

# Letter to the Minister

The Hon Joseph Tripodi

*Minister for Energy*

*Minister for Ports and Waterways*

*Minister Assisting the Treasurer on  
Business and Economic Reform*

Parliament House  
Macquarie Street  
SYDNEY NSW 2000

20 October 2006

Dear Minister

I am pleased to submit, for presentation to Parliament, the Annual Report of the Maritime Authority of NSW for the year ended 30 June 2006.

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

After the Report has been tabled in Parliament, it will be made available to all stakeholders in both hard copy form and on compact disc and will be placed on the NSW Maritime website [www.maritime.nsw.gov.au](http://www.maritime.nsw.gov.au).

Yours sincerely



Chris Oxenbould AO

*Chief Executive*



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# Overview

## SIGNIFICANT ACHIEVEMENTS IN 2005-2006 INCLUDE:

# \$4 million

the cost of building an 8 hectare cargo storage area at the Port of Eden



NSW Maritime introduced more rigorous licence testing for powerboats, including personal watercraft, during the year. Chief Executive, Chris Oxenbould (back row, 2nd from right), and General Manager Recreational Boating, Brett Moore (front row, left), pictured with marine rescue agency volunteers at a boat licence initiative launch held at the Cruising Yachting Club of Australia.

Big ships and small boats sharing Newcastle Harbour is just one of the on-water traffic management issues being addressed by NSW Maritime.

The Maritime Authority of NSW (NSW Maritime) is a key State Government agency tasked to deliver specific Government and stakeholder outcomes to the maritime community and the public of NSW.

### WHY NSW MARITIME EXISTS

NSW Maritime is the State Government's maritime authority and regulator, responsible for providing safe and sustainable ports and waterways. NSW Maritime is also responsible for the appropriate development and use of wetland areas in Sydney Harbour, Botany Bay, Newcastle and Port Kembla.

### RESULTS TO ACHIEVE

On behalf of Government, NSW Maritime aims to achieve the following results for the community:

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

### KEY SERVICES

NSW Maritime delivers on these results by providing four main services:

- Safe navigation of recreational and commercial vessels
- Safe ports
- Protection of the marine environment
- Management of vested maritime properties.

88 new navigation aids installed and maintained and upgraded existing aids which now total

# 3,250

## 'Go Easy on the Drink'

Statewide safety awareness campaign ran on the dangers of alcohol

## commuter ferry wharves

Commenced work on the transfer of all commuter ferry wharves in Sydney Harbour to NSW Maritime

# Rigorous

licence testing introduced

# \$1.2 million

provided to the volunteer marine rescue organisations

Effectively coordinated NSW policy on maritime security



*Dover Park Pontoon, Kogarah Bay Sailing Club, was built with the assistance of a NSW Maritime Infrastructure Program (MIP) grant of \$81,000 and is specially designed with a wider gangway and extra pontoon stability to cater for sailors with a disability.*



