



ACCIDENT COMPENSATION CORPORATION

**CORPORATE PLAN
2017 - 2020**



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ACCIDENT COMPENSATION CORPORATION

CORPORATE PLAN 2017 – 2020

1. Executive Summary

This is the 10th Corporate Plan for the Accident Compensation Corporation (the Corporation) and will cover the next three financial years from 2017 to 2020. The Corporate Plan is mandated under the Public Bodies Act (Performance and Accountability) 2001 and the Public Bodies (Performance and Accountability) Amendment Act 2015.

The major purpose of setting up the Accident Compensation Corporation as a Government entity is to first of all, make provision for the general safety and the prevention of accidents, secondly, for the rehabilitation and compensation of workers who suffer personal injury by accident arising out of and in the course of their employment, or who contract certain occupational diseases, furthermore, rehabilitate or compensate persons who suffer personal injury by an accident occurring in connection with the use of certain types of conveyance in Samoa, and finally, the compensation of certain dependents of those workers and persons where deaths results from injury. These are therefore the core functions that the Corporation is tasked to perform in accordance with the Accident Compensation Corporation Act 1989 and Amendments 2003 and 2009.

The accident compensation scheme is financed by levies from employees and employers, levies from the use of petroleum and other income sourced from its investments. Some of these investments include the operation of its five storey building and the Market at Fugalei. The operation of the Market at Fugalei constantly requires the direct involvement of management and permanent staff not only to make the marketplace more pleasant, meet strict sanitary and phytosanitary standards for vendors, buyers and the general public, but also to attract more services such financial institutions, telecommunications and cash power suppliers to enhance our services to hundreds of our everyday customers.

Major developments in this Plan period include the building of a food court and shops at the Market as well as ways to reduce costs to its tenants such as the provision of water tanks and solar systems. Another development include an Information Technology infrastructure that would support the demand for I.T. equipment for effective and efficient communication delivery and monitoring services between the Head Office and its office at the Market, stakeholders and clients in Upolu and Savaii. Moreover, the Corporation's five storey building is more than 16 years old and it needs to be renovated within this Plan Period. Major plans are in Specific Projects.

The financial strength of the Corporation is stable and will continue to be sustainable. Excess funds deriving from income over expenditure is increasing and it will continue to increase for the duration of this Plan. The increasing trend in income is attributed mostly to interests received from its fixed deposits in local financial institutions. The Corporation's current reserve stands at \$122 million and is anticipated to reach \$200 million by the end of this Plan period.

Finally, the current and expected risks faced by the Board and management of the Corporation is funding activities outside its stipulated objective as well as threats to the scheme from accident claims not covered under the Corporation legislation. Some of the strategies implemented to counter these threats include the continuation of consultations with stakeholders and the general public as well as working together with the Ministry of Police, employers and employees. It also includes aggressive safety measures approach in collaboration with Fire and Emergency Services Authority and the Land Transport Authority to reduce accidents and fatalities. The Corporation is also working together with the Ministry of Commerce, Industry and Labour to regularly advice employees on proper occupational, safety and health working environment.

2. Mandate

The Corporation now operates within the framework of the following legislations:

- The Accident Compensation Act 1989
- The Accident Compensation Amendment Act 2003
- The Accident Compensation Amendment Act 2009
- The Public Bodies (Performance and Accountability) Act 2001
- The Public Bodies Amendment Act 2015
- Public Finance Management Act 2001
- The Companies Act 2001, Amendment 2006, Regulations 2008
- Labour and Employment Relations Act 2013
- Strategy for the Development of Samoa 2017-2020
- Finance Sector Plan
- Cabinet Directives

3. Entity Profile

3.1. Corporation History

Today marks the 38th year since the Corporation was established in 1978. It was initially a small setup to cater for the victims covered under the 1978 Act passed by Parliament which was largely reproduced from the New Zealand Accident Compensation Legislation. It developed and progressed into passing by Parliament of the 1989 Accident Compensation Act, with further amendments in 2003 and 2009.

The Accident Compensation Amendment Act 2003 is a milestone in the history of the Corporation as it refined aspects of the Accident Compensation Scheme and introduced higher levels of compensation as well as providing a 24 hours 7 days a week cover for all workers.

