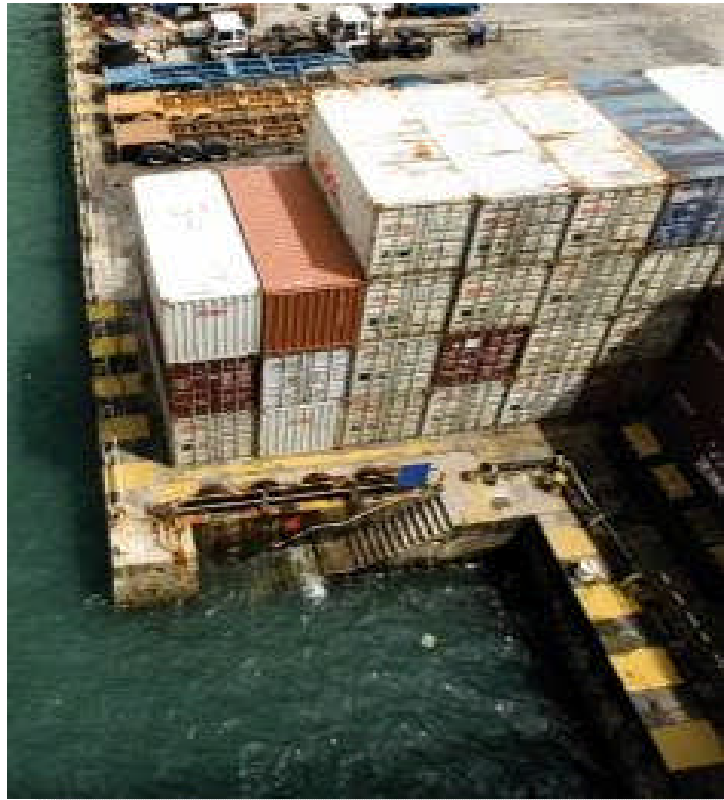


# NSW Maritime Stakeholder Workshop

“NSW Maritime stakeholders: Working together – finding solutions”



23 November 2007

To the Participants – NSW Maritime Stakeholder Workshop

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Dear Participants,

Thank you for your participation in the NSW Maritime Stakeholder Workshop on Friday November 23rd. The time and effort each participant contributed to the day was very much appreciated by NSW Maritime and the Minister.

As background, PricewaterhouseCoopers (PwC) was commissioned by NSW Maritime to conduct a review of NSW Maritime's role, function and structure. As an input to this report, a workshop was held to engage multiple stakeholders in order to better understand their issues and concerns. The workshop consisted of a large group, collaborative approach to problem solving that enables each stakeholder to examine the diverse responsibilities of NSW Maritime and the range of stakeholder needs from the organisation. This approach enables all groups to hear the concerns of other stakeholders and identify solutions that meet the needs of all interested parties.

As promised on the day, this report, to be distributed to all stakeholders who took part, documents the one day workshop (23 November 2007) which was held in order to work through the process and reach agreed outcomes that meet the challenge of "working together – finding solutions".

This report reflects the outputs of the workshop and therefore the work of the event's participants. It gives a picture of how the day was conducted, contains the output of each activity, outlines the solutions and the Minister and Chris Oxenbould's feedback.

The outputs of the day (as contained in this report) will feed into the larger review, and will help form the basis for recommendations shaping the future of NSW Maritime and the wider NSW boating industry.

We hope that you enjoyed the process, and got some personal value from the day.

If you require any clarification or further information on anything contained in this report, please do not hesitate to contact Neil Cunningham on (02) 8266 0073.

Yours faithfully



Victoria Keesing

Partner



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## Section 1

# Background and Executive Summary



## Background

Over the past few years, NSW Maritime's responsibilities and scope as an organisation have expanded and changed. As such, the organisation recognises the importance of reviewing its focus and engaging stakeholders as part of this process.

Key elements of the issue are:

- The organisation is dealing with an growing number of stakeholders representing a diverse range of interests.
- The changing and expanding scope of the organisation means that an evaluation of the organisation's resources and priorities is necessary.
- As part of an evaluation of NSW Maritime's operations, it is vital to engage its diverse range of stakeholders to better understand the issues that concern them and to understand the tension between their differing needs.
- As part of this engagement, it is necessary to get the broad range of stakeholders to work together to offer solutions that address their diverse and sometimes conflicting needs.
- NSW Maritime's key stakeholder groups include: recreational boaters, the commercial vessel industry, waterfront lease holders, ports and shipping, government, regulators and other voices of the community.

It was decided that a workshop would be conducted to bring a cross section of these stakeholders together to achieve the following aim:

***“NSW Maritime Stakeholders:  
Working together – finding solutions”***

This 'focus statement' was used to provide clarity on the overall objective of the workshop. This ensured participants' remained cognisant of the aim of the workshop as they delved into the complexities of the problem.

### Navigating this report

This report is structured in three parts:

- The first gives background to the stakeholder event..
- The second provides an outline of how the day ran, providing structure and process information to help guide readers through the results.
- The third, and most important section, contains the outputs and results that the stakeholder generated on the day, which will feed into the larger review of NSW Maritime's operations.



## Executive summary

### Building a common database

The workshop consisted of a large group, collaborative approach to problem solving that enabled each stakeholder to examine the present state of NSW Maritime and waterways, and suggest solutions on how to best align its focus with stakeholder needs.

Participants first worked to gain a common understanding of the current situation on NSW waterways, through several exercises, outlined below:

- Review and discussion of an information pack sent to each participant in the preceding week, which provided a range of information about the state's waterways and NSW Maritime (including its history and functions, and feedback from the customer service surveys).
- Brief talks from the General Managers of key divisions of NSW Maritime, followed by a Q&A session.

### Visioning of outcomes and issues

Each of the table groups was allocated a desired outcome area. There were six areas in all: Safety, Access, Infrastructure, Sustainable maritime environmental impact, Prosperity and Customer experience.

Groups worked with a designated facilitator to brainstorm descriptors of future success in this area, and the issues they had experienced which might impede the achievement of this outcome.

These descriptors and issues were summarised and fed back to the plenary group.

Participants then ranked the outcome areas in order of importance to them, and rated NSW Maritime's current level of service delivery in each area, thus prioritising the outcomes.

### Solution identification and prioritisation

Participants then worked in outcome area groups to brainstorm solutions to the issues they had identified.

They prioritised the solutions and presented their top three recommendations back to the larger group through a "solutions marketplace".

Participants moved through the room, indicating their support for ideas by attaching coloured "voting" stickers.

Thus the recommendations could be ranked and presented back to the group, NSW Maritime and the Minister. The Minister and Chris Oxenbould, NSW Maritime's Chief Executive, responded to these recommendations at the close of the event.

## Section 2

### Flow of the Workshop



## 2a Welcome

Workshop participants heard an introduction by NSW Maritime’s Chief Executive and the Minister, and answered demographic questions to determine the makeup of the stakeholder group in the room.

### 1.1 Introduction by Chief Executive and Minister

Chris Oxenbould, Chief Executive of NSW Maritime, and Minister Joe Tripodi introduced stakeholders to the day, explaining that the workshop will form part of a larger review into NSW Maritime’s operations.

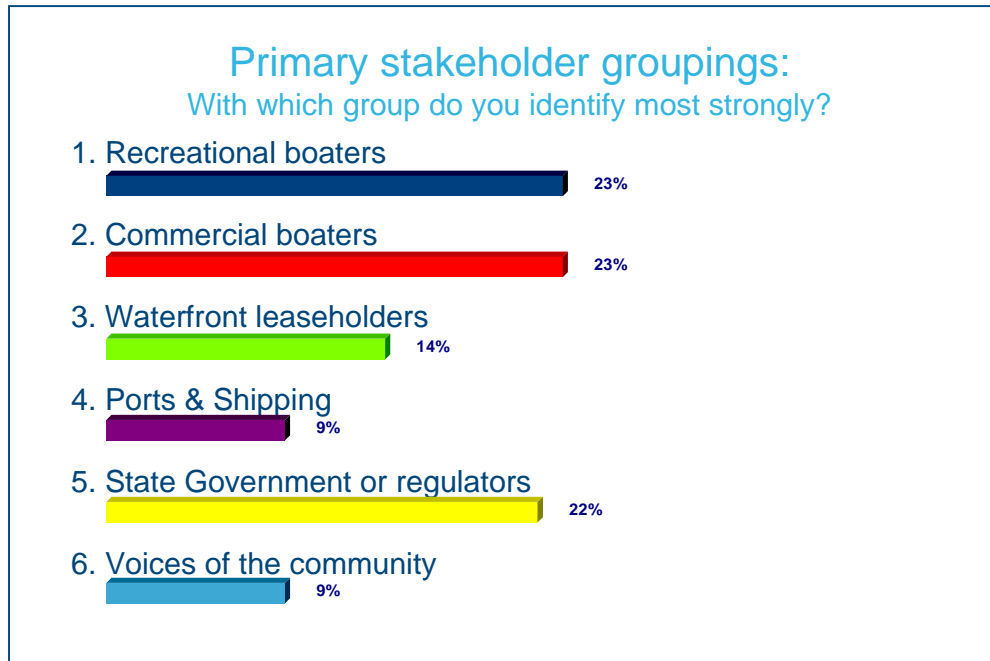
Both the Chief Executive and the Minister articulated a commitment to better understanding the needs of Maritime stakeholders and directing resources to those needs.

### 1.2 Demographic questions:

Participants answered a range of demographic questions in order to give a picture of the stakeholder groups and regions represented in the room.

Participants nominated which group they identified with most and second most strongly; and the region in which they primarily interact with NSW Maritime. An example of the results is included on this page.

**Comprehensive demographic data is included in “Detailed outputs” section 3a, later in this report.**



Images 1 & 2: Illustrative results to demographic questions.





## 2b Building a common database

Workshop participants undertook activities to build a shared understanding of NSW waterways and NSW Maritime, which incorporated the values and priorities of all stakeholders.

### 2.1 Review of discussion pack

Participants reviewed discussion packs sent out by NSW Maritime in the preceding week.

These packs contained information about NSW waterways and the stakeholders who enjoy them, and outlined the scope and purpose of NSW Maritime and its divisions.

### 2.2 Discuss the discussion pack

Participants discussed the pack in table groups, focusing on the following:

1. The range and diversity of activities carried out by users of NSW waterways.  
(Groups submitted up to three things they did not previously know.)
2. The range of NSW Maritime's operations.  
(Groups submitted up to three things they did not previously know.)
3. Tradeoffs inherent in managing waterways for the benefit of all stakeholders.  
(Groups submitted up to two issues identified.)

Participants' feedback was summarised (as shown here) and fed back to the whole room for further consideration.

The full set of submission from this exercise are included in "Detailed outputs" section 3b, later in this report.

### Review of discussion pack

#### 1. What didn't you know about the range of activities carried out by users of NSW waterways?

##### Diversity

- Range of vessels and their differing needs
- Jet boat usage
- Seaplanes
- Rave party boats
- Private ferry operations
- Inland waterways craft licensing e.g. Paddle steamers

##### Services

- Safety management systems
- Daily hydro graphic surveys of the harbour
- Educational seminars (awareness of)
- Heritage ops - work with kids at risk
- Counter terror training
- Waterfront structures-commercial / private
- Extent of involvement in planning and approval processes
- Creating lakes and waterways for aquatic activities such as skiing and removal of aquatic weeds

##### Environmental

- Collection of rubbish on Sydney Harbour
- Environmental management and issues e.g. dredging, erosion

##### Ownership

- Complexity of ownership / management of waterways

##### Safety

- Cameras at ocean bars

### Review of discussion pack

#### 2. What didn't you know about the range of NSW Maritime operations?

##### Security

- Shipping security
- Involvement in security of waterfront and shipping

##### Ports

- Management of Yamba and Eden Ports
- Maritime does not manage Sydney Ports
- Licensing functions and security for Port operations
- port access / security / safety
- Port channel ownership and charging ports for use

##### Services

- Influence and power of other agencies on Maritime (i.e. OTSI)
- NSW Maritime funds boat ramps 50 / 50
- Toll free weather report
- Aquaculture leases
- Marine communications
- Education services
- Solar navigation
- Maritime grants / funding

##### Planning and approval

- NSW Maritime has a role in approval process for structures on its lands
- Breadth of planning functions
- NSW Maritime owns wetland - Sydney Harbour / Botany Bay / Newcastle / Port Kembla
- So few development applications are approved

##### Infrastructure

- Role and funding of refurbishing Manly Wharf
- Take over of commuter wharfs
- Lease security
- Asset management and ownership

##### Commercial role

- Commercial shipping / ports role
- Survey and spatial information
- Australian Builders Plates and National standards

##### Government

- Role to provide dividend to NSW Government
- Self-funded status

##### Environment

- Environmental protection
- Waste recovery - cleaning out pump out facilities at no cost
- Cleaning



## 2b Building a common database (cont.)

Workshop participants undertook activities to build a shared understanding of NSW waterways and NSW Maritime, which incorporated the values and priorities of all stakeholders.

