



Maritime &  
Coastguard  
Agency

# Maritime & Coastguard Agency Business Plan 2022 - 2023

24 May 2022

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## Chairman's introduction



I am pleased to present the Maritime and Coastguard Agency Business Plan for 2022-2023. I was appointed by the Transport Secretary in April 2021.

With the easing of some restrictions following the Covid 19 Pandemic, we have returned to our full suite of ship survey and inspection activities and remain focused on delivering excellent customer services and supporting the shipping industry.

Looking ahead we face challenges and exciting opportunities including the implementation of this Agency's aviation strategy, playing our part in encouraging and enabling the industry towards zero carbon emissions from shipping, preparing the way to regulate the safety of autonomous shipping, and transforming seafarer training.

Noting the output from the COP26 Climate Change conference held in Glasgow in November 2021, we will offer our influence and skills to support the UK's transition to zero emission shipping from well to wake by 2050. We will provide technical expertise and aid the development of Green Corridors, positioning the UK as a world-leader in technological and regulatory development.

The new UK Shipping Concierge service was successfully launched at London International Shipping Week in September 2021. This innovative and exciting service has the full support of the Department for Transport and the Department for International Trade. The service gives customers the connections they need to make the most of the UK's shipping expertise, including Government support and financial and legal services. The Concierge Service, alongside changes to Tonnage Tax from April 2022, will unlock growth in the wider UK maritime economy. The overall offer to new and existing business customers should make the UK Ship Register an attractive proposition.

Throughout 2022 we will be proudly celebrating 200 years of HM Coastguard. Events are planned to reflect the history of the service and to highlight its role now and how it will evolve. We are investing in a modern infrastructure and the latest technology to support our search and rescue and counter pollution response capability. Our employees and over 3,000 community volunteers are committed to keeping our coasts as safe as we can and we are available 24/7, 365 days a year to respond to maritime and coastal emergencies.

Christopher Rodrigues CBE

Chairman

## Chief Executive's foreword



My continuing focus is on building strong leadership with the capability and capacity to deliver this plan. I want to make sure that the MCA is an inclusive organization that better reflects the communities it serves, and our employees and volunteers are motivated and engaged to do the right thing for our customers and our planet.

Our focus for this coming year and beyond is to show that we are the world's best performing flag and coastal state with a modern and progressive approach to how we regulate. We will do what we can with our partner organisations to reduce preventable fatalities at sea and around our coasts. Our work with the fishers throughout the nations of the United Kingdom, alongside the efforts of our volunteer Coastguard Rescue Officers to engage with the general public in their local communities about beach safety risks, supports elements of the Government's levelling up agenda. We will also use our networks and influence to support the goal of zero carbon emissions from shipping and promote growth of the maritime economy. Our work will contribute to the success of the Department for Transport's Maritime 2050 strategy and its Transport Decarbonisation Plan.

The UK Maritime Administration had a Member State audit by the International Maritime Organization in the autumn of 2021. The audit team were meticulous in their scrutiny of the UK Maritime Administration of which the MCA forms the major part. We can be hugely proud of the result which showed that our operations as a flag, port and coastal state meet our international obligations. The audit has highlighted the need for us to put into UK law some outstanding and relatively minor legal instruments and we will complete that work by 2023. We will also eliminate the legacy backlog of some outstanding Marine Accident Investigation Branch recommendations.

In the coming year we will award contracts for our aviation needs to support search and rescue and other activities. The contracts will include a mix of helicopters, planes and uncrewed drones. The new assets will improve our already first-class search and rescue service and future-proof our aviation capability.

We will continue collaborative working and communications with the RNLI, other water safety partners and local authorities on information for the general public about safe behaviours around our coasts.

Brian Johnson

Chief Executive

# Who we are and what we do

The Maritime and Coastguard Agency is an Executive Agency of the Department for Transport. Our vision is to be a world-leading organisation, accelerating the transition to sustainable shipping with non-negotiable safety standards. We put our people, our customers and our planet at the heart of everything we do. The vision drives our commitment to safer lives, safer ships and cleaner seas and our efforts to:

- produce legislation and guidance and provide safety checks and certification to ships and seafarers;
- provide 24-hour maritime and coastal emergency response throughout the UK;
- promote maritime safety, encourage growth, and protect the environment; and
- collaborate with the Department for Transport to deliver the Maritime 2050 Strategy.