*NSW Maritime conducted oil-spill response training at Lord Howe Island.*

# Consultation

significant liaison with stakeholders undertaken

# \$2 million

in grants provided for community boating infrastructure projects

# Oil spill response

arrangements revised

# 50

wharf safety audits conducted

# High level performance

supported by introduction of an Employee Recognition Scheme

# \$10.9 million

allocated to new and upgraded recreational boating infrastructure since 1998

# Safety Management

Systems in commercial vessels

# \$15.7 million

upgrade to Manly Wharf commenced

Investigated marine accidents and incidents, with a focus on

# safety & compliance



# Key Performance Indicators

INDICATOR	2004-2005	2005-2006	TREND/COMMENT
<b>FINANCIAL</b>			
Total assets (\$M)	772.2	770.5	Minor decrease due mainly to the adoption of new financial reporting requirements
Net surplus (\$M)	59.9	59.4	Minor decrease due mainly to the adoption of new financial reporting requirements
Distribution to State Government (\$M)	12.6	13.2	Increased as per Treasury's saving requirements
<b>OUTPUTS</b>			
Boating licences	441,719	445,158	A slight increase, still being influenced by the take-up of boating licences in Victoria especially in the Murray-Riverina region
Registered recreational vessels	203,258	209,382	A moderate growth in general vessels and personal watercraft
Educational seminars presented	356	471	Recreational Boating Division increased its efforts in providing education seminars during the year
Solar navigation aids installed	1107	1196	97% of navigation lights are solar powered with 50% LED technology
Volume of waste recovered from Sydney Harbour (cubic metres)	3686	3681	Continuing to reflect lower rainfall conditions
Number of commercial vessel discharges at NSW Maritime-monitored sewage pump-out facilities	8763	9417	Includes additional data from Myall Lakes facilities
Land Owner's consent applications finalised	82	94	More applications received for public, club and commercial boating facilities
Foreshore development applications finalised	52	42	Some approvals transferred to Minister for Planning or councils
Projects offered MIP and SSHAP (formally WADAMP) grant funds	52	43	Grants of \$1.99 million were offered through both Maritime Infrastructure Program and Sharing Sydney Harbour Access Plan, an increase on last year's funding
Amount of spend on commuter and charter wharf maintenance and upgrading	\$1.6M	\$4.9M	Reflects increased responsibilities
<b>OUTCOMES</b>			
Fatalities per 100,000 recreational vessel registrations	5.9	3.8	Lowest figure since at least 1992-1993 and an encouraging trend considering licence and registration numbers are increasing
Fatalities per 10,000 commercial vessel registrations	4.7	1.2	
Fatalities - Recreational	12	8	Equal lowest number of fatalities since at least 1992-1993
Fatalities - Commercial	4	1	Reduction from previous year
Boating Incidents Reported	397	366	Minor reduction from previous year
Serious Injuries - Recreational	48	43	Reduction from previous year
Serious Injuries - Commercial	9	8	Statistics for serious injuries may vary slightly from year to year, due to some incidents being reported to NSW Maritime after the cut off date for reporting purposes
Safety compliance rate - recreational vessels (%)	90	91.8	Results reflect consistent safety awareness and high enforcement levels
Safety compliance rate - commercial vessels (%)	89	93.9	
Safety compliance rate - personal watercraft (%)	88.9	87.3	
Licence, registration and mooring renewals paid using Interactive Voice Response, the Internet or BPAY (%)	32.3	46	NSW Maritime will continue to encourage and support the take up of e-business customer services
Complaints received on NSW Maritime's Infoline (%)	0.4	0.4	Main complaints were about speed, noise and wash
Major foreshore redevelopments announced	0	1	Masterplan for Homebush Bay West approved in late 2005
Trade through Eden and Yamba (000 tonnes)	965	1061	Increased import and export tonnage at both Ports
Residual workers compensation exposure (\$M)	2	2.2	Actuarial advice of slight increase to settle outstanding claims owing to general cost increases
<b>STAFF</b>			
Full time equivalent staff at 30 June	309	323	Increase due to absorption of additional responsibilities for wharf maintenance, wharf audits, port security and a new policy coordination role
% of women staff (including casuals)	40	43	
Hours lost due to industrial disputes	0	37.8	One dispute was recorded for the year
Average days lost due to sick leave	5.2	5.3	Accident leave increase affected by 3 long term cases, 2 of which have now been resolved
Average days lost due to accidents	1.1	2.1	

# Five Year Performance Indicators

FIVE YEAR PERFORMANCE INDICATORS 2005–2006	2001–2002	2002–2003	2003–2004	2004–2005	2005–2006
<b>FINANCIAL</b>					
Total assets (\$M)	534.1	600.0	602.6	772.2	770.5
Net surplus (\$M)	45.4	35.6	23.8	59.9	59.4
Distribution to State Government (\$M)	38.8	17.2	9.0	12.6	13.2
Capital works expenditure (\$M)	9.1	22.4	10.0	15.4	13.6
<b>OUTPUTS</b>					
General (non PWC) boating licences	409,254	414,825	414,987	410,192	413,104
PWC boating licences	35,997	34,724	31,886	31,527	32,054
Non PWC registered recreational vessels	176,716	183,621	189,175	196,182	202,169
PWC registrations	7509	7099	7059	7078	7213
Aquatic licences issued	535	561	586	610	641
Environmental assessments for mooring and aquatic licences	3286	2638	2636	2307	2618
Educational seminars presented	497	401	461	356	471
Solar navigation aids	1032	1017	1020	1107	1196
Volume of waste recovered from Sydney Harbour (cubic metres)	3898	3567	2874	3686	3681
Number of commercial vessel discharges at sewage pump-out facilities at King Street Wharf and Blackwattle Bay			6521	8763	7837
Land owner's consent applications finalised	70	62	88	82	94
Foreshore development applications finalised	41	39	58	52	42
Projects offered MIP grant funds (formally WADAMP)	31	40	47	52	43
<b>OUTCOMES</b>					
Boating incidents reported	350	391	355	397	366
Fatalities	21	22	9	16	9
Serious injuries	30	45	43	57	51
Fatalities per 100,000 total registered vessels	11.0	11.3	4.4	7.6	3.8
Safety compliance rate:					
– recreational vessels, incl. PWC (%)	94.0	93.1	92.3	91	89.5
– commercial vessels (%)	94.5	94.1	88.9	89	93.9
Complaints received on NSW Maritime's Infoline (%)	0.5	0.5	0.3	0.4	0.4
Major foreshore redevelopments announced	1	2	0	0	1
Trade through Eden and Yamba (000 tonnes)	817	764	782	965	1061
MSB residual workers compensation exposure (\$M)	1.4	1.3	1.8	2	2.2
<b>STAFF</b>					
Full time equivalent staff at 30 June	292	305	309	309	323
% of women staff (including casuals)	39.3	40.8	43.7	40	43
Hours lost due to industrial disputes	0	0	0	0	37.8
Average days lost due to sick leave	5.8	4.9	4.6	5.2	5.3
Average days lost due to accidents	1.1	1.7	0.7	1.1	2.1

