



Maritime &
Coastguard
Agency

Safer lives,
safer ships,
cleaner seas

Business Plan



2026 to 2027

Contents

1. Chair's foreword	3
2. Chief Executive's foreword	4
3. Who we are and what we do	6
4. MCA strategic aims	7
5. Our plans for 2026 to 2027	8
5.1 Protect	9
5.2 Assure	12
5.3 Rescue	14
5.4 Enable	16
5.5 Transform	20
5.6 Other obligations	23
6. Annex A – Financial forecast	24

Chair's foreword

The Maritime and Coastguard Agency's Business Plan for 2026-27 summarises our operational goals and wider developments planned for the year ahead.

The Maritime and Coastguard Agency (MCA) has deep roots in communities across the country. In addition to our Marine Offices and Rescue Coordination Centres spanning the UK, over 3,000 members of our Coastguard Rescue Service (CRS) deliver the MCA's Search and Rescue response along our shorelines. 2026-27 will be an important year of planning our future CRS operations while holding fast to the expertise and dedication that have been its hallmark throughout its proud 200-year history.

As the only UK-wide 24/7 emergency service, His Majesty's Coastguard (HM Coastguard) will continue to advance its overarching mission of saving lives at sea and on land. The rising need for at-sea rescues over recent

years – particularly in the English Channel – places a heavy premium on close working with partners across government, as well as with the RNLI and independent lifeboats around our coast. The MCA and the Department for Transport are dedicated to delivering our vital maritime search and rescue duties and will continue to seek opportunities to learn and improve, including from the Cranston Inquiry. Over the coming year, HM Coastguard will take further steps to advance major modernisation programmes including the Second-Generation Search and Rescue service (SAR2G) and an upgraded Command-and-Control system.

Technology in the maritime domain is developing rapidly, particularly the opportunities presented by autonomy and decarbonisation, and the MCA will work to ensure the UK is ready to take advantage of the benefits. As a regulator, our primary responsibility is the promotion of safety. We aim to do so in a way that is complementary to the government's important maritime growth ambitions, enabling innovation and progress in the national interest.

That is the spirit in which this year we have launched our UK Maritime Innovation Hub, a dedicated pathway for companies and innovators to access MCA support and guidance. We expect to take further steps to modernise the way we deliver Maritime Technical Services including survey and inspections, so that our expert staff are better supported in their vital work. Our marine environmental protection functions will also be enhanced as we look to secure new pollution aerial response capabilities for the decade ahead.

In setting out our 2026-27 plan, we are mindful of the current uncertain international context, including heightened conflict-related risks to seafarers and shipping. We will continue to take whatever action is needed to deliver our core mandate as the coastal state, flag state, and port state authority of the United Kingdom. We will also work with partners across government on maritime-related critical national infrastructure and security, and the future of resilient and modern navigation systems. Finally, we will continue our work with a range

of international partners, including the Red Ensign Group of the UK's Crown Dependencies and Overseas Territories, as well as in support of the UK's voice at the International Maritime Organization on important topics such as seafarer welfare, autonomy, and decarbonisation.



A handwritten signature in black ink, appearing to read 'Lord Stevens'.

Lord Stevens
MCA Chair

Chief Executive's foreword

Each year the MCA builds upon our 200 years of history, improving maritime safety information to mariners and our search and rescue capability, as well as adapting to changing demands, new technologies, and the evolving national and international context for shipping. 2026 will be an important year for the agency with the launch of our UK Maritime Innovation Hub, and the development of new safety approaches around the challenges of climate change and maritime resilience for the UK.

HM Coastguard will focus on delivering major change programmes to ensure that we are an emergency service fit for the future, including the next generation of Aerial Surveillance and a modern Command and Control system.

The pace of technological change continues to quicken, particularly in relation to autonomy and decarbonisation, which will continue to have significant implications for our role as a regulator. The MCA will work to keep our regulations up to date, providing support and certainty to companies looking to push the boundaries of ship design.

There is no doubt that maritime autonomy and decarbonisation present a generational opportunity for the UK to be an international leader in embracing the innovation and range of new and novel uses of autonomy, bringing investment and jobs to the UK. The MCA will strive to be an enabler, not a blocker, driving growth right across the UK. We will continue to promote the UK

Flag as a high quality, innovation ready flag that provides assurance, speed and technical depth to owners seeking a stable, forward looking maritime partner.

