



Australian Government
**Seafarers Safety, Rehabilitation
and Compensation Authority**

SEACARE AUTHORITY CORPORATE PLAN 2019–20

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Chairperson introduction

As the accountable authority of the Seafarers Safety, Rehabilitation and Compensation Authority (Seacare Authority), I am pleased to present the 2019-20 Corporate Plan, which covers the period 2019-2023 as required under section 35(1)(b) of the *Public Governance, Performance and Accountability Act 2013*.

I look forward to working with my fellow Seacare Authority Members, Comcare and industry stakeholders to achieve the objectives of this plan.

Barry Sherriff
Chairperson

Purpose of the Seacare Authority

The Seacare Authority is established under the *Seafarers Rehabilitation and Compensation Act 1992* (Seafarers Act) which sets out its functions and responsibilities. The Seacare Authority also has functions and responsibilities under the *Occupational Health and Safety (Maritime Industry) Act 1993* (OHS(MI) Act).

Our purposes are derived from our functions and powers under the Seafarers Act and OHS(MI) Act. The purposes are to:

1. promote healthy and safe workplaces and appropriate and timely compensation for, and rehabilitation of, injured workers covered by the Seacare scheme
2. maintain a scheme safety net that is able to meet its liabilities.

Environment

The Seacare Authority supports injured workers in the shipping and offshore industry, a hazardous industry involving complex operational and safety challenges in very remote locations.

The Seacare Authority is operating in a changing environment. Structural changes in the shipping industry in Australia may involve a decline in the number of scheme participants, and have an impact on the Fund, particularly:

- increasing risk of a default event occurring; and
- decreasing the pool of employers from which to collect a levy to maintain the reserves of the Fund.

The Seacare Authority continuously monitors the operating environment to identify trends within the industry. These trends assist us in tailoring our activities to ensure we adapt to the changing environment and fulfil our purposes.

Our programs and activities are used by and affect:

- employers and operators covered by the Seacare scheme and their employees;
- individuals making claims for workers' compensation against the Fund; and
- Australian Government agencies, such as Comcare and the Australian Maritime Safety Authority.

Risk oversight and management

The Seacare Authority has a Strategic Risk Register that it uses to identify, monitor and mitigate risks to both the Authority and the scheme more generally (Table 1).

The Seacare Authority recognises and responds to environmental factors in its Strategic Risk Register.

Roles and responsibilities

The Seacare Authority is responsible for monitoring and maintaining its Strategic Risk Register. The Seacare Authority has identified six strategic risks and nine fraud risks. The Comcare and Seacare Authority Audit and Risk Committee provides independent oversight, ensuring compliance with the processes applicable to the risk management framework.

Risk minimisation

We recognise some risk is inevitable, however the Seacare Authority actively works to minimise risks which may cause harm to our financial position, regulatory authority, reputation, stakeholder relationships, legislative obligations and the health and safety of employees covered by the scheme.

The Seacare Authority regularly reviews its risks (at least annually) to ensure that its understanding of the risks remains current and to conduct scans of the internal and external environment to identify emerging risks. The Seacare Authority's risks are summarised in Table 2 below. The Seacare Authority regularly monitors the success of risk controls implemented by it and revises or supplements such controls as required.

Risk management framework

The Seacare Authority applies principles and a framework which align with the *Commonwealth Risk Management Policy* and complies with international risk management standard ISO 31000:2009 and section 16 of the *Public Governance, Performance and Accountability Act 2013*.

Table 1: Seacare Authority's strategic priorities aligned with our strategic risks (SR)

Strategic priority	Activities	Strategic risk
Perform its statutory functions to promote healthy and safe workplaces and appropriate and timely compensation for, and rehabilitation of, injured workers covered by the Seacare scheme.	Monitor trends in scheme performance.	SR1 SR3
	Proactively engage with jurisdiction on safety issues, including activities undertaken against the Seacare Authority/Australian Maritime Safety Authority Occupational Health and Safety Plan.	SR2 SR4
	Promote better practice through information and guidance and other agreed cost neutral initiatives.	
	Promote the role of and communication with Health and Safety Representatives to facilitate safety awareness and improved safety performance.	

Strategic priority	Activities	Strategic risk
Maintain a scheme safety net that is able to meet its liabilities.	Monitor trends in scheme performance.	SR1 SR5
	Report regularly on employer compliance obligations.	SR3 SR6
	Proactive engagement with relevant stakeholders to raise issues affecting the scheme.	
	Undertake a biennial actuarial review of the Fund to determine an appropriate target reserve.	
	Ensure that the levy rate is based on actuarial advice and adequate to meet and maintain the target reserve.	
	Monitor and act on potential liabilities and factors that may reduce the Fund.	
	Maintain an adequate level of insurance for the Fund.	

Key: Strategic risks	
SR1. Seacare Authority fails to anticipate changes in the strategic environment and is unable to adequately respond to changes	SR4. Ineffective scheme administration and service delivery
SR2. Safety performance of scheme deteriorates	SR5. Scheme may become unviable
SR3. Seacare Authority unable to execute intent of Seacare Corporate Plan	SR6. Poor governance arrangements

Capability

The Seacare Authority is not a body corporate and does not employ its own staff. To enable it to perform its functions and exercise its powers, Comcare provides the Seacare Authority with secretariat support and other assistance and makes available the services of such members of its staff as the Seacare Authority reasonably requires.

