

# State Insurance Regulatory Authority

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*Strategic Plan 2018*



# A message from the Chief Executive

SIRA was established in 2015 to regulate workers compensation insurance and related activities, motor accidents compulsory third party (CTP) insurance and home building compensation insurance in NSW and provide independent dispute resolution services. We also have specific functions within the Lifetime Care and Support Scheme and the Dust Diseases Scheme. We have a strong role to play in funding, promoting and informing injury prevention and reducing the need for compensation claims.

SIRA undertakes system wide stewardship to make sure our insurance and support systems deliver confidence through affordable protection and wellbeing, through recovery and restoration.

We regulate so that people who may have had the worst day of their life are supported to recover, return home and move forward with the healthcare, financial and other assistance they need.

This year we continue to implement reforms and to build stronger regulatory systems so we can:

- drive improvement in the customer experience for both claimants and policy holders,
- promote evidence-based, high quality service innovation to improve health and social outcomes for claimants,
- reduce inefficiency and fraud so more of the premium dollar goes to people with legitimate claims,
- improve premium affordability and value for money, and
- make it easier for business to understand and comply with our regulatory requirements.

SIRA's plan also builds our capability to ensure there are sustainable, efficient, affordable insurance systems in place for those times when our community has not been able to prevent harm and loss.

**Carmel Donnelly**  
**Chief Executive, SIRA**

# What is the State Insurance Regulatory Authority?

## About SIRA

SIRA BOARD
Chief Executive, SIRA
Motor Accidents Insurance Regulation
Workers & Home Building Compensation Regulation
Dispute Resolution Services
Strategy & Governance

State Insurance Regulatory Authority (SIRA) is a statutory body and NSW Government agency constituted under section 17 of the *State Insurance and Care Governance Act 2015*.

We were established on 1 September 2015 and are governed by an independent Board.

SIRA is located within the Finance, Services and Innovation Cluster, with our staff employed by the NSW Department of Finance, Services and Innovation (DFSI).

## What is our purpose?

SIRA advances the wellbeing and confidence of the people and businesses of NSW through sustainable insurance and support systems, so they can actively engage in the economy and society.

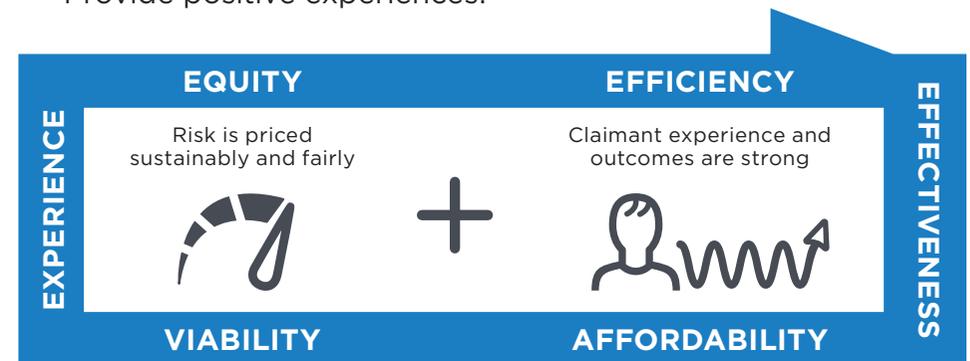
As a regulator, our purpose is to ensure that our insurance and support systems are easy to deal with and deliver protection, recovery and restoration entitlements and good outcomes at an affordable price and in a sustainable way.

We regulate so that people who may have had the worst day of their life are supported to recover, return home and move forward with the healthcare, financial and other assistance they need.

## What is our mission?

We undertake effective regulation and system-wide stewardship so that our systems are:

- Equitable and perceived as fair
- Delivered as efficiently as they can be
- Affordable for the community
- Sustainable and viable for generations to come
- Effective in delivering scheme outcomes
- Provide positive experiences.



# Our Board

The SIRA Board is responsible for determining the strategic direction of SIRA, overseeing the performance of our activities and ensuring that our goals and outcomes are aligned with both the whole of government priorities, and the needs of our customers. Our Board comprises of five members who have extensive professional experience both within Australia and internationally.

# Our Structure

## Regulation Divisions

SIRA has two business unit divisions that are responsible for scheme regulation, the Motor Accidents Insurance Regulation and the Workers and Home Building Compensation Regulation, both of which have an Executive Director who is the lead for regulation of the specific scheme. There are some functions that work to each of the Executive Directors that are shared functions.

