



Maritime &
Coastguard
Agency

Safer lives,
safer ships,
cleaner seas

Business Plan



2025 to 2026

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Chief Executive's foreword

MCA's mission statement of safer lives, safer seas, safer ships has arguably taken on a whole new meaning as the world has altered so dramatically over the last few months.

We are conscious of the heightened responsibility to safeguard the supply lines for the UK through shipping through our work to make vessels safe, map our seabed and provide effective shipping forecast and vessel traffic management systems all around our coast. Our ability to respond to rescue, to provide counter pollution response and salvage coordination stands ready, along with all of our maritime experts, to protect the UK.

Key to protection of the national interests is our contribution to economic growth and so in this business plan, the maritime industry and the general public can see that we

are creating new services to support our customers as never before and ensure the UK's place globally in driving innovation and securing investment.

In this innovative space, our carbon goals will begin to take shape. The MCA will roll out the most modern seafarer training syllabus in the world this year and we have enhanced our engagement with seafarers to ensure that we are meeting their needs as they are at the centre of protecting the UK.

Additionally, as part of the government's maritime decarbonisation strategy MCA will lead the way with industry, both with our UK Maritime Innovation Hub and with the majority of the UK domestic Flag, as they consider commercial options for their businesses in fleet capability.

We are working closely with industry

to provide the proactive support needed to secure the broader inward investment which will benefit organisations and our state.



Central to our commission at the MCA is our relationship with the Overseas Territories and Crown Dependencies. In this work our reach extends far beyond the 11,000 miles of coastline in the UK. Given global uncertainty we will move yet closer to our maritime administrations in these jurisdictions as we together seek examination and influence at the IMO. In that work, the MCA will ensure that the technical expertise provided to the PRIMO and the DfT more broadly is dedicated to the national interest and agreed global



priorities such as responding to climate change and security challenges.

We are planning to provide additional focus to support our Critical National Infrastructure in the UK through our planning permission work on windfarm expansion, our port marine safety code support for ports in the UK and through HM Coastguard proactive engagement and response.

Over the coming year, HMCG through its full-time staff, supported by over 3,000 volunteers working from 295 locations across the United Kingdom, will continue to respond to those in distress on our cliffs, shoreline and in our seas. HMCG will focus on the development of our technical training to ensure that all of our teams continue to deliver the highest level of professional service. In addition, we will continue to exercise and train with other emergency services and the 30,000 other volunteers that make up the United Kingdom's search and rescue community. Around the coast, the 46 landing points that would be utilised

for mass rescue operations will also be reviewed as we seek to ensure our ability to respond to major events at sea. To protect the marine environment, our counter pollution response team will utilise learning from major events in 2024-25 to enhance our capability and capacity, including also developing the knowledge and understanding of resilience partners with regard to a maritime pollution incident.

At MCA we recognise the ambition and challenge in our plans but with 200 years of history in times of need and danger we stand not only ready but energised to serve.



Virginia McVea
Chief Executive

Chair's foreword

The Maritime and Coastguard Agency's (MCA) Business Plan for 2025-2026 summarises our operational goals and wider developments planned for the year ahead.

His Majesty's Coastguard continues to see year-on-year increases in demand - rescuing those in distress on our coast and at sea, and responding to emergencies caused by extreme weather, flooding and requiring maritime counter-pollution measures. 'Small boat crossings' in the English Channel also continue to place considerable pressure on our emergency services, working in conjunction with Border Force and other partners. In the year ahead we will therefore continue the transition to our Second Generation Search and Rescue aviation service, strengthen our Coastguard Rescue Service, and deploy new technologies to underpin agile, resilient and efficient coastguard operations.

We remain committed to our seafarers and will work with industry and training providers and colleges to ensure new regulations, standards and skills pathways meet the sector's needs, now and in years to come. We will also play our part in safeguarding seafarers' and passengers' rights, in accordance with law.

The MCA's work ensures that ships relied upon by the UK economy meet international and domestic safety standards. To achieve this, we will continue to inspect foreign ships in our ports and will survey and certify UK-flagged ships wherever they operate worldwide. Our specialist Survey and Inspection and Technical Services teams are the foundation of this work, and in the coming year we will implement various measures to optimise the use of their deep expertise.

Over the next reporting year the MCA will also introduce enhanced digital solutions for our customer-facing

services and processes - which will provide improved self-service and automated customer services in the Seafarer Certification, Vessel Survey and Vessel Registration.