In addition, the Accident Compensation Amendment Act 2009 clearly defined a personal injury by accident as opposed to sickness and the identification of specific diseases commonly associated with occupational or resulted from factors that are in the working environment.

Equally important, the amendments provided new benefits and entitlements such as special payments to dependents of an employee who dies of natural causes, a care living allowance, mobility allowance and weekly payment to a spouse of an employee as well as increasing the level of compensation to loss of earnings, dependents of the deceased, permanent incapacity, funeral grant, artificial limb and aid and overseas treatment on special cases.

Finally, the Corporation is also engaged in other business activities like investments in the ACC five storey building and the Market at Fugalei which were established although these are not statutory functions but are very crucial in providing additional revenue for the Corporation.

3.2. Vision:

To create a sustainable accident compensation scheme and to be more responsive to the needs of the scheme beneficiaries.

3.3. Mission:

The Corporation will take a leading role in the reduction of social, economic and physical impact of accidents covered under ACC mandate through:

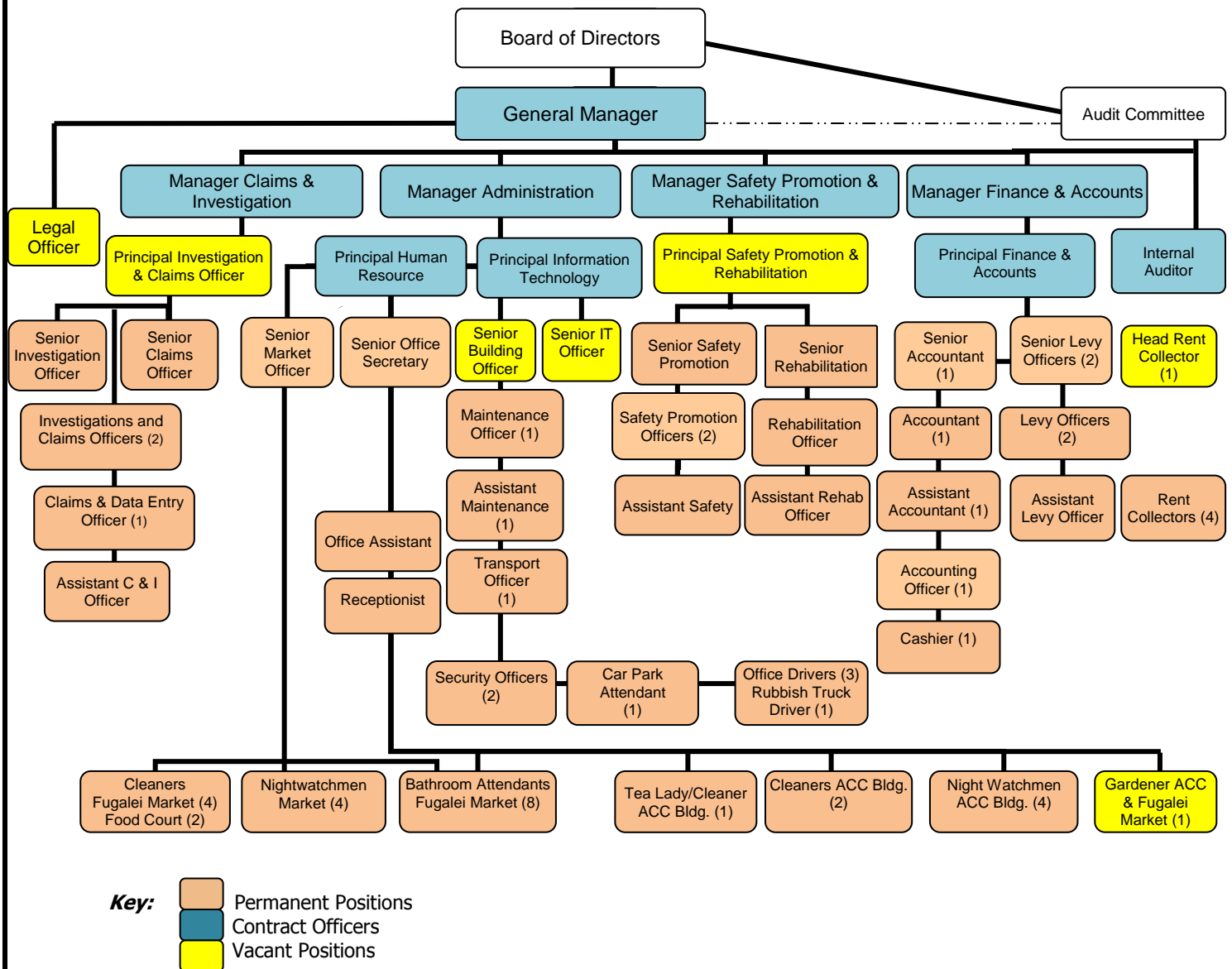
- a. Safety Promotion
- b. Rehabilitation
- c. Processing of Compensation Claims
- d. Levy Collection
- e. Investments

