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Young People to align with the curriculum for the years 3, 4, 5 & 6 program and update the high school program and resources			2. Incidents and fatalities trending towards zero
Expand the delivery of the School Education Program into high schools and private schools	School terms	School visits – minimum of 20 p.a	5. Continue and grow a successful school program 2. Incidents and fatalities trending towards zero
Update the legislation	December 2023 – a remake of the <i>Marine and Safety (Limits of Operational Areas) By-laws 2013</i>	New by-laws relating to the limits of operational areas.	7. Ensure legislation remains fit for purpose.
Safety Awareness and education in the community	June 2024	<ul style="list-style-type: none"> <li>• Boat ramp checks - 1000 boats</li> <li>• Flare and Safety demonstrations – 10</li> <li>• Attendance at the opening of the trout season.</li> <li>• Organise Marine Precinct for Agfest</li> <li>• Liaise with Marine Police on key messages</li> </ul>	1. Ensure the safety of all vessels in Tasmanian Waters 2. Incidents and fatalities trending towards zero 6. Continue to grow ramp checks 8. Reduce risks associated with secondhand boats 9. Increase engagement with powered watercraft users and paddlers to increase compliance.
Implementation of Safety Plan	July 2023 – June 2024	Tasks designated for this period completed	1. Ensure the safety of all vessels in Tasmanian Waters 2. Incidents and fatalities trending towards zero

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
			<ul style="list-style-type: none"> <li>6. Continue to grow ramp checks (</li> <li>9. Increase engagement with powered watercraft users and paddlers to increase compliance.</li> </ul>
Undertake a digital audit and implement a revised digital strategy for safety messaging	March 2024	Revised digital strategy completed with key performance indicators	<ul style="list-style-type: none"> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> <li>2. Incidents and fatalities trending towards zero</li> <li>6. Continue to grow ramp checks</li> <li>8. Reduce risks associated with secondhand boats</li> <li>9. Increase engagement with powered watercraft users and paddlers to increase compliance.</li> </ul>
Review recreational boating licence delivery	June 2024	Pre-course online learning with outcomes monitored	<ul style="list-style-type: none"> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> <li>2. Incidents and fatalities trending towards zero</li> </ul>
Develop specific safety publications for different sectors	June 2024	Making Sailing Safer Making Paddling Safer	<ul style="list-style-type: none"> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> <li>2. Incidents and fatalities trending towards zero</li> </ul>
Investigate the implementation of a state-based SIN in the absence of a national HIN	December 2024	The viability of SIN examined	<ul style="list-style-type: none"> <li>1. Ensure the safety of all vessels in Tasmanian Waters</li> <li>2. Incidents and fatalities trending towards zero</li> <li>8. Reduce risks associated with secondhand boats.</li> </ul>
Regulatory reform of ports safety functions and services is undertaken	Ongoing but completed by June 2024	Regulatory reform is achieved	<ul style="list-style-type: none"> <li>10. Port safety management strategy agreed and implemented by all stakeholders</li> </ul>

## Key focus areas towards Strategic Priority 2

# Providing and managing marine infrastructure that delivers safe access to waterways for all users

What
1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types)
2. Strategic asset management plans are in place for all MAST-owned infrastructure
3. Assist Councils to develop asset management plans for maritime infrastructure to proactively manage the planning and funding for future upgrades and/or replacements
4. Increase the use of environmentally friendly materials in infrastructure rebuilds
5. Infrastructure planning considers climate change implications
6. Implement a funding strategy to ensure MAST-owned assets can be maintained
7. Maintain the MAST/Tas Maritime Radio statewide VHF network and monitor the impact of the Government Radio Network
8. Maintain Aids to Navigation

## Workplan for 2023-24 to achieve Strategic Priority 2

### Strategic Priority 2 : Infrastructure

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Structural audit of MAST-owned aids to navigation aids	December 2023	Report on Aids to Navigation replacement and maintenance program and revaluation for accounting purposes.	<ol style="list-style-type: none"> <li>1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types).</li> <li>2. Strategic asset management plans are in place for all MAST-owned infrastructure.</li> <li>6. Implement a funding strategy to ensure MAST-owned assets can be maintained.</li> <li>8. Maintain navigation aids</li> </ol>
Commence work on the replacement of Port Arthur and Gordon jetties	December 2023	Design and funding for jetties confirmed	<ol style="list-style-type: none"> <li>1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types).</li> <li>4. Increase the use of environmentally friendly materials in infrastructure rebuilds</li> <li>5. Infrastructure planning considers climate change implications</li> <li>6. Implement a funding strategy to ensure MAST-owned assets can be maintained.</li> </ol>
Scope and develop a plan for the maintenance of existing level of radio services and monitor the impact of the	December 2023	Plan for the ongoing provision of the VHF radio service with or without the assistance of the Government Radio network	<ol style="list-style-type: none"> <li>7. Maintain the MAST/Tas Maritime Radio statewide VHF network and monitor the impact of the Government Radio Network.</li> </ol>