Growth of the UK Flag delivers clear economic benefits: it strengthens the UK maritime cluster, supports high skilled jobs, drives inward investment, and amplifies the UK's influence in global maritime regulation. A larger, higher quality register contributes directly to the wider economy through survey activity, training, compliance services, innovation partnerships, and the professional services ecosystem that underpins UK maritime competitiveness.

We know the companies who are at the edge of the existing rulebook need support and guidance, which is why this year we launched the UK Maritime Innovation Hub. The hub will bring together industry, government, and academia in accelerating the use of transformative technologies across the maritime sector, supporting the UK's



ambition to be a global leader in maritime innovation. The Hub will support the development, testing and deployment of solutions that strengthen safety, sustainability, and competitiveness across the maritime domain.

The MCA will adopt a proactive approach not only in responding to complaints but also in using our complaint-recording system to generate clearer and more accurate insights into the issues raised, including trends by vessel type and nature of concern. This evidence base will enable us to drive targeted and meaningful reforms to improve seafarer welfare and services to our customers.

We will also work towards implementing the Maritime Labour Convention 2025 amendments, ensuring seafarers receive the full protection afforded by the Convention. These amendments strengthen our ability to take enforcement action where necessary, including the use of fines, prohibition notices, and detention for cases of non-compliance.

The MCA embed passenger protection at the centre of its regulatory strategy to strengthen industry performance to deliver safer, more reliable outcomes for the travelling public. As the UK's National Enforcement Body for maritime passenger rights, the agency is responsible for ensuring that everyone travelling by sea or inland waterway receives a high level of service and protection. This includes safeguarding accessibility, ensuring fair treatment during delays or cancellations, and maintaining clear expectations for operators.

Safety remains one of our principal objectives as a regulator, and the opportunity of autonomy, decarbonisation and other new technologies will be balanced with the need to minimise risk. The MCA will also ensure that the implications for

seafarers - in their training, skills, and careers - are considered.

The surge in autonomy in maritime, as in other industries such as aviation, is of interest to our adversaries as well as our partners, and the potential applications of this technology to military endeavours is well known. That is why we will work closely across government as we look to minimise risk while maximising opportunity.

We also recognise our place as the UK and the leader of the Red Ensign Group. With the support of the Overseas Territories and Crown Dependencies we can have greater influence within the national and international maritime community; this engagement and collaboration is our strength. We will continue to work with international partners, to share challenges and experiences, and deepen ties that we rely upon in critical moments, such as through the Bonn Agreement. International collaboration will continue to focus on the International Maritime Organization (IMO) as the predominant forum to make collective decisions on international maritime issues. The MCA will continue to provide the expert advice to the UK's Permanent Representation to the IMO that enables



us to make informed decisions and drive policy that is in the UK's national interest, such as supporting government on decarbonisation.

Strengthening our corporate resilience is fundamental as we navigate a rapidly changing operating environment — from the escalating impacts of climate change to emerging defence and security threats. We will continue to play a vital role in the UK's national resilience architecture by ensuring the safe and efficient management of vessel traffic and by supporting the security of essential supply chains that our nation depends upon.



Virginia McVea
Chief Executive

Who we are and what we do

The 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 improving the UK's marine environment including adapting to the impacts of climate change.

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, enable and promote decarbonisation and new technologies, and promote and enhance seafarer wellbeing.

In our maritime safety work, we are:

- **Providing 24/7 emergency response:** HM Coastguard is the UK's only national emergency service. We coordinate search and rescue operations across the nation for those in distress at sea, along the shoreline, and on cliffs—covering 11,000 miles of coastline and over one million square nautical miles of the UK Search and Rescue Region.
- **Setting and enforcing safety standards:** We lead on UK maritime safety guidance, interpret regulations for industry, and enforce standards for ship safety, security, pollution prevention, and seafarer health and welfare. Our work underpins sustainable growth and influences international maritime safety regulation.
- **Regulating and inspecting vessels:** As the UK's maritime safety regulator, we provide industry guidance on government-set regulations and carry out inspections to ensure compliance. With 85% of goods, by weight, traded with the UK being transported by sea^[1], this work is critical.
- **Ensuring compliance with global standards:** We monitor vessels operating in UK waters to ensure they meet internationally agreed safety requirements. This includes surveying and inspecting UK-flagged ships on domestic and international routes, as well as foreign vessels visiting UK ports. Passenger ferry safety is also a priority, recognising their vital role as lifeline services to remote communities and their impact on connectivity.
- **Supporting safe navigation:** We continuously map the seabed, issue navigational warnings, and share essential maritime safety information in partnership with the UK Hydrographic Office. Working with the Met Office, we also provide accurate shipping forecasts.