# Financial Summary

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NSW MARITIMES' CUSTOMERS 30 JUNE 2006 FINANCIAL STATEMENT		INCOME	EXPENDITURE
	\$000	\$000	\$000
<b>RECREATIONAL BOATING REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:</b>			
Driver's licences	15,134		
Boat registrations	16,378		
Mooring fees	6443		
Boating fees (maps, publications, berthing charges, aquatic licences, penalty notices, boatcode)	3663	41,618	
<b>RECREATIONAL BOATING REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:</b>			
Safety education	6006		
Accident investigation	2493		
Control, planning, management and administration	9888		
Enforcement	4005		
Navigation aid maintenance	2109		
Mooring management	4979		
Event management (Sydney / Hobart yacht race, New Years eve celebrations)	1447		
Grants to councils etc. for the provision of boating infrastructure (boat ramps)	922		
Other grants (marine rescue volunteers, marine safety committees, Australia Day support)	1945		33,794
<b>RECREATIONAL BOATING REVENUE WAS ALSO USED TO PROVIDE FOR ASSET REPLACEMENT:</b>			
Navigation aids	808		
Patrol boats, outboard motors and other vessels	1603		
Motor vehicles	760		
Computers hardware and software	316		
Office equipment and refurbishment	547		4034
<b>COMMERCIAL VESSELS REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:</b>			
Survey fees	1700		
Registration fees	676		
Examinations etc	375	2751	
<b>COMMERCIAL VESSELS REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:</b>			
Vessel surveys	1095		
Safety education	324		
Accident investigation	149		
Control, planning, management and administration	381		
Enforcement	321		
Navigation aid maintenance	968		3238
<b>COMMERCIAL VESSELS REVENUE WAS ALSO USED TO REPLACE THE FOLLOWING ASSETS:</b>			
Plant (cameras, etc)	2		
Motor vehicles	174		
Computers	8		
Office equipment	1		185
<b>SHIPPING REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:</b>			
Regional ports of Yamba and Eden (pilotage and navigation charges)	1007		
Channel fees from port corporations	6854		
Port Safety Operating Licence	183	8044	