The work of the MCA reaches well beyond the UK, and we will continue to work closely with the Crown Dependencies and Overseas Territories to ensure robust safety standards and compliance with the IMO Instruments Implementation Code across the whole Red Ensign Group. We also support the Recognised Organisations (Class Societies) registered with the UK Flag and in their work helping ensure Red Ensign Group flags are compliant with IMO regulations. Together we will work to strengthen our international presence in setting maritime standards. Our technical experts will be represented at the IMO and will explain and advocate for proportionate international standards.

Finally, the MCA plays an important role in supporting decarbonisation of the maritime sector, and we will work with industry and innovators to support a safe transition. The Department for Transport recently published a Maritime Decarbonisation Strategy. In support of this - and of wider technological shifts such as maritime autonomy - in the coming year the MCA will develop an Innovation Hub to keep the UK at the forefront of trialling and future-facing regulation of maritime innovation.



Lord Stevens
MCA Chair

Who we are and what we do

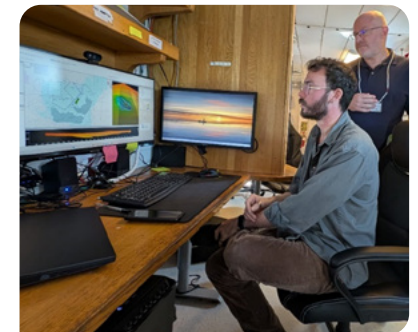
The Maritime and Coastguard Agency (MCA) is the UK's principal civil maritime organisation. We are dedicated to protecting the public and those working at sea, ensuring the safety and security of vessels, and preserving the UK's marine environment.

Our core mission is to deliver safer lives, safer ships and cleaner seas.

We are dedicated to optimising safety and working on issues vital to the future of a thriving UK maritime sector. We respond to marine incidents, help those in distress and save lives. In ensuring a thriving maritime sector and supporting economic growth we set appropriate safety standards, prepare for decarbonisation and promote and enhance seafarer well-being.

In our maritime safety work, we are:

- the UK's only national 24/7 emergency response service. HM Coastguard coordinates the response to those in distress at sea, at the shoreline and on cliffs for the entire 11,000 miles of UK coastline and over one million nautical square miles of the UK Search and Rescue Region.
- the initiator of UK maritime safety guidance, interpreting regulation for industry and enforcing standards for ship safety, security, pollution prevention, and seafarer health, safety, and welfare; contributing to unlocking sustainable growth in the UK maritime economy. We are also a leading contributor to international maritime safety regulation.
- the maritime safety regulator for the UK. We provide guidance to industry on regulation set by government and carry out vessel inspections to ensure shipping safety. The UK relies on shipping for about 85% of our imports and exports [1].
- monitoring that vessels used around the UK comply with internationally agreed safety standards. We ensure compliance through regulatory oversight, as well as the survey and inspection of both UK-flagged vessels operating along the UK coastline and on international voyages, and foreign-flagged vessels calling at our ports. We work to ensure the safety of passenger ferries all around the UK, recognising the importance of lifeline services to remote communities and their impact on connectivity.
- working to ensure safe navigation by continuously mapping the seabed, collaborating with the UK Hydrographic Office to provide navigational warnings and critical maritime safety information, and partnering with the Met Office to deliver accurate shipping forecasts.



[1]DfT Analysis of HMRC customs data

Future ambition

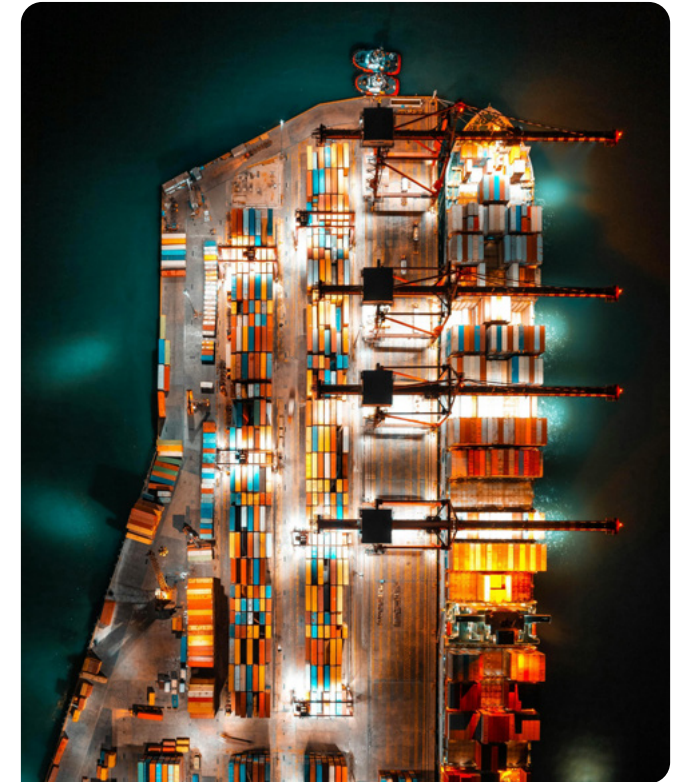
The MCA is working on a series of ambitious issues vital to the future of the maritime sector. This recognises both the challenges of the need to rethink regulation and drive growth.