### 2.3 General Manager panel session

The Chief Executive and General Managers from the four customer facing divisions of NSW Maritime (Shipping, Security & Environment; Commercial Vessels & Asset Management; Recreational Boating; and Maritime Property) gave an introduction to their division and its remit, as well as outlining key takeouts from, and responses to, the customer survey.

A question and answer session followed during which participants had the chance to have their questions answered by the GMs.

**A summary of each GM's contribution is included in "Detailed outputs" section 3c, later in this report.**



Image 5: Participants listening to GM contributions.



## 2c Visioning of outcomes and issues

Workshop participants undertook activities to describe, and rank in order of importance, characteristics they desired for the waterways of the future, and to identify issues preventing these outcomes from being achieved.

### 3.1 Visioning of valued outcomes

Each table group was assigned an outcome area to look at in more detail. These outcome areas, determined through prior research (including the customer survey) and consultation with NSW Maritime, included: Safety, Access, Infrastructure, Sustainable Maritime Environmental Impact, Prosperity and Customer Experience.

Participants envisaged the year 2012, a successful year for the state's waterways and all its stakeholders. They envisaged, for their outcome area, what they saw, heard, felt and experienced that distinguished the year as successful.

### 3.2 Issues associated with valued outcomes

Each table group then brainstormed issues they had experienced in connection with their outcome area.

A summary of the descriptors and issues that participants had identified for each outcome area was distributed among the group. In this way, participants gained a shared picture of what constitutes "success", and what issues need to be overcome, for each outcome area (see image 6).

## Safety

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"> <li>▪ Combined Volunteer Marine Rescue is necessary to coordinate safety across NSW.</li> <li>▪ Zero boating incidents.</li> <li>▪ No overlap over responsibilities between government agencies.</li> <li>▪ Recreational boaters knowing the rules of the 'road'.</li> <li>▪ Online refresher course for recreational boaters to update on rules – could contribute to accreditation or renewal of licence.</li> <li>▪ Education on wash impacts.</li> <li>▪ Reliable, measurable targets.</li> <li>▪ Use latest technology to enforce regulation.</li> <li>▪ Shared user mentality.</li> <li>▪ No growth in accidents and incidents.</li> <li>▪ Log in numbers for each licence so everything can be done online.</li> <li>▪ Align car licence with boat licence - save time. Then bring in photo ID.</li> <li>▪ Different licences for various vessels, based on size, speed and power.</li> <li>▪ More Water Police needed.</li> <li>▪ More BSO's to monitor and educate safety. More presence on the water - use NSW Maritime vessels.</li> <li>▪ Safety checks on recreational boaters - like a pink slip for boats.</li> <li>▪ Stricter speed limits and cameras on the water.</li> <li>▪ Logging speeds for boaters on the water.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Enforcement be stronger - issue fines and make example of wrong behaviour.</li> <li>▪ Clearing of navigational channels is required to be coordinated by one authority. Often cause of accidents.</li> <li>▪ Lack of boat drivers that identify risks.</li> <li>▪ 15 knot speed limit under bridge.</li> <li>▪ Delay in implementing national standards.</li> <li>▪ Focused on competency-based, not timing-based training.</li> <li>▪ Duty of care, disclosure for 2<sup>nd</sup>-hand market.</li> <li>▪ Pink slip regime for recreational boaters.</li> <li>▪ Management of congested areas.</li> <li>▪ Lack of appropriate risk modelling to justify legislation.</li> </ul>



## 2c Visioning of outcomes and issues (cont.)

Workshop participants undertook activities to describe, and rank in order of importance, characteristics they desired for the waterways of the future, and to identify issues preventing these outcomes from being achieved.

### 3.2 Issues associated with valued outcomes (cont.)

If, in completing the above exercises, participants identified descriptors or issues outside their outcome area, they were asked to record them on a separate flipchart, or “parking lot”. These ideas were then either provided to the appropriate group to amalgamate into their thinking, or could be made into a separate and new outcome area, if required.

Ideas which did not fit into any outcome area or were submitted too late to be incorporated into the day, have been brought to NSW Maritime’s attention, and will be included in PricewaterhouseCoopers’ organisational review.

**Full outputs of the visioning exercises, and data collected from each “parking lot”, are outlined in “Detailed outputs” section 3d, later in this report.**

“Parking lot” issue:	Assigned to:
<ul style="list-style-type: none"> <li>▪ 15 knot per hour speed limit under the Harbour Bridge too fast.</li> <li>▪ Develop appropriate risk modelling to justify legislation – safety in particular.</li> <li>▪ Nationally consistent system of marine administration requiring a minimum of interaction between visiting vessels and the relevant state authority. This requires consistent legislation, standards, licensing and certification processes, and the confidence that the outcome has been achieved.</li> <li>▪ Disabled access (Disability Act 1994).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safety</li> <li>▪ Safety</li> <li>▪ Access</li> <li>▪ Access</li> </ul>

*Image 7: Examples of how “parking lot” issues were re-assigned.*

### Issues to be included in PwC’s review:

- NSW Maritime has the best capacity and resources to strategically plan for and assess development on the waterways. This role should be enhanced in partnership with other agencies.
- Strengthen reporting between user groups to NSW Maritime.
- Future training – share resources between NSW Maritime, TAFE, BIA, BOA and Industry.
- When will the review of NSW Maritime be completed?
- What are the KPI’s of NSW Maritime that measure the efficiency / effectiveness of their deliverables.



## 2c Visioning of outcomes and issues (cont.)

Workshop participants undertook activities to describe, and rank in order of importance, characteristics they desired for the waterways of the future, and to identify issues preventing these outcomes from being achieved.

### 3.3 Prioritise outcomes

Participants were provided with summary sheets of their work from the previous exercise (see Image 5).

They discussed these in table groups, then worked individually to rank each outcome area in terms of its importance to them.

Their rankings were captured and reflected back to the group, as shown to the left.

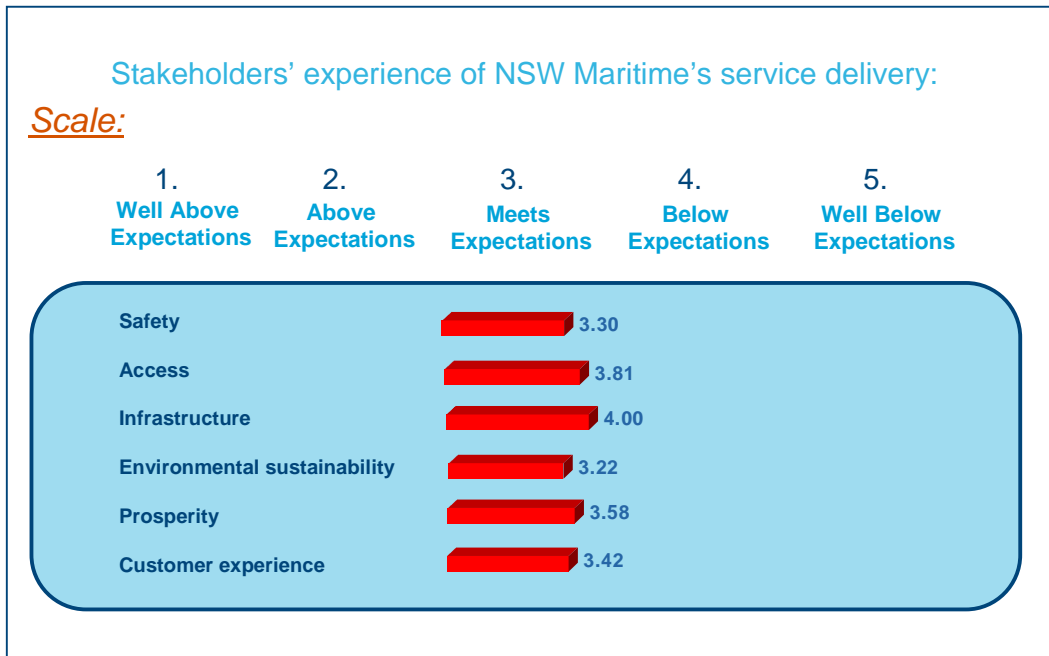


Image 9: Participants' ratings of NSW Maritime's service delivery in each outcome area.

### Outcome areas ranked in order of importance:

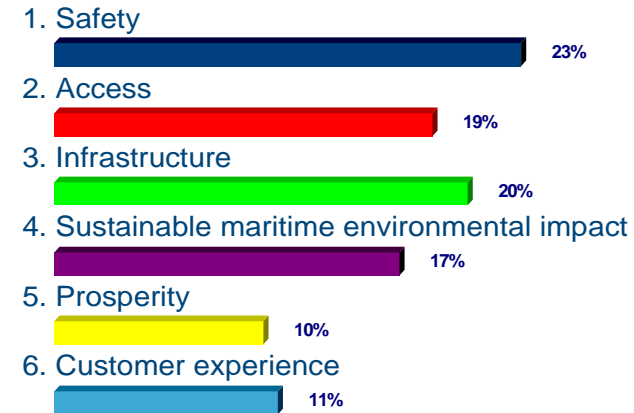


Image 8: Participants' ratings of outcome areas in order of importance.

### 3.4 Rate service delivery

Next, participants rated their experience of NSW Maritime's service delivery in each outcome area, on a five point scale ranging from "well above expectations", to "well below expectations".

Their ratings were captured and reflected back to the group as shown to the right.

These rankings and ratings are included in "Detailed outputs" section 2e.



## 2c Visioning of outcomes and issues (cont.)

Workshop participants undertook activities to describe, and rank in order of importance, characteristics they desired for the waterways of the future, and to identify issues preventing these outcomes from being achieved.

The two previous exercises, considered together, give a picture of areas of NSW Maritime which participants feel need urgent attention. The relationship between importance and service level is illustrated in the graph opposite.

The most critical areas are those which are important to stakeholders but in which current service is considered to be below expectations (the pink segment of the graph). Participants appear to consider the areas of safety, infrastructure and access to be in more urgent need of attention than sustainable maritime environmental impact, prosperity or customer experience.

Image 11: Relationship of outcome importance versus service delivery

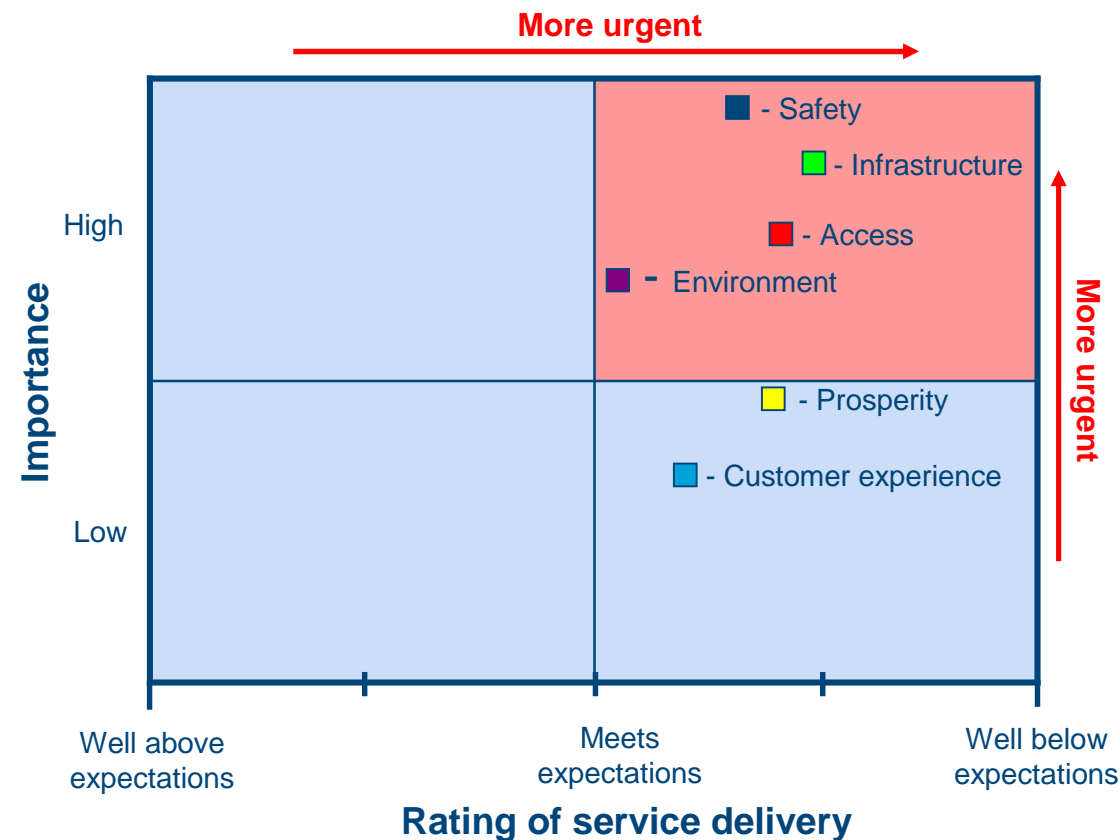


Image 10: Participants working through the issues.



## 2d Solution identification and prioritisation

Participants worked together to generate and select solutions to facilitate the achievement of the desired outcomes.