## Dispute Resolution Services Division

SIRA's Dispute Resolution Services division delivers dispute resolution services by independent decision makers to injured people and insurers across a number of compensation schemes and is led by an Executive Director.

## Strategy and Governance Unit

SIRA's Strategy and Governance Unit is responsible for leading and directing the provision of high quality strategic leadership and management services to the Executive and SIRA Board to support and contribute to the achievement of key organisational priorities and effective management of strategic and operational risks.

## Office of the Chief Executive

The Office of the Chief Executive coordinates direct support services to the Chief Executive and is the primary point of contact managing the flow of information to the Chief Executive.

# Purpose of the SIRA plan

This plan outlines the overall strategic direction for the SIRA, and other priorities.

A competitive, confident and protected NSW.

As a system-steward, our regulatory approach is...

**Outcomes based** - focused on achieving system outcomes.

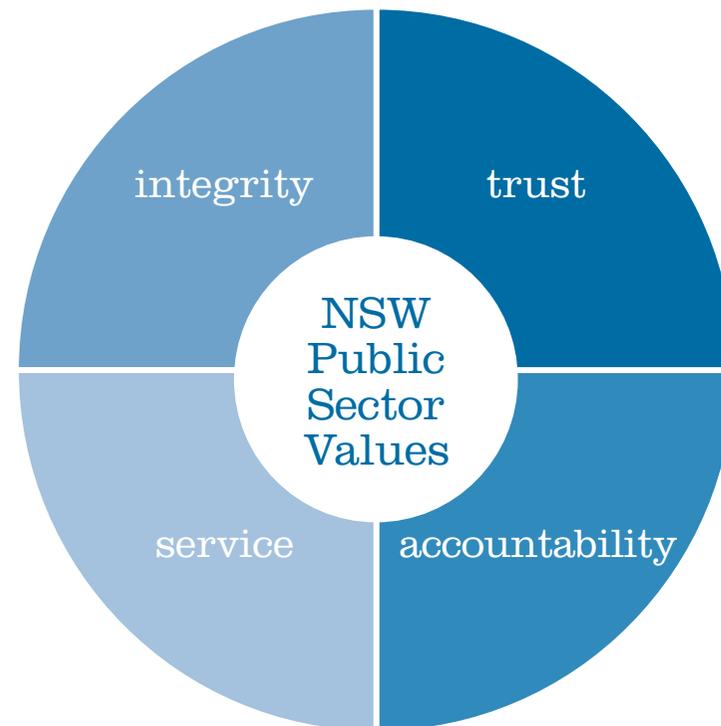
**Risk based** - we allocate our resources and use our regulatory powers based on risk.