## Why our work matters

We contribute to the wider Department for Transport's strategic priorities of growing and levelling up the economy, reducing environmental impacts, improving transport for the user and increasing our global impact. The MCA fulfils an essential safety role across the United Kingdom's maritime environment. Examples of our work include:

- HM Coastguard responding to more than 36,000 incidents;
- our Marine Surveyors carrying out more than 2,296 inspections and almost 3,000 surveys on United Kingdom registered ships; and close to 1,215 port state control inspections of foreign registered ships which can lead to around 27 ship detentions;
- setting standards to protect over 11,000 miles of coastline and being ready to respond to pollution incidents;
- encouraging safe behaviours from over 200 million coastal tourist visits;
- promoting and enforcing better safety and wellbeing amongst the 11,300 workers on 5,356 fishing vessels;
- facilitating the implementation of trials and projects, supporting regulation updates and driving forward change in industry in the uptake of innovative technologies that will lead to zero emission shipping by 2050.

We are responsible for implementation in the United Kingdom of the following 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);
- 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;
- International Convention on the control of harmful Anti-Fouling Systems on Ships (AFS) 2001;
- ILO 188 Work in Fishing Convention for the fishing sector, and
- ILO 188 Seafarers Identity Documents.

Our core responsibilities are:

- co-ordinating a 24-hour search and rescue service by HM Coastguard and all search and rescue helicopter operations throughout the United Kingdom;
- acting as lead authority and Category 1 responder for maritime;
- responding to emergencies under the Civil Contingencies Act 2004;
- preventing maritime pollution and responding to pollution events;
- monitoring vessel movement in United Kingdom waters and further offshore;
- supporting the Secretary of State's Representative for Maritime Salvage and Intervention (SOSREP);
- promoting and administering the UK Ship Register;
- promoting and enforcing compliance with maritime rules, regulations and best practice, making sure that legislation is proportionate for business and supporting innovation;
- undertaking the survey and inspection of United Kingdom registered ships;
- checking the safety and quality of ships and welfare, certification and training of seafarers operating under the Red Ensign;
- undertaking audit and providing assurance of the Red Ensign Group in accordance with international requirements and the United Kingdom's obligations;
- certificating independent survey organisations; and
- working with the Department for Transport on policy advice for Ministers.

We value working relationships with the Devolved Administrations of the United Kingdom and will keep them informed of our work. A memorandum of understanding sets out how we consult with Scottish government ministers about the Agency's strategic coastguard-related priorities in Scotland.

## Delivering for customers and the public

We remain committed to being commercially responsive and efficient, with flexibility and strong customer relationships. We continue to work with the Department for Transport to deliver the actions committed within the Maritime Safety Action Plan, and to achieve the relevant headline recommendations in the Maritime 2050 Strategy around the themes of;

- Infrastructure
- UK competitive advantage
- Environment
- Trade
- Security & resilience
- People
- Technology

Internationally, we will work alongside the Department for Transport and with the input of other government departments to represent the United Kingdom's interests at the International Maritime Organization (IMO), and other relevant bodies.

Domestically, we will work similarly to deliver on the ambitions set out in Maritime 2050 and its route maps. We will use formal and informal consultation to develop proposals, engaging collaboratively with stakeholders on safety and environmental policies and standards.

## Flag and coastal state responsibilities

As the United Kingdom's maritime regulator managing the UK Ship Register, we will responsibly regulate and support UK shipping and seafarers, listening to, managing and responding positively to customer expectations. We will proactively equip customers to meet their obligations, anticipate and lead change, and provide excellent customer service.

We will inspect foreign-registered ships visiting United Kingdom ports as part of the Port State Control regime. We will survey and inspect ships registered in the United Kingdom. We will encourage operators to maintain high quality vessels with consistent safety records, inspecting ships where concerns have been identified. Seafarers using our certification services can expect applications to be actioned in a timely manner. 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 continue to digitise and improve our customer service to seafarers.

We will maintain a professional, high quality response capability to any life-saving emergency in our search rescue region, and to any pollution incident in our Exclusive Economic Zone. We will also manage our sea space effectively, anticipating change and



being progressive in our outlook. We will work closely with port and harbour authorities on the effectiveness of their contingency planning for marine pollution response. We will deliver training in oil spill response to local authorities, and provide a timely and effective response to emergencies within the United Kingdom's Exclusive Economic Zone. We regularly hold exercises to test our preparedness for maritime pollution scenarios.

We will promote safe navigation in ways that include:

- the Civil Hydrography Programme;
- the Marine Weather Service (including the BBC Shipping Forecast) and NAVTEX;
- the UK vessel traffic reporting regime;
- running the UK Long Range Information Tracking Data Centre;
- Port Marine Safety Code health-checks;
- vessel traffic service audits and training accreditation;
- advice to the devolved marine licensing authorities; and
- oversight of the maritime radio spectrum, standards and systems.