### 4.1 Generate solutions

Participants worked in larger groups to brainstorm potential solutions relating to their outcome area. These solutions aimed to address the issues identified during the previous section of the day.



### 4.2 Prioritise solutions

Once they had generated a list of ideas, each outcome area's group voted to reduce their solution sets to their top three priorities (equating to three per outcome area overall).

These selected solutions were then prepared for presentation to the wider group in a "solutions marketplace".

*Images 12 & 13: Participants brainstorming solutions.*



## 2d Solution identification and prioritisation (cont.)

Participants worked together to generate and select solutions to facilitate the achievement of the desired outcomes.

### 4.3 Solutions marketplace

The solutions marketplace provided an opportunity for participants to move around the room and view solutions generated by other groups. Each individual was given three coloured stickers with which to vote for their preferred solutions.

In this way, participants collectively worked to build a prioritised set of recommendations for improvement. The top nine solutions, as voted on the day, is presented below.

**For a full list of all solutions generated by each group, please refer to section 3f.**

Solution	Votes
1. <ul style="list-style-type: none"> <li>NSW Maritime takes role of advocate and facilitator for development of infrastructure (e.g. marinas, ramps, wharves, ports, dredging etc).</li> </ul>	34
2. <ul style="list-style-type: none"> <li>Legislation developed using a risk management approach.</li> <li>Adopt proper risk-management models.</li> </ul>	30
3. <ul style="list-style-type: none"> <li>Establish a list of stakeholders to ensure their needs are taken into account..</li> <li>This includes: environmental, heritage, industry, social, transport, tourism etc.</li> </ul>	28
4. <ul style="list-style-type: none"> <li>Qualified trades people maintaining and checking vessels.</li> <li>Vessel / gear safety checks (annual pink slips).</li> <li>Apprenticeship / traineeships – govt. sponsored?</li> </ul>	26
5. <ul style="list-style-type: none"> <li>Clear business focus.</li> <li>Stick to core business.</li> <li>Outsource peripheral services.</li> </ul>	24

Solution	Votes
6. <ul style="list-style-type: none"> <li>Competency Based Training programs.</li> <li>Practical testing on horse power &amp; Length overall.</li> <li>Better use of TAFE.</li> <li>Improved use of technology (e.g. web, interactive services).</li> <li>More BSOs to improve knowledge &amp; educate boating public.</li> <li>Enhanced use of volunteer groups to train and educate.</li> </ul>	22
7. <ul style="list-style-type: none"> <li>Better education and enforcement -- e.g. "You're the skipper, your responsible" campaign.</li> </ul>	17
8. <ul style="list-style-type: none"> <li>Whole of government approach.</li> </ul>	17
9. <ul style="list-style-type: none"> <li>Risk-based approach for license system, based on facts and incidents (i.e. different classes of licence).</li> </ul>	16

Image 14: Summary of top nine solutions presented at "solutions marketplace".





## 2e Close

Participants received feedback on the day from Chief Executive Chris Oxenbould and Minister Joe Tripodi.

### Feedback from Chris Oxenbould and the Minister:

- Access and infrastructure are key messages that have come out of today.
- Many participants would have heard about the 'better boating' program, which is currently underway.
- The issue around boat ramps is that neither NSW Maritime nor the government owns them, and so we are not in charge of the property. However, we accept and understand that these issues need more attention – specifically fuelling and pump outs.
- We are currently looking into the issue of licensing and exploring options and we will review the process to reduce red-tape and support more streamlined decision-making.
- Differential licensing is an area of focus – we must balance the benefits and costs.
- In terms of safety, it is interesting that stakeholders are asking for tougher licensing and testing before they get on the water. I thought people would like more leniency – this is the value of a day like this. We are also trying to improve education. We know it is important, particularly following recent incidents.
- I am also interested that you want to be policed more heavily. This is the area where I get the least complaints, as BSOs are well-trained and mostly courteous.
- The issue of environmental sustainability is important.
- From what you have said today, the maritime community wants a champion, and NSW Maritime should be that champion within the government and the broader community. Today's consultation will help us achieve that.

**Please note:** The information on this page is drawn from notes taken by PwC during the session. It reflects the essence of what was said rather than word for word quotation.



Image 15: Chief Executive Chris Oxenbould speaking to participants.



Image 16: Minister Joe Tripodi speaking to participants.

## Section 3

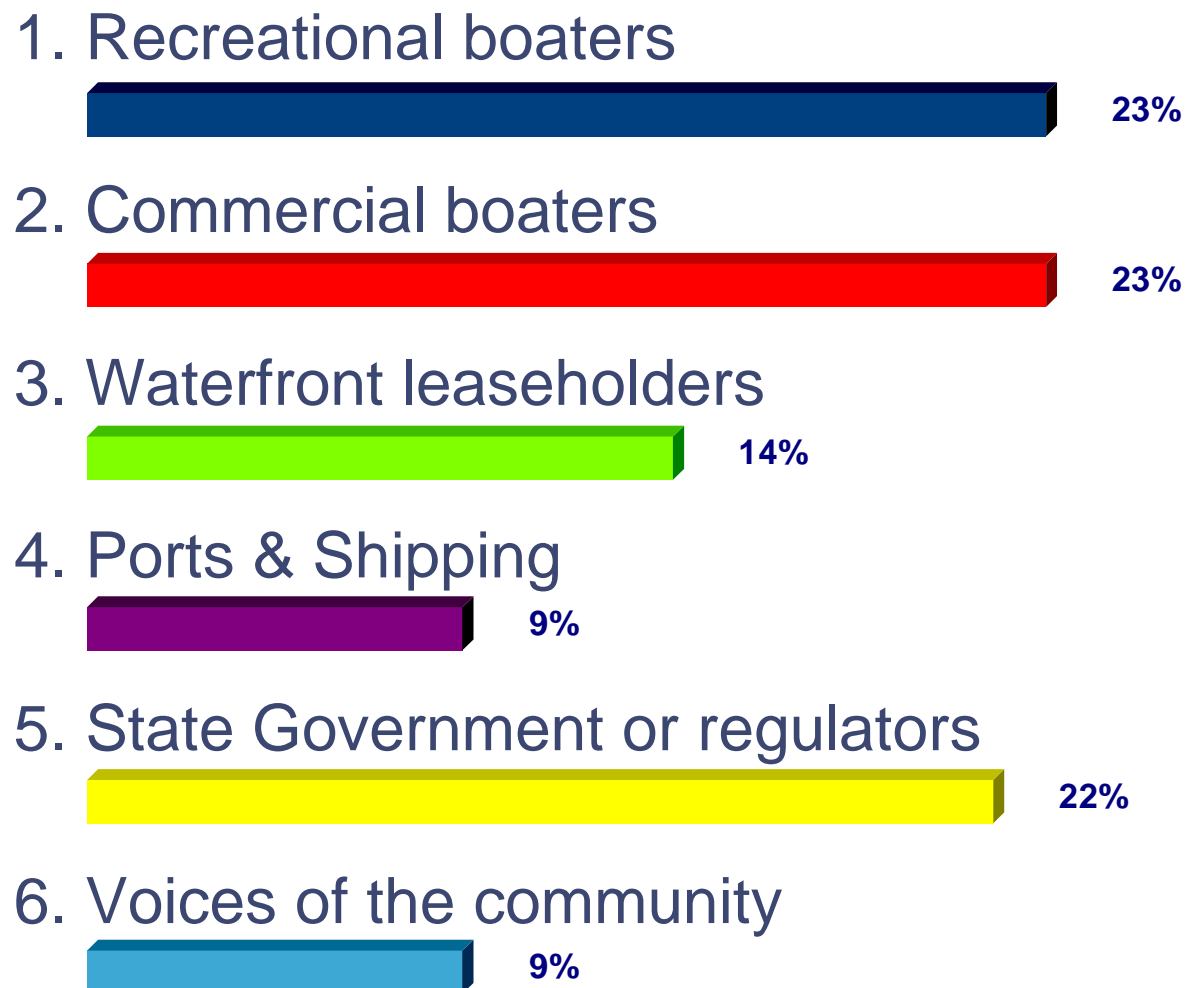
### Detailed outputs

## Section 3a

### Demographic questions

## 3a Demographic questions

Primary stakeholder groupings:  
*With which group do you identify most strongly?*



### 3a Demographic questions (cont.)

Secondary stakeholder groupings:  
*If you identify with more than one group, which group do you identify second-most strongly?*

1. Recreational boaters



2. Commercial boaters



3. Waterfront leaseholders



4. Ports & Shipping



5. State Government or regulators



6. Voices of the community



## 3a Demographic questions (cont.)

### Stakeholder by region:

*In which of the following regions do you primarily interact with NSW Maritime?*

1. Hunter / Inland (Incl. Newcastle, Nelson Bay, Maitland, Armidale)



2. Murray / Inland (Incl. Cootamundra, Tumut, Albury, Wagga Wagga)



3. North Coast (Incl. Byron Bay, Kempsey, Port Macquarie, Wallis Lake)



4. Hawkesbury / Broken Bay (Incl. Gosford, Pittwater, Penrith)



5. Sydney (Incl. Sydney Harbour, Botany Bay, Port Hacking)



6. South Coast (Incl. Goulburn, ACT, Jindabyne, coast south of Wollongong)



## Section 3b

Submissions during review of discussion pack

## 3b Submissions during review of discussion pack

### 1. What didn't you know about the range of activities carried out by users of NSW waterways?

#### Diversity

- Range of vessels and their differing needs
- Jet boat usage
- Seaplanes
- Rave party boats
- Private ferry operations
- Inland waterways craft licensing e.g. Paddle steamers

#### Services

- Safety management systems
- Daily hydro graphic surveys of the harbour
- Educational seminars (awareness of)
- Heritage ops - work with kids at risk
- Counter terror training
- Waterfront structures-commercial / private
- Extent of involvement in planning and approval processes
- Creating lakes and waterways for aquatic activities such as skiing and removal of aquatic weeds

#### Environmental

- Collection of rubbish on Sydney Harbour
- Environmental management and issues e.g. dredging, erosion

#### Ownership

- Complexity of ownership / management of waterways

#### Safety

- Cameras at ocean bars



## 3b Submissions during review of discussion pack (cont.)

### 2. What didn't you know about the range of NSW Maritime operations?

#### Security

- Shipping security
- Involvement in security of waterfront and shipping

#### Ports

- Management of Yamba and Eden Ports
- Maritime does not manage Sydney Ports
- Licensing functions and security for Port operations
- port access / security / safety
- Port channel ownership and charging ports for use

#### Services

- Influence and power of other agencies on Maritime (i.e. OTSI)
- NSW Maritime funds boat ramps 50 / 50
- Toll free weather report
- Aquaculture leases
- Marine communications
- Education services
- Solar navigation
- Maritime grants / funding

#### Planning and approval

- NSW Maritime has a role in approval process for structures on its lands
- Breadth of planning functions
- NSW Maritime owns wetland - Sydney Harbour / Botany Bay / Newcastle / Port Kembla
- So few development applications are approved

#### Infrastructure

- Role and funding of refurbishing Manly Wharf
- Take over of commuter wharfs
- Lease security
- Asset management and ownership

#### Commercial role

- Commercial shipping / ports role
- Survey and spatial information
- Australian Builders Plates and National standards

#### Government

- Role to provide dividend to NSW Government
- Self-funded status

#### Environment

- Environmental protection
- Waste recovery - cleaning out pump out facilities at no cost
- Cleaning

## 3b Submissions during review of discussion pack (cont.)

### 3. What do you imagine are some of the trade-offs inherent in managing NSW's waterways for the benefit of all stakeholders?

