



Maritime &
Coastguard
Agency



Maritime & Coastguard Agency **Business Plan**

Safer Lives | Safer Ships | Cleaner Seas

The Department for Transport has actively considered the needs of blind and partially sighted people in accessing this document. The text will be made available in full on the Department's website. The text may be freely downloaded and translated by individuals or organisations for conversion into other accessible formats. If you have other needs in this regard, please contact the Department.

Maritime & Coastguard Agency
105 Commercial Road
Southampton SO15 1EG
Telephone 023 8032 9100
Website www.gov.uk/mca
email enquiries www.gov.uk/contact-the-mca



© Crown copyright 2018

This publication is licensed under the terms of the Open Government Licence v3.0 except where otherwise stated. To view this licence, visit nationalarchives.gov.uk/doc/open-government-licence/version/3

Where we have identified any third party copyright information you will need to obtain permission from the copyright holders concerned.

This publication is available at <https://www.gov.uk/government/publications>

Any enquiries regarding this publication should be sent to us at www.gov.uk/contact-the-mca

Contents

NON-EXECUTIVE CHAIRMAN'S INTRODUCTION	5
CHIEF EXECUTIVE'S FOREWORD	7
WHO WE ARE AND WHAT WE DO	9
PLANS FOR 2018-19	15
DELIVERING THE PLAN	20
ANNEXES	
ANNEX A	26
ANNEX B	27
ANNEX C	28
ANNEX D	29

This page is intentionally blank

Non-Executive Chair's introduction

I am delighted to present our Business Plan for 2018-19. This document sets out our plans and commitments for the year ahead.

I joined the Agency in January 2017 as its first Non-Executive Chairman – a direct response to recommendations from the Maritime Growth Study. Last year was my first full year in post and during this time the UK Flag has increased by one million tons and is now at the highest level since 2013. Work is continuing to increase to the 30m GT target proposed in the Maritime Growth Study. The UKSR team is now fully established and working with the shipping industry to ensure we raise our profile and provide a high level of service.

Good progress has been made with the Survey and Inspection Transformation Programme and in 2017/18 we successfully negotiated with Unions and our Surveyors an “out of hours” working contract. This will help us fulfil our commitments to our survey and inspection targets and improve responsiveness in service delivery. We have undertaken a recruitment campaign with the aim of recruiting good quality Marine Surveyors to ensure we have the capacity to manage growth of the UK Flag.

Throughout 2018/19 and as part of the MCA’s digital strategy, we will be rolling out a new online ship registration system. There will also be new online systems for seafarer training and certification and approved doctor’s services. These changes in digitisation will enhance efficiency and improve the user experience.

The Agency’s capability and reputation makes it the ideal organisation to support the United Kingdom into a new era of maritime growth. I remain committed to contributing to this ambition by encouraging greater investment in this sector and promoting the UK Flag as the Ship Register of choice.

In the coming months I will continue to engage with our industry stakeholders, our partner organisations and our staff to stimulate the Agency’s transformation to further enhance its reputation as a global maritime leader. I am grateful to industry for the continued support with this.

Her Majesty’s Coastguard continues to perform an essential service and is highly regarded for the range of rescue work carried out both at sea and – increasingly – inland. Inland rescues by our search and rescue helicopters represent around fifty percent of their total rescues undertaken.

In the coming year plans for a replacement Radio Network for the Coastguard will be a major project, as will the work on the future strategy for the provision of aviation services.

A number of projects will be undertaken in 2018 looking at possible commercial opportunities to utilise the knowledge and skills within the MCA.

As always, the commitment of our staff to our current and future success is key and we have introduced a number of programmes to support and develop their skills. I am grateful to the Directors and their staff for their hard work and support over the past year and I look forward to meeting the challenges of this Business Plan as we take the Agency further onward together.

Michael Parker

Non-Executive Chairman

Chief Executive's foreword

Over the last year, the MCA has worked to improve our commercial credentials and relationships. Our stakeholders demanded a positive change from us, and we are rising to that challenge. We have developed a marketing strategy to attract quality ships and owners to the UK Flag, and last year the UK Ship Register grew to over 16m gross tonnes:- the 5th largest in Europe. This Business Plan sets an ambitious target to add a further 14m gross tonnage by 2023. We will only achieve that by being more commercially attractive and more responsive to our customers. Building on our existing skills base, our new in-take of Marine Surveyors will have a strong customer ethos and the drive to forge strong partnerships with our clients. Customer service excellence will be even more important as we prepare the ground for the UK's withdrawal from the European Union.