This business plan sets out how the MCA's work will meet these challenges. That work includes decarbonisation, the future of navigation, autonomy, future fuels, the safety of new cargoes and fuels, and training the next generation of seafarers. With over 90% of everything that we use in the UK coming in and leaving by sea, as well as an essential mode of transport connecting people to and around the country, it is vital we do it as efficiently as possible and support sustainable growth.

We aim to facilitate decarbonisation and strengthen the UK Fleet. As the hub for marine technology information, the MCA advises the government on decarbonising our domestic fleet. We will work with the Department for Transport to ensure that regulations for designing, building and adapting vessels enable the transition to renewable energy sources.



We believe in creating an innovative environment among partners to advance maritime industry decarbonisation. As set out in the Department for Transport's Maritime Decarbonisation Strategy, we will play a key role in this agenda and plans to create a new UK Maritime Innovation Hub. The Hub will build on the MCA's existing strengths in working with industry, UK and international regulators and the International Maritime Organisation (IMO). We will assist investors and developers in creating green energy, through advising on proposed planned locations for windfarms or designing future vessels. We will ensure that there are processes for safely embedding digital and innovative services, including training and regulation.



We will support economic growth of the country through providing guidance on regulation and technical standards that improve efficiency of shipping, improved voyage optimisation, ensuring a highly skilled workforce, and providing inland flood response that bring local economies back to business as early as possible.

We will enhance our digital capabilities to improve our data and information management. This will support improvements in the deployment of rescue services, and survey and inspection services. We will improve the digital interface for customers to increase the speed and access to our services.

We will build on our unique access to data and technical expertise that monitors the seabed and analyses vessel traffic patterns to inform the development of green energy systems around the UK coastline as well as improving our navigation systems. We will use our data gathering capability to ensure that we have the ability and equipment to prevent if possible and otherwise respond to spills and incidents related to new fuels.

Using technology and data, we will ensure that our search and rescue services can respond efficiently to the pattern of increasing storms, flooding and irregular migration.

We will ensure that as we take future steps in the UK that we also support the Recognised Organisations (Class Societies) registered with the UK Flag. We will support the Recognised Organisations to ensure all Red Ensign Group flags are compliant with IMO

regulations and work together to strengthen our international presence in setting maritime standards. Our technical experts will be represented at the IMO and will explain and advocate for proportionate international standards.

The MCA is at the forefront internationally of developing training programmes to ensure that the seafaring workforce is equipped with the skills needed for a maritime industry that includes autonomous vessels, future fuels, and new navigation technologies. Our goal is to make this training fully accessible and flexible to keep pace with technological advancements in the sector.



MCA strategic aims

As an executive agency of the Department for Transport (DfT), the MCA is the body charged by government to ensure safety in maritime. The MCA has a key role in supporting the delivery of government priorities within a maritime context.

The MCA has identified 5 strategic aims for 2025 to 2026 which support the government's missions. **These aims can be summarised as follows:**



Our plans for 2025 to 2026



6.1 Protect

We will protect safety, working to remove obstacles and outdated regulations, and setting and enforcing standards to ensure shipping safety and that of the maritime environment.

The MCA’s main goal is to keep everyone safe at sea, including seafarers and travellers. We do this by making maritime laws and guidelines, and setting standards for ship safety, security, pollution prevention, and seafarer health, safety, and welfare. Our work ensures that the ships the UK economy relies on, meet international and domestic safety standards. We achieve this through regulations and by inspecting foreign ships using

our ports and surveying and certifying UK-flagged ships wherever they operate.

We focus on the safety of vessels providing lifeline services across the UK, recognising their importance to connectivity and the wider UK economy. We also ensure safe navigation routes, through our input to consultations on Marine Licence and Offshore Consenting and share safety information based on our ongoing work mapping the seabed, checking for changes in channels, and collaborating with the Met Office to keep the maritime industry operating safely.