ACC can be classified under the Social Sector of the economy in relation to sustaining the Social Welfare of the workers and their families as well as dependents of workers that suffer loss of income from their disabilities to work again, or those that died of natural causes or work related accidents.

3.4. Principles and Values:

- Proactive in promoting safety and rehabilitation measures
- Timely and responsive to the needs of scheme beneficiaries
- Fair and Affordable levy contributions to all workers
- Sustainable compensation scheme
- Effective and efficient control measures

3.5. Organisational Structure 2017 - 2020:



The Corporation has a staff of 75, where 24 employees work at the Fugalei Market. The rest are employed at the Head Office located on Beach Road performing duties and responsibilities pertaining to the Accident Compensation Act. The vacant positions are anticipated to be filled within the Plan Period. The Corporation is headed by the General Manager who is responsible for the daily operations, implementations and execution of relevant legislation requirements, Board policies and Cabinet directives.

3.6. Financial Status

3.6.1. Audited Accounts – 2011 to 2015.

The accident compensation scheme is financed by levies from employees and their employers and levies from fuel. Other sources of income are from investments in its five storey building and market at Fugalei as well as interest on fixed deposits in local financial institutions.

Table 1: Shows the growth of income, expenses, net income and accumulated funds for the year 2011 - 2015.

Year	Income \$million	Increase/ Decrease	Expenses \$million	Increase/ Decrease	Net Income \$million	Increase/ Decrease	Fund \$million	Increase/ Decrease
2011	13.33	-1.26%	4.95	1(2.23%)	8.4	6.75%	86.3	10.80%
2012	13.64	2.33%	7.74	56.36%	5.9	-29.59%	92.17	6.80%
2013	13.82	1.32%	5.06	-34.63%	8.7	47.46%	100.94	9.50%
2014	15.05	8.90%	4.37	-13.64%	10.6	21.84%	111.62	10.60%
2015	16.40	8.97%	5.70	30.43%	10.7	0.94%	122.53	9.80%

Table 1 illustrates a trend on the growth in revenue and ACC total Accumulated Funds from the last 5 years (2011-2015) audited accounts. This trend was used as a basis to determine the anticipated growth for the Fund financial results for another five years ahead as stated in its Budget Financial Statement 2017-2020.

4. Strategic Issues for the Planning Period:

The key strategic issues faced by the Corporation include the following key performance indicators in the Financial and Non-Financial Indicators.

Table 2: KPIs

Financial Key Performance Indicators	Actual 2015	Budget 2016	Budget 2017	Budget 2018
Revenue	16 million	17 million	17 million	18 million
Expenses	5.7 million	6.4 million	6 million	6 million
Current Ratio	51 million	53 million	63 million	73 million
Non-Financial Key Performance Indicators	Actual 2015	Budget 2016	Budget 2017	Budget 2018
Employers Levy	4.8 million	5 million	5.4 million	5.7 million
Workers Levy	4.8 million	5 million	5.4 million	5.7 million
Fuel Levy	860,000	1 million	1.1 million	1.2 million
Market	930,000	1.1 million	1.2 million	1.3 million
ACC House	1.5 million	1.5 million	1.5 million	1.5 million
Interests from fixed deposits	2.6 million	4.1 million	3.8 million	4.1 million
Workers compensation	273,128	371,006	300,441	301,943
Specified Conveyance compensation	335,373	747,684	368,910	370,755
Workers injured after hours	172,615	195,442	189,877	190,826
Contributor's Death Benefit	180,000	132,000	198,000	198,990
Safety Promotion and Rehabilitation Expenses	239,109	601,000	600,000	603,000

The actual results have been audited for the June/July 2014-2015 period. Revenue is estimated to increase on the basis of increasing in number of ACC contributors as well as interests from its fixed deposits. There is no intention of the Corporation to increase its levy percentage during this Plan period nor any intention to increase its rental costs to its tenants at the market and its ACC building. However, compensations on injuries, deaths and rehabilitations are estimated for the next three budget years as per Table 2 above.