The transition to our new, UK-wide search and rescue helicopter capability is complete, and our attention is now turning beyond the benefits of that programme to a broader agenda for delivering the Government's aviation services more smartly and efficiently. The UK Search and Rescue Second Generation (UKSAR2G) programme is in place, with a particular focus on innovation and collaboration. We aim to become the best value-for-money provider of civilian aviation services in Government.

The Coastguard Rescue Service (CRS) already delivers outstanding support for our local communities. Our 3500 volunteers, led and supported by over one hundred professional Coastguard Officers, are now increasing their ability to tackle new challenges, including national flood response and drowning prevention work. Their training and technical rescue equipment are first in class. Coastal rescue operations are ably supported by the network of Coastguard Operations Centres, including the National Maritime Operations Centre (NMOC), which are reaping the benefits of their major upgrading and modernisation programme of 2012-2015.

We have great people in the MCA, who are right to have high expectations of their leadership. I was gratified to see our overall staff engagement score increase to 65% in our People Survey results in 2017, identifying the MCA as a high performing Civil Service organisation. We aim to boost that to 68% by 2020. We have adopted other targets designed to support a more inclusive and motivated workforce. In particular, we want to see more women employed at senior levels, and more colleagues from black and minority ethnic (BAME) backgrounds to widen our talent pool. We are also committed to successfully meeting the silver level of the Investors In People (IIP) Standard.

We have re-evaluated progress in introducing customer-facing services and are determined that seafarer documentation, approved doctors' and ship registration services will become available in the next 12 months. 2017 saw the announcement that our current mission-critical Radio Network Infrastructure will need to be replaced. We will let a contract for a replacement system by the end of 2018.

This Business Plan sets a challenging agenda for improving services for our customers, whilst also making the MCA a more fulfilling place to work for our people. That combination will help deliver our vision to become the best maritime safety organisation in the world.

Sir Alan Massey

Chief Executive

Who we are and what we do



Maritime & Coastguard Agency

- 1.1 The Maritime & Coastguard Agency (MCA) is an Executive Agency of the Department for Transport (DfT).
- 1.2 We produce legislation and guidance and provide certification to ships and seafarers. Through our survey and inspection regime, we enforce standards for ship safety, security, pollution prevention and seafarer health, safety and welfare for seafarers.
- 1.3 We provide a national 24-hour maritime and coastal search and rescue (SAR) emergency response service throughout the UK.
- 1.4 We promote maritime standards, encourage economic growth and minimise the maritime sector's environmental impact.
- 1.5 Our vision is to be the best maritime safety organisation in the world, delivering safer lives, safer ships, and cleaner seas. Our values are safety, professionalism, trust and respect.

Why our work matters

- 1.6 As part of the wider DfT objectives, the MCA contribute to boosting economic growth and opportunity, improving journeys delivering safe, secure and sustainable transport, promoting a culture of efficiency, and building a one nation Britain. The MCA fulfils an essential safety role across the United Kingdom's maritime environment.
 - HM Coastguard responded to more than 22,500 incidents in 2017;
 - Our Marine Surveyors carried out 2,732 inspections and 3,467 surveys on UK ships; and 1,095 port state control inspections on foreign flag ships which led to 34 detentions;
 - Britain has over 11,000 miles of coastline, enjoying over 200 million tourist visits each year and against this background the MCA fulfils an essential safety role across the United Kingdom's maritime environment;
 - In 2016-17, there were 5,700 fishing vessels and almost 12,000 fishermen.
- 1.7 It is economically vital for Britain to nurture a successful maritime industry.
 - Our Ship Register is the 5th largest in Europe, of over 16m gross tons;
 - We rely on shipping for 95% of exports and imports, including 40% of our food and at least a quarter of our energy. Shipping is estimated to be worth £12.5 billion to our economy;
 - The wider maritime sector contributes £14.5 billion and 186,000 jobs.

1.8 We are responsible for the UK's implementation of the following major international maritime conventions:

- The International Convention of the High Seas, 1958, article 12;
- Safety of Life at Sea (SOLAS), 1974, and Protocol, 1988;
- International Regulations for Preventing Collisions at Sea (COLREGs), 1972;
- Standards of training, certification and watch-keeping for Seafarers 1978 (STCW), as amended;
- The International Convention on Maritime Search and Rescue, 1979;
- Prevention of Pollution from Ships (MARPOL), 1973, and Protocol, 1978;
- Load Lines, 1966, and Protocol of 1988;
- Maritime Labour Convention (MLC), 2006 and
- International Convention on the control of harmful Anti-Fouling Systems on Ships (AFS) 2001.