Ref	Objectives for 2025/26	Milestones	Deadlines
P1	<p>Refreshed delivery of Regulatory/Legislative Programme in line with development of international conventions (primarily IMO and ILO based on the relevant entry into force provisions) and domestic priorities. The Regulatory Programme will include timely delivery of Post Implementation Reviews.</p> <p>Maximise the use of powers within the Retained European Union Law (REUL) Revocation and Reform Act 2023 before they expire on the 23 June 2026.</p>	<p>Any new and revised regulations implemented within 2025/26 will be delivered with efficient use of MCA resources and will be aligned with the needs of the shipping sector support growth.</p> <p>Focus on the regulatory developments needed to enable transition to zero emission shipping and other innovation.</p> <p>MCA operational insight into regulatory developments ensure streamlined implementation of related changes to survey and inspection activities.</p> <p>Introduce programme to enhance Operational Input into Regulations and Standards by 31 March 2026.</p>	<p>31 March 2026</p>



Ref	Objectives for 2025/26	Milestones	Deadlines
P2	Develop an Innovation Hub - to build a flexible regulatory environment, that enables innovation in the UK and the trialling and safe use of future fuels.	Identify the various stakeholders and establish liaison processes. Develop review and certification process.	31 March 2026
P3	Commence implementation of S&I 3–5-year plan: <ul style="list-style-type: none"> Review the weekend working system to provide more effective utilisation of Surveyor resources. Review of the new entrant surveyor training scheme provide options for developing more Surveyor resource -in-house’. Review of <15m fishing vessel inspections. Phased withdrawal of Surveyor involvement in seafarer oral examinations for non-management grade CoCs. Review of the potential use of AI in UKTMS operations. 	<p>Complete the review of the weekend working system and come up with proposals.</p> <p>Complete the review of MCA Training Schemes for New Entrant Surveyors.</p> <p>Develop proposals on a revised operating model for under 15m Fishing Vessels inspections.</p> <p>Complete engagement with FV Industry and FVCAs on the operating model for <15m FV Inspections.</p>	<p>31 March 2026</p> <p>31 March 2026</p> <p>31 March 2026</p> <p>30 September 2025</p>



Strategic Key Performance Indicators for 2025/26	Target	KPI Target Rationale
We will inspect at least 95% of all Priority 1 High-Risk ship arrivals in UK ports.	≥95%	International obligation under our commitment to the Paris MOU on Port State Control.
Respond to 95% of Marine Licence and Offshore Consenting Application Consultations within the various regulators’ stated deadlines.	≥95%	Exercising our obligation as a Statutory consultee.
Complete review of innovation and decarbonisation project safety cases within 20 working days of full submission in 95% of the cases.	≥95%	Supporting customers to meet the Government’s priorities on decarbonisation.

6.2 Assure

We will monitor compliance with regulations and standards and take proportionate and effective action where necessary.

The MCA holds industry, customers and ourselves to account against required maritime regulations and standards to ensure the safety of those working at sea. This includes monitoring and enforcing standards for Recognised Organisations (RO) and Certifying Authorities (CA) that conduct delegated functions, such as surveys and inspections, on behalf of the MCA.

In order to ensure the UK is delivering effectively against these international maritime conventions we also work to maintain

our IMO Instruments Implementation Code (III Code) status and work closely with the Crown Dependencies (CDs) and Overseas Territories (OTs) to ensure robust safety standards, and adherence to the III Code, are in place across the whole Red Ensign Group.

As the National Enforcement Body for Maritime Passenger rights, the MCA works with maritime operators to ensure compliance with the passenger accessibility standards. The MCA undertakes a programme of audits across the UK to monitor robust industry compliance. The MCA also oversees passenger complaints against operators, working closely with the devolved governments to support accessible travel across the UK.



Ref	Objectives for 2025/26	Milestones	Deadlines
A1	Prepare the UK and REG for the introduction of the IMSAS Continuous Monitoring Method (ICMM) to successfully demonstrate to IMO the sustained compliance of the UK State with the requirements of the IMO Instruments Implementation Code (III Code) in line with IMO second audit cycle programming anticipating the next audit of the UK/REG in 2032.	Conclusion of IMO's review of UK State's corrective action plan from 2021 III Code audit leading to IMO signing-off Form Cs of the two Findings from 2021.	31 March 2026
		Introduction of ICMM process to REG members.	30 June 2025
		Review and reassess III Code gap analysis methodology.	31 March 2026
A2	Complete IIIC audits, including issuing reports and findings identified, for Category 1 and Category 2 REG states setting out areas for rectification or improvement against IIIC requirements.	Complete remaining second cycle IIIC and REG monitoring audits of: <ul style="list-style-type: none"> • 2 x Cat 1 REG states • At least 2 x Cat 2 REG states (subject to negotiation with relevant territory) 	31 March 2026





