

MAST Strategic Plan

2026 - 2029

At a glance

Our strategic enablers



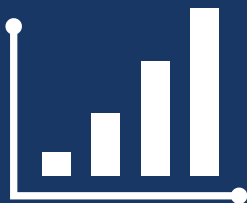
Teamwork

We foster an environment where people care and respect each other



Communication

We encourage and support open communication



Financial management

We maintain strong financial control and seek out budget savings



Ownership

We have a small team where everyone plays a role and is accountable



Brand awareness

We work with stakeholders to build brand awareness while delivering value for money for waterway users



Agile

We are agile, acting proactively for our stakeholders

Uncertainties we face



Port Reform

The Tasmanian Government's final decision on the Port Services Regulatory Review



Technology

Rapidly changing technology. Seeking efficiencies and fit-for-purpose options for waterway users



Economic conditions

Economic conditions impacting us through funding mechanisms, rising costs and the impact on our waterway users



Small team

Our operating model relies on a small team with responsibilities across a diverse portfolio



Changing demographics

Changing needs resulting from population changes



Novel watercraft

New products and how we respond

Who we are

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

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

- The performance of the Authority of its functions, and
- Ensuring that the business affairs of the Authority are managed and conducted in a manner that is in accordance with sound commercial practice.

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

Our role

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

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

MAST has jurisdiction in and over:

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

Our values



Approachable and accountable

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



Professional

We employ people with a range of professional skills and experience. Our people come from the maritime industry, policy and regulatory backgrounds and with operational compliance experience and are committed to providing a professional service that is timely.



Risk focused

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



Proactive

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

Our vision

'To make our waterways
safe and enjoyable
for all users'

Our strategic pillars

Waterway users and their safety

Deepening our understanding of our waterway users and supporting their safe use of waterways.

Sustainable stewardship

Maintaining strong governance, financial and environmental stewardship.

Our people

Providing a safe, inclusive workplace where our people feel valued, supported and empowered.

Collaboration and trust

Building and maintaining trusted relationships with **clients and** stakeholders.

Innovation and technology

Harnessing technology to improve decision making, service delivery and operational efficiency.

Infrastructure provision

Providing safe, accessible and resilient marine infrastructure.

Strategy on a page

1. Our waterway users and their safety

Priorities

- 1.1 Communicating clearly and efficiently, providing information users need
- 1.2 Educating the public and waterway users to support the safe use of our waterways
- 1.3 Building our understanding of changing compliance matters

What we will monitor

- 1.4 Number of waterway user incidents
- 1.5 Number of waterway user non-compliances

2. Our sustainable stewardship

Priorities

- 2.1 Maintaining fit-for-purpose governance structures and processes
- 2.2 Maintaining strong financial controls, processes and accountability
- 2.3 Integrating environmentally sustainable operations into our organisation

What we will monitor

- 2.4 Audit compliance
- 2.5 Cost recovery and budget management
- 2.6 Compliance with Government initiatives and policy

3. Our people

Priorities

- 3.1 Ensuring appropriate structures and processes enabling our people to effectively fulfil their roles across the full employment journey
- 3.2 Maintaining a framework that supports and promotes staff wellbeing
- 3.3 Fostering a strong and positive workplace culture

What we will monitor

- 3.4 Development of effective succession plans
- 3.5 Staff survey results and retention rates
- 3.6 Numbers of WHS incidents

4. Our collaboration and trust

Priorities

- 4.1 Maintaining strong relationships with the Minister and relevant Government agencies
- 4.2 Sustaining effective engagement with waterway users, peak bodies and our retail partners
- 4.3 Building established networks with related third parties

What we will monitor

- 4.4 Meeting program and attendance
- 4.5 Newsletter engagement
- 4.6 Number of retail partners
- 4.7 Complaints

5. Our innovation and technology

Priorities

- 5.1 Strengthening our informed decision-making by using datasets
- 5.2 Enhancing service delivery through cloud-based and AI alternatives
- 5.3 Improving operational efficiency through technology optimisation

What we will monitor

- 5.4 Use of data
- 5.5 Engagement with our services and technology platforms by waterway users
- 5.6 Audit and compliance outcomes

6. Our infrastructure provision

Priorities

- 6.1 Maintaining our infrastructure appropriately
- 6.2 Replacing our infrastructure, as required
- 6.3 Facilitating the provision of public boating infrastructure for others

What we will monitor

- 6.4 Complaints
- 6.5 Audit outcomes
- 6.6 Progress against our asset management plan and marine infrastructure plan

MAST



MARINE and SAFETY TASMANIA
making boating better