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Government Radio network			
Provide guidance and support to local councils as they develop their asset management plans for maritime infrastructure	June 2024	Increased number of councils with marine asset management plans and improved understanding of funding sources offered by MAST	<ol style="list-style-type: none"> <li>1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types).</li> <li>3. Assist Councils to develop asset management plans for maritime infrastructure to proactively manage the planning and funding for future upgrades and/or replacements</li> <li>5. Infrastructure planning considers climate change implications.</li> </ol>
Consider climate change impact in the provision of infrastructure	June 2024	Integrate climate change impacts into the design and construction of infrastructure	<ol style="list-style-type: none"> <li>5. Infrastructure planning considers climate change implications.</li> </ol>
Consider the use of environmentally friendly materials for MAST-owned and funded infrastructure projects	June 2024	Integration of environmentally friendly materials in infrastructure funded by MAST	<ol style="list-style-type: none"> <li>4. Increase the use of environmentally friendly materials in infrastructure rebuilds.</li> </ol>
Annual review of Marine Infrastructure Plan	June 2024	Revised plan to ensure the infrastructure provided is appropriate	<ol style="list-style-type: none"> <li>1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types).</li> </ol>
Implement design options to improve accessibility of marine facilities where required	September 2023	Accessibility Best Practice principles are understood and implemented where required	<ol style="list-style-type: none"> <li>1. Infrastructure provided is fit for purpose and suitable for a range of vessels (sizes and types).</li> </ol>



## Key focus areas towards Strategic Priority 3

### Supporting key agencies involved in the marine environment

What
1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment
2. Options developed to manage derelict/end of life vessels
3. Transparent, responsive and proactive relationships with key agencies
4. Deliver legislative change to clarify the roles and responsibilities of port operator(s)

## Workplan for 2023-24 to achieve Strategic Priority 3

### Strategic Priority 3 : Supporting key agencies involved in the marine environment

Work with DSG, EPA and Tasports on the Port Services Regulatory Review and implement recommendations (including marine oil pollution)	June 2024	Legislative change	<ol style="list-style-type: none"> <li>1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment.</li> <li>3. Transparent, responsible and proactive relationships with key agencies</li> <li>4. Deliver legislative change to clarify the roles and responsibilities of the port operator(s).</li> </ol>
Work with the ARBSC to develop a national approach to the management of derelict vessels	June 2024	A national approach is finalised	<ol style="list-style-type: none"> <li>1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment.</li> <li>2. Options developed to manage derelict/end-of-life vessels</li> </ol>
Work with DSG, EPA and PWS to develop principles and a preferred model to underpin regulatory reform around end-of-life and derelict vessels	June 2024	Regulatory change completed and funding received	<ol style="list-style-type: none"> <li>1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment.</li> <li>2. Options developed to manage derelict/end-of-life vessels</li> </ol>
Continue to inspect marine farms to identify equipment outside lease areas	June 2024	Continued inspection activity contributes to the reduction in occurrences of equipment outside lease areas	<ol style="list-style-type: none"> <li>1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment.</li> <li>3. Transparent, responsible and proactive relationships with key agencies</li> </ol>
Continue to work with EPA to train key MAST staff under the National Plan	June 2024	3 MAST staff trained under the National Plan	<ol style="list-style-type: none"> <li>1. Collaboratively work with other agencies to deliver positive outcomes for the marine environment.</li> <li>3. Transparent, responsible and proactive relationships with key agencies</li> </ol>

Key focus areas towards Strategic Priority 4

Working with stakeholders, recreational boat users and the community

What
1. Transparent, responsive and proactive relationships with our stakeholders, recreational boat users and the community
2. Engage stakeholders to develop plan(s) to: <ul style="list-style-type: none"><li>• improve waterway safety</li><li>• ensure safety awareness programs are evidence-based and target key risks</li><li>• deliver effective communications</li><li>• deliver contemporary business systems that cater for client's needs; and</li><li>• ensure new and upgraded infrastructure is fit for purpose.</li></ul>

## Workplan for 2023-24 to achieve Strategic Priority 4

### Strategic Priority 4 : Working with stakeholders, recreational boat users and the community

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Develop a plan to engage and survey stakeholders on a range of issues with improved response rates	June 2024	Stakeholder Engagement Plan	<ol style="list-style-type: none"> <li>1. Transparent, responsive and proactive relationships with our stakeholders, recreational boat users and the community.</li> <li>2. Engage stakeholders to develop plan(s) to: <ul style="list-style-type: none"> <li>• improve waterway safety</li> <li>• ensure safety awareness programs are evidence-based and target key risks</li> <li>• deliver effective communications</li> <li>• deliver contemporary business systems that cater for clients' needs</li> <li>• ensure new and upgraded infrastructure is fit for purpose</li> </ul> </li> </ol>
Survey stakeholders	June 2024	Surveys are implemented with a representative response rate increased	<ol style="list-style-type: none"> <li>1. Transparent, responsive and proactive relationships with our stakeholders, recreational boat users and the community.</li> <li>2. Engage stakeholders to develop plan(s) to: <ul style="list-style-type: none"> <li>• improve waterway safety</li> </ul> </li> </ol>