NSW MARITIMES' CUSTOMERS 30 JUNE 2006 FINANCIAL STATEMENT (CONTINUED)		INCOME	EXPENDITURE
<b>SHIPPING REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:</b>			
Protection of marine environment	623		
Environment including harbour cleaning	2314		
Maritime safety & security	845		
Port co-ordination/policy/strategy	667		4449
<b>SHIPPING REVENUE WAS ALSO USED TO REPLACE THE FOLLOWING ASSETS:</b>			
Navigation aids	69		
Computer hardware	51		
Office fitout & equipment	26		
Outboard engines	80		226
<b>PROPERTY REVENUE COMES FROM THE FOLLOWING MAJOR SOURCES:</b>			
Rents and leases	44,755	44,755	
<b>PROPERTY REVENUE PAYS FOR THE FOLLOWING ACTIVITIES:</b>			
Wetland management	4789		
Property management	18,745		
Grants to councils etc for the provision of boating infrastructure (boat ramps)	264		23,798
<b>PROPERTY REVENUE WAS ALSO USED TO REPLACE THE FOLLOWING ASSETS:</b>			
Cargo storage area at Port of Eden	4225		
Manly Wharf upgrading	3131		
Walsh Bay redevelopment	525		
Ferry arrestors at Circular Quay	252		
Rozelle Bay infrastructure development	235		
Skirting panels at Circular Quay	200		
Pontoon wharf & access at Circular Quay Wharf 1	85		
Vehicles	97		
Computer hardware & software	205		
Seawall construction	77		
Buildings & other wharves and jetties	148		9180
		97,168	78,904
<b>OTHER SOURCES OF REVENUE ARE AS FOLLOWS:</b>			
Superannuation funding surplus	11,562		
Investment properties revaluation increment	6800		
Interest on bank deposits and investments	5261		
Grant for Coach Layover Facility	7403		
Grant for Darling Harbour	6621		
Grant for Lady Robinson Beach future maintenance	440		
Grant for Sydney Harbour estuarine vegetation mapping	20		
Grant for Sydney Harbour foreshore vegetation mapping	25		
Grant for riverine corridor ecology	5		
Government funding for major projects at Eden	2984	41,121	
<b>TOTAL REVENUE RECEIVED BY NSWM AND TOTAL PAYMENTS MADE BY NSWM:</b>			
		138,289	78,904
Distribution to NSW Treasury			26,140
Balance to accumulated funds			33,245
		138,289	138,289



# Chief Executive's Overview



2005–2006 was a challenging year for NSW Maritime due, in part, to an increase in its responsibilities.

Chris Oxenbould AO  
*Chief Executive*

With the introduction of a Minister for Ports and Waterways, NSW Maritime has taken on the coordination role for the portfolio. This role involves the provision to the Minister of host-agency support as well as advice on policy development and matters across the portfolio.

In February 2006 I was seconded by the State Government to Sydney Ferries Corporation for six months. The General Manager Recreational Boating, Mr Brett Moore, acted in the position during my absence.

Despite the changes in responsibilities, the main challenge for NSW Maritime in 2005–2006 continued to be safety on the State's waterways. There was a significant reduction in the number of fatalities on State waters, with the equal lowest number of deaths reported since NSW Maritime commenced recording boating incident statistics, and a 43 per cent reduction in fatalities when compared to the previous year.

The 2005–2006 financial year was a successful one for NSW Maritime. The organisation grew within its expanded role as the State Government's maritime regulator, and continued to lead the State in areas such as safety on the water, education of mariners, maritime security and the protection of the marine environment.

## ACKNOWLEDGEMENTS

I would like to express my sincere thanks to the many people who provide a substantial amount of valuable time and advice to NSW Maritime, particularly members of the NSW Maritime Council, the Commercial Vessels Advisory Group, the Recreational Vessels Advisory Group and the many user groups across the State.

Most of all, I greatly appreciate the dedication and team-work displayed by staff in meeting the challenges NSW Maritime faced during the past year and in their ability to ensure the agency continued to meet its core responsibilities to a high standard.

# Ten Year Customer Trends

## Recreational Boating

### BOAT LICENCES

The total number of licences increased by 0.8 per cent to 445,158 in the year to 30 June 2006.

General boat licences increased by 0.7 per cent overall, with the greatest decline (33.6 per cent) from Victorians – who are now required to have a Victorian licence.

Personal watercraft licences, which account for 7.2 per cent (32,054) of all licences, increased by 1.6 per cent during the year.

There was a 27.7 per cent increase in all licences between 1996–1997 and 2005–2006.