1.9 Our core responsibilities are:

- co-ordinating a 24-hour search and rescue service by Her Majesty's Coastguard and all search and rescue helicopter operations throughout the UK;
- acting as lead authority and Category 1 responder for maritime emergencies under the Civil Contingencies Act 2004;
- maritime pollution prevention and response and the monitoring of vessel movement within UK waters;
- endeavouring to ensure continuous availability of a team of professional Marine Casualty Officers to support the Secretary of State's Representative (SOSREP) for Maritime Salvage and Intervention when required.
- promoting and administering the UK Ship Register;
- promoting and enforcing compliance, whilst working to ensure legislation is proportionate for UK business;
- undertaking survey and inspection of UK ships;
- checking the safety and quality of ships and welfare certification and training of seafarers operating under the Red Ensign;
- promoting the Red Ensign Group of Shipping Registers as high quality, business-friendly flags;
- providing an audit and assurance service for shipping registers in the Red Ensign Group;
- certificating independent survey organisations; and
- working with the Department for Transport on policy advice for Ministers.

Delivering for customers and the public

- 1.10** The MCA has and continues to undertake changes to create a greater focus on becoming more commercial and efficient. This will offer greater flexibility, commercial responsiveness and an ability to build stronger customer-centric relationships. Whilst we have learnt lessons from studies such as the Maritime Growth Study and are committed to responding to the recommendations agreed following the Growth Study review, we also turn our attention to the future. The MCA will work with DfT, to develop Maritime 2050 in collaboration with the maritime industry and other interested external stakeholders on the objectives and priorities on how to maintain British maritime success. To provide additional impetus to this work we are developing a UKSR strategy that will enable us to grow the flag by carrying out focused marketing activities to attract quality ships and quality owners.
- 1.11** If the UK is to compete, it must have a strong and effective survey and inspection regime to support safety, security and the protection of the marine environment.
- 1.12** We will inspect foreign registered ships visiting UK ports by means of a risk-based Port State Control inspection regime. We will survey and inspect UK ships in line with international maritime conventions. We will encourage operators to maintain high quality vessels with consistent safety records. We will inspect UK ships where concerns have been identified.
- 1.13** We will manage the risk of international terrorism affecting the UK or its interests, due to attacks against ships. We will check compliance with the International Ship and Port Facility Security (ISPS) Code by verifications on UK-registered ships and inspections of targeted foreign ships visiting UK ports under Port State Control.
- 1.14** Seafarers using our certification services can expect applications to be actioned within an agreed timescale. We will work with shipping companies and nautical colleges to prioritise applications. We will ask our seafarer customers how we are doing and act on what they tell us. We will also improve our technology to deliver better customer service.

- 1.15** At the international level, we will work alongside the Department for Transport and with the input of other Government departments to represent the UK's interests at the International Maritime Organization (IMO), at other relevant United Nations bodies and within the European Union. We will use both formal and informal consultation to develop new international requirements and proposals. Our key priorities for 2018-2019 are:
- Further development of mechanisms needed to achieve the limitation or reduction of CO2 emissions from international shipping
 - Further technical and operational measures for enhancing the energy efficiency of international shipping
 - Revised guidance relating to the prevention of piracy and armed robbery to reflect emerging trends and behaviour patterns
 - Regulatory scoping exercise for the use of Maritime Autonomous Surface Ships (MASS)
 - Mandatory instrument and/or provisions addressing safety standards for the carriage of more than 12 industrial personnel on board vessels engaged on international voyages.
- 1.16** Domestically, we will engage collaboratively with key stakeholders on the development of safety and technical policies and standards.
- 1.17** HM Coastguard's national SAR network, comprised of the National Maritime Operations Centre and other Coastguard Operations Centres, will provide:
- search and rescue coordination;
 - vessel traffic monitoring (VTM);
 - counter pollution response;
 - maritime safety information;
 - accident and disaster response; and
 - support to maritime security.
- 1.18** Following the transfer from the RAF of responsibility for the detection and handling of emergency distress beacons, we will upgrade the Mission Control Centre (MCC) system that underpins this work. This will enable the MCC to receive signals from the new MEOSAR satellites that support the global emergency beacon system administered by COSPAS SARSAT.
- 1.19** With the transition to the SAR(H) programme now completed, our attention will switch to a post-implementation review and the benefits realised. We will consider how to best use existing and new technologies to deliver aviation services. A pan-Government aerial surveillance solution will be sourced and implemented by the MCA this year. The UK Search and Rescue Second Generation (UKSAR2G) programme has started with innovation and collaboration as its central themes. Our vision for aviation is to be the best value-for-money provider of civilian Government aviation services.