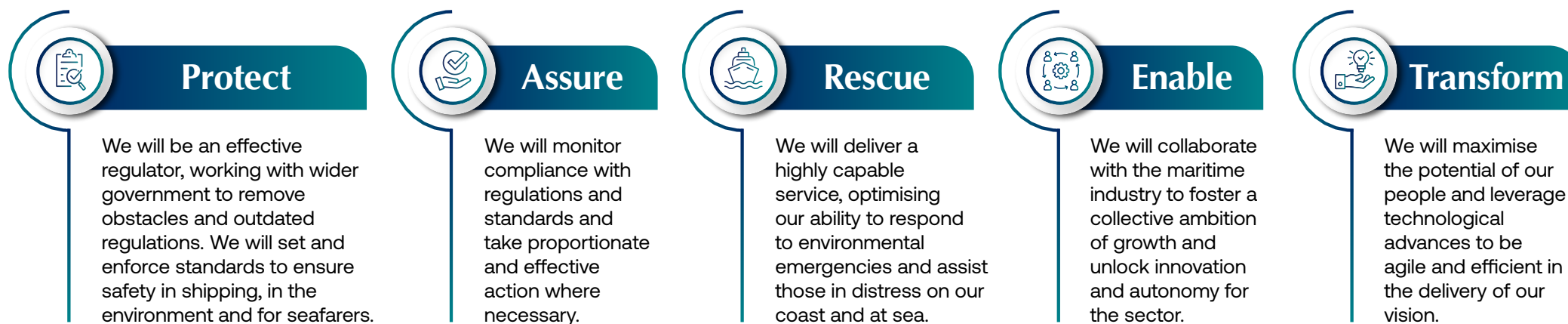
[1] DfT Port freight annual statistics 2024

MCA strategic aims

The MCA is an Executive Agency of the Department for Transport (DfT) and is the organisation charged by government to ensure safety in maritime for the UK. The MCA has a key role in supporting the delivery of the government's missions of kickstarting economic growth, making Britain a clean energy superpower, reducing crime, improving the NHS, and breaking down barriers to opportunity.

The MCA is continuing to deliver against its five strategic aims for 2026-27 which support these government missions in a maritime context.

These aims can be summarised as follows:



Public engagement will play a critical role in delivering the MCA's strategic aims. As a regulator, emergency service, and enabler of innovation, the MCA must not only communicate effectively but also build trust, understanding and confidence across its key audiences, including the public, maritime industry, partners, and government. This is particularly important as we support regulatory change and respond to an increasingly complex operational and policy environment.

This approach will be supported through targeted public engagement activity, including national safety campaigns, strategic partnerships and direct engagement with industry and communities. Established activities such as those focused on coastal safety and safe fishing practices will continue to play a key role in influencing behaviours, improving safety outcomes, and strengthening compliance. Our focus will also be on building a clear understanding of the MCA's role and responsibilities alongside a broader programme of engagement informed by data and insight. This will not only enable us to focus efforts on the audiences most at risk and to continuously evaluate and improve effectiveness, but also to strengthen understanding of the MCA's role and build trust, improve stakeholder confidence, and support delivery of government priorities.

Our plans for 2026 to 2027



5.1 Protect

We will maintain safety, working with wider government to remove obstacles and outdated regulations, and setting and enforcing standards to ensure the safety of shipping and of the maritime environment.

The MCA's primary mission is to keep everyone safe at sea – including seafarers and passengers. We achieve this by supporting the development of maritime laws and guidance, and by setting standards for ship safety, security, pollution prevention, and seafarer health, safety, and welfare. Our work ensures that the vessels the UK economy depends upon meet both domestic and international safety requirements. This is delivered through robust regulation, inspections of foreign ships visiting UK ports, and the surveying and certification of UK-flagged vessels wherever they operate.

We engage with industry to maintain and improve the safety of the UK fleet. Ensuring that all vessels, from lifeline services supporting remote communities to internationally trading cargo and passenger ships, operate safely and efficiently – underpinning both national and international connectivity and the prosperity of the wider UK economy.

We safeguard navigation routes by contributing to consultations on Marine Licensing and Offshore Consenting, and by sharing critical safety information. This is informed by our ongoing work mapping the seabed, monitoring changes in channels, and collaborating with The Met Office to provide accurate forecasts—ensuring the maritime industry operates safely and efficiently.