### VESSEL REGISTRATIONS

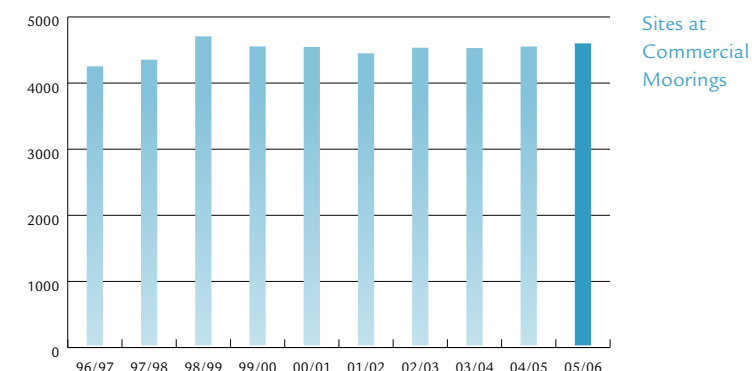
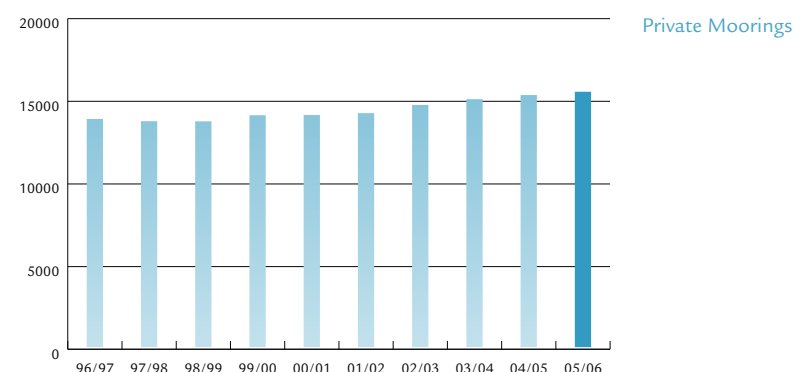
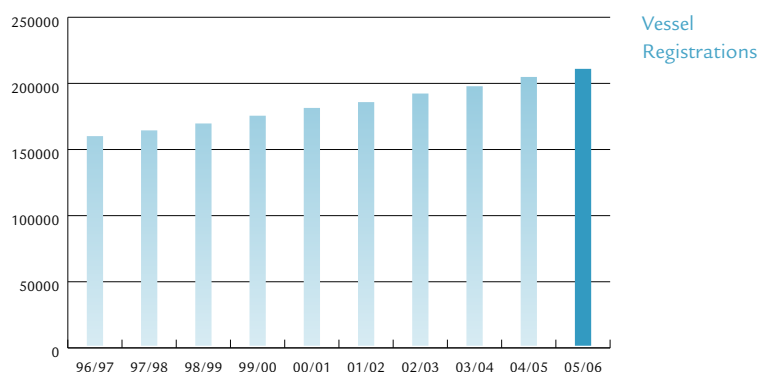
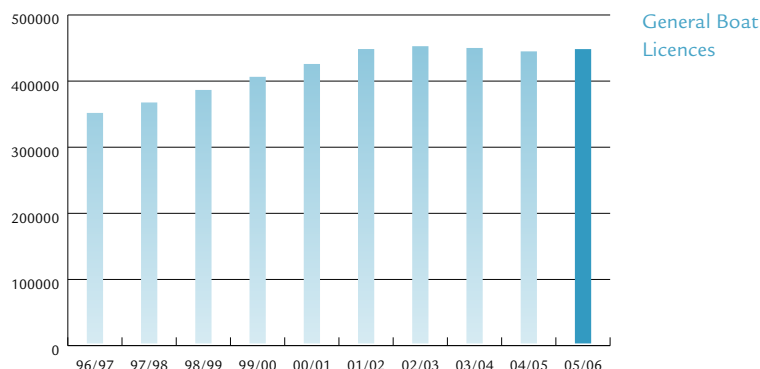
The total number of recreational vessel registrations increased by 2.9 per cent to 209,382.

General boating registrations increased by 3 per cent. Personal watercraft registrations, which account for 3.4 per cent of all registrations, increased by 1.9 per cent.

Registrations have increased by 32.4 per cent since 1996–1997.

### MOORINGS

Total mooring sites have remained relatively stable for the past 10 years. The number of private moorings (15,449) increased by 1.2 per cent, while sites at commercial moorings (4568), for which there are 1168 licences, have remained relatively constant.



# Commercial Vessels

## COMMERCIAL VESSEL REGISTRATIONS

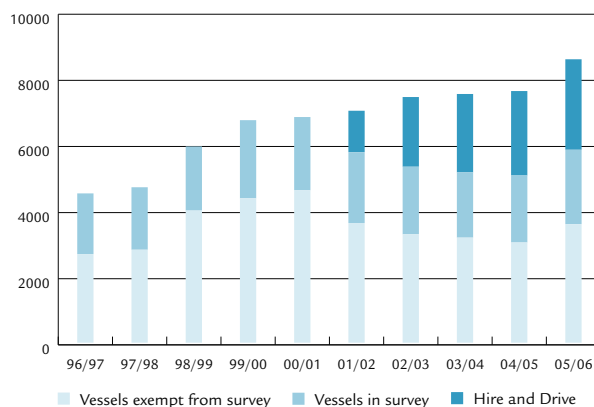
Commercial vessels include tourist and charter boats, fishing vessels, working boats, ferries, water taxis and any other vessel used for commercial purposes. Commercial vessels are required to comply with a higher standard for vessel design, construction, maintenance, equipment, crewing and operations.