4.1. Assessment of Results:

4.2. Analysis of the Business Environment (SWOT Analysis):

Table 3: Analysis of External Business Environment

Threats	Strategies to minimize threats
Delaying in reporting of accidents by employers and Police. <ul style="list-style-type: none"> Police have an obligation under the law to provide reports – however they are charging people \$30 per report, this could hinder the reporting of accidents by the public 	Routine consultations with employers and Police. Identifying and prioritizing those employers that normally delay submitting reports
Accidents not covered in the scheme	Procedures are in place to detect these types of accidents such as the definition of accident covered are clear and precise
Non-payment of levies by employers	On-going field work to employers that are not complying with the law
Unexpected major calamities which may impact significantly on the scheme	Diversify and enhance investments opportunities so that it will assist ACC in solidifying the scheme
Alcohol and careless drivers are the number one causes of traffic accidents and fatalities	Aggressive safety measures approach need to be taken to reduce these accidents and fatalities Ongoing weekly radio programs
Employers working environments are sometimes not conducive to safety standards.	Routine inspection and advice of proper safety working environment must be address regularly
Reduced interest rate	Consider other investments opportunities
Attitudinal problems with some employers and workers who don't care much about health and safety.	Consultative meetings with those employers and workers in an attempt to change their attitudes by giving cost analysis of accidents and its bad effect on their business profits and health and safety of workers
Opportunities	Strategies to take advantage of opportunities
Monopoly with no competition pose from other stakeholders	Continue to diversify into other business activities which are low risk but returns are satisfactorily at least
ACC assets (land & buildings) are located in prime areas of Apia	ACC to formulate investment opportunities to make use of these prime areas
In terms of vocational rehabilitation, relevant stakeholders are willing to assist with the rehabilitation of victims.	Much consultation are made with accident victims especially those under long term rehabilitation encouraging them to use the opportunity to ensure they will secure job placement in order to become financially reliant
Strong financial position	Identify and engaged to other proven and potential business activities. Looking into offshore investments

Table 4: Assessment of the internal business environment

Strengths	Strategies to take advantage of strengths
Strong financial position	Aggressive monitoring of expenses Engage to proven business activities that will yield good return ACC investment are managed effective and efficiently
Safety control measures to prevent further accidents and rehabilitation assistance are made in the earliest possible time.	Closely working together with Claims Division and timely forwarding of recommendations to employers and other stakeholders and timely initiation of rehabilitation process and following them up for monitoring purposes.
Expenses are managed efficiently and effectively	Control procedures are in place to monitor/check the purchasing of items

Weaknesses	Strategies to ease weaknesses
Claimant of compensation often involve other members of the Family	Put strict procedures in place for selected members of the family that are entitled to these benefits
The definition of the term accident was often misrepresented	Amendment Act 2009 clearly define this misrepresentation
Lack of specialized counseling	Seek assistance for local or overseas training
Unclear classification for taxi drivers and an increased number of people hired by mobile phone companies to sell phone cards etc.	ACC to establish appropriate procedures to accommodate employer and employees relationships.
Sometimes delay and inaccuracies in updating data into the database are encountered.	Regular follow-ups and consultations between Managers of Investigation & SPR and Officers involved for remedial action.

4.3. Analysis of the Key Risks/Issues to the Achievement of Objectives:

Financial risks involve outstanding arrears in levies as well as tenants both at the Fugalei Market and ACC House. The continual declining of Commercial Banks interest rates is another major risk which shifts the focus of the Corporation to expand its investment portfolio to offshore opportunities. There are certain requirements and assessments that have to be satisfied prior to the commencement of such move.