- 1.20** We encourage people from across their communities to volunteer for the Coastguard Rescue Service. We will be investing to deliver more effective alerting, tasking and responding for our 3,500 volunteer Coastguard Rescue Officers, as well as proactive recruiting to fill vacancies. Our technical rescue equipment is first in class, and we are now expanding our capabilities to support National Flood Response.
- 1.21** We will enhance our commercial responsiveness with increased customer focus and the flexibility to meet the demands of industry. We will recover costs from users of our services where appropriate and explore commercial opportunities to generate revenue, so that taxpayers receive value for money.
- 1.22** We value working relationships with the Devolved Administrations of the United Kingdom and will keep them informed of our work. A memorandum of understanding (MoU) sets out how we consult with Scottish government ministers about the Agency's strategic priorities in Scotland.
- 1.23** Following the national exercises Dragon, Grey Seal and SHEN, we will review the results and apply the lessons learned. More widely we will lead the selection of a new national contractor to manage the national equipment and dispersant stockpiles and to deploy the capabilities where needed. They will introduce the newly developed UK Oil Spill Responder Standard, supported by the Nautical Institute and the Offshore Petroleum Regulator for Environment and Decommissioning. This will enable closer oversight and monitoring of both UK Accreditation bodies and the commercial responder organisations.
- 1.24** We will support the next phase of the Implementation of IMO Instruments Code work, focusing on pollution prevention, preparedness and response within the UK's Overseas Territories. We will continue to work closely with UK Port and Harbour Authorities to ensure that their contingency planning for marine pollution response remains effective, sustain our delivery training in oil spill response to the UK's Local Authorities and sustain the commitment to timely and effective marine response within the UK EEZ.
- 1.24** We will promote safe navigation in ways that include:
- UK Civil Hydrography Programme;
 - UK Marine Weather Service (including the Shipping Forecast) and NAVTEX;
 - SafeSeaNet vessel traffic reporting;
 - Port Marine Safety Code health-checks;
 - Vessel traffic service (VTS) audits & training accreditation;
 - Advice to the devolved marine licensing authorities;
 - Oversight of the maritime radio spectrum, standards and systems.
- 1.25** We are enhancing our understanding of the role, impact and technologies associated with smart shipping and unmanned systems. We will support the associated revision of relevant domestic and international regulation, as well as identifying benefits to the Agency.


- 1.26** EU Exit presents an unprecedented opportunity to shape our own future. The UK and the EU have a common interest in our citizens and businesses continuing to benefit from the opportunities created by an increasingly connected world. As such, we are seeking a future partnership that will allow the continuation and enhancement of connectivity for transport operators and users, while maintaining high levels of safety, security and environmental protection. Nevertheless, we must take the responsible approach and prepare for all outcomes. The MCA is playing a key role in these preparations, from both a planning and implementation perspective. In order to ensure that functions and processes across maritime are effective post-Exit, new and revised legislative frameworks are required. The Agency is working closely with partners in Whitehall to identify and implement agreed solutions.
- 1.27** We continue to face a dynamic environment whereby our workload has increased through growth of our Agency. Meeting this demand puts pressure on our manpower resources but we continue to apply strict discipline to our personnel numbers and ensure that they are managed in accordance with HM Government spending rules. We are committed to making the best use of our resources; our efficiency planning ensures that we are identifying and realising efficiencies that improve the effectiveness of our services.

Plans for 2018 to 2019



We will measure our progress using the following Key Performance Indicators.