#### Use of the waterways

- Recreational boating vs. Commercial (Access) - different requirements in same water space
- Resources to manage
- Traffic conflicts on water - commercial vs. recreational (wash)
- Environment and local residents versus needs of commercial and recreational boaters.
- Speed vs. Congestion
- Public access vs. commercial aims

#### Access

- Public access and tenant rights
- Residential property owners vs. others
- Access vs. overcrowding
- General access vs. needs for specific activities in designated areas

#### Planning

- Planning (getting the balance right)
- Development of Areas - loss of maritime-related land
- Environment vs. access and use

#### Environment and sustainability

- Cultural and heritage vs. commercial activities and economics
- Development vs. environment
- Trading off provision of waterfront land for public use so can be used by commercial operators.
- Impact of boating activities and infrastructure on the environment

#### Financial and asset management

- Financial trade offs for infrastructure gains
- Revenue vs. equitable charges
- Equitable allocation of funding throughout regions
- Higher licensing fees for the benefit of more rescue and operational assets
- Improve compliance of boaters to reduce wash - greater education
- Income vs. expenditure
- Dividend to Treasury vs. reinvestment for infrastructure and activities

#### Safety

- Regulations vs. education
- Speed vs. safety

#### Compliance and governance

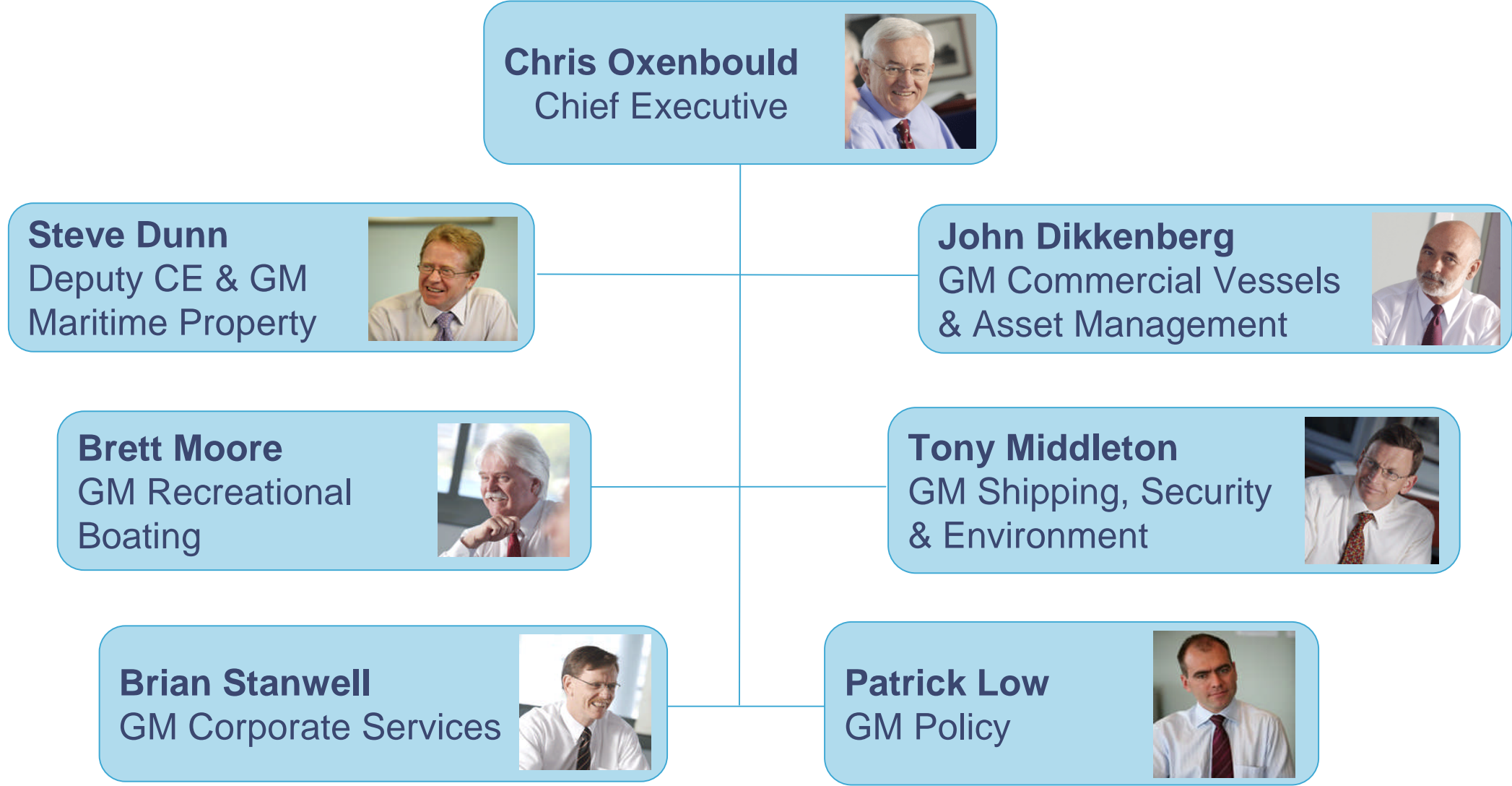
- Efficiency vs. consultation
- Over regulation vs. enjoyment

## Section 3c

### Summary of GM panel session

# 3c Summary of GM panel session

## NSW Maritime organisational chart



# 3c Summary of GM panel session (cont.) – Chris Oxenbould for Tony Middleton

## Divisional profile:

### Remit:

- Shipping and port safety
- Management of regional ports (Eden, Yamba)
- Marine pollution response for chemical spills
- Incident investigation
- Legislative responsibility for ports matters
- Port development – including planning and infrastructure

### Budget:

- \$5.4 million in expenditure

### Key stakeholders:

- Minister as representative for Government and community
- Commercial and recreational waterways users
- Commercial shipping industry and ports users
- General public

### Key takeouts from customer survey:

- Overall positive ratings for port management and responsibility, as well as customer service from within the division
- Need to clarify the role of the division and where it fits with other divisions
- Could be more proactive about communications and management of port security
- Clarify relationship with ports and role in organising major events in Sydney harbour
- Number of environmental issues to be addressed (e.g. adequacy of pump-out facilities)
- Some customers question the amount of logistics experience within the division

### The way forward:

- Division is evolving
- Work closely with stakeholders to establish appropriate position
- Draw on assets and resources to do so
- Develop environmental strategy for all of NSW waterways (incl. grey water, pump outs, wash, contamination of sea grasses)

**Please note:** The information on this page is drawn from notes taken by PwC during the session. It reflects the essence of what was said rather than word for word quotation.

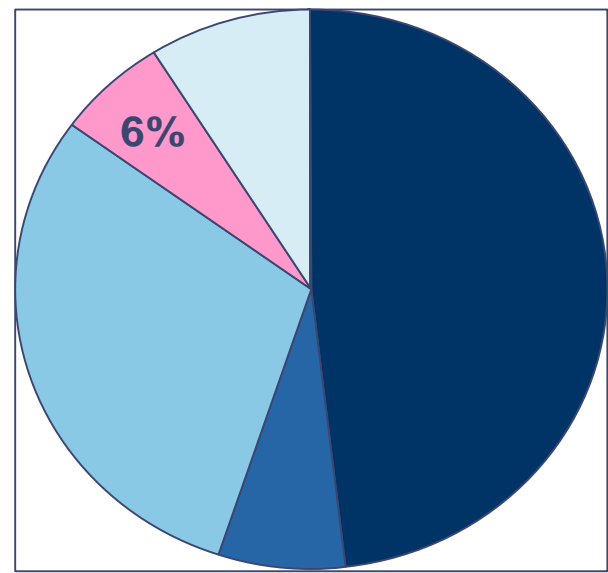
**Chris Oxenbould**  
Chief Executive



**Tony Middleton**  
GM Shipping, Security & Environment



**Shipping, Security & Environment**  
Proportion of expenditure:



# 3c Summary of GM panel session (cont.) – John Dikkenberg

## Divisional profile:

### Remit:

- Commercial Vessels
- Safety management on commercial vessels
- Vessel registration
- Asset management
- Management of maritime infrastructure through local councils, and Maritime Access and Infrastructure Council

### Budget:

- \$6.7 million in expenditure

### Key stakeholders:

- Minister as representative of Government and community
- Commercial vessels and owners
- Commercial crew
- General public


### Key takeouts from customer survey:

- Information on commercial vessel crew qualifications could be made clearer
- Customers happy with level of legislations and surveys, and process
- Issues identified
  - Too few pumps
  - Poor timing of processes
  - Lack of consistency in surveyors & outcomes (particularly in boat building)
  - Lack of arbitration

### Outcomes of customer survey / the way forward:

- Re-establish National Standard across all states
- Overhaul system of marine surveying
- Ensure consistent standards, that reflect modern practices and new technologies
- Be proactive about safety
- Introduce means of appeal
- Maintain and increase communication with government, and all stakeholders

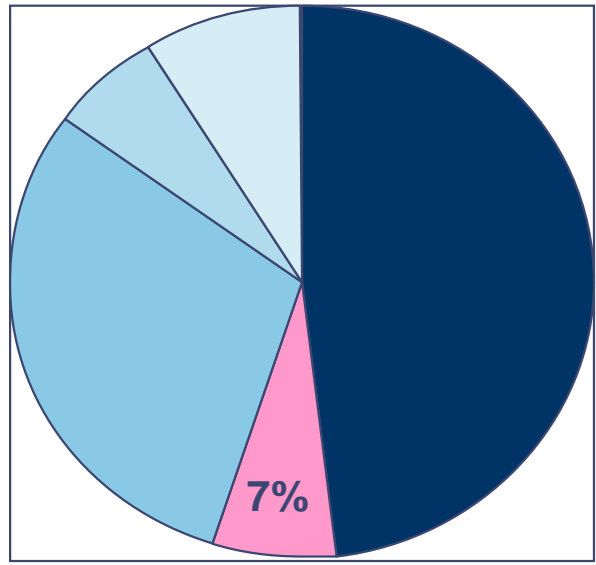
**Chris Oxenbould**  
Chief Executive



**John Dikkenberg**  
GM Commercial Vessels  
& Asset Management



### Commercial Vessels: Proportion of expenditure



**Please note:** The information on this page is drawn from notes taken by PwC during the session. It reflects the essence of what was said rather than word for word quotation.

# 3c Summary of GM panel session (cont.) – Brett Moore

## Divisional profile:

### Remit:

- Boat Licensing and education
- Vessel registration
- Mooring management
- Environmental assessments of on-water activities
- Boatcode
- Marine communications (state-wide systems of navigational support)

### Budget:

- \$25.2 million in expenditure

### Key stakeholders:

- Minister as representative for government and community
- Recreational boaters
- Mooring licensees
- General public

### Key takeouts from survey:

- Customers generally happy with customer service
- Concerned about waterways safety: Speeding, unsafe behaviour and alcohol must be addressed
- Interest in introduction of practical component to licensing test
- Demand for increased concentration on the environment
- More on water presence (BSOs)


### Outcomes of customer survey / the way forward:

- Introduce revamped licensing system – harder course, better education leading to safer boating, online resources (DVDs etc)
- Recreational Vessels Advisory Group’s “You’re the Skipper, You’re Responsible” campaign
- Greater use of electronic communication to enhance presence on water
- Introduction of cameras on the bars – will try to expand webcam coverage across the state, so people can check conditions before they go out
- Investigate best way to apply practical component of the licensing test, in partnership with Monash University in Melbourne

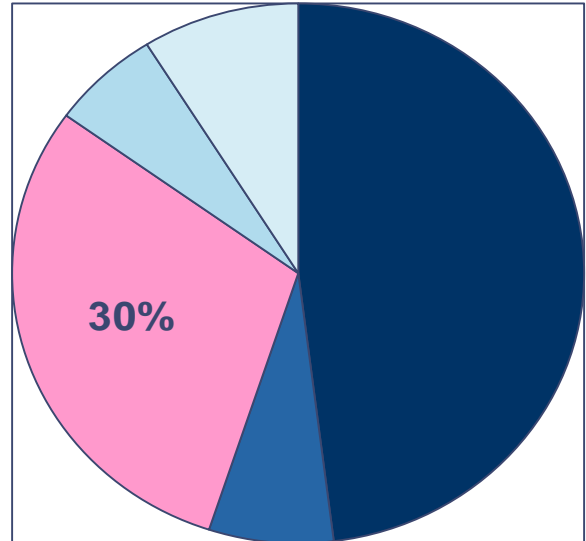
**Chris Oxenbould**  
Chief Executive



**Brett Moore**  
GM Recreational Boating



## Recreational Boating: Proportion of expenditure



**Please note:** The information on this page is drawn from notes taken by PwC during the session. It reflects the essence of what was said rather than word for word quotation.

# 3c Summary of GM panel session (cont.) – Steve Dunn

## Divisional profile:

### Remit:

- Property management and development (Sydney and Newcastle harbours)
- Management of property leasing and development on behalf of Government
- Strategic planning and approval role in terms of development, as independent landholder
- Aquatic survey and mapping processes
- Legislative role
- Planning functions

### Budget:

- \$44.8 million in expenditure

### Key stakeholders:

- Minister as representative of Government and community
- Harbour and coastal foreshore owners and users
- General public

### Key takeouts from survey:

- Lessees have low understanding of NSW Maritime’s functions
- Need to improve responsiveness to development enquiries and requests for information
- Dissatisfaction with levels of customer service, and communication of changes

### Outcomes of customer survey / the way forward:

- Introduce four new positions
- Implement Minister’s new policies:
  - New commercial lease policy in pipeline
  - New residential lease policy
- In the new year – will address customer service issues

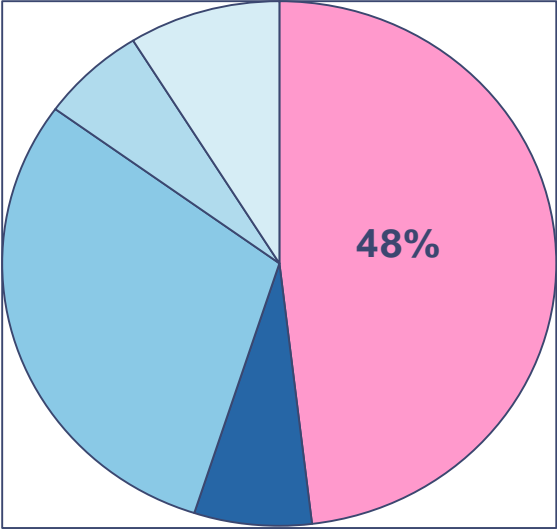
**Chris Oxenbould**  
Chief Executive



**Steve Dunn**  
Deputy CE & GM  
Maritime Property



### Maritime Property: Proportion of expenditure



**Please note:** The information on this page is drawn from notes taken by PwC during the session. It reflects the essence of what was said rather than word for word quotation.