5. Objectives, Strategies and Performance Measures:

The major objectives to realize our vision and achieve our mission are:

5.1. The Board of Directors:

- 5.1.1. Achieve goals and objectives stated in the Corporate Plan, Statement of Corporate Intent and Quarterly and Annual Reports for information and approval of the Board on financial performance, progress of projects, and staff performance
- 5.1.2. Assess the compensations in accordance with ACC legislation
- 5.1.3. Observe duties and responsibilities expected of Directors under the Public Bodies (Performance & Accountability) Act 2001 and the Companies Act 2001 as well as Cabinet Directives

5.2. Safety Promotion and Rehabilitation:

- 5.2.1. To improve safety and accident prevention for workers in the work place and at other environment such as at home, sporting and re-creation, and any person in the use of specified conveyance.
- 5.2.2. To promote, improve and monitor well-coordinated and vigorous programs for medical and vocational rehabilitation for persons who become incapacitate as a result of personal injury accidents covered in the scheme.

5.3. Accident Compensation and Investigation:

- 5.3.1. To ensure speedy settlement of all claims and timely payment of compensation entitlements to the injured and dependents of the deceased while at time of need.

5.4. Administration and Human Resource:

- 5.4.1. To continually develop human resource capacity through training and provision of various conditions for improving services.
- 5.4.2. Improve the standard of services offered to clients and the general public

5.5. Finance:

- 5.5.1. To achieve budgeted collections from employers and employees, fuel levy, ACC house and Fugalei market tenants.
- 5.5.2. To ensure timeliness and efficient production of financial reports in compliance with ACC Act and the Public Bodies Act.
- 5.5.3. To ensure the efficient and effective financial management of the Corporation's investments.

5.6. Internal Audit:

- 5.6.1. To continue to maintain the integrity of internal controls over financial systems and legal compliance.
- 5.6.2. Ensure restoration of the effectiveness and adequacy of Internal Controls and Processes.
- 5.6.3. Ensure operational and management efficiency are continuously monitored.
- 5.6.4. Compliance to relevant legislation and policies, internal control policies, corporate plan.
- 5.6.5. Provide support to the Audit Committee and Management.

Objective 5.1: The Board of Directors

Strategy	Outcome	Performance Indicator	Timeframe
<p>5.1.1 Achieve objectives in the Corporate Plan, provide timely Quarterly and Annual Reports for Board information and advice on financial performance, progress of projects and staff performance</p>	For effective Board decisions	Approve Board papers submitted within one sitting of the Board on income collection, financial spending and project progress.	Monthly Board Meetings
<p>5.1.2 Assess the compensations in accordance with ACC legislation</p>	Fair compensation for all claimants	Prepare, assess and approve each claim received by accident victims and their families	On Going
<p>5.1.3 Observe duties and responsibilities expected of Directors under the Public Bodies Act 2001 and the Companies Act 2001 as well as Cabinet Directives</p>	Approvals to be fair and in compliance with legislation	Decisions of the Board to be in-line with legislation, policies and Cabinet directives	On Going

Objective 5.2: Safety Promotion and Rehabilitation

- 5.2.1** To improve safety and accident prevention for workers in the work place and at other environments such as at home, sporting and re-creation, and for any person in the use of specified conveyance.

Output

Improved awareness and sense of responsibility among workers and employers for health and safety and in the use of specified conveyances, resource and information provider to relevant stakeholders.

Strategy	Outcome	Performance Indicator	Timeframe
<p>5.2.1.1 Promotion of workers' health and safety in workplaces, and other environments like homes, sports and recreation.</p>	<p>Improve safety awareness among workers and employers and the public on accident prevention methods.</p> <p>Reduction in accidents, injured and deaths by 5 percent per year of the corporate period.</p>	<p>Create a positive attitudinal change among workers and employers towards the importance of health and safety in workplaces through ongoing media programs and television advertisements.</p> <p>Fund television advertisements to some of the relevant stakeholder pertaining to safety awareness for effective partnership in the promotion of safety.</p>	On going
<p>5.2.1.2 Investigation and promotion of safety in the use of specified conveyance by all people.</p>	<p>Greater public awareness in road safety.</p> <p>An overall reduction in the number of claims for compensation by 5 percent from reduced accidents,</p>	<p>Funding media programs on radio and television by relevant stakeholders in all areas mandated by law.</p> <p>Seminars to stakeholders.</p>	<p>All year round</p> <p>Quarterly</p>

	injureds and fatalities per year of corporate period.	10 Road Safety billboards in Upolu and 10 in Savai'i.	June 2017
5.2.1.3 Reliable data on accidents.	Information sharing.	Improve and manage data on all accidents reported.	All year
5.2.1.4 Review the Safety Promotion and Rehabilitation Manual	Clearly outlined duties and responsibilities of staff.	Discuss amongst staff members if there has been any changes to the duties and responsibilities set out. Better staff work performance and timely completion of tasks assigned.	Aug 2016