Ref	Objectives for 2025/26	Milestones	Deadlines
A3	Overseas Territories (OTs)/Crown Dependencies (CDs) IIIC support programme successfully delivered against theory of change, demand from OT/CD governments and outcomes of IIIC audits and corrective Action Plans.	Programme projects agreed with OT/CD governments and FCDO and delivered within agreed timescales.	31 March 2026
A4	Develop future strategy and approach for Recognised Organisations (ROs) and Certifying Authorities (CAs) engagement and certification cognisant of the outcomes of the RO and CA continuous audit and oversight programmes.	<p>Utilisation of mandatory RO and CA monitoring, audit and oversight programmes alongside increased on-ship inspections by UKMS and operational feedback to ROs and CAs to continuously assess effectiveness and risk of delegation of statutory survey and certification activities.</p> <p>Develop improved related data capture and analysis to form the foundation of long-term strategy for use of delegation at a tolerable risk level and identifying scope for increased levels of delegation or where delegation should be reduced.</p>	31 March 2026
A5	RO and CA monitoring audit reports and Findings as necessary identify compliance or areas for rectification or improvement against RO Code, III Code and individual Authorisation Agreements.	<p>All ROs and CAs audited at least once with 25/26FY.</p> <p>Targeted Vertical Contract, Regional or Plan Approval audits based on intelligence gathering and as resources permit.</p> <p>Assessment of tolerable risk of levels of delegation and intervention as necessary and possible to mitigate.</p>	31 March 2026





Ref	Objectives for 2025/26	Milestones	Deadlines
A6	Develop a cross-agency compliance Strategy to support and build on the enforcement policy, ensuring that all areas of the agency are aligned in their approach to compliance before enforcement action is necessary.	Engagement with all areas of MCA completed Draft Strategy complete Approval by Executive Committee	30 September 2025 31 January 2026 31 March 2026

Strategic Key Performance Indicators for 2025/26	Target	KPI Target Rationale
Deliver an agreed audit programme covering all eleven UK III Code delivery entities, including relevant MCA Departments, to verify that all entities have met their respective III Code requirements, or any non-compliances are addressed through agreed CAPs at least one year ahead of the next scheduled audit of the UK.	≥90%	Statutory obligation. Target allows for 10/11 availability of entities to be audited based on historic experience.
REG III Code audit programme delivered, for two Cat 1 and two Cat 2 III audits, to verify that administrations are found either in compliance with their international obligations, or any Findings or Observations are addressed through an agreed CAP ahead of the next scheduled audit of IMO IMSAS audit.	≥75%	Statutory obligation. Target allows for 1/4 territory requests for postponement based on historic experience.
Conduct at least 30 targeted inspections of ports, ferries and cruise ships to ensure compliance with passenger rights.	≥30	Continuation of historical target set for MCA based on agreed resources.

6.3 Rescue

We will deliver a highly capable service and will optimise our capability to respond to environmental emergencies, and to rescue those in distress on our coast and at sea.

HM Coastguard operate in a fast-changing world and are confronted by critical environmental risks, including extreme weather, which can impact on search and rescue and counter pollution. Geopolitics shows an increasing trend in global people movement. In addition, since 2019, there has been a continued year on year increase in incidents, including further demand and reliance on the services we provide to other emergency services (for lost, missing and despondent persons/response to inland climatic weather events), which will likely intensify in

the immediate to long term future. It is essential that HM Coastguard can adapt and respond to these changing demands into the future, ensuring a strong and agile service is maintained. HM Coastguard also needs to be mindful that those same risks may have an equal impact for our SAR partners who provide services to us to achieve our responsibilities.

HM Coastguard is also the key owner of two risks on the National Risk Register, these include incidents involving large passenger vessels and major pollution incidents which would fall largely into the remit of HM Coastguard. Ensuring the service remains strong and agile into the future is also essential to meet these responsibilities.

Ref	Objectives for 2025/26	Milestones	Deadlines
R1	A strong and agile UK Coastguard' – complete a full review of HM Coastguard's capability and capacity: Continued transition of UK SAR2G.	Digital Situational Awareness: OneLink Implementation commences Rotary Wing: <ul style="list-style-type: none"> • AW189 transition commences (Inverness) • S-92 transition commences (Humberside) • AW139 transition completes (Caernarfon) 	31 May 2025 31 July 2025 31 January 2026 28 February 2026
R2	A strong and agile UK Coastguard' – complete a full review of HM Coastguard's capability and capacity: Realigned Leadership Structure (Maritime and Coastal). Introduce an operating model and command structure that will harness the full potential of HM Coastguard.	Design leadership structure for business areas Conclude consultation and engagement Commence implementation of agreed model	30 September 2025 31 December 2025 31 March 2026