**Evidence based** - we base our decisions on evidence.

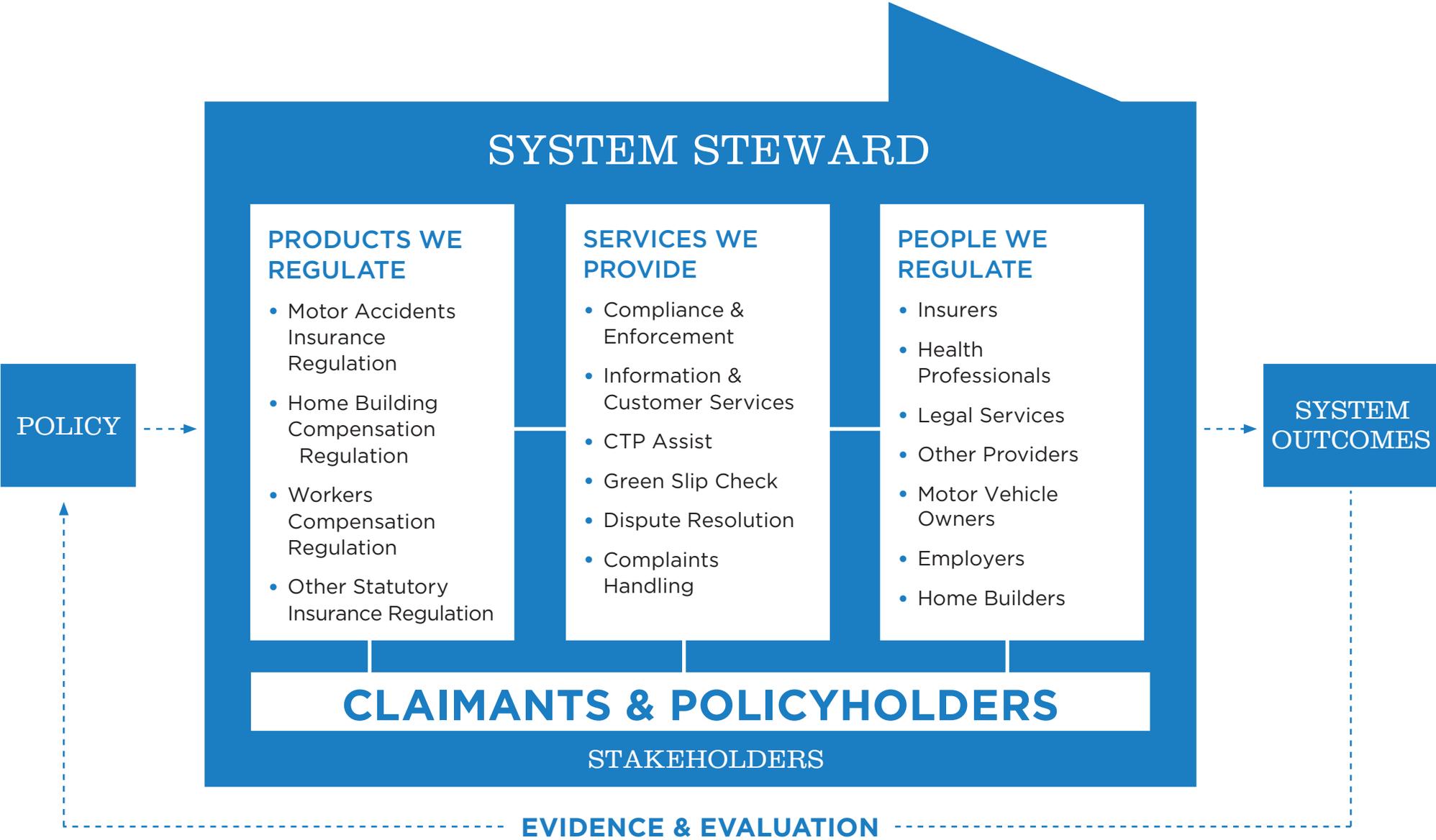
We are enthusiastic about getting things done (and doing them well), with a focus on digital innovation and customer satisfaction, and a willingness to have honest conversations.

We are a diverse team of highly skilled, motivated people with the broad range of professional expertise needed to steward insurance systems.

We are committed to making SIRA a great place to work, where our staff are engaged and empowered to contribute in a meaningful way. We are building a high performing culture where our staff continue to display the NSW Public Sector values of:

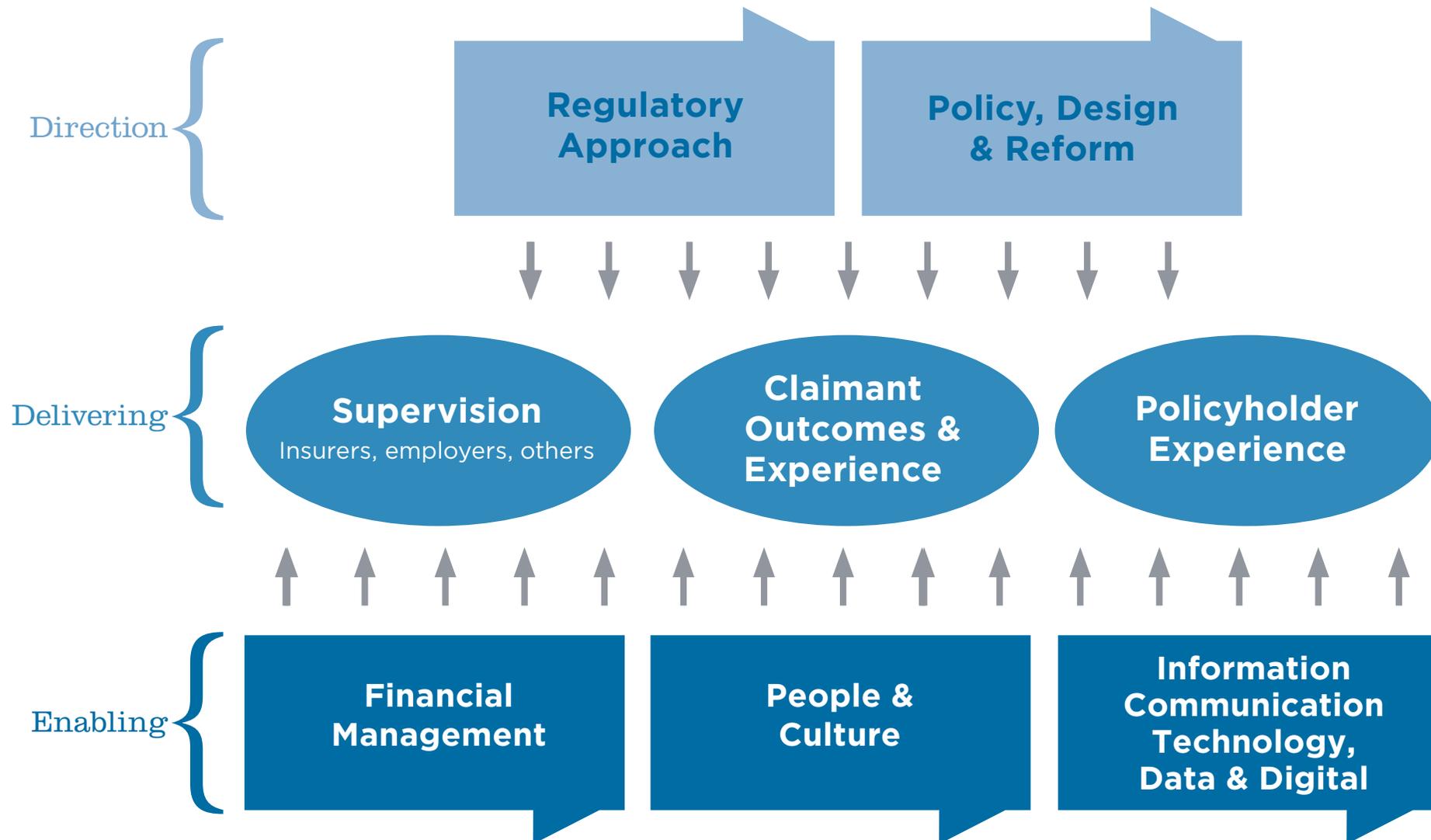


# Our ecosystem



# SIRA's Strategic Focus

We have identified eight key strategic focus areas that sit within three broad groups.



# SIRA's Delivery Plan to December 2018

For each of the eight strategic focus areas we have identified a set of deliverables up to December 2018, with information on:

- **Scheme** – the relevant scheme for the deliverable, or if it is a SIRA-wide deliverable (i.e. all three schemes we steward)
- **Success Measures** – how we will measure the outcomes we seek to achieve from the deliverables.

## FOCUS AREA: REGULATORY APPROACH

Scheme	Deliverables	Success Measures
SIRA-wide	Clearly document and publish our regulatory approach	<ul style="list-style-type: none"> <li>• Stakeholder awareness and understanding of regulatory approach</li> <li>• SIRA-wide staff awareness of regulatory approach</li> <li>• Findings of evaluation/Internal Audit conducted to assess on application of regulatory approach</li> </ul>
	Develop and implement a communication plan for implementing regulatory approach	
	Embed and monitor SIRA's regulatory approach	

## FOCUS AREA: POLICY, DESIGN AND REFORM

Scheme	Deliverables	Success Measures
SIRA-wide	Develop and implement an Inter-Agency and Cross-Government Partnership Strategy	<ul style="list-style-type: none"> <li>• Scheme KPIs/outcomes</li> <li>• Stakeholder feedback</li> <li>• Greiner review evaluation framework</li> </ul>
	Regularly review evidence and undertake ongoing horizon scanning to identify potential future scheme design innovation	
	Implement an accessible digital system for injured people and insurers using SIRA Dispute Resolution Services	
	Complete SIRA website redevelopment	
Compulsory Third Party	Commence the <i>Motor Accidents Injuries Act 2017</i>	
	Implement new CTP premium system	
	Establish new CTP Premium Committee	
	Rollout CTP Assist	
	Establish new and revised Dispute Resolution Services for CTP	
	Implement an accessible digital system for injured people to lodge claims	
Workers Compensation	Implement assistance for Section 39 Transition	
	Contribute to the review of workers compensation dispute resolution services	
	Revise complaints management and claims handling framework	
	Implement revised premium guidelines	
	Establish prudential standards across all insurer types	
	Implement new self-insurer licence framework	
Home Building	Implement legislative reforms for the new Home Building Scheme	