Category	MCA measure	2018/19
MCA Digital Strategy	<p>Transitioning to digital technology, we will improve the way we deliver a range of our services. This year we will provide online access to our customers in the following areas:</p> <ol style="list-style-type: none"> 1. A new online ship registration system (WAVES) will be introduced by 2. Following a series of incremental releases throughout the year, services for seafarer training and certification (SRS) and approved doctor's services (ADIS) will be available to customers by December 2018, with final system improvements and enhancements complete by March 2019 3. The mission-critical Radio Network Infrastructure Replacement contract will be let by 	<p>30 June 2018</p> <p>31 December 2018</p> <p>28 February 2019</p>
Our services 	<p>Search and Rescue</p> <p>Our Maritime and Aeronautical Controllers will review all missions in the distress and alert phase, assess their response, provide guidance where it is needed, and make sure that a mission coordinator is assigned to all distress and alert incidents within 30 minutes of the start of the incident, in line with the relevant standard operating procedure in</p> <p>We will review 10% of incidents to which the national SAR network has responded to assess out compliance with Mission Conduct protocols and the effectiveness of outcomes. We will also seek feedback from stakeholders and learn any appropriate lessons for future operations</p> <p>The technical availability of the national SAR network will be at least</p> <p>SAR Helicopters will be available to launch from each base location for at least</p>	<p>90% of all cases</p> <p>10% of incidents</p> <p>98% of the time</p> <p>98% of the time</p>

	<p>Aviation</p> <p>Post Implementation Review of SAR(H). We will review the outputs of SAR(H) to inform the successor programme by</p> <p>Pan-Government Aerial Surveillance. We will let a five-year pan-Government aerial surveillance contract by</p> <p>Specialist aviation development. We will introduce new Boeing 737 aircraft to provide counter pollution spray services by</p>	<p>31 December 2018</p> <p>31 December 2018</p> <p>31 May 2018</p>
<p>Our services</p> 	<p>UK Ship Register</p> <p>Focus UK Ship Register (UKSR) marketing on quality owners and quality vessels so that the average age of 90% of the internationally trading UK flag ships greater than 500 Gross Tonnage is</p> <p>We will use our professional knowledge and expertise to implement recommendations of the Maritime Growth Study to promote the UK Ship Register brand, deliver enhanced customer service and significantly grow the fleet towards 30m GT</p> <p>In order to achieve the increase of 30m GT, we would expect to see a growth of 1.9m GT by</p> <p>Pollution Incident response – Counter Pollution and Salvage Officer engaged in incident response within 10 minutes of activation and, where appropriate, other specialist counter pollution support personnel engage within 30 minutes of incident activation in at least</p> <p>To demonstrate that the UK operates a quality flag and therefore reduce the frequency of inspections of UK flagged vessels by other flag states we will deliver UK Flag State performance that ensures a position at the top end of the Paris MOU White list</p>	<p>10 years or less</p> <p>by 2023</p> <p>31 March 2019</p> <p>95% of cases</p> <p>Positioned in the upper quartile of the White List</p>

Changing our Agency






Survey and Inspection Transformation (S&IT) Programme:

We will successfully implement the following milestones contributing to the UKSR Growth Agenda:

- | | |
|--|-----------------------------------|
| 1. We will deliver the S&IT programme's estate transformation in line with Government estate objectives by closing of Marine Offices at Harwich and Orpington by

The Norwich Marine Office will be closed, and the rationalisation of offices will then be complete by | 31 October 2018 |
| 2. We will deliver the tools to measure customer feedback and create a baseline for measuring customer satisfaction by | 31 March 2019 |
| 3. Phase 2 of the SITP recruitment process will be completed by | 31 December 2018 |
| 4. To meet the European Directive requirement for Port State Control, designed to check the safety of foreign flagged ships calling in UK ports. We will inspect sufficient ships arriving in UK waters to meet our inspection share target of 1590, inspect at least 95% of all Priority I high risk ship arrivals inspect, 90% of all Priority I non-high-risk ship arrivals and at least 70% of all Priority I arrivals calling at UK ports and anchorages. | 31 March 2019
31 December 2018 |
| 5. To demonstrate that we are fulfilling our statutory obligations under the STCW Convention and improve customer service to seafarers we will undertake 4750 STCW oral exams. We will ensure that for 95% of oral exam candidates we will offer an exam at an MCA venue within 21 days from request | 31 March 2019 |
| 6. In order to ensure the safety of the travelling public and those working on UK Fishing Vessels we will undertake 230 domestic passenger ship inspections and 1083 fishing vessel inspections | 31 March 2019 |
| 7. In collaboration with industry, in particular the Fishing Industry Safety Group (FISG), the MCA will work towards delivering the objective of eliminating all preventable fatalities to fishermen by 2027, and establish a downward trend in the number of fishing vessels accidents by | 31 December 2020 |