Comcare, under the Seacare Authority's direction, is responsible for:

- providing secretariat support to the Seacare Authority;
- managing the scheme's claims database;
- monitoring and reporting on Seacare scheme performance;
- preparing the annual report;
- reporting to the Minister;
- liaising and communicating with scheme stakeholders and other regulators;
- managing the annual appropriation for supporting the Seacare function;
- managing the Fund and levy collection; and
- administering any claims made on the Fund.

The capability of the Seacare Authority is provided by the appointment of Members and Deputy Members with relevant experience and knowledge to contribute to its effective operation and fulfilment of its legislative functions.

Comcare staff (secretariat and other) and its systems (including the Seacare Authority claims database) support the Seacare Authority Members in their roles.

Performance

Purpose 1: Perform its statutory functions to promote healthy and safe workplaces and appropriate and timely compensation for, and rehabilitation of, injured workers covered by the Seacare scheme.

Measure 1: Promotion of healthy and safe workplaces

Intended result

1. The health, safety and welfare at work of maritime industry employees is secure.
2. Persons at or near workplaces are protected from risks to health and safety arising out of the activities of maritime industry employees at work.
3. Expert advice is available on occupational health and safety matters affecting maritime industry operators, maritime industry employees and maritime industry contractors.
4. Occupational environments for maritime industry employees are adapted to their health and safety needs.
5. A cooperative consultative relationship exists between maritime industry operators and maritime industry employees on the health, safety and welfare of maritime industry employees at work.

Delivery strategy

1. Monitor the operation of the OHS(MI) Act.
2. Develop and implement a plan and actions associated with identified OHS priorities and monitor the operation and success of this plan and actions.
3. Collect, interpret and report on information, data, and trends relating to occupational health and safety to relevant bodies (such as Safe Work Australia and the Australian Maritime Safety Authority (AMSA)) and to participants in the scheme to raise awareness of scheme level trends and issues.
4. Formulate policies and strategies and develop, review and promote codes of practice and guidance relating to the occupational health and safety of employees to assist scheme employers in reducing the incidence of injuries to employees.
5. Educate scheme stakeholders to facilitate compliance with legislated reporting obligations.
6. Monitor the undertaking of the inspectorate functions which are conferred to AMSA under the OHS(MI) Act.
7. Accredite occupational health and safety courses for the purposes of section 47 of the OHS(MI) Act.

Performance measurement and assessment

Delivery Strategy	Relates to intended result number	Success	Performance indicator	2019-20	2020-21	2021-22	2022-23	Monitoring process
1, 3 & 5	1	Identification of opportunities to promote health and safety and legislative reporting obligations	Seacare Members and scheme participants have reporting available on scheme OHS performance to allow Seacare Members to identify and review trends and opportunities to promote health and safety	The Seacare Authority identifies opportunities to promote health and safety through review of scheme performance reports	As per 2019-20	As per 2019-20	As per 2019-20	Seacare Performance Indicators reports are tabled and considered with data reported six monthly (at calendar and financial year end)
2	1 to 5	Implementation of actions to address identified OHS priorities	Action taken in accordance with the OHS plan and otherwise as required	Actions taken in accordance with OHS plan and otherwise as required	As per 2019-20	As per 2019-20	As per 2019-20	Annual plan review, actions identified and implemented with quarterly monitoring and assessment of actions taken
4	1 to 5	Opportunities taken by the Seacare Authority to provide information and guidance to scheme participants on actions to address identified health and safety issues and priorities	Action taken by the Seacare Authority in accordance with its plan and otherwise as appropriate to provide information and guidance to scheme participants	The Seacare Authority identifies and implements actions to meet the objectives of the plan, and identifies needs and opportunities through ongoing consideration	As per 2019-20	As per 2019-20	As per 2019-20	Quarterly review of action taken, including ensuring the plan continues to address current issues
6	1 & 2	Regular and consistent reporting by AMSA to the Seacare Authority on its inspectorate role	Satisfaction of Seacare Authority Members with content and regularity of reports provided by AMSA	The Seacare Authority considers a report AMSA provides at each of its regular meetings on its inspectorate role and any additional matters requested by the Seacare Authority	As per 2019-20	As per 2019-20	As per 2019-20	Reports are tabled and considered at each meeting