Ref	Objectives for 2025/26	Milestones	Deadlines
R3	A strong and agile UK Coastguard – complete a full review of HM Coastguard’s capability and capacity: Review CRS Operating Model Review that includes enhanced data analytics.	Identify project resource	30 June 2025
		Obtain data set with associated demand analysis	30 September 2025
	Identify future operational models to ensure that the CRS is fit for purpose and robust for both HMCG and its membership.	Review data set and identify action required	31 December 2025
		Evaluation methodology to be developed	31 March 2026
R4	A strong and agile UK Coastguard – complete a full review of HM Coastguard’s capability and capacity: Implement Leadership Development Programme: The development and delivery of a foundation operational leadership course to support the development of a wider leadership programme.	Develop training needs analysis	30 June 2025
		Design Course content	31 December 2025
		Deliver initial course	31 March 2026
R5	Deliver Command and Control Programme Strategic Outline Business Case:	Stakeholder engagement commenced to identify requirements	30 June 2025
	Initiate the programme to introduce a new command and control platform.	Strategic Outline Business Case to Executive Committee	31 December 2026





Ref	Objectives for 2025/26	Milestones	Deadlines
R6	A strong and agile UK Coastguard' – complete a full review of HM Coastguard's capability and capacity: Other Technology/Innovation Elements.	<p>Develop Analytical Function Capability</p> <p>Define requirements for the future of Channel Aviation Emergency Search and Rescue (CAESAR)</p> <p>Trial an example of artificial intelligence within HM Coastguard operations</p>	31 March 2026
R7	Future Spray: We will finalise the long-term aerial dispersant spraying capability.	Develop the final full business case by 1st July 2025 contract award	31 July 2025



Strategic Key Performance Indicators for 2025/26	Target	KPI Target Rationale
HM Coastguard will answer ≥ 90% of 999 calls within 10 Seconds.	≥90%	Aligned to target used by police services.
To assess and initiate an appropriate search and rescue (SAR) response to accidents and life-threatening situations within 10 minutes of being alerted - in at least 95% of cases.	≥95%	To demonstrate HM Coastguard are responding to alerts received.
85% of the CP Stockpile available to be deployed to CP incidents in the UKTTW and UKEEZ out with any counter pollution incident and its recovery phase.	100% of the time	To meet Tier 3 Oil Spill requirements as outlined in the National Contingency Plan.

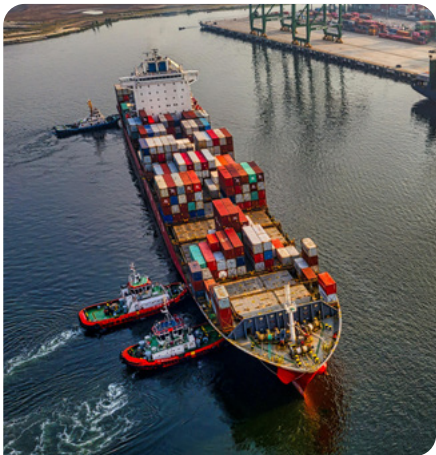
6.4 Enable

We will collaborate with the maritime industry to foster a collective ambition of growth and unlock the power of innovation for the sector.

Working together helps the maritime industry tackle common problems better and make the most of shared resources and expertise. By matching our services to what customers need, we can push for technical advancements, improve sustainability, and boost overall efficiency. This not only makes the UK more competitive globally but also ensures a stronger and more innovative future for maritime services. Building strategic partnerships with customers and other stakeholders, and creating modern training programmes, enhances the UK’s reputation as a maritime leader and keeps the maritime workforce skilled and healthy. As a global leader in seafarer

training, the MCA continues to lead the way internationally on seafarer training reform. These initiatives enhance the attractiveness of the seafaring profession, provide valuable employment opportunities and position the UK at the forefront of maritime innovation, with the aim of supporting sustainable economic growth.

The MCA plays an important role in supporting decarbonisation of the maritime sector. It is vital we understand and forecast this changing world for regulatory purposes, working to better identify the changes that impact maritime safety. We will engage closely with innovators and researchers to understand international developments in law and security, climate change, and economic shifts.