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

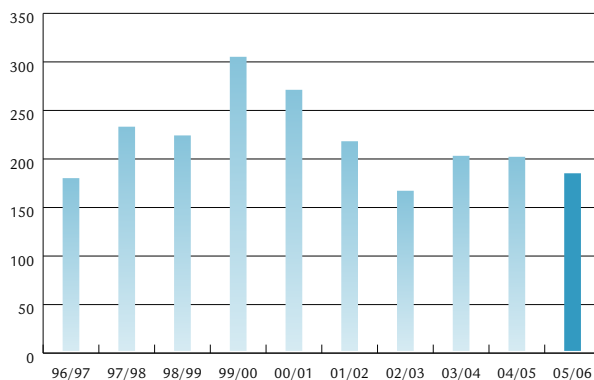
Vessels in survey include vessels operating in NSW waters on recognised interstate certificates. The number of vessels in survey varies month-to-month due to the expiry of survey on some vessels and the stream of new vessels being built and brought into survey. As at the end of June 2006, there were 2250 vessels in survey.

Those exempt from survey include estuarine fishing vessels and work boats, sailing school vessels and restricted sea-going fishing vessels less than 7.5m in length. There were 3586 vessels exempt from survey at 30 June 2006.

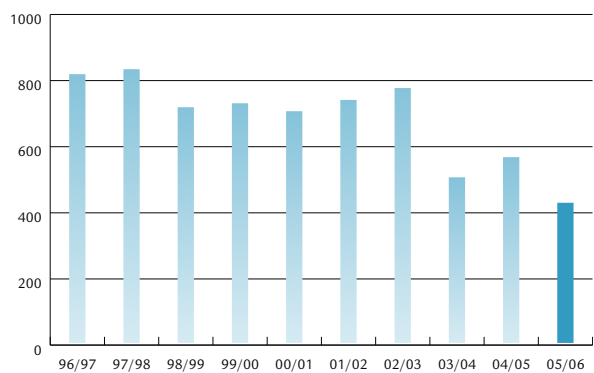
Hire and drive vessels increased slightly to 2737 in 2005-2006, taking the total number of vessels in all three categories to 8573 for the year. This represents a 12.6 per cent increase over the previous year.



Commercial Vessel Registrations



Initial Surveys Completed



Certificates of Competency Issued

## INITIAL SURVEYS COMPLETED

The number of initial surveys completed to June 2006 was 183. This is a slight decrease on 2004-2005 figures which reflects a lower than usual number of survey applications received by NSW Maritime.

## MARINE CERTIFICATION

The number of people obtaining a Certificate of Competency, to operate a commercial vessel, decreased from 562 to 424. This reflects the reduction in the number of enrolments at marine training organisations.

# Maritime Property

## APPLICATIONS FOR LAND OWNER'S CONSENT

Applications for waterfront development, which come under Part 4 of the *Environmental Planning and Assessment Act* (EP&A Act), generally reflect cyclical changes in the real estate market and building industry activity. The number of applications finalised increased by 13.1 per cent from 83 last year to 94.

## APPLICATIONS FOR DEVELOPMENT CONSENT

The number of development consent applications finalised during the year decreased by 19.2 per cent to 42.