## Section 3d

Visioning of valued outcomes and associated issues

# 3d Visioning of valued outcomes and associated issues

## Safety

### Descriptors of success:

- Combined Volunteer Marine Rescue is necessary to coordinate safety across NSW.
- Zero boating incidents.
- No overlap over responsibilities between government agencies.
- Recreational boaters knowing the rules of the 'road'.
- Online refresher course for recreational boaters to update on rules – could contribute to accreditation or renewal of licence.
- Education on wash impacts.
- Reliable, measurable targets.
- Use latest technology to enforce regulation.
- Shared user mentality.
- No growth in accidents and incidents.
- Log in numbers for each licence so everything can be done online.
- Align car licence with boat licence - save time. Then bring in photo ID.
- Different licences for various vessels, based on size, speed and power.
- More Water Police needed.
- More BSO's to monitor and educate safety. More presence on the water - use NSW Maritime vessels.
- Safety checks on recreational boaters - like a pink slip for boats.
- Stricter speed limits and cameras on the water.
- Logging speeds for boaters on the water.

### Issues inhibiting success:

- Enforcement be stronger - issue fines and make example of wrong behaviour.
- Clearing of navigational channels is required to be coordinated by one authority. Often cause of accidents.
- Lack of boat drivers that identify risks.
- 15 knot speed limit under bridge.
- Delay in implementing national standards.
- Focused on competency-based, not timing-based training.
- Duty of care, disclosure for 2<sup>nd</sup>-hand market.
- Pink slip regime for recreational boaters.
- Management of congested areas.
- Lack of appropriate risk modelling to justify legislation.

# 3d Visioning of valued outcomes and associated issues (cont.)

## Access

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"> <li>▪ PWC three seaters (larger vessels) permitted to return to Sydney.</li> <li>▪ Accommodate the increased number of people who are retired and want to have access to the water. This is done by: opening up boat share; increase the number of available boat ramps by working with councils and overcoming reluctance of councils to participate.</li> <li>▪ Increase the attractiveness of ownership by finding appropriate storage for boats both on land and in water; and improved availability of skilled people in the maritime industries including builders, repairers, and operators.</li> <li>▪ Waterfront access to repair facilities has improved.</li> <li>▪ Development of marine precincts at Berry's Bay.</li> <li>▪ Improved availability of wharfage for visiting vessels including sail training ships.</li> <li>▪ Improved access to inland waterways during the drought.</li> <li>▪ Fair and equitable access for various stakeholders including balance of public/ private/ community foreshore access.</li> <li>▪ Designated areas for specific users.</li> <li>▪ Parameters for appropriate number of users/traffic.</li> <li>▪ preserved sensitive/environmental / heritage areas.</li> <li>▪ Code of conduct relative to each type of user developed and accredited.</li> <li>▪ Night time issues - regulations vs. daytime.</li> <li>▪ Better disabled access.</li> <li>▪ Nationally consistent system of marine administration requiring a minimum of interaction between visiting vessels and the relevant state authority. This requires consistent legislation, standards, licensing and certification processes, and the confidence that the outcome has been achieved.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safety/access/issues related to night use of waterways.</li> <li>▪ Time it takes to get approval.</li> <li>▪ Insufficient infrastructure.</li> <li>▪ Lack of level playing field – inequities.</li> <li>▪ Impact of other agencies / departments – lack of cohesion.</li> <li>▪ No master plan so issues are addressed ad hoc.</li> <li>▪ Lack of proper enforcement.</li> <li>▪ Funding issues.</li> <li>▪ Lack of internal uniformity in Maritime.</li> <li>▪ Unwillingness of local councils re maintenance.</li> <li>▪ Legislation needs to be reformed to facilitate wide access without causing conflict or undermining safety. For example the PWC access.</li> <li>▪ The boat share question is currently unclear, should it be considered as a commercial vessel or as a recreational vessel? There needs to be a clear understanding of the contract. Standards and guidelines should be established. As an activity it needs to be encouraged.</li> <li>▪ The zoning of waterfront areas needs to accommodate industries as well as residential development.</li> <li>▪ Overregulation can turn people away from boating. There are less regulated alternative recreational activities.</li> <li>▪ One stop shop for registering for licensing etc, still needs improvement. Access difficult in country areas.</li> </ul>

# 3d Visioning of valued outcomes and associated issues (cont.)

## Infrastructure

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"><li>▪ Self funding - pump out facilities.</li><li>▪ Stakeholder accessibility to decision makers.</li><li>▪ Better boat ramp facilities which includes other amenities such as toilets, rubbish, pump outs, parking, jetties (to enable boats to tie up at), mooring poles (which would have less impact than jetties), water tanks.</li><li>▪ Access to fuel facilities.</li><li>▪ More sea grass friendly moorings.</li><li>▪ More marinas.</li><li>▪ Include accessibility provisions in infrastructure developments.</li><li>▪ Greater super yacht access - in particular for the larger super yachts that cant currently access Rozelle bay.</li><li>▪ Commitment to dealing with an issue in a commercial timeframe.</li><li>▪ An expanded river keeper program.</li><li>▪ More environmentally friendly boat maintenance infrastructure.</li><li>▪ NSW Maritime collects water at its Rozelle sight.</li><li>▪ Better environmental education for responsible use of infrastructure.</li><li>▪ Uniform / compatible technology across the states.</li></ul>	<ul style="list-style-type: none"><li>▪ Greater consideration of environmental issues in infrastructure development consent.</li><li>▪ Cultural barriers.</li><li>▪ Staffing; expertise.</li><li>▪ Funding.</li><li>▪ Public opposition to certain infrastructure being developed.</li><li>▪ Length of the development approval process and conflicting agencies involved.</li><li>▪ Improved resourcing required for necessary infrastructure development.</li><li>▪ Insufficient boat maintenance facilities.</li><li>▪ Improved cost effectiveness of environmentally sounds infrastructure such as any friendly moorings which are too expensive.</li><li>▪ Politics getting in the way / big brother philosophies.</li><li>▪ Big brother philosophies.</li><li>▪ Skills shortages in all maritime industries including infrastructure development maintenance.</li><li>▪ OH&amp;S.</li><li>▪ Public versus private.</li></ul>

# 3d Visioning of valued outcomes and associated issues (cont.)

## Sustainable maritime environmental impact

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"> <li>▪ Eliminate wash; filtering of run off.</li> <li>▪ Clean foreshores.</li> <li>▪ 100% safe antifouling.</li> <li>▪ Water quality; adequate maintenance dredging of waterways.</li> <li>▪ Foreshore regeneration occurring.</li> <li>▪ Alternative energy sources i.e. solar, wind and bio fuel .</li> <li>▪ Every boat can manage its waste including non-human waste.</li> <li>▪ All marine engines meet IMO regulatory emission standards.</li> <li>▪ Investment through security of tenure.</li> <li>▪ Appropriate funding to mitigate environmental impacts of maritime activities e.g. erosion.</li> <li>▪ Clear definition of NSW role, and of who's funding what (i.e. which agencies).</li> <li>▪ Providing best practice and direction to users e.g. reducing green house emissions.</li> <li>▪ Plentiful pump out stations and easy access (include slop hoppers).</li> <li>▪ Plans in place for climate change.</li> <li>▪ Improved consultation for policy making.</li> <li>▪ Good environmental education.</li> <li>▪ Agreed black &amp; grey water management standards.</li> <li>▪ Boating maps contain sea grass areas.</li> <li>▪ Education measure regarding marine pests since recreational and commercial vessels are a potential vector and could have considerable cost on shipping industry.</li> <li>▪ Consideration given to which storm water drains produce most rubbish in the harbour – Gross Pollutant Traps retrofitted to hotspots (work with local councils and CMA).</li> <li>▪ Environmental issues considered when administering grant funds for public access improvements.</li> <li>▪ Salt marshes better managed on NSW Maritime property.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Government priorities and funding/planning change in in govt (including local govt).</li> <li>▪ Lack of one-stop shop.</li> <li>▪ Strategic approach from all agencies.</li> <li>▪ Peoples in built resistance to change.</li> <li>▪ Technology and acceptance of technology .</li> <li>▪ Lack of legislation (or restrictive legislation).</li> <li>▪ Lack of incentives.</li> <li>▪ Lack of subsidy to boating public, community and councils.</li> <li>▪ resources for recreation and policing.</li> <li>▪ Equitable distribution of funds.</li> <li>▪ Lack of co-ordination and management.</li> <li>▪ Truth in testing.</li> <li>▪ Balancing issues of usage and access against sustaining infrastructure.</li> <li>▪ Insufficient environmental education on boat maps.</li> <li>▪ Erosion issues from wakes, particularly on Parramatta river.</li> </ul>

# 3d Visioning of valued outcomes and associated issues (cont.)

## Prosperity

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"> <li>▪ Safety Education.</li> <li>▪ Consistency and equity in regulation and application.</li> <li>▪ Better boatie behaviour - More BSOs.</li> <li>▪ Unified communications - amalgamate volunteers.</li> <li>▪ Improved access and infrastructure - balance between supply and demand for boat storage/service facilities/slipways.</li> <li>▪ Equity in allocation of maritime funding.</li> <li>▪ Risk management - 'green slips' for boats.</li> <li>▪ Practical based licensing and continuing education.</li> <li>▪ Simple marine support structure, esp., one infrastructure approval point, one wetland administrator, single point of entry for all maritime/wetland matters.</li> <li>▪ Long-term certainty especially regarding leases.</li> <li>▪ Infrastructure to meet aging population esp. wharves and marinas.</li> <li>▪ Model to allow operators to achieve environmental outcomes.</li> <li>▪ Working harbour/waterway especially future; maritime support.</li> <li>▪ Equal access to land use for maritime industry, commercial port activity and residential development esp., political support for equity, supported by government planning.</li> <li>▪ National uniformity for boat builders.</li> <li>▪ Move to be a forward looking culture not a catch up culture.</li> <li>▪ Broad land use policy that is equitable to all uses especially clear guidelines, transparent, not only finance driven.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Agreement amongst diverse stakeholders.</li> <li>▪ 'Turfism' e.g. protecting own interests.</li> <li>▪ Political interference.</li> <li>▪ Lack of political support (short term fixes/outlook).</li> <li>▪ Diversity of community expectation.</li> <li>▪ Market pressure on available waterfront land.</li> <li>▪ Lack of Maritime resources to deliver.</li> <li>▪ Lack of general recognition of community benefit provided by not-for-profit boating clubs/activities (e.g. Manly 16ft skiff club, SFS).</li> <li>▪ Low level of co-operation between stakeholders.</li> <li>▪ Lack of communication, distrust between stakeholders.</li> <li>▪ Historical 'baggage'.</li> <li>▪ Inadequate infrastructure.</li> <li>▪ Red tape - results in time and cost.</li> <li>▪ Inflexibility.</li> <li>▪ Prescriptive regulation - not performance based which inhibits innovation.</li> <li>▪ Licenses to suit inland waterways - tailored to geographic location.</li> <li>▪ Timely response and resolution to issues raised.</li> <li>▪ Pressures on various land uses, especially relating to maritime use of waterfront areas, that need support/protection from Government and Politicians.</li> <li>▪ Zoning that does not support or encourage current and future maritime use.</li> </ul>

# 3d Visioning of valued outcomes and associated issues (cont.)

## Customer experience

Descriptors of success:	Issues inhibiting success:
<ul style="list-style-type: none"><li>▪ Better facilities, including; marinas, facilities for elderly, pump out facilities.</li><li>▪ improved maintenance for facilities on waterways.</li><li>▪ Reduced land traffic.</li><li>▪ Reduced carbon emissions.</li><li>▪ Engage technology across commercial and recreational boating.</li><li>▪ Plain English documentation and totally accessible thru technology - including languages other than English.</li><li>▪ Streamlining/simplifying &amp; more timely dredging approvals.</li><li>▪ More experienced/educated boaters.</li><li>▪ Improved licensing.</li><li>▪ Consistent advice on crewing.</li><li>▪ Single set of crewing - best practice.</li><li>▪ Consistent regulation with national &amp; international.</li><li>▪ Ease with which people can join industry.</li><li>▪ Streamline bureaucracy.</li><li>▪ Partnering with private enterprise through management of outsourced activities.</li></ul>	<ul style="list-style-type: none"><li>▪ More experienced, educated boaters.</li><li>▪ Improved licensing.</li><li>▪ Improved OH&amp;S performance.</li><li>▪ Better understanding, support and acceptance of needs of facilities for passive recreation activities.</li><li>▪ More coastal shipping.</li><li>▪ Good benchmarks to manage partners/outsourced activities.</li><li>▪ Too many departments dealing with single issues.</li><li>▪ Inconsistent surveying.</li><li>▪ Need for practical national standards.</li><li>▪ Accumulate sea-time experience whilst gaining qualification.</li><li>▪ Need to establish environment to attract people to the maritime industry.</li><li>▪ Lack of infrastructure spending.</li><li>▪ Change of Government - back to "drawing board".</li><li>▪ Volume/size of industry may be unmanageable.</li><li>▪ Energy costs / hybrid technology.</li><li>▪ Maritime has to understand implications of new types of engines.</li><li>▪ Lack of infrastructure to support innovations.</li></ul>

## 3d Visioning of valued outcomes and associated issues (cont.)

### ‘Parking lots’

‘Parking lots’ are separate flip charts on which participants recorded ideas outside their own outcome area. These ideas were then forwarded on to the relevant group to include in their considerations. Ideas which did not fit into any outcome area, or were submitted too late to be incorporated into the day, have been brought to NSW Maritime’s attention and will be included in PricewaterhouseCoopers’ organisational review.