Ref	Objectives for 2025/26	Milestones	Deadlines
E1	Support industry adoption of Future Fuels/ Decarbonisation, including the development of new regulatory framework.	<p>Support the development of new regulations and standards, including training and qualification frameworks pertaining to maritime decarbonisation and alternative fuels.</p> <p>Engage in dialogue and collaboration with industry and academia to ensure new regulations and standards meet the industry’s needs and are future proof.</p> <p>This includes providing standards to enable training providers to training courses for these new technologies and alternative fuels, approved by the MCA.</p>	31 March 2026
E2	Support industry adoption of Maritime Autonomy, including development of new regulatory framework.	<p>Finalise and publish Remote Operators training and certification frameworks. This will standardise training, create employment opportunities, enhances the seafaring profession in the UK though new career pathways and positions the UK as leaders in Maritime Autonomous Surface Ships (MASS) innovation.</p>	31 March 2026



Ref	Objectives for 2025/26	Milestones	Deadlines
E3	Introduce enhanced digital solutions to modernise our customer-facing transactional services and business processes, including Seafarer Certification, Vessel Survey, and Vessel Registration. These improvements will provide better self-service and automated customer services.	<p>Implement advanced digital services including Contact Centre as a Service.</p> <p>A pilot programme to implement AI in the Certificate of Competency (CoC) application and registration processes.</p> <p>Deliver Phase 2 of the Maritime Digital Platform</p> <ul style="list-style-type: none"> Field Service Management for the resource allocation of MCA Marine Office Surveyors Customer Online Oral Exam Booking Customer online Survey Appointment Booking <p>Complete Design and Implementation Complete Testing System Launch</p>	<p>31 December 2025</p> <p>31 March 2026</p> <p>31 January 2026 28 February 2026 31 March 2026</p>
E4	Implement a programme of work to improve seafarers' health and wellbeing.	<p>Improved medical and welfare support for seafarers and fishers, including:</p> <ul style="list-style-type: none"> Review of the ML5 Medical Examination process Work towards ratification of ILO C185 on Seafarer Identity Documents Bring the 2022 amendments to the Maritime Labour Convention into force 	31 March 2026
E5	Review SMarT, including Tonnage Tax, to ensure it is fit for purpose and remains value for money.	<p>Complete Support for Maritime Training (SMarT) review, including evaluation of the Tonnage Tax (TT) Core Training Commitment.</p> <p>Progress recommendations on Tonnage Tax with a view to promote recruitment and retention of seafarers.</p>	31 March 2026

Ref	Objectives for 2025/26	Milestones	Deadlines
E6	Update MCA's Fees, allowing MCA to recover costs incurred in providing statutory services.	Extend current powers to keep charging subject to appropriate clearances Complete consultation for update fees regulation	13 November 2025 31 January 2026

Strategic Key Performance Indicators for 2025/26	Target	KPI Target Rationale
Customer Satisfaction score (% very/fairly satisfied).	≥87%	Target to show improvement in Customer Satisfaction Scores from 2024 baseline as per Cabinet Office request.
We will commence the appeal process to relating to ML5 or ENG1 Seafarer Medical Certificate appeals within 2 working days.	100%	100% to maintain baseline/standards of previous years. Directly affects employment of seafarers and fishers, as can't start employment without valid medicals.



6.5 Transform

We will maximise the potential of our people and leverage technological advances to be agile and efficient in the delivery of our vision.

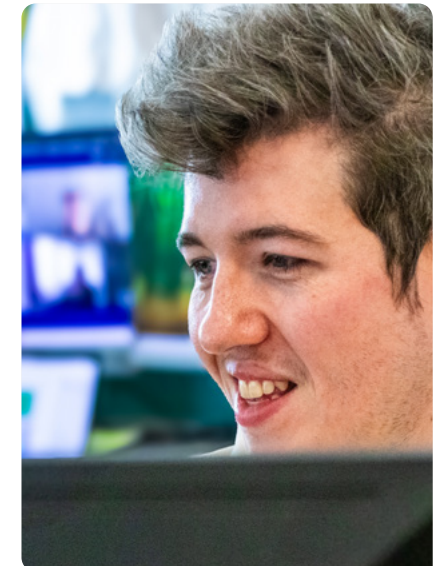
Our people, including both our full-time staff and volunteers, are key to achieving our goals and ambitions. We need to support them and give them the tools and environment they need to succeed and handle new challenges. As a government organisation, we also need to use our resources wisely to provide the best value for

taxpayers.

New technologies give us the chance to innovate and transform how we work, make our organisation more efficient, help our team develop new skills, and use our data for better decision-making. This includes using advanced technology like artificial intelligence (AI) and data analytics. By doing this, we can offer better services to the public and ensure the safety of those at sea and along our coast.