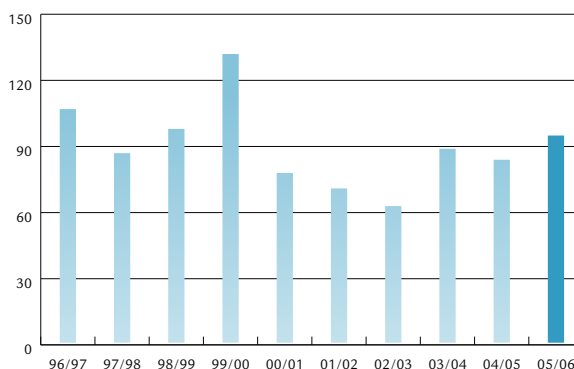
Developments are assessed under Parts 4 and 5 of the EP&A Act. Part 5 applications apply to designated areas not covered by Sydney Regional Environmental Plans Nos. 22 and 23, such as the port areas of Sydney Harbour, Blackwattle and Rozelle Bays and the Lane Cove River. Development consent applications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

## CONSTRUCTION APPLICATION APPROVALS

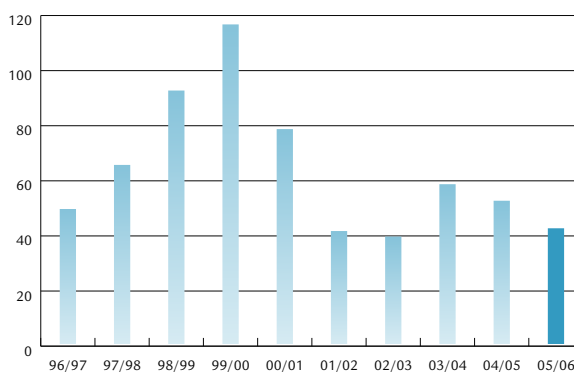
In the third stage of the approval process, a landowner of waterfront property adjoining the bed of waterways owned by NSW Maritime must obtain approval before constructing over the water. The number of construction applications approved during the year was similar to last year's total at 32.

## TRADE THROUGH REGIONAL PORTS

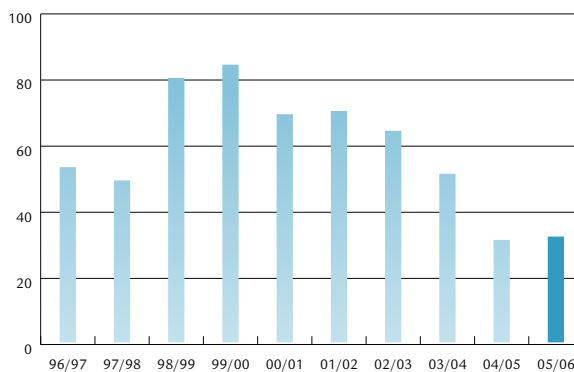
Trade through the regional ports of Eden and Yamba totalled 1,061,392 mass tonnes during 2005-2006, an increase of 10 per cent on the previous year.



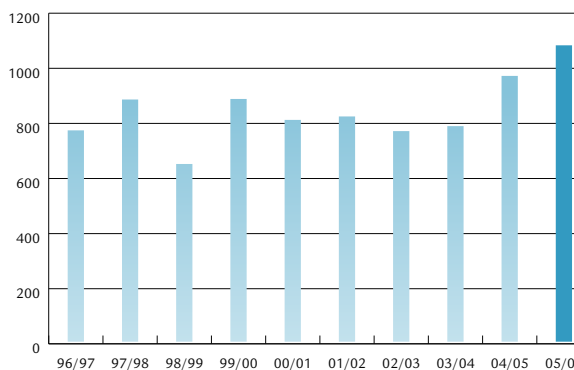
Applications for Land Owner's Consent Finalised



Applications for Development Consent Finalised



Construction Application Approvals



Regional Ports Trade (000 mass tonnes)

# Corporate Governance

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

*The restored Tall Ship James Craig alongside the Overseas Passenger Terminal in March 2006 as the venue for NSW Maritime's gala Sydney Harbour Week Awards Night.*





## CORPORATE STRUCTURE

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

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

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

## NAME CHANGE

On 20 June 2006 the statutory name "Waterways Authority" was changed to the Maritime Authority of NSW by amendment to the *Ports Corporatisation and Waterways Management Act 1995*.

The business or trading name "NSW Maritime" was registered with the Office of Fair Trading under the *Business Names Act 2002* from 1 September 2004.

## STATUTORY FRAMEWORK

NSW Maritime administers the following Acts of Parliament:

*Ports Corporatisation and Waterways Management Act 1995*

*Maritime Services Act 1935*

*Navigation Act 1901*

*Marine Pilotage Licensing Act 1971*

*Commercial Vessels Act 1979*

*Marine Safety Legislation (Lakes Hume and Mulwala) Act 2001*

*Marine Pollution Act 1987*

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

*Rivers and Foreshores*

*Improvement Act 1948*

*Environmental Planning and Assessment Act 1979*

*Protection of the Environment Operations Act 1997*

## CODE OF ETHICS AND STANDARD OF CONDUCT

A new Code of Conduct and Ethics has been developed in response to recommendations from the Independent Commission Against Corruption (ICAC) and in consultation with relevant unions. Copies have been distributed to all staff.