Objective 5.2.2

To promote, improve and monitor well-coordinated and vigorous programs for medical and vocational rehabilitation for persons who become incapacitated as a result of personal injury accidents covered in the scheme.

Output

A vigorous rehabilitation service in place for speedy recovery of accident victims through medical and vocational rehabilitation.

Strategy	Outcome	Performance Indicator	Timeframe
5.2.2.1 Monitoring of accident victims with rehabilitation needs.	Early recovery of those rehabilitated.	Regular visitations and inspections of victims with rehabilitation needs and referral for appropriate medical treatments and/or supply of essential aids	On-going
5.2.2.2 Work closely with claims handling department in providing substantive test for monitoring of victims recovery through rehabilitation.	Expect reduction in referrals for long term rehabilitation by 5 percent per year of corporate period. Minimize if not eliminate abuse of compensation scheme through victims shopping for medical certificates for prolonged incapacitation and compensations.	Regular visitations to victims in order to note their health progress	On-going
5.2.2.3 Facilitate early return of rehabilitated victims to maximum earning capacity or living a near normal life.	Speedy return of victims to maximum earning capacity.	Consult and utilize appropriate stakeholders for vocational rehabilitation of accident Acquire an appropriate vehicle for transporting rehabilitated victims to their medical appointments. Timely provision of artificial aids or prosthesis for victims with permanent disabilities. Assist with job placement of accident victims to ensure they become financially independent.	On-going January 2017 Whenever required by victims Once victim recovers from injury
5.2.2.4 Review the Safety Promotion and Rehabilitation Manual.	Duties of the Rehabilitation staff are clearly outlined with anticipated improvement in their work performance.	Review in accordance with the understanding on the current status of rehabilitated victims	November 2016
5.2.2.5 Local and overseas procurement of rehabilitation aids and services.	Sufficient rehabilitation aids and services are in stock and readily available.	Monitor the use of aids and services for rehabilitated victims	On-going

Objective 5.3: Accident Compensation and Investigation

5.3.1 To ensure speedy settlement of all claims and timely payment of compensation entitlements to the injured and dependents of the deceased while at time of need.

Output (a)

Clients' satisfaction and effective handling of cases

Strategy	Outcome	Performance Indicator	Timeframe
5.3.1.1 An open handed approach to claimants in pursuing their cases and finalize promptly	Compensation to be in-line with conditions stipulated in the ACC Act and its Amendments	Process and finalize claims after all required information is received as well as examining formal requests to withdraw Trust Accounts for General Manger approval	5 working days
5.3.1.2 Liaise with Safety Promotion & Rehabilitation Division on on-going cases and updating records for claims processing	Weave out fraudulent claims as well as for those who are able to work again for compensation to end in order to reduce the total number of cases referred for further action by 5 percent each year.	Firm with investigations, follow-ups and interviews conducted of claimants and witnesses for prompt handling of cases and decision making	Weekly

Output (b)

Improve public awareness and stakeholders' relationships

Strategy	Outcome	Performance Indicator	Timeframe
5.3.2.1 Easily accessible information for employers and stakeholders	Well-informed stakeholders and public on ACC requirements and benefits	Make available on ACC website the required information and forms needed for accident reporting and accident beneficiary information	Ongoing
5.3.2.2 Encourage clients to contact doctors for medical advise	Minimize claims in need of assessment of medical reports	Minimize delays in obtaining medical reports, certificates, and any other related information needed from the Ministry of Health.	Upon receipt of claims

Output (c)

Timely and accuracy of reporting

Strategy	Outcome	Performance Indicator	Timeframe
5.3.3.1 Prepare reports of claims processed	For General Manager information on the status of claims handled and compensation given out	Report all claims received, assessed and analyzed according to the ACC Act and its Amendments	Within 10 working days following the end of each month
5.3.3.2 Prepare report on investigation and follow-ups conducted during Savaii visits	For General Manager information on the status of cases in Savaii	Report on Investigations and follow-ups conducted on cases of claims and injured persons	Within 10 working days on return of trip
5.3.3.3 Prepare contingent report	For Finance Division for budget preparations	Prepare the number of carry forward cases for the next financial year budget	Within 15 working days following the end of financial year.