Ref	Strategic Key Performance Indicators for 2026-27	Target	KPI Target Rationale
PK1	We will inspect at least 95% of all Priority 1 High-Risk ship arrivals in UK ports.	≥95%	Annual International obligation under our commitment to the Paris Memorandum of Understanding on Port State Control (MoU).
PK2	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.
PK3	The MCA's UK Maritime Innovation Hub will review and respond to 95% of innovation and decarbonisation related safety cases within 20 working days of receiving a full submission.	≥95%	Supporting customers to meet the government's priorities on decarbonisation.

10 | Our plans for 2026 to 2027

Safer lives, safer ships, cleaner seas

Maritime and Coastguard Agency
Business Plan 2026 to 2027



Ref	Objectives for 2026-27	Milestones	Deadlines
P1	Deliver new and updated safety regulations in line with domestic priorities and international conventions, (primarily the relevant International Maritime Organization (IMO) and International Labour Organization (ILO) provisions).	Deliver the DfT agreed Regulatory/Legislative Programme for 2026-27, including timely delivery of Post Implementation Reviews.	31 March 2027
P2	Reduce obstacles to innovation by embedding the UK Maritime Innovation Hub to support the delivery of the DfT Maritime Decarbonisation Strategy, enhancing the customer journey, and taking steps to facilitate Autonomy Trials.	External 'go live' of the UK Maritime Innovation Hub and associated services to innovators. UK Maritime Innovation Hub initial customer service and impact monitoring undertaken. Support the physical testing of Maritime Autonomous Surface Ships (MASS) by completing a 6-month trial arrangement in the Plymouth area, providing assessment and oversight of MASS Testing in the Dockyard Port of Plymouth and develop guidance setting out legal and safety requirements for the concept to be replicated elsewhere in UK waters.	16 April 2026 31 October 2026 31 December 2026

Ref	Objectives for 2026-27	Milestones	Deadlines
P3	Continue implementation of Survey and Inspection 3 to 5 year plan.	Review entry requirements for new entrant surveyors providing options for developing more surveyor resource in-house. The phased withdrawal of surveyor involvement in seafarer oral examinations for non-management grade Certificates of Competency will continue with a transition to full digital examinations for the Officer of the Watch. Implementation of a risk-based approach for reapproval and mid-term audits for Standard of Training, Certification and Watchkeeping (STCW) course to focus surveyor resource on higher risk providers.	30 September 2026 31 March 2027 31 March 2027
P4	Initiate the development of a strategy for the future of Navigation, incorporating: - new/emerging technologies that can meet UK needs - an increasingly congested UK Exclusive Economic Zone (EEZ) due to offshore infrastructure expansion - mitigating the Position, Timing and Navigation (PNT) risks around Global Navigation Satellite Systems (GNSS)	Commence research project into novel technologies. Assessing their application to the UK and making recommendations to inform future regulatory activity and coastal state services. Commence research project/navigational risk assessments into future safety scenarios relating to vessel routing and offshore infrastructure. Undertake industry engagement promoting e-Loran adoption as UK's secondary Positioning Navigation and Timing (PNT) system.	31 March 2027 31 March 2027 31 March 2027
P5	Develop an MCA Fishing Vessel Safety Strategy.	Draft internal MCA Fishing Vessel Safety Strategy. Finalise internal MCA Fishing Vessel Strategy. Ensure the new Home and Dry Fishing Safety Group Strategy aligns with the MCA Fishing Vessel safety strategy. Develop a communications strategy to support wider fishing vessel safety agenda.	30 June 2026 31 October 2026 31 December 2026 31 March 2027

5.2 Assure

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

The MCA holds industry, customers and ourselves accountable to the highest maritime regulations and standards to ensure the safety of those working at sea. This includes monitoring and enforcing compliance for Recognised Organisations (ROs) and Certifying Authorities (CAs) that carry out delegated functions—such as surveys and inspections—on our behalf.

To ensure the UK meets its obligations under international maritime conventions, we maintain our IMO Instruments Implementation

Code (III Code) status and work closely with Crown Dependencies (CDs) and Overseas Territories (OTs). Together, we uphold robust safety and environmental standards across the entire Red Ensign Group (REG), ensuring full adherence to the III Code.

As the National Enforcement Body for Maritime Passenger Rights, the MCA partners with operators to ensure compliance with passenger accessibility standards. We deliver a comprehensive audit programme across the UK to monitor industry compliance and oversee passenger complaints against operators. In doing so, we work closely with devolved governments to support accessible and inclusive travel for all passengers.