## FOCUS AREA: SUPERVISION

Scheme	Deliverables	Success Measures
SIRA-wide	Review & implement (where appropriate) a tiered supervision model for insurers	<ul style="list-style-type: none"> <li>Individual insurer and scheme performance metrics</li> <li>Number of insurer scorecard publications</li> <li>Feedback from insurers</li> </ul>
	Develop, implement and publish an insurer scorecard for all schemes	
	Develop model for policyholder compliance for all schemes	

## FOCUS AREA: CLAIMANT OUTCOMES & EXPERIENCE

Scheme	Deliverables	Success Measures
SIRA-wide	Develop and implement improved measurement and reporting of claimant experience and outcomes across all schemes	<ul style="list-style-type: none"> <li>Ongoing measurement and reporting of claimant outcomes and experience</li> <li>Number of improvement opportunities identified and implemented (based on insights captured)</li> <li>Improved claimant experience and outcome results</li> </ul>
	Drive culture and service delivery change to improve claimant experience support and outcomes	

## FOCUS AREA: POLICY HOLDER EXPERIENCE

Scheme	Deliverables	Success Measures
SIRA-wide	Develop and implement improved measurement and reporting of policyholder experience across all schemes	<ul style="list-style-type: none"> <li>Ongoing measurement and reporting of policyholder experience</li> <li>Number of improvement opportunities identified and implemented (based on insights captured)</li> </ul>
	Develop and implement a set of consistent principles for policyholder experience across all schemes	

## FOCUS AREA: FINANCIAL MANAGEMENT

Scheme	Deliverables	Success Measures
SIRA-wide	Continue to improve our financial management approach	<ul style="list-style-type: none"> <li>• SIRA budget delivered within guidelines</li> <li>• Improved forecasting accuracy</li> <li>• Operating within approved financial limits</li> </ul>
	Meet budget requirements for 2017/2018	

## FOCUS AREA: PEOPLE AND CULTURE

Scheme	Deliverables	Success Measures
SIRA-wide	Develop a new SIRA People and Culture Strategy (aligning with whole-of-government and Department of Finance, Services and Innovation Cluster) that includes a specific delivery plan, success measures and appropriate governance	Strategy to identify success measures, examples include: <ul style="list-style-type: none"> <li>• Improve staff engagement</li> <li>• Reduce rates of unscheduled leave</li> <li>• Reduce voluntary turnovers</li> <li>• Improve gender balance outcomes</li> <li>• Increase number of staff disclosing a disability</li> </ul>
	Become a Disability Confident Recruiter	

## FOCUS AREA: ICT, DATA AND DIGITAL

Scheme	Deliverables	Success Measures
SIRA-wide	Assess SIRA transactions and identify further opportunities to move transactions to digital to meet the 70% State Plan target	Strategy to include success measures, examples could include: <ul style="list-style-type: none"> <li>• Percentage of transactions online</li> </ul>
	Develop a new SIRA ICT, Data and Digital Strategy (aligning with whole-of-government and Department of Finance, Services and Innovation Cluster) that includes a specific delivery plan, success measures and appropriate governance	

**Note:** SIRA adopts a collaborative and inclusive approach to educate and support insurers to meet their regulatory obligations and the workers compensation system objectives. Meeting the measures outlined in this document does not restrict SIRA from performing compliance, enforcement or investigation activities where it is identified that an insurer has breached the workers compensation legislation. Where non-compliance with workers compensation legislation is determined, the insurer may be subject to a range of sanctions including but not limited to warnings, penalties and/or prosecutions.

#### Disclaimer

This publication may contain information that relates to the regulation of workers compensation insurance, motor accident third party (CTP) insurance and home building compensation in NSW. It may include details of some of your obligations under the various schemes that the State Insurance Regulatory Authority (SIRA) administers.

However to ensure you comply with your legal obligations you must refer to the appropriate legislation as currently in force. Up to date legislation can be found at the NSW Legislation website [www.legislation.nsw.gov.au](http://www.legislation.nsw.gov.au)

This publication does not represent a comprehensive statement of the law as it applies to particular problems or to individuals, or as a substitute for legal advice. You should seek independent legal advice if you need assistance on the application of the law to your situation.

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Catalogue no. SIRA08897  
State Insurance Regulatory Authority  
Level 6, McKell Building, 2-24 Rawson Place, Sydney NSW 2000  
General phone enquiries 1300 137 131  
Website [www.sira.nsw.gov.au](http://www.sira.nsw.gov.au)  
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