Delivery Strategy	Relates to intended result number	Success	Performance indicator	2019–20	2020-21	2021-22	2022-23	Monitoring process
2 & 4	1 to 5	The Seacare Authority assists AMSA in undertaking its educative and advisory functions	Seacare Authority Members have taken action to assist AMSA with the promotion of AMSA material and initiatives	The Seacare Authority identifies and pursues opportunities to assist AMSA in undertaking its education and advisory functions through review of reports	As per 2019–20	As per 2019–20	As per 2019–20	Reports considered at meetings to identify opportunities to assist AMSA
7	1, 2 & 5	HSR training courses accredited in line with the Guidelines	Satisfaction of Seacare Authority Members with quality of providers through review of accreditation papers	The Seacare Authority reviews and awards accreditation in line with the Guidelines based on single presentation of accreditation papers	As per 2019–20	As per 2019–20	As per 2019–20	Accreditation applications considered as required
4	1 & 2	Review and Promotion of the Seacare Authority Code of Practice	Action is taken by the Seacare Authority to disseminate, review and promote the Code of Practice	The Seacare Authority identifies and actions opportunities to review and promote the Code of Practice	As per 2019–20	As per 2019–20	As per 2019–20	Opportunities identified and actions taken to disseminate, review and promote the Code of Practice

Measure 2: Promotion of appropriate and timely rehabilitation and compensation

Intended result

1. Effective rehabilitation procedures by employers.
2. High operational standards of claims management by employers.
3. Compliance by employers with the Seafarers Act.

Delivery strategy

1. Monitor employers' compliance with the Seafarers Act.
2. Drive improvement in return to work outcomes in the scheme by collaborating with health experts and providers and communicating relevant information to scheme stakeholders.
3. Promote correct and preferable decisions to scheme participants to improve confidence in decision-making and to reduce the scheme disputation rate.
4. Provide a source of information for employees and employers on the legislation and the claims management processes to minimise the potential for disputation.
5. Educate scheme stakeholders to facilitate compliance with legislated reporting obligations.

Performance measurement and assessment

Delivery Strategy	Relates to intended result number	Success	Performance indicator	2019–20	2020–21	2021–22	2022–23	Monitoring process
1	3	Compliance with reporting and payment obligations under the Seafarers Act and Levy Collection Act	Reporting and payment obligations under the Seafarers Act and Levy Collection Act provided within required timeframes	Compliance is monitored and action taken to encourage 100% compliance	As per 2019–20	As per 2019–20	As per 2019–20	Reports of employer compliance with obligations tabled and reviewed at meetings and action taken as appropriate to promote compliance
2	1	Promotion of appropriate and timely rehabilitation and claims management	Action is taken by the Seacare Authority to promote appropriate and timely rehabilitation and compensation activities	The Seacare Authority identifies and actions opportunities to promote appropriate and timely rehabilitation and compensation activities	As per 2019–20	As per 2019–20	As per 2019–20	Seacare Performance Indicators are tabled and considered against reported data (at calendar and financial year end) and action taken to promote improved performance
3, 4 & 5	2	Guidance material on claims management available to all scheme stakeholders, and scheme guidance is assessed as being easily accessible, up to date and appropriate	Feedback indicates that scheme stakeholders are, on average, satisfied with the availability, currency and content of guidance on claims management	Performance data is reviewed to identify areas for improvement; the Seacare Authority's guidance to promote improved performance is considered and revised as necessary	As per 2019–20	As per 2019–20	As per 2019–20	Review of data and material undertaken annually and otherwise as appropriate

Purpose 2: Maintain a scheme safety net that is able to meet its liabilities.

Measure 3: The target reserves of assets is appropriate to meet the Fund's liabilities and external factors

Intended result

1. The viability of the Fund is maintained in a changing industry environment.
2. The Fund's target reserve is met.

Delivery strategy

1. Undertake a biennial (or more frequent if required) actuarial review of the Fund to determine an appropriate reserve target.
2. Set the reserve with reference to the actuarial assessment.
3. Ensure that the levy rate is based on actuarial advice and adequate to meet and maintain the target reserve.
4. Monitor potential liabilities or other factors that may reduce the Fund and ensure appropriate actions are taken in a timely manner.
5. Maintain an adequate level of insurance.
6. Increase the base of levy payers.

Performance measurement and assessment

Delivery Strategy	Relates to intended result number	Success	Performance indicator	2019–20	2020–21	2021–22	2022–23	Monitoring process
1 & 2	1 & 2	The viability of the Fund is maintained in a changing industry environment	The Fund maintains an appropriate reserve in line with recommended target	Actuarial assessment undertaken, reserve confirmed and action taken to address potential deficiency (if identified)	–	Actuarial assessment undertaken	–	Reports on the status of the fund and potential liabilities against the Fund are tabled at each meeting
3, 4 & 6	1 & 2	The Fund's target reserve is and will continue to be met	There is an appropriate pool of levy payers Fund maintains an appropriate reserve target	Available assets meet or exceed the reserve (100%) The effect on the assets of the Fund of claims and potential claims notified is regularly considered and required action identified and taken	As per 2019–20	As per 2019–20	As per 2019–20	Reports on the status of the fund and potential liabilities against the Fund are tabled at each meeting; implications considered and action taken if required
5	1 & 2	Insurance effected in accordance with the Seafarers Act and on terms necessary to provide optimal protection to the assets of the Fund	Insurance effected in accordance with the Seafarers Act and at a level and on terms necessary to provide optimal protection to the assets of the Fund	Insurance in place	As per 2019–20	As per 2019–20	As per 2019–20	Insurance arrangements and terms reviewed annually and optimal insurance effected