Ref	Strategic Key Performance Indicators for 2026-27	Target	KPI Target Rationale
AK1	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 Corrective Action Plan (CAP) ahead of the next scheduled audit of IMO Member State Audit Scheme (IMSAS) audit.	≥75%	Statutory obligation. Target allows for 1/4 territory requests for postponement based on historic experience.
AK2	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 based on 25 passenger rights and 5 Seafarer Wages Act inspections.

Ref	Objectives for 2026-27	Milestones	Deadlines
A1	Prepare the UK and REG for IMO's roll-out 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 [Subject to IMO Member State Audit Department timetable].	31 March 2027
		Introduction of management system tool to Cat 2 REG members to assist Findings management and close-out.	31 March 2027
		Introduce a Gap Analysis tool for III Code compliance.	31 March 2027
A2	Overseas Territories/Crown Dependencies III Code support programme successfully delivered against theory of change, demand from OT/CD governments and outcomes of III Code audits and corrective Action Plans.	Programme projects agreed with OT/CD governments and Foreign, Commonwealth and Development Office (FCDO) and delivered within agreed timescales.	31 March 2027
A3	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.	All ROs and CAs audited at least once within 2026-27 (Full Year). Targeted Vertical Contract, Regional or Plan Approval audits based on intelligence gathering and as resources permit. Assessment of tolerable risk of levels of delegation and intervention as necessary and possible to mitigate.	31 March 2027

5.3 Rescue

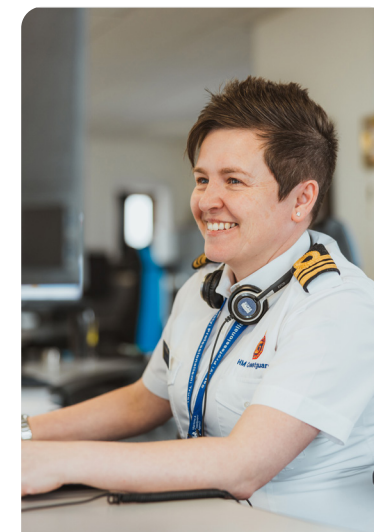
We will deliver a highly capable service and will optimise our capability to respond to maritime emergencies and to rescue those in distress on our coast and at sea.

HM Coastguard operates within a dynamic environment and faces significant environmental risks, such as extreme weather events, which may affect search and rescue operations as well as counter-pollution efforts. Demand patterns for search and rescue services are changing – since 2020, there has been a continued year on year increase in all search and rescue incidents across the UK, with 2025 levels at 20% above those in 2020, including further demand and reliance on the services we provide to other emergency services. Additionally, HM Coastguard continues to coordinate search and rescue for small boats within a challenging environment in the English Channel. It is crucial for HM Coastguard to remain adaptable and responsive to evolving demands, thereby maintaining a robust and agile service into the future.

We continue to work with the Department for Transport to consider in depth the options for the future of the Coastguard Rescue Service, following the Court of Appeal judgment. Our priority is to ensure the service remains safe, effective and sustainable in the long term.

As a Category 1 responder under the Civil Contingencies Act, the MCA is obligated to collaborate with Local Resilience Forums (LRF) and to train, exercise, plan for, and maintain the capability to respond effectively to major incidents or emergencies within the UK.

HM Coastguard also has a role in consequence mitigation for two risks on the National Risk Register; these relate to incidents involving large passenger vessels and major pollution incidents. It is imperative to maintain a robust and adaptable service to effectively fulfil these responsibilities now and in the future.



Ref	Strategic Key Performance Indicators for 2026-27	Target	KPI Target Rationale
RK1	HM Coastguard will answer ≥ 999 calls within 10 seconds.	≥90%	To enable HM Coastguard to respond to emergencies promptly.
RK2	To assess and initiate an appropriate search and rescue response to accidents and life-threatening situations within 10 minutes of being alerted.	≥95%	To demonstrate HM Coastguard are responding to alerts received.
RK3	85% of the counter pollution (CP) stockpile will be available to be deployed to CP incidents in the UK territorial waters (UKTTW) and UK Exclusive Economic Zone (UKEEZ) apart from during any counter pollution incident and its recovery phase, in line with the National Contingency Plan.	100% of the time	To meet Tier 3 Oil Spill requirements as outlined in the National Contingency Plan.