## Encouraging and enabling the decarbonisation of the maritime industry

We will facilitate coalitions to encourage and enable the decarbonisation of shipping to zero emissions (from well to wake) by 2050.

We will support the development and implementation of emerging technologies. We will use our involvement in the international and domestic arenas to encourage and enable the Maritime sector to prepare for decarbonisation.

We will support the Department for Transport in its policy development and delivery of the maritime commitments in the Transport Decarbonisation Plan.

In collaboration with others, we will develop a regulatory framework that enables, supports and promotes innovation both in terms of decarbonisation and the challenges of safe autonomous shipping.

## Unlocking sustainable growth in the maritime economy

We will leverage our networks, reputation and knowledge to grow the UK maritime economy, supporting existing UK maritime businesses, encouraging business to base operations in the UK, and to use this country's professional services and expertise.

We will work with the Department for International Trade to promote the UK Shipping Concierge Service designed to help companies make the most of the excellent maritime services available in the UK.

We will work with industry to develop a maritime training system that can deliver the next generation of seafarers to meet the nation's economic and strategic requirements in line with the targets set out in Maritime 2050, taking account of new and emerging technologies.

## Reducing preventable fatalities at sea and at the coast

We will continue to focus on safety in the commercial fishing industry and support the Fishing Industry Safety Group in their drive towards zero fatalities by 2027. We will use concentrated inspection campaigns and enforcement action to improve safety compliance.

Our Coastguard Joint Rescue Coordination Centre and Maritime Rescue Coordination Centres around the United Kingdom, will provide:

- search and rescue coordination;
- vessel traffic monitoring;
- counter pollution response;
- maritime safety information;
- accident and disaster response; and
- support for maritime security.

The Coastguard will continue to operate the United Kingdom's Mission Control Centre system, detecting and responding to Emergency Distress beacon alerts in our area of responsibility, and any United Kingdom-registered beacons worldwide.

The Radio Network Infrastructure Replacement Programme is well underway. We are on track to have the design and build phase concluded by 2024.

We will further develop our capabilities of support to the government and partner organisations in relation to all maritime security operational issues. We will continue to play a part in the National Maritime Information Centre. We will enhance our contribution to civil contingencies and resilience activity through our wider engagement with Local Resilience Forums and cross government groups.

The use of planes and helicopters is a valuable part of Coastguard response. Coastguard planes and helicopters rescue thousands of people every year and support other public bodies gathering evidence of anti-competitive and illegal activity at sea. A new contract delivering these services building upon the success of the current arrangements will be awarded in Spring 2022.

We will support Maritime Safety Week in July 2022 to champion safety messages, which will also feature prominently in our year-long celebrations of the 200<sup>th</sup> anniversary of the establishment of the Coastguard.

## Environmental sustainability

In accordance with Greening Government Commitments, we will reduce the Agency's impact on the environment. Using modern communications tools, we will reduce our overall travel footprint.

The MCA will explore all options available for acquiring zero-emission vehicles to meet the government's target date of 2027.

# Plans for 2022 to 2023

## Best performing coastal state

### By March 2023:

- The response to all Maritime and Aeronautical incidents in the distress phase will be reviewed by an operational supervisor within 30 minutes of the distress alert being received or a distress phase being declared by HM Coastguard in 90% of all cases.
- Coastguard Rescue Service (CRS) teams will be available for duty, not stood down or otherwise unavailable for tasking, 98% of the time.
- We will review 10% of incidents to which the national SAR network has responded to assess our 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 in 10% of all incidents.
- Search and Rescue Helicopters will be available to launch from each base location for at least 98% of the time.
- Aerial Surveillance – available to reach anywhere within the Exclusive Economic Zone within 120 mins from launch 95% of the time.
- Counter Pollution and Salvage Officer will engage 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 95% of cases.
- Award the new UKSAR2G contract/s.

## Reduce preventable fatalities on the coast, and at sea

### By March 2023:

- We will launch the HM Coastguard external website for safety and other messaging.
- To support the safety of the travelling public and those working on UK Fishing Vessels, we will undertake 230 domestic passenger ship inspections and 1302 fishing vessel inspections.
- In collaboration with industry, in particular the Fishing Industry Safety Group (FISG), and other Government Departments (including the devolved administrations), we will work towards delivering the objective of eliminating all preventable fatalities to fishermen by 2027 and see a reduction in the 3-year rolling average of fatalities.

## Be the world's best performing flag state

### By March 2023:

- We will introduce dynamic digitised processes for seafarers.
- We will deliver an on-line seafarer certification service for customers.
- We will improve our customer satisfaction survey scores.
- 95% of candidates will be offered an exam at an MCA venue within 21 days of a request.
- Focus UK Ship (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 has an age of 10 years or less.
- We will conduct 10 inspections of ports, ferries and cruise ships to ensure compliance with passenger rights conventions.