### ‘Parking lot’ issues raised on the day that were assigned to other groups for consideration:

Issue:	Assigned to:
<ul style="list-style-type: none"> <li>▪ 15 knot per hour speed limit under the Harbour Bridge too fast.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safety</li> </ul>
<ul style="list-style-type: none"> <li>▪ Develop appropriate risk modelling to justify legislation – safety in particular.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safety</li> </ul>
<ul style="list-style-type: none"> <li>▪ Nationally consistent system of marine administration requiring a minimum of interaction between visiting vessels and the relevant state authority. This requires consistent legislation, standards, licensing and certification processes, and the confidence that the outcome has been achieved.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access</li> </ul>
<ul style="list-style-type: none"> <li>▪ Disabled access (Disability Act 1994).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Access</li> </ul>
<ul style="list-style-type: none"> <li>▪ Boating maps to contain sea grass areas.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Improved environmental education on boat maps.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Introduce an education measure regarding marine pests and working with other govt departments responsible for marine pests since recreational and commercial vessels are a potential vector and could have considerable cost on shipping industry.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Is consideration being given to which storm water drains are producing most rubbish in the harbour? should work with councils and CMA to retrofit Gross Pollutant Traps for hot spots.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Considering environmental issues when administering grant funds for public access improvements.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Managing salt marshes on maritime property.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>
<ul style="list-style-type: none"> <li>▪ Erosion issues from wakes particularly on the Parramatta river.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Sustainable maritime environmental impact</li> </ul>



## 3d Visioning of valued outcomes and associated issues (cont.)

### ‘Parking lots’

‘Parking lots’ are separate flip charts on which participants recorded ideas outside their own outcome area. These ideas were then forwarded on to the relevant group to include in their considerations. Ideas which did not fit into any outcome area, or were submitted too late to be incorporated into the day, have been brought to NSW Maritime’s attention and will be included in PricewaterhouseCoopers’ organisational review.

### Ideas to be included in PwC’s review:

‘Parking lot’ issues:

- NSW Maritime has the best capacity and resources to strategically plan for and assess development on the waterways. This role should be enhanced in partnership with other agencies.
- Strengthen reporting between user groups to NSW Maritime.
- Future training – share resources between NSW Maritime, TAFE, BIA, BOA and Industry.
- When will the review of NSW Maritime be completed?
- What are the KPI’s of NSW Maritime that measure the efficiency / effectiveness of their deliverables.

In addition to ‘Parking lot’ ideas raised during discussions, a number of stakeholders provided pre-written discussion papers, comments and recommendations. These were collected by the PwC team and, like the ‘parking lot’ issues, will be considered as part of the final report.

Comments and opinions were provided across a range of issues including:

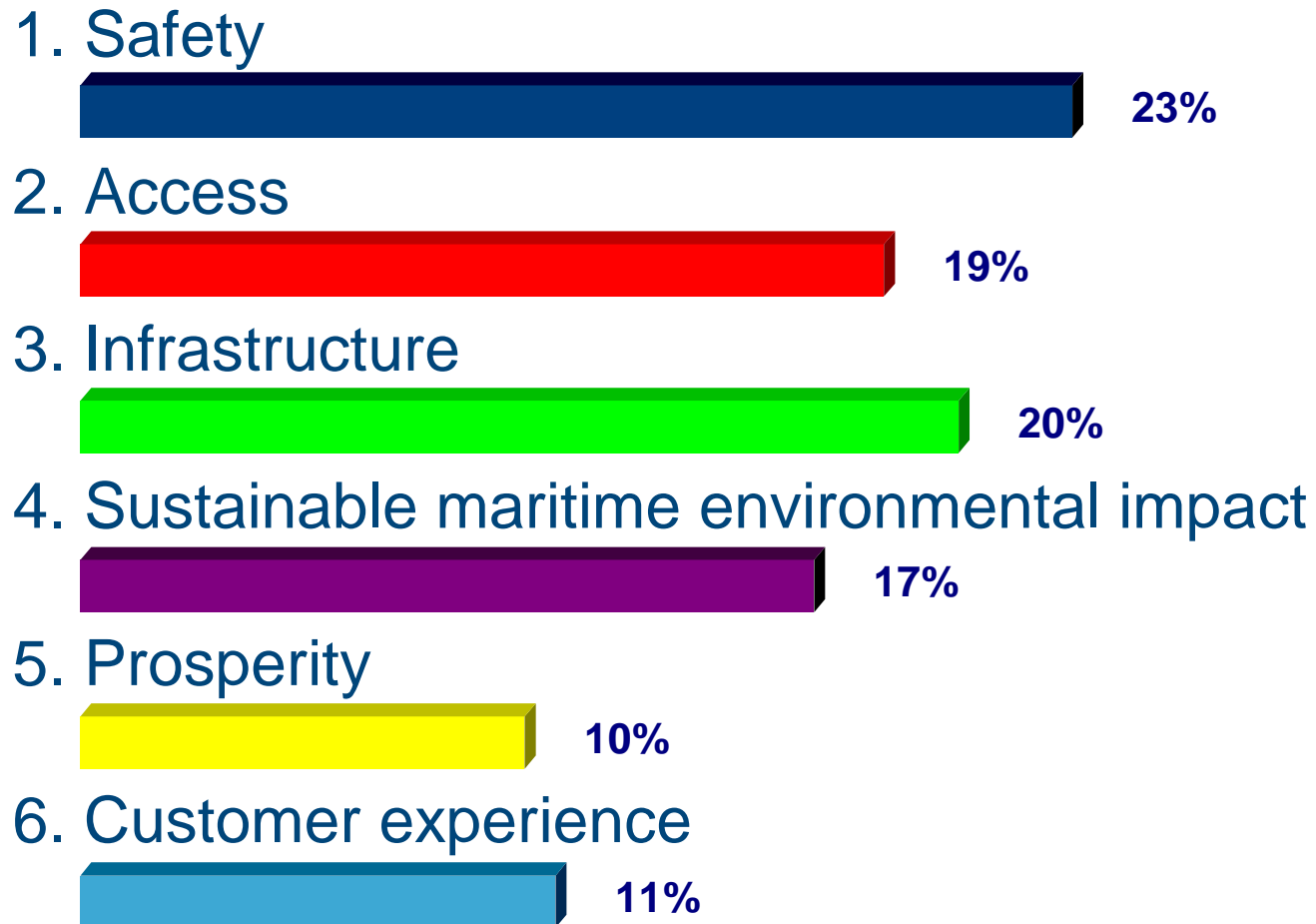
- NSW Maritime’s and clearing navigational channels
- Fee equality
- Maritime Property Division
- Recreational Boating on Sydney Harbour
- Commercial Vessel Industry
- Role of IPART
- Planning Infrastructure and Harbour use

## Section 3e

Outcome areas ranked in order of importance & service delivery

### 3e Outcome areas ranked in order of importance & service delivery

Outcome areas ranked in order of importance to stakeholders:



### 3e Outcome areas ranked in order of importance & service delivery (cont.)

Stakeholders' experience of NSW Maritime's service delivery:

#### Scale:

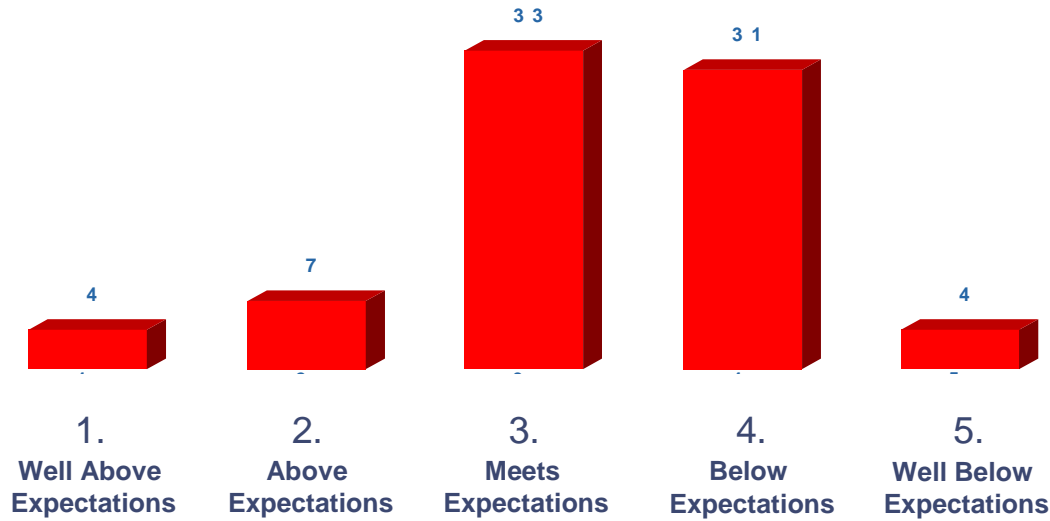
1.	2.	3.	4.	5.
Well Above Expectations	Above Expectations	Meets Expectations	Below Expectations	Well Below Expectations



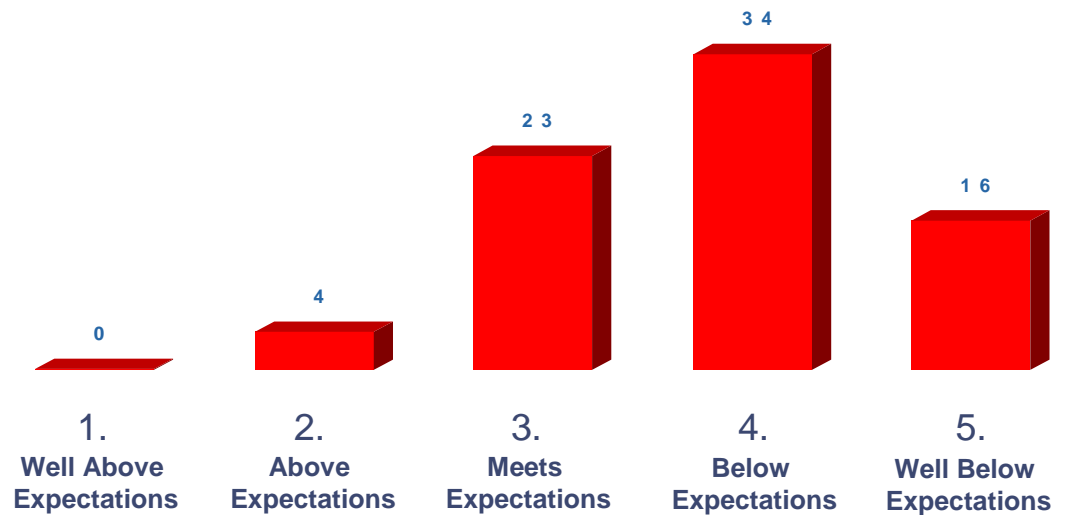
### 3e Outcome areas ranked in order of importance & service delivery (cont.)