Ref	Objectives for 2026-27	Milestones	Deadlines
R1	Continued transition of UK Search and Rescue 2nd Generation (SAR2G).	Digital Situational Awareness: OneLink Development Complete	30 September 2026
		Rotary Wing: Transitions to UKSAR2G modified AW189 and S-92	31 January 2027
R2	Progress Command and Control Programme (C2P).	Produce Outline Business Case.	31 March 2027
R3	Aerial Dispersant Spray: Award a contract to provide the next 10 years of national aerial dispersant spray capability.	Approval of Full Business Case and contract award.	31 August 2026
R4	Provide MCA management responses to DfT on Cranston Inquiry recommendations.	Continue to work with DfT on responding to recommendations in line with DfT timelines.	Ongoing
R5	Undertake further work to inform future decisions on the shape of the Coastguard Rescue Service following the Court of Appeal judgment.	Develop options to support future decision-making on Coastguard Rescue Service.	March 2027



5.4 Enable

We will work with the maritime industry to drive shared ambitions for growth, to unlock the full potential of innovation, enable developments for decarbonisation and to support seafarers in their professional development, health and wellbeing. By aligning our services with customer needs, we accelerate technical progress, improve sustainability, and enhance efficiency—strengthening the UK’s global competitiveness and securing a more innovative future for maritime services.

Building strategic partnerships with customers and stakeholders, alongside developing modern training programmes, reinforces the UK’s reputation as a maritime

leader and ensures a skilled, healthy workforce. As a global leader in seafarer training, the MCA continues to spearhead international reform, making the profession more attractive, creating valuable employment opportunities and positioning the UK at the forefront of maritime innovation.

We also play a vital role in supporting the advancing decarbonisation and autonomy within the maritime sector. Understanding and anticipating this rapidly changing landscape is essential for effective regulation and maritime safety. To achieve this, we will work closely with innovators and researchers to monitor developments in law, security, climate change and global economic trends.



Ref	Strategic Key Performance Indicators for 2026-27	Target	KPI Target Rationale
EK1	Customer Satisfaction score (Registry of Shipping and Seafarers, Seafarer Operations, Survey and Inspection) (% very/fairly satisfied).	≥87%	Target to show improvement in Customer Satisfaction Scores from 2024 baseline as per Cabinet Office request.
EK2	We will commence the appeal process relating to ENG1 Seafarer Medical Certificate appeals within 2 working days.	90%	90% to maintain baseline/standards of previous years.

17 | Our plans for 2026 to 2027

Safer lives, safer ships, cleaner seas

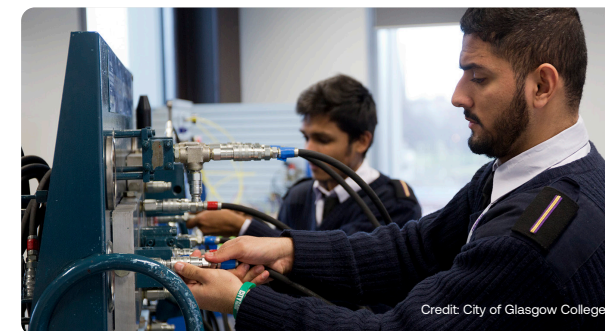
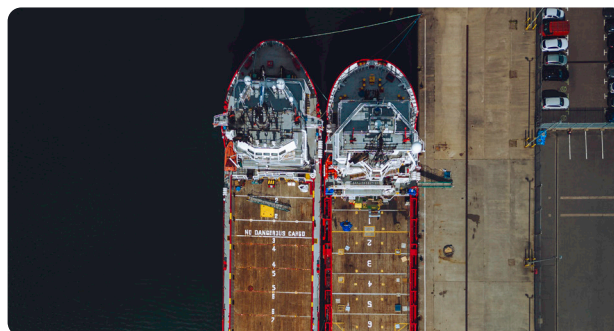
Maritime and Coastguard Agency
Business Plan 2026 to 2027



Ref	Objectives for 2026-27	Milestones	Deadlines
E1	Support industry adoption of Alternative Fuels/ Decarbonisation, including the development of new regulatory frameworks.	Continue to play a leading role in the development of the IMO framework for alternative fuels at the Maritime Safety Committee. Lead the development and implementation of UK seafarer regulations, training, and certification frameworks, and actively support the development of international standards to enable the safe and effective adoption of maritime decarbonisation technologies and alternative fuels. From April 2026 onwards, utilise the UK Maritime Innovation Hub to provide additional technical support and industrial insight, alongside other MCA expertise, to inform DfT-led UK participation in negotiations on the IMO Net Zero Framework.	30 May 2026 31 March 2027 31 March 2027