In order to ensure staff fully understand their responsibilities under the Code, training sessions were held during 2006. This represents the first stage of a three-year training program on ethical behaviour.

## RISK MANAGEMENT

Developed in 2004-2005, the Business Continuity Plan has been successfully tested and will be reviewed annually.

All internal risk management policies have been reviewed, updated and augmented. Additional resources have been placed on NSW Maritime's intranet site to assist in integrating risk management principles into the daily activities of staff.

The Risk Management Committee was re-constituted in 2005-2006 and corruption fraud and procurement/disposal risk assessments were undertaken during the year.

In response to the introduction of the *Workplace Surveillance Act 2005*, a Workplace Surveillance Policy and Register was prepared and implemented in 2005-2006.

A Business Overseas Travel Policy was also prepared in response to the threat of a pandemic.

A Branch Risk Management Plan template was developed and piloted by the Property Planning Branch prior to its progressive roll-out to all branches and consolidation into an agency-wide Risk Management Plan.

An Information Security Management System (ISMS) and associated policies were approved in 2005-2006. Initial staff training began and retraining will be conducted annually.

Insurance issues through GIO/Treasury Managed Fund were dealt with during the year on a case-by-case basis.

## STRATEGIC AND BUSINESS PLANNING

The Chief Executive and senior management established corporate objectives and strategies for NSW Maritime in order to meet NSW Government priorities as well as community and customer needs. The corporate planning document *Moving Forward 2005-2006* set out the organisation's purpose and summarised the major achievements for 2004-2005. NSW Maritime has a corporate and business planning cycle involving the analysis of internal and external environments, strategic development and planning, service delivery and performance monitoring and evaluation targets.



# Management and Structure

Chris Oxenbould AO



Brett Moore



John Dikkenberg



Tony Middleton



**CHRIS OXENBOULD AO**  
*Chief Executive*

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

The majority of Chris's career has been spent in the Navy, retiring in August 1999 following a career of more than 37 years. He left the Navy as a Rear Admiral, having spent the last 10 years in the senior executive of the Service and Department of Defence. His postings as an Admiral were Deputy Chief of Navy, Maritime Commander Australia and the Chief of Naval Personnel, providing a wide cross-section of strategic level planning experience.

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

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

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

**BRETT MOORE**  
*General Manager Recreational Boating and Acting Chief Executive*

Brett started his career with NSW Maritime in 1991 and was appointed to the position of General Manager Recreational Boating on 1 September 2004. Brett was Acting Chief Executive from February 2006, when the Chief Executive, Chris Oxenbould, was seconded to the Sydney Ferries Corporation for six months.

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

Brett's focus for the Division is on building customer relationships, improving products and services, meeting Government and client expectations, managing natural resources and continuing education and safety programs for the boating community – both existing and new.

**JOHN DIKKENBERG**  
*General Manager Commercial Vessels and Asset Management*

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

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

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

Brian Stanwell

Stephen Montgomery

Paul Robinson



**TONY MIDDLETON**  
*General Manager Shipping, Security and Environment*

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

Tony has considerable knowledge of maritime issues, particularly in relation to safety and environmental policy and regulatory activities. He has extensive experience in maritime-related inter-governmental issues through past membership of the National Marine Safety Committee and other national maritime policy and environmental committees.

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

**BRIAN STANWELL**  
*General Manager Corporate Services*

Brian joined the Finance Branch of the Maritime Services Board in 1980 and held a number of senior accounting and finance positions in that organisation.

He was appointed General Manager Corporate Services in November 2004, and is responsible for finance, employee relations, legal services, information technology, risk management, corporate planning and records management.

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

**STEPHEN MONTGOMERY**  
*General Manager Maritime Property*

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

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

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

**PAUL ROBINSON**  
*Executive Director, Maritime Asset Strategy*

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

Paul has held senior positions relating to property and assets and been responsible for foreshore lease management, the implementation of a Spatial Information System, initiation of the Maritime Infrastructure Program grants, the Enterprise Resource Planning System and the finalisation of Enterprise Agreements.

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