Stakeholders' experience of NSW Maritime's service delivery:

*Safety*



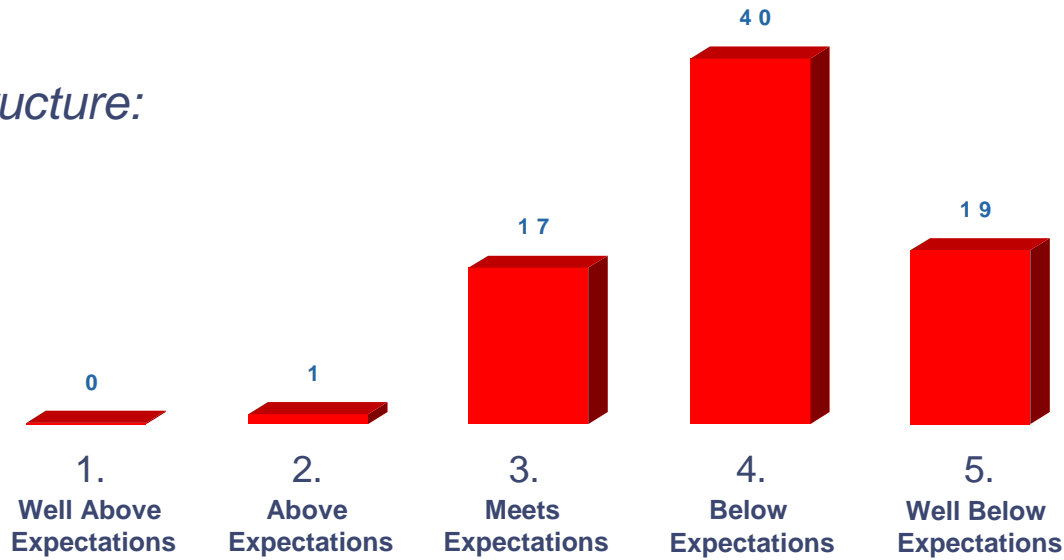
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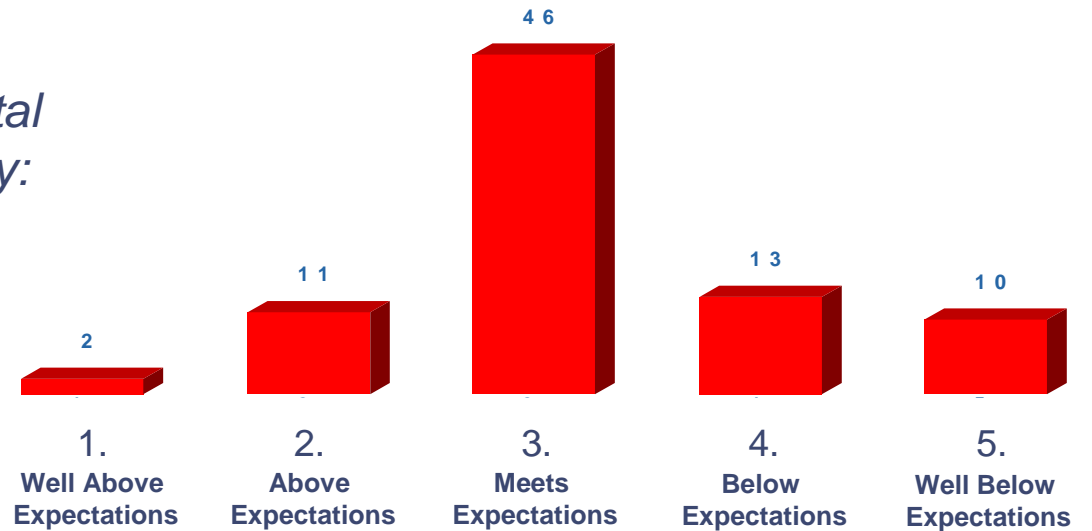
### 3e Outcome areas ranked in order of importance & service delivery (cont.)

Stakeholders' experience of NSW Maritime's service delivery:

*Infrastructure:*



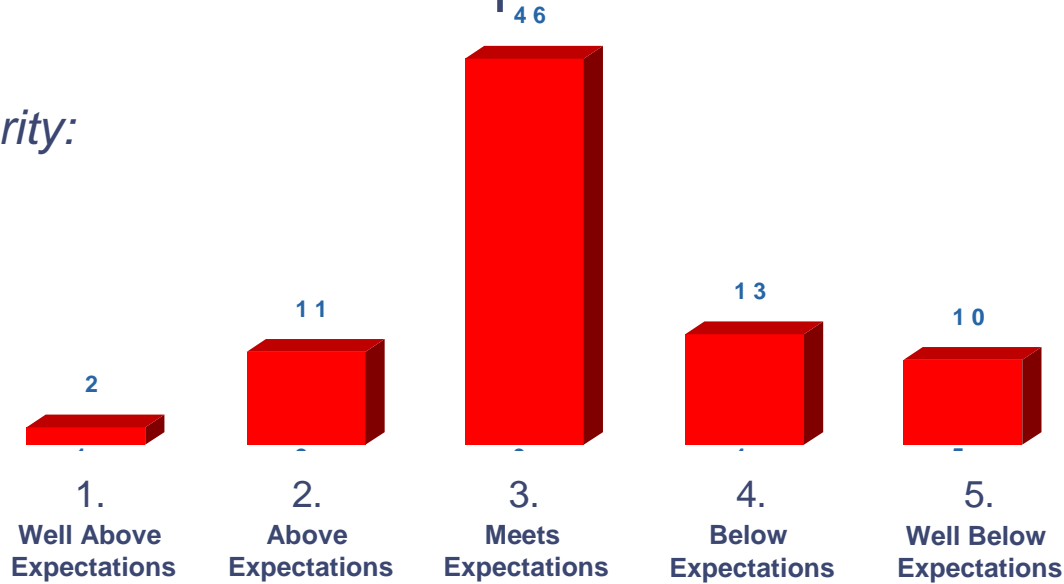
*Environmental Sustainability:*



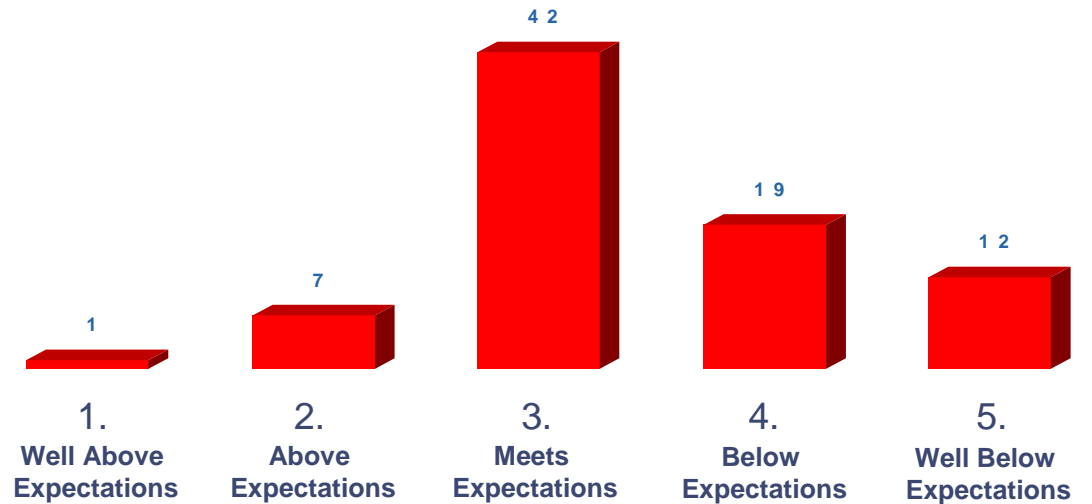
## 3e Outcome areas ranked in order of importance & service delivery (cont.)

### Stakeholders' experience of NSW Maritime's service delivery:

*Prosperity:*



*Customer Experience:*



# Section 3f

## Solutions



## 3f Solutions

### Top eighteen solutions (by votes at solutions marketplace)

Solution	Votes
1. <ul style="list-style-type: none"> <li>NSW Maritime takes role of advocate and facilitator for development of infrastructure (e.g. marinas, ramps, wharves, ports, dredging etc).</li> </ul>	34
2. <ul style="list-style-type: none"> <li>Legislation developed using a risk management approach.</li> <li>Adopt proper risk-management models.</li> </ul>	30
3. <ul style="list-style-type: none"> <li>Establish a list of stakeholders to ensure their needs are taken into account.</li> <li>This includes: environmental, heritage, industry, social, transport, tourism etc.</li> </ul>	28
4. <ul style="list-style-type: none"> <li>Qualified trades people maintaining and checking vessels.</li> <li>Vessel / gear safety checks (annual pink slips).</li> <li>Apprenticeship / traineeships – govt. sponsored?</li> </ul>	26
5. <ul style="list-style-type: none"> <li>Clear business focus.</li> <li>Stick to core business.</li> <li>Outsource peripheral services.</li> </ul>	24

Solution	Votes
6. <ul style="list-style-type: none"> <li>Competency Based Training programs.</li> <li>Practical testing on horse power &amp; Length overall.</li> <li>Better use of TAFE.</li> <li>Improved use of technology (e.g. web, interactive services).</li> <li>More BSOs to improve knowledge &amp; educate boating public.</li> <li>Enhanced use of volunteer groups to train and educate.</li> </ul>	22
7. <ul style="list-style-type: none"> <li>Better education and enforcement -- e.g. "You're the skipper, your responsible" campaign.</li> </ul>	17
8. <ul style="list-style-type: none"> <li>Whole of government approach.</li> </ul>	17
9. <ul style="list-style-type: none"> <li>Risk-based approach for license system, based on facts and incidents (i.e. different classes of licence).</li> </ul>	16
10. <p>Get Minister committed to set up a cross-agency working party that:</p> <ul style="list-style-type: none"> <li>Resolves roles in environment management issues;</li> <li>Amends legislation; and</li> <li>Sets state-wide standards.</li> </ul>	5

## 3f Solutions (cont.)

### Top eighteen solutions (by votes at solutions marketplace)

Solution	Votes
11. <ul style="list-style-type: none"> <li>▪ Capital sinking fund.</li> <li>▪ Transparent maintenance standards.</li> </ul>	5
12. <ul style="list-style-type: none"> <li>▪ More pump outs that are able to accept all waste -- including slop hoppers and general waste facilities -- at all ramps.</li> </ul>	5
13. <ul style="list-style-type: none"> <li>▪ Incentives to increase environmental outcomes and keep up with best practice / new technology – e.g. if using grey water and / or protecting foreshore habitat, can have a larger structure or a reduction in fees / green credits etc.</li> <li>▪ Industry sponsorship.</li> </ul>	4
14. <ul style="list-style-type: none"> <li>▪ Boat storage (full service) including community requirements, both wet and dry.</li> </ul>	3

Solution	Votes
15. <ul style="list-style-type: none"> <li>▪ Find and implement effective filtration system for storm water.</li> <li>▪ Follow local (regional) government model for storm water management best practice, and fund throughout state.</li> </ul>	3
16. <ul style="list-style-type: none"> <li>▪ Ensure opportunities for appropriate consultation (for all affected stakeholders) before making decisions.</li> </ul>	2
17. <ul style="list-style-type: none"> <li>▪ Develop broad lease and development policy &amp; guidelines that integrate Maritime, local council and other government departments.</li> </ul>	1
18. <ul style="list-style-type: none"> <li>▪ Rationalise the number of stakeholder communication groups / forums and encourage two-way information flow.</li> </ul>	0

## 3f Solutions (cont.)

### Detailed summary of top three solutions per outcome area (with votes received)

Number of votes from 'solutions marketplace'	Issue	Solution	Outcome
<b>Safety</b>			
26	Seaworthiness for recreational vessels	<ul style="list-style-type: none"> <li>▪ Qualified / certified trades people maintaining and changing vessels.</li> <li>▪ Vessel / gear safety checks – annual “pink” slips.</li> <li>▪ Apprenticeship / traineeships – govt. sponsored?</li> </ul>	<ul style="list-style-type: none"> <li>▪ Safe and seaworthy vessels</li> </ul>
17	Lack of education: “I didn’t know” / ignorance of rules	<ul style="list-style-type: none"> <li>▪ Better education and enforcement -- e.g. “You’re the Skipper, You’re Responsible”.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Less accidents, more people will know more, shared use of waterways</li> </ul>
16	Licensing not compatible with scope of users (one size does NOT fit all!)	<ul style="list-style-type: none"> <li>▪ Risk-based approach for licence system based on facts and incidents (i.e. different classes of licence).</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increased safety by reducing incidents caused by high-risk users</li> </ul>
<b>Access</b>			
30	Knee-jerk reactions resulting in over-regulation	<ul style="list-style-type: none"> <li>▪ Legislation developed using a risk-management approach.</li> <li>▪ Adopt proper risk-management models.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Regulation that can be justified on cost / benefit and which finds right balance on personal freedoms</li> </ul>
28	Increasing demand on finite resource of the waterways	<ul style="list-style-type: none"> <li>▪ Establish list of stakeholders and ensure needs of each are properly represented and taken into account.</li> <li>▪ This includes: environmental, heritage, industry, social, transport, tourism etc.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Fair, equitable and responsible access to waterways</li> </ul>
2	People being excluded from access by unilateral political decisions	<ul style="list-style-type: none"> <li>▪ Ensure opportunities for appropriate consultation for ALL affected stakeholders before making the decision.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Better decisions, happier stakeholders</li> </ul>
<b>Infrastructure</b>			
17	Red tape / inconsistency	<ul style="list-style-type: none"> <li>▪ Whole of government approach.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Efficiency</li> <li>▪ Streamlining</li> <li>▪ Cheaper to public</li> <li>▪ Increased productivity</li> <li>▪ Reduced “grey areas”</li> </ul>