<p>Meeting our customer needs</p> 	<p>Customer Satisfaction Encourage the completion of online satisfaction surveys on the Registry of Shipping and Seafarers and Seafarer Certification Services with a positive response rate (the total number of responses indicating agree & strongly agree to the overall satisfaction question) of</p> <p>Provide a response to Parliamentary Questions within due date (24 hours)</p> <p>Provide a response to Freedom of Information requests within 20 working days in</p> <p>Provide a response to Member of Parliament correspondence within 8 working days in</p> <p>Provide a response to Official correspondence within 20 working days in</p> <p>Payment of invoices within 5 working days in</p>	<p>85% and above</p> <p>100% of cases</p> <p>93% of cases</p> <p>100% of cases</p> <p>80% of cases</p> <p>80% of cases</p>
<p>Financial responsibilities</p> 	<p>Agency Finance MCA will deliver within the budgets as published in the Main Estimate and Supplementary Estimate. MCA Finance will also deliver any other targets set by Department</p>	<p>Meet set targets</p>
<p>Sustainable Development</p> 	<p>The MCA will meet or exceed all targets as set out in the Policy Paper “Greening Government Commitments (GGC)</p> <p>By 2020 the MCA will have reduced greenhouse gas emissions against its 2010 baseline by</p> <p>By 2020 the MCA will have reduced the number of domestic business flights against its 2010 baseline by</p>	<p>by 2020</p> <p>32%</p> <p>30%</p>

Moving our culture forward	<p>Workforce Ensure average number of working days lost to sickness absence does not exceed 7 days per FTE.</p>	31 March 2019
	<p>Investors in People (IIP) We will secure accreditation to the more-demanding Silver Award level of the IIP standard based on our reassessment scheduled for October 2018</p>	31 December 2018
	<p>The MCA will increase its overall engagement score as measured in the annual Civil Service People Survey to at least 68%, further cementing its position as a high performing organisation, by</p>	31 December 2020
	<p>All staff will have attended a Respect Workshop to encourage improved behaviours and increase awareness of the values enshrined in the Civil Service Code by</p>	31 October 2019
	<p>The level of bullying and harassment reported in the Civil Service People Survey will be no higher than that recorded for the Civil Service as a whole, and there will be increased levels of confidence that action has been taken by</p>	31 December 2020
	<p>Apprenticeships The MCA will achieve the wider Government target of 2.3% of its workforce being made up of apprentices by</p>	31 March 2019
	<p>Declaration Rates The declaration rate for all protected characteristics for the Agency's workforce will be at least 80% by</p>	31 March 2019
	<p>Female Recruits By 31st March 2020 the Agency will have increased the number of women in more senior roles (SEO-SCS) by at least 10% above current numbers by implementing a range of initiatives and interventions. This will work towards reducing the Agency's gender pay-gap.</p>	31 March 2020
	<p>Management & Leadership Development 80% of all People Managers/Leaders will have completed or will be participating in management & leadership development by</p>	31 March 2019
	<p>BAME Representation With a particular emphasis on HM Coastguard roles, move towards black and minority ethnic representation rates that reflect the proportion of BAME individuals in the local working-age population in each of our major locations by</p>	31 March 2021

Delivering the plan



Changing our Agency



- 3.1** We will continue to work collaboratively to grow the maritime sector in the UK and ensure that it continues to contribute positively to the economy. The Maritime Growth Study identified that the sector would change. Following a review of the Growth Study, it was felt that there would be real value in developing a single “Maritime 2050” strategy, and with it identify the opportunities that will ensure that the UK remains a world class maritime centre. The new UKSR strategy will enable us to grow the flag and undertake focused marketing activities which will attract new quality vessels to the flag.
- 3.2** The Survey and Inspection Transformation Programme (SITP) has delivered significant changes to the Marine Office organisational structure and Marine Surveyors have new contracts, Terms and Conditions, enabling weekend working, out of hours working and flexible deployment which will improve efficiency and enable us to better meet the needs of customers. 2018/19 will see us opening new office in Colchester, the closure of Harwich, Norwich and Orpington Marine Offices and re-locating Plymouth Marine Office to a permanent site in Devonport. We will introduce new efficient and more digital ways of working.
- 3.3** We will improve our online customer services and modernise our IT to a modern, digital working environment. Continuing to use cloud-based services, we will encourage and support collaborative document management, remote working, greater information sharing and increased connectivity. We will introduce major improvements to our ship registration system, seafarer training and documentation, medical examination system and vessel identification for the benefit of our customers – putting the customer at the heart of the process and introducing real improvements to service delivery.