Ref	Objectives for 2025/26	Milestones	Deadlines
T1	Leverage AI for Agency performance and efficiency gains:	Wider CoPilot rollout to increasing number of targeted functions across MCA	31 March 2026
	Embed agency artificial intelligence principles to guide our use of AI technologies and ensure ethical and responsible implementation, followed by the continued adoption of Microsoft 365 Copilot to enable intelligent assistance to help users accomplish tasks more efficiently.	Develop AI and Innovative Technology strategy to identify future opportunities	31 March 2026
T2	Improving access and use of data to unlock its value: Increase the availability and accuracy of our data to provide better organisational access to data to make informed business decisions and to drive positive outcomes.	Data pipelines for key operational systems including Vision and ISAR	31 March 2026

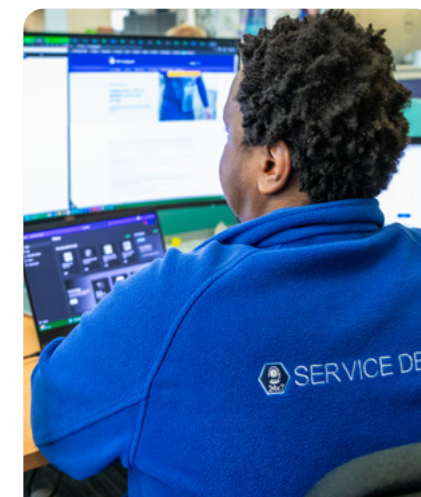




Ref	Objectives for 2025/26	Milestones	Deadlines
T3	<p>Improve Cyber Security:</p> <p>This is a programme of change and enhancements that will enable security benefits to the MCA by reducing the risk of the impact of a cyber-attack, through the implementation of technology such as a Security Operations Centre and Network Detection & Response capability, amongst others.</p>	<p>Interim SIEM/SOC</p> <p>Secure E-mail Gateway</p> <p>Network Detection & Response (NDR) Phase 1</p>	<p>30 June 2025</p> <p>30 June 2025</p> <p>31 March 2026</p>
T4	<p>Aberdeen Data Centre migration</p> <p>This project will reduce the risk of downtime of core IT services, but with a primary focus on HMCg services. This will be achieved by migrating our secondary data centre away from MCA premises and into a secure hosted environment in Corsham.</p>	<p>Radio site migrations to the new data centre</p> <p>Supplier application(s) migration (including procure, build and test)</p> <p>Go live</p> <p>Shut down of Aberdeen Data Centre</p>	<p>31 May 2025</p> <p>31 July 2025</p> <p>31 December 2025</p> <p>31 March 2026</p>



Ref	Objectives for 2025/26	Milestones	Deadlines
T5	Deliver a Corporate Governance Improvement Programme, including Risk Management, Business Continuity, Information Governance.	'Update internal' Risk Management and Business Continuity and Crisis Management Policy	30 September 2025
		Launch business continuity training programme and complete first business continuity exercise	31 December 2025
		Implement improvement plans and update ICO Accountability Framework	31 March 2026
T6	Complete implementation of new income management tool and migration from existing on-premise Enterprise Resource Planning system to cloud based solution.	Income manager go live	30 June 2025
		Cloud preparation and build complete	30 September 2025
		Testing complete and go live	31 December 2025
		Exit hypercare	31 March 2026



Strategic Key Performance Indicators for 2025/26	Target	KPI Target Rationale
Staff Survey Engagement Score.	≥ 67%	Maintain 2024 baseline, given planned organisational changes.
Agency unwelcome attrition (% of leavers) target.	<10%	Based on industry standards.
Effective financial management, and expenditure within agreed targets and budgets.	+/-1%	Aligned to DfT target for supplementary estimate.

Annex A – Financial forecast

Forecast outturn for 2024/25 represents expected outturn subject to audit and may differ to the final outturn reported in the annual report and accounts.

The 2025 to 2026 business plan represents expected outturn inclusive of items where budget cover has been agreed with DfT, but not included in the Main Estimate.

Financial Forecast (£ million)	Forecast outturn 2024/25	Business Plan 2025/26
Statutory fee income	(10.6)	(10.8)
Other income	(8.8)	(6.2)
Total income	(19.4)	(17.0)
Payroll staff costs	78.9	75.1
UK SAR Helicopter, Aerial surveillance & spraying service	186.5	198.0
Navigational safety	7.9	7.6
ICT	25.9	27.7
SMaRT	16.8	18.3
Counter Pollution	7.2	7.6
Accommodation	16.9	17.4
Depreciation	61.4	62.7
Other expenditure	52.3	57.0
Total expenditure	453.8	471.4
Net Operating (cost)	434.4	454.4

Departmental Expenditure Limits (£ million)	Forecast outturn 2024/25	Business Plan 2025/26
Resource DEL	434.4	454.4
Resource AME	(0.3)	1.0
Total Resource	434.1	455.4
Capital DEL	67.8	118.9



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