Ref	Objectives for 2026-27	Milestones	Deadlines
E2	Support industry adoption of Maritime Autonomy, including development of new regulatory frameworks, and a regulatory sandbox.	Lead and support the development of UK regulations, standards, and training and qualification frameworks for digitisation technologies, including autonomy, and undertake preparatory policy, analysis, and engagement to ensure readiness to support potential future primary legislation enabling their safe and effective deployment. Continue to play a leading role in the development of IMO MASS Code with view to adoption at MSC 111 in May 2026. In close collaboration with DfT, develop a regulatory sandbox. This would involve creating an affirmative SI which would, following Royal Assent of the Regulating for Growth Bill, create a time-limited, trial regulatory framework tailored to maritime autonomy. This would operate in parallel to the existing maritime regulatory regime. Develop standardised training and certification for remote operators of MASS, creating employment opportunities and career pathways, and ensuring consistent, high quality training standards across the sector. Utilise UK Maritime Innovation Hub capability to provide additional technical support to DfT's work on the IMO Digitalisation Strategy in advance of its planned adoption in late 2027.	31 March 2027 30 May 2026 31 March 2027 31 March 2027 31 March 2027
E3	Introduce enhanced digital solutions to modernise our customer-facing transactional services and business processes, including Seafarer Certification, Vessel Survey, and Vessel Registration. This will see the use of Field Service Management by Marine Offices and Surveys for the management and administration of Survey and Inspection bookings. These improvements will provide better self-service and automated customer services.	Deliver the Maritime Customer Platform Project as part of the realisation of the Maritime Digital Platform concept: • Foundation for Survey and Inspection's field service management for Marine Offices • Discovery and design of: • Customer Identity and Access Management • Customer Portal for Seafarers • Customer Portal for Ship Owner/Operators	31 March 2027

Ref	Objectives for 2026-27	Milestones	Deadlines
E4	Implement a programme of work to improve seafarers' health and wellbeing through enhanced processes.	Prepare package for implementation of Maritime Labour Convention 2022 amendments. Work towards implementing the Maritime Labour Convention 2025 updates which enter into force internationally in December 2027 Complete a review of the MCA Approved Doctor audit programme. Develop a plan for implementation of ILO 185. Align MCA health and wellbeing initiatives following Maritime Labour Convention updates.	30 June 2026 31 March 2027 31 March 2027 31 March 2027 31 March 2027
E5	Commence implementation of accepted Support for Maritime Training (SMarT) Review Recommendations.	Begin implementation of the approved recommendations relating to the MCA, with the aim of enhancing recruitment and retention of UK seafarers.	31 March 2027
E6	Update MCA's Fees, allowing MCA to recover costs incurred in providing statutory services.	Agree revised fees with cross-government stakeholders and complete public consultation ready for implementation in 2027-28.	31 March 2027
E7	Review of Merchant Shipping (Registration of Ships) Regulations 1993 as amended, to consider Post Implementation Review (PIR) recommendations and Comprehensive Spending Review (CSR) proposals.	Complete scope of Regulation review and progress strands. Provide recommendations and options for further phases in 2027-28 to MCA Executive and Key Stakeholders.	31 March 2027 31 March 2027



Credit: City of Glasgow College

5.5 Transform

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

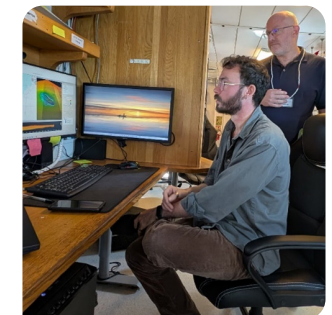
We aim to empower our people with the tools and environment needed for success, while efficiently using resources for taxpayers' benefit.

Safely and responsibly leveraging new technologies such as AI and more advanced data analytics, we will innovate, improve efficiency, and enhance decision-making to deliver better services and strengthen safety at sea and along our coast.

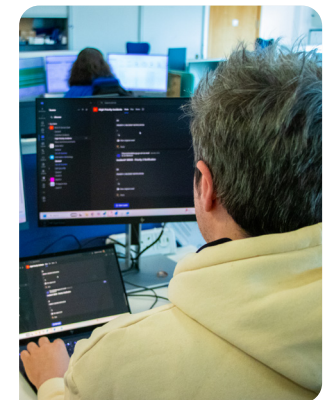


Strategic Key Performance Indicators for 2026-27		Target	KPI Target Rationale
TK1	Staff Survey Engagement Score.	≥66%	Maintain 2025 baseline.
TK2	Agency unwelcome attrition (% of leavers) target.	<10%	Based on industry standards.
TK3	Effective RDEL financial management, and expenditure within agreed targets and budgets.	+/-1%	Aligned to DfT target for supplementary estimate.
TK4	Effective CDEL financial management, and expenditure, within agreed targets and budgets.	+/-1%	Aligned to DfT target for supplementary estimate.