### By December 2022 :

- To demonstrate that the UK operates a quality flag and to reduce the frequency of inspections of UK-registered vessels by other flag states, we will maintain the UK's position in the upper quartile of the Paris Memorandum of Understanding White-List.
- To meet our international obligations for Port State Control, we will inspect 1215 ships overall, inspect at least 95% of all Priority I high risk ship arrivals, 90% of all Priority I non-high risk ship arrivals and at least 50% of all Priority I arrivals calling at UK ports and anchorages by 31 December 2022

## Be a progressive regulator

Eliminate the backlog of maritime legislation derived from meeting our international convention obligations and outstanding MAIB recommendations by 31 March 2023.

## External obligations

### By March 2023

#### **Parliamentary Questions**

100% of Parliamentary Questions will be responded to within 24 hours

#### **Freedom of Information Act**

At least 93% of Freedom of Information requests will be responded to within 20 working days.

#### **Ministerial Correspondence**

100% of Member of Parliament Correspondence will be provided with a draft response within 3 working days.

#### **Official Correspondence**

At least 80% of Official Correspondence will have a draft response within 20 working days.

#### **Prompt Payment**

We will pay at least 80% of all invoices within 5 working days

### By December 2022

#### **Greening**

Meet the Government Fleet Commitment of 25% Ultra-Low Emission Vehicle (ULEV) car fleet.

# Annex A

## Programme

Statement of Comprehensive Income	Forecast Outturn 2021/22 £ million	Business Plan 2022/23
Statutory fee income	-9.3	-11.9
Commercial fee income	-0.6	-1.3
Other income	-4.3	-3.3
<b>Total income</b>	<b>-14.2</b>	<b>-16.5</b>
Payroll staff costs	59.2	65.4
Helicopter	209.0	209.8
Navigational safety	7.6	7.2
ICT	15.6	16.2
SMaRT	12.2	20.5
Accommodation	11.9	13.9
Depreciation	60.3	70.0
Other expenditure	2.2	26.0
<b>Total expenditure</b>	<b>378.0</b>	<b>429.0</b>
<b>Net Operating (cost)</b>	<b>363.8</b>	<b>412.5</b>

# Annex B

## Admin

Statement of Comprehensive Income	Forecast Outturn 2021/22 £ million	Business Plan 2022/23 £ million
Statutory fee income	0.0	0.0
Commercial fee income	0.0	0.0
Other income	-0.1	-0.5
<b>Total income</b>	<b>-0.1</b>	<b>-0.5</b>
Payroll staff costs	5.4	5.9
Non pay	1.5	2.1
Accommodation	0.6	0.6
Audit fee	0.2	0.2
<b>Total expenditure</b>	<b>7.7</b>	<b>8.8</b>
<b>Net Operating (cost)</b>	<b>7.6</b>	<b>8.3</b>



# Annex C

## Resource departmental expenditure limits

<b>Budget Settlements</b>	<b>Forecast Outturn 2021/22 £ million</b>	<b>Business Plan 2022/23 £ million</b>
Resource DEL	371.5	350.8
Resource AME	1	13.5
<b>Total resource and AME</b>	<b>372.5</b>	<b>364.3</b>
Capital	35.9	100.3
<b>Total capital</b>	<b>35.9</b>	<b>100.3</b>

# Annex D

## Balance sheet

Statement of financial position	Forecast Outturn 2021/22 £ million	Business Plan 2022/23 £ million
<b>Statement of financial position</b>		
<b>Non-current assets</b>		
Property, plant and equipment	279.3	300.3
Intangible assets	19.6	19.0
Trade and other receivables due after one year	5.1	5.0
<b>Total non-current assets</b>	<b>304.0</b>	<b>324.3</b>
<b>Current assets</b>		
Trade and other receivables	6.2	5.7
Cash and cash equivalents	1.8	1.6
<b>Total current assets</b>	<b>8.0</b>	<b>7.3</b>
Total assets	312.0	331.6
Current liabilities	-92.3	-46.1
Total assets (less current liabilities)	219.7	285.5
Non-current liabilities	-145.4	-191.6
Assets (less liabilities)	74.3	93.9

<b>Tax payers' equity</b>			
Public dividend capital			
Loans from the Secretary of State			
Government grants reserve			
General fund		60.6	79.7
Revaluation reserve		13.7	14.2
<b>Total taxpayers' equity</b>		<b>74.3</b>	<b>93.9</b>



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