- 3.4** Managed through the Foreign and Commonwealth Office Conflict Stability and Security Fund, we will support the UK Overseas Territories (OT) to manage the risk of contingent liability and improve compliance with international obligations. The Maritime Obligations and Reduction in Contingent Liabilities project will provide legislative drafting assistance to the Attorney General’s Offices, improve coastal State capabilities and offer technical assistance. To further support coastal State obligations, the SAR Capability project will act on the findings of the reviews undertaken last year and deliver a series of training events and, working with the MOD’s Security Needs Assessment project, scope initial asset requirements. Supported by Department for Environment, Food and Rural Affairs, and the Marine Management Organisation, the MCA will also provide an in-depth review of pollution response capabilities within the OTs as the first step to improve their preparedness for a pollution incident.
- 3.5** Fishing remains the most dangerous industry in the UK. The MCA is committed, through the Fishing Industry Safety Group (FISG), to improving the safety of the Industry. The FISG Strategy aims to eliminate preventable deaths by 2027, by addressing the three main causes of fatalities, man overboard, stability and accidents to persons.
- 3.6** In 2017, MCA implemented new Codes of Practice, assisted Industry to develop a Safety Management System for fishing vessels and provided funding for safety training. In the future, MCA intends to implement ILO 188, which will require mandatory Personal Flotation Device (PFD) wear and extend health and safety requirements to share fishermen, will develop stability criteria for small fishing vessels and continue to work with FISG partners, using behavioural insights, to provide safety education, training and guidance for fishermen.

Our services



- 3.7** We will support wider Government and DfT initiatives such as the deregulation agenda, realising improved efficiencies and encouraging innovation within our area of responsibility. This will allow us to maximise the effectiveness of our services on behalf of our full range of stakeholders. We will maintain our leadership of the Red Ensign Group, including through high-level discussion with other Government Departments and international agencies, ensuring that we provide clear direction for all its members and collectively improving the performance and good reputation of the UK flag.
- 3.8** On average, 400 people drown in the UK each year, with a further 200 people committing suicide on our waters. We continue to support the National Water Safety Forum (NWSF) strategy to halve accidental drowning fatalities in the UK by 2026. Coastal Operations will work with water safety partners at a local level, to engage with their communities, by sharing resources and providing consistent messaging to raise the public’s awareness of risks in, on and around the water.

3.9 The MCA Customer Charter sets out our commitment to customers and our relationship with them. We will lead the way in providing digital services to our customers by improving our fleet management system, seafarer documentation system and the small ships register

3.10 Following the successful implementation of our new Health and Safety strategy and internal audit's confirmation of the Agency's substantial compliance with it, we will continue to improve performance in this area by embedding and monitoring specific health & safety objectives in Directorate Strategic Implementation Plans (SIPs).

MCA Sustainability



3.11 In accordance with the Greening Government commitments (GGC) framework we will continue to reduce the Agency's impact on the Environment using our five-year strategy to meet the GGC targets by 2020 in support of the overall plan for the Department for Transport. All areas of the Agency will consistently and collaboratively monitor and record data while supporting the necessary cultural and behavioural shifts required.

Taking Forward our People and our Culture



3.12 The continuous development of our staff is central to the success of the Agency and we are committed to supporting their learning by promoting at least five days of learning for each employee annually. Alongside the professional and technical development of our marine surveyors and coastguard officers we continue to roll out PROPEL, our suite of management development offerings leveraging apprentice training schemes, and Growing Potential, our early stage talent programme. We also encourage managers to have frequent career conversations with their direct reports and to also implement succession development plans for all key roles. Drawing on an improved Civil Service Learning (CSL) service, we are determined to promote and support learning, development and growth in all parts of the Agency. In line with the DfT's commitments to inclusion, the MCA will design its recruitment campaigns with the aim of widening our current talent pool through targeted attraction strategies.