## 3f Solutions (cont.)

### Detailed summary of top three solutions per outcome area (with votes received)

Number of votes from 'solutions marketplace'	Issue	Solution	Outcome
<b>Infrastructure (cont.)</b>			
5	Improve commercial wharves	<ul style="list-style-type: none"> <li>Capital sinking fund.</li> <li>Transparent maintenance standard.</li> </ul>	<ul style="list-style-type: none"> <li>Safety</li> <li>Environmentally responsible</li> <li>Improved facilities</li> <li>Greater public use</li> <li>Tourism improvements</li> <li>Reduced land-traffic congestion</li> </ul>
4	Development and use versus environment (foreshore and on-water)	<ul style="list-style-type: none"> <li>Incentives to increase environmental outcomes and keep up with best practice / new technology – e.g. if using grey water and / or protecting foreshore habitat, can have a larger structure or a reduction in fees / green credits etc.</li> <li>Industry sponsorship.</li> </ul>	<ul style="list-style-type: none"> <li>Improved environmental out comes and ownership of issues</li> <li>Reduces pressure on pump-out stations</li> <li>Decreases use of potable water</li> </ul>
<b>Sustainable Maritime Environmental Impact</b>			
5	Need consistent, state-wide approach to environmental issues	<ul style="list-style-type: none"> <li>Get minister committed to set up a cross-agency working party.</li> </ul>	<ul style="list-style-type: none"> <li>Resolve roles in environmental management issues</li> <li>Amend legislation</li> <li>Review Lake Macquarie example</li> <li>Set state-wide standards</li> </ul>
5	Marked increase in small boat ownership – need to provide suitable pump-out systems at boat ramps	<ul style="list-style-type: none"> <li>More pump-outs that are able to accept all waste – including slop hoppers and general waste facilities – at all ramps.</li> </ul>	<ul style="list-style-type: none"> <li>Better waste-management</li> </ul>
3	Insufficient stormwater filtration	<ul style="list-style-type: none"> <li>Find and implement effective filtration system for stormwater.</li> <li>Follow local (regional) government model for stormwater management best practice, and fund throughout state.</li> </ul>	<ul style="list-style-type: none"> <li>Better stormwater filtration</li> </ul>

## 3f Solutions (cont.)

### Detailed summary of top three solutions per outcome area (with votes received)

Number of votes from 'solutions marketplace'	Issue	Solution	Outcome
<b>Prosperity</b>			
34	Government support failure	<ul style="list-style-type: none"> <li>NSW Maritime takes the lead as an <u>advocate</u> and <u>facilitator</u> for the development of maritime infrastructure (e.g. marinas, ramps, wharves, ports, dredging etc).</li> </ul>	<ul style="list-style-type: none"> <li>Delivering infrastructure that meets the needs of stakeholders</li> </ul>
1	Infrastructure and access	<ul style="list-style-type: none"> <li>Develop a broad lease and development policy and guidelines that integrate between Maritime, Local Councils, and other Government Departments (e.g. Fisheries, Lands, Parks and Wildlife).</li> </ul>	<ul style="list-style-type: none"> <li>Bring infrastructure projects to implementation in an efficient and timely manner, thereby benefiting users</li> </ul>
0	Lack of clarity / too much red tape in processes	<ul style="list-style-type: none"> <li>Rationalise the number of stakeholder communication groups / forums and encourage two-way communication flow.</li> </ul>	<ul style="list-style-type: none"> <li>Duplication is removed, which improves information flow and removes information and idea silos.</li> </ul>
<b>Customer Experience</b>			
24	Complex bureaucracy	<ul style="list-style-type: none"> <li>Clear business focus.</li> <li>Stick to core business.</li> <li>Outsource peripheral services e.g. garbage, cleaning, education, leasing etc.</li> </ul>	<ul style="list-style-type: none"> <li>Streamlined processes</li> <li>More accountability</li> <li>Outsourcing encourages business opportunities</li> </ul>
22	Lack of education of rec boaters	<ul style="list-style-type: none"> <li>Competency-Based Training programs.</li> <li>Practical testing based on horsepower &amp; length overall.</li> <li>Better use of TAFE.</li> <li>Improved use of technology (e.g. web, interactive services).</li> <li>More BSOs to improve knowledge and educate boating public.</li> <li>Enhanced use of volunteer groups to train and educate.</li> </ul>	<ul style="list-style-type: none"> <li>Better educated boaters which will improve safety, understanding and consideration of other waterways users</li> </ul>

## 3f Solutions (cont.)

### Detailed summary of top three solutions per outcome area (with votes received)

Number of votes from 'solutions marketplace'	Issue	Solution	Outcome
<i>Customer Experience (cont.)</i>			
3	Accommodation demand	<ul style="list-style-type: none"><li>Boat storage (full service) including community requirements, both wet and dry.</li></ul>	<ul style="list-style-type: none"><li>Rational approach to meet demand</li><li>Economically sustainable facilities</li><li>More affordable boating</li><li>Greater efficiencies in land / water use</li><li>Better co-operation and understanding for all maritime users</li></ul>

## 3f Solutions (cont.)

### Summary of solutions generated per outcome area (by votes received within group)

Number of votes within group	Solution	Number of votes within group	Solution
<b>Safety</b>			
16	<ul style="list-style-type: none"> <li>Better education programs related to recorded risks associated with accidents.</li> </ul>	3	<ul style="list-style-type: none"> <li>More BSOs on the water (training etc) / not more BSOs – i.e. better options for resource allocation.</li> </ul>
10	<ul style="list-style-type: none"> <li>Seaworthiness of vessels.</li> </ul>	2	<ul style="list-style-type: none"> <li>Better training for using all vessels.</li> </ul>
8	<ul style="list-style-type: none"> <li>Risk-based approach to licences based on facts (e.g. engine size compared with vessel size – one size does not fit all).</li> </ul>	2	<ul style="list-style-type: none"> <li>Develop appropriate risk modelling to justify legislation.</li> </ul>
8	<ul style="list-style-type: none"> <li>Enforce “You’re the Skipper, You’re Responsible”.</li> </ul>	1	<ul style="list-style-type: none"> <li>Confiscate boats when master has had series of infringements.</li> </ul>
5	<ul style="list-style-type: none"> <li>Competency and education rather than legislation.</li> </ul>	0	<ul style="list-style-type: none"> <li>More education (competency-based) before you get a licence.</li> </ul>
5	<ul style="list-style-type: none"> <li>Gradings on licences – competency-based licences (same as motorbikes).</li> </ul>		
<b>Access</b>			
11	<ul style="list-style-type: none"> <li>Avoid over-regulation that is unnecessary. Use more of a risk-management approach. Develop proper risk-management model, and avoid knee-jerk reactions.</li> </ul>	3	<ul style="list-style-type: none"> <li>Offer 100% payment for ramps outside of Sydney Harbour that are in metropolitan areas.</li> </ul>
7	<ul style="list-style-type: none"> <li>Ensure appropriate consultation opportunities for all affected stakeholders when making decisions.</li> </ul>	3	<ul style="list-style-type: none"> <li>Reform legislation to be more discerning so that people that would conform are not precluded or burdened by those that break the law.</li> </ul>
4	<ul style="list-style-type: none"> <li>Manage conflicting needs of stakeholders to provide equality of access. Provide for environmentally sensitive areas, heritage areas, industry etc.</li> </ul>	2	<ul style="list-style-type: none"> <li>Facilitate and control boat share to reduce pressure on infrastructure while avoiding unsafe practices.</li> </ul>
3	<ul style="list-style-type: none"> <li>Ongoing maintenance of existing access infrastructure.</li> </ul>	2	<ul style="list-style-type: none"> <li>Inequality of rent – improve system of determining rent to make equitable.</li> </ul>
3	<ul style="list-style-type: none"> <li>Reduce number of government agencies that need to be satisfied so that business can be streamlined.</li> </ul>	0	<ul style="list-style-type: none"> <li>Centralise point of information – e.g. a single website that has input from each govt agency so a person starting a commercial boating operation knows quickly who to go to, standards that apply etc.</li> </ul>

## 3f Solutions (cont.)

### Summary of solutions generated per outcome area (by votes received within group)

Number of votes within group	Solution	Number of votes within group	Solution
<b>Infrastructure</b>			
6	<ul style="list-style-type: none"> <li>Whole of government approach – port infrastructure, entrance bars, accessible rivers, development process, environmental issues.</li> </ul>	1	<ul style="list-style-type: none"> <li>More courtesy moorings and (public) jetties.</li> </ul>
6	<ul style="list-style-type: none"> <li>Wharf upgrades for commercial operators.</li> </ul>	1	<ul style="list-style-type: none"> <li>Some commercialisation of NSW Maritime.</li> </ul>
5	<ul style="list-style-type: none"> <li>Environmental outcome offsets and tradeoffs.</li> </ul>	0	<ul style="list-style-type: none"> <li>More wash down bays (rainwater and grey water).</li> </ul>
4	<ul style="list-style-type: none"> <li>Increased staffing.</li> </ul>	0	<ul style="list-style-type: none"> <li>Streamline development process.</li> </ul>
3	<ul style="list-style-type: none"> <li>Increased funding.</li> </ul>	0	<ul style="list-style-type: none"> <li>R&amp;D into more environmentally friendly marinas and moorings.</li> </ul>
2	<ul style="list-style-type: none"> <li>Increased fuel facilities.</li> </ul>	0	<ul style="list-style-type: none"> <li>Consistency across funding allocations.</li> </ul>
1	<ul style="list-style-type: none"> <li>More super-yacht facilities (&gt;50m).</li> </ul>	0	<ul style="list-style-type: none"> <li>Industry sponsorship.</li> </ul>
<b>Sustainable Maritime Environmental Impact</b>			
12	<ul style="list-style-type: none"> <li>Get minister committed to set up a cross-agency working party. As per Lake Macquarie example to set up state-wide standards.</li> </ul>	2	<ul style="list-style-type: none"> <li>Plan for and provide for controlled restoration of foreshores.</li> </ul>
10	<ul style="list-style-type: none"> <li>More pump-outs able to accept all wastes including slop hoppers. At all ramps.</li> </ul>	1	<ul style="list-style-type: none"> <li>Subsidise boat owners to fit holding tanks.</li> </ul>
6	<ul style="list-style-type: none"> <li>Find and implement effective filtration system for stormwater.</li> </ul>	0	<ul style="list-style-type: none"> <li>Benchmark / consult with other states (SA, Vic) and internationally.</li> </ul>
5	<ul style="list-style-type: none"> <li>Build more marinas (creates more pump-outs).</li> </ul>	0	<ul style="list-style-type: none"> <li>Implement timetable for compliance with engine exhaust emissions.</li> </ul>
3	<ul style="list-style-type: none"> <li>Energy plan – rating systems for boats / marinas, NSW Maritime rebates for compliance.</li> </ul>	0	<ul style="list-style-type: none"> <li>NSW Maritime to investigate / accept technology.</li> </ul>
3	<ul style="list-style-type: none"> <li>Toilets at ramps.</li> </ul>		



## 3f Solutions (cont.)

### Summary of solutions generated per outcome area (by votes received within group)

Number of votes within group	Solution	Number of votes within group	Solution
<b>Prosperity</b>			
11	Improved infrastructure and access: <ul style="list-style-type: none"> <li>Consistent and communicated lease policy.</li> <li>Infrastructure strategy shared between local council, Maritime, Dept of Lands etc.</li> </ul>	3	Marine communications: <ul style="list-style-type: none"> <li>Amalgamate.</li> <li>Zones of coverage.</li> </ul>
7	Mistrust / red tape: <ul style="list-style-type: none"> <li>Rationalisation of stakeholder communication forums / groups.</li> <li>More face-to-face communication by BSOs with users (more BSOs).</li> </ul>	1	Licensing: <ul style="list-style-type: none"> <li>Funding towards industry and association-based funding.</li> <li>Points incentive system for education related to cost of licence.</li> <li>Uniform yacht and power boat licensing.</li> </ul>
7	Government support: <ul style="list-style-type: none"> <li>Maritime take the “lead” as an advocate and facilitator throughout planning and approval.</li> </ul>	0	Regulatory framework – prescriptive based: <ul style="list-style-type: none"> <li>Develop performance-based approach.</li> </ul>
4	Resource constraints: <ul style="list-style-type: none"> <li>New model / “partnerships” with community groups – rather than strict landlord vs. tenants.</li> </ul>		
<b>Customer Experience</b>			
12	Streamline bureaucracy: <ul style="list-style-type: none"> <li>Narrower business focus e.g. regulation and not services.</li> <li>Benchmark against national and international standards.</li> <li>Outsource certain services.</li> </ul>	3	Consistent response to customers: <ul style="list-style-type: none"> <li>Improved knowledge base.</li> <li>Clear policy of procedures and simplified (plain English).</li> </ul>

## 3f Solutions (cont.)

### Summary of solutions generated per outcome area (by votes received within group)

Number of votes within group	Solution	Number of votes within group	Solution
<i>Customer Experience (cont.)</i>			
12	Education of boaters: <ul style="list-style-type: none"> <li>▪ Tier level of competency / training.</li> <li>▪ Practical tests.</li> <li>▪ Pathway between recreational and commercial licensing.</li> <li>▪ Outsourced RTOs.</li> </ul>	3	Engagement of technology: <ul style="list-style-type: none"> <li>▪ On-line info base (e.g. tracking of applications).</li> </ul>
8	More marinas: <ul style="list-style-type: none"> <li>▪ Greater state involvement beyond councils.</li> <li>▪ Shared facilities (power vs. passive funding and location, storage space – multi user approach).</li> <li>▪ Government willingness and land availability.</li> <li>▪ Streamlined approval process.</li> </ul>	1	Inconsistent surveying: <ul style="list-style-type: none"> <li>▪ Targeted qualifications for surveyors (for various fleet sizes).</li> <li>▪ Privatised surveyors.</li> <li>▪ Industry-specific training.</li> </ul>

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