Ref	Objectives for 2026-27	Milestones	Deadlines
T1	Artificial Intelligence (AI): Develop AI and Innovative Technology strategy to identify future opportunities within HM Coastguard and Maritime systems.	First draft shared with Executive Committee. Final strategy agreed by MCA Executive Committee. Develop specific AI Project for Vessel Regulation Agent subject to Business Case. Develop specific AI Project for HM Coastguard Operational Training Simulator subject to Business Case.	30 September 2026 31 March 2027 31 March 2027 31 March 2027
T2	Data and Analysis: Deliver an improved data analysis function that utilises robust and well governed data to drive evidence based strategic decision making.	Introduce a data framework for projects to ensure data is defined, governed, and planned as part of project initiation. Implement Customer Satisfaction Tracker. Produce enhanced data analysis on HM Coastguard Rescue Service (CRS) to enable better strategic decision making.	31 October 2026 31 December 2026 31 December 2026
T3	Improve Cyber Security: Deliver an ongoing 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 and response capability.	Deliver Security Incident and Event Management technical programme. Deliver Cabinet Office Secure by Design alignment.	30 September 2026 31 March 2027



Ref	Objectives for 2026-27	Milestones	Deadlines
T4	MCA Strategic Review Process: Engage fully in the Department for Transport's Strategic Review process, contributing evidence-based insights and collaborative input to strengthen governance, accountability, and organisational effectiveness.	Engage in fieldwork and provision of evidence. Prepare response to final report that considers recommendations as required.	March to September 2026 31 March 2027
T5	Protective security improvement programme: refresh the protective security strategy for the MCA including people, sites, systems, and supply chains.	Develop fully refreshed draft Protective Security strategy. Agree final Protective Security strategy.	31 December 2026 31 March 2027
T6	Corporate Services Improvement Programme: Strengthen MCA's corporate services to ensure the agency is equipped to deliver for the public in a changing operating environment.	Approve Health and Safety Strategy at Executive Committee. Agree and launch MCA's Change Management Framework. Implement Efficiency Framework. Implement Risk Management Maturity Plan. Complete Business Continuity exercise and training.	30 September 2026 30 September 2026 31 December 2026 31 March 2027 31 March 2027



5.6 Other obligations

As an Arm's Length Body of the Department for Transport, we are committed to the following other government obligations:

Ref	Strategic Key Performance Indicators for 2026-27	Target	KPI Target Rationale
OO1	Provide a response to Freedom of Information Act requests within 20 days.	≥90% of cases	Cross-government target.
OO2	Provide a response to parliamentary questions by the due date.	100% of cases	Cross-government target.
OO3	Provide a draft response to ministerial correspondence within 3 working days.	≥95% of cases	Cross-government target.
OO4	Provide a response to official correspondence within 20 working days.	≥80% of cases	Cross-government target.
OO5	Will pay invoices promptly within 5 working days.	≥80% of invoices	Aligned to DfT Target for Prompt Payment.
OO6	Reduce overall emissions (direct on-site, purchased energy, and indirect business travel).	3% reduction in 2026-27	MCA Internal Target.



Annex A – Financial forecast

Forecast Outturn for 2025-26 represents expected outturn subject to audit and may differ to the final outturn reported in the Annual Report and Accounts.

Business Plan for 2026-27 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 2025-26	Business Plan 2026-27
Statutory fee income	-13.2	-11.1
Other income	-4.4	-11.0
Total income	-17.6	-22.1
Payroll staff costs	82.9	94.9
UK SAR Helicopter, Aerial surveillance and spraying service	193.6	197
Navigational safety	8.5	7.4
ICT	26.7	27.8
SMaRT	18.5	19.9
Counter Pollution	6.9	8.7
Accommodation	18.3	18.9
Depreciation	62.9	62.2
Other expenditure	40.1	33.0
Total expenditure	458.4	469.8
Net Operating (cost)	440.8	447.7

Departmental Expenditure Limits (£ million)	Forecast Outturn 2025-26	Business Plan 2026-27
Resource DEL	440.8	447.7
Resource AME	1.0	1.0
Total Resource	441.8	448.7
Capital DEL	116.5	134.5



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