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
			<ul style="list-style-type: none"> <li>• ensure safety awareness programs are evidence-based and target key risks</li> <li>• deliver effective communications</li> <li>• deliver contemporary business systems that cater for clients' needs</li> <li>• ensure new and upgraded</li> </ul>
Develop a strategy to enhance partnerships with key organisations	December 2024	Specific stakeholder plans	<ol style="list-style-type: none"> <li>1. Transparent, responsive and proactive relationships with our stakeholders, recreational boat users and the community.</li> <li>2. Engage stakeholders to develop plan(s) to: <ul style="list-style-type: none"> <li>• improve waterway safety</li> <li>• ensure safety awareness programs are evidence-based and target key risks</li> <li>• deliver effective communications</li> <li>• deliver contemporary business systems that cater for clients' needs</li> <li>• ensure new and upgraded</li> </ul> </li> </ol>

## Key focus areas towards Strategic Priority 5

# A results-driven, resilient, environmentally conscious and progressive organisation

What
1. Develop a digital strategy, internal and external, to enable contemporary systems for our customers and staff
2. Stay up to date with proactive technological developments and innovation across all elements of our work – school, communications, new energy advances in vessels
3. Ensure our strong workforce culture is protected and developed
4. Develop strategies to capture corporate knowledge
5. Match workforce capability and fitness to operational requirements through comprehensive workforce planning, professional development and succession planning
6. Review board performance and skills matrix regularly and action the outcomes
7. Ensure legislation remains fit for purpose

**8.** Maintain the strategic risk framework to identify, manage and mitigate major risks

**9.** Monitor and maintain MAST's long-term financial sustainability

**10.** Reduce risk and vulnerability to climate change, strengthen resilience and enhance the capacity to successfully respond

**11.** Mitigate risk and provide a secure environment for keeping data, network and devices guarded against cyber threats

## Workplan for 2023-24 to achieve Strategic Priority 5

Strategic Priority 5 : A results driven, resilient, environmentally conscious and progressive organisation

Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
Undertake board assessment	Biennial	Assessment and up-to-date skills matrix	6. Review board performance and skills matrix regularly and action the outcomes
Implement results of digital audit and strategy (under strategic priority 1) and monitor implementation	June 2024	Improved communications with stakeholders	1. Develop a digital strategy, internal and external, to enable contemporary systems for our customers and staff.
Monitor customer portal	June 2024	Improvements made to the customer portal where required to capture both functionality improvements and to increase the number of users	1. Develop a digital strategy, internal and external, to enable contemporary systems for our customers and staff
Engage with ARBSC and MAF on emerging technology	June 2024	Knowledge of technical development and amendments to legislation where required	2. Stay up-to-date with proactive technological developments and innovation across all elements of our work – school, communications and new energy advances in vessels. 7. Ensure legislation remains fit for purpose.
Implement workforce plan including	June 2024	Transition plan achieved	3. Ensure our strong workforce culture is protected and developed.



Tasks	Timeframe	Expected Outputs	Key Focus Areas Addressed
undertaking knowledge transfer with key staff			<p>4. Develop strategies to capture corporate knowledge</p> <p>5. Match workforce capability and fitness to operational requirements through comprehensive workforce planning, professional development and succession planning Understand, train and recruit for the future skills needed.</p>
Develop a cybersecurity framework and policy	June 2024	Cybersecurity framework and policy developed	<p>1. Stay up to date with proactive technological developments and innovation across all elements of our work</p> <p>11 Mitigate risk and provide a secure environment for keeping data, network and devices guarded against cyber threats</p>
External review of MAST's strategic risk framework	March 2024	Strategic risk framework that identifies, manages and mitigates major risks	8 Maintain the strategic risk framework to identify, manage and mitigate major risks
Financial Performance regularly reviewed and annual budget prepared (including forward estimates)	June 2024	Financial Performance Review presented at every Board meeting. Board approved annual budget	9. Monitor and maintain MAST's long-term financial sustainability
Develop climate-related risk strategy	June 2024	Climate-related Risks with potential financial impacts documented	10 Reduce risk and vulnerability to climate change, strengthen resilience and enhance the capacity to successfully respond
Monitor regulatory reform to inform a long term holistic legislative review	June 2024	Regulatory amendments	7. Ensure legislation remains fit for purpose.