3.13 The Way We Work (TW3) is the Government's Smarter Working strategy. Its aims are to modernise ways of working by embedding flexibility in the way people work which provides individuals with considerable advantages while also delivering benefits to the organisation through increased productivity and staff engagement. In recognition of this, the MCA is committed to transforming the working environment for our staff by providing modern work spaces, policies, tools and flexible working practices within which all staff are trusted to deliver based on a results-focused approach. This is known as the MCA Smarter Working Project and it is being delivered by focusing on four key areas:

- **People.** In the modern workplace we no longer need to be tied to the desk. Smarter working is about giving everyone choices about how and where they work, helping them to achieve a better work life balance whilst at the same time improving productivity and effectiveness.
- **Space.** By introducing modern office layouts and a variety of furniture we will optimise space, maximise capacity, encourage collaboration and make the environment an exciting place to work.
- **Process.** By providing managers and employees with clear overarching guidance on putting smarter working principles into practice, directorates and departments can tailor and optimise process to maximise effect.
- **Technology.** By ensuring that everyone has the right tools for the job including flexible and mobile technology, modern, relevant applications and improved connectivity jobs can be done from virtually anywhere. This will enable us to react more quickly, to reduce travel costs and limit the time spent travelling to face to face meetings.

3.14 Participation in the 2017 MCA People Survey increased to 80%. Our staff engagement index score of 65%, was a 1% increase on the 2016 result. We have seen sustained improvement since the 55% score in 2011. The MCA is now ranked as a high performing civil service organisation and we are determined to continue to improve in this area. In response to continued concern that our level of reported bullying and harassment is above that of the Civil Service, we commissioned an independent study in 2017 and also had the benefit of an assessment against the Investors in People (IiP) standard. To address the consistent issues raised in each of these areas we have instigated new training for leaders and managers and we have trained and appointed Respect Ambassadors. All staff will attend Respect Workshops, and we are introducing Employee Engagement Groups to give staff a direct route for two-way communications with their senior leadership. These interventions will continue to develop an MCA shared culture firmly rooted in openness, personal integrity, teamwork, corporate collaboration, and excellent customer service, all underlined by our values of safety, professionalism, trust and respect.

3.15 We recognise our leading role in making the UK's waters and maritime activities safe, secure and economically productive. We are committed to improving our capabilities our systems and our services to our customers and the general public. This Business Plan will support the achievement of those goals

This page is intentionally blank

Annex



Statement of financial position	Forecast Outturn 2017/18 £ million	Business Plan 2018/19
Statutory fee income	-7.4	-7.7
Commercial fee income	-0.8	-0.8
Other income	-5.1	-2.2
Total income	-13.3	-10.7
Payroll staff costs	44.3	47.9
Helicopter	203.5	214.0
Navigational safety	5.6	4.6
ICT	17.6	15.6
SMaRT	14.2	15.5
Accommodation	12.8	11.8
Depreciation	9.4	13.5
Other expenditure	30.3	32.3
Total expenditure	337.7	355.2
Net Operating (cost)	324.4	344.5

Annex



Statement of financial position	Forecast Outturn 2017/18 £ million	Business Plan 2018/19 £ million
Statutory fee income	0.0	0.0
Commercial fee income	0.0	0.0
Other income	-0.5	-0.5
Total income	-0.5	-0.5
Payroll staff costs	5.6	6.3
Non pay	1.5	1.4
Accommodation	0.5	0.5
Audit fee	0.2	0.2
Total expenditure	7.8	8.4
Net Operating (cost)	7.3	7.9

Annex



Statement of financial position	Forecast Outturn 2017/18 £ million	Business Plan 2018/19 £ million
Resource DEL	331.7	352.4
Resource AME	1.0	1.0
Total resource and AME	332.7	353.4
Capital	19.5	11.95
Total capital	19.5	11.95
Statement of financial position		
Non-current assets		
Property, plant and equipment	87.8	93.0
Intangible assets	16.3	18.0
Trade and other receivables due after one year	4.2	4.2
Total non-current assets	108.3	115.2

Statement of financial position**Forecast Outturn
2017/18
£ million****Business Plan
2018/19
£ million**

Current assets		
Trade and other receivables	6.5	7.4
Cash and cash equivalents	0.6	0.3
Total current assets	7.1	7.7
Total assets	115.4	122.9
Current liabilities	-58.7	-53.5
Total assets (less current liabilities)	56.7	59.4
Non-current liabilities	-1.8	-1.8
Assets(less liabilities)	54.9	67.6
Tax payers' equity		
Public dividend capital		
Loans from the Secretary of State		
Government grants reserve		
General fund	37.5	47.2
Revaluation reserve	17.4	20.4
Total taxpayers' equity	54.9	67.6