Output (d)

Improved staff capabilities and team morale

Strategy	Outcome	Performance Indicator	Timeframe
5.3.4.1 Sharing and discussing problems encountered during	Enhance knowledge in ways to assist the investigating officer in decision	Better handling of cases and preparation of submissions for scheme beneficiaries	Ongoing

assessment of cases	making when difficult cases that are hard to determine arise		
5.3.4.2 Create a new database	For quick and accurate reporting of claims and investigation to Management	Accurate and readily available information and produce immediate reports upon demand	Ongoing
5.3.4.3 Staff performance appraisal	Encourage employees performance	Report be submitted	July (yearly)
5.3.4.4 Implement internet access	Accurate analysis of claims and compensation according to diseases covered by the Act	Research on available information on diseases and diagnosis	July 2016

Output (e)

Satisfactory disaster recovery plan of all data in the event of catastrophe

Strategy	Outcome	Performance Indicator	Timeframe
5.3.5.1 Monitor and safeguard efficiency of the filing system	No lost files and easy search of files	Files containing evidence for each case cannot be uploaded to the database but create a link from electronic files to the physical files for easy search	Ongoing
5.3.5.2 Implement a backup system for the investigation section	Prevent loss of information when PC crashes	Continue to update new files added into the system	Quarterly

Output (f)

Close Monitoring of Trust Accounts of Dependent's Children

Strategy	Outcome	Performance indicator	Timeframe
5.3.6.1 Identify solutions towards possible misuse of funds	Proper monitoring of trust accounts of dependants children	Put in place procedures to easily deter fraudulent claims as withdrawals of Trust Accounts are specific only for school educational needs of children but approval can also be granted on other requests during white Sundays and Christmas.	November 2017
5.3.6.2 Review manual to include issues relating to handling of trust accounts	Assist with decision making regarding withdrawals and transfer of trust accounts	Guidelines to be approved by audit Committee and for Board approval regarding the operation of trust accounts	July 2017
5.3.6.3 Employ an Officer specifically for Trust Accounts & Database Entry	Centralized handling of all trust account matters	Easy access to information about trust accounts and database information	July 2017
5.3.6.4 Trust account reports	To inform Management on status of trust accounts	Easy access of management to information regarding trust accounts	15th of every month

Objective 5.4: Administration and Human Resource

5.4.1 To continually enhanced human resource capacity through training and provision of various conditions for improving services.

Output (a)

Develop Human Resource capacity.

Strategy	Outcome	Performance Indicator	Timeframe
5.4.1.1 Induction training of new recruits (on-going procedure for employing new employees)	Understand duties and responsibilities as stipulated in the Staff Conditions Manual	Staff to adhere to Working Conditions <ul style="list-style-type: none"> • Aware of the conditions/benefits they are entitled to • Understand various remedies if 	Ongoing

		<p>performance are not up to the expected standard</p> <ul style="list-style-type: none"> • Improve staff morale • Create interest so that highly qualified personnel are employed 	
<p>5.4.1.2 Review Staff Working Conditions</p> <ol style="list-style-type: none"> 1. Education Benefits 2. Retirement Age 3. Attendance Records 4. Selection & Recruitment Process 5. Leave Entitlements 6. Years of Service/Long Service Leave 7. Employment Benefits 8. Local Travel Allowance 9. Remuneration 10. Staff Awards 	<ol style="list-style-type: none"> 1. Highly quality personnel 2. Job security 3. Staff are on time to work 4. Fair and reasonable appointment process 5. In accordance with LERA¹ 6. In-line with public & private sector 7. In accordance with LERA 8. In-line with economic development 9. Align each designation to ACC salary scale 10. Staff motivation 	<ol style="list-style-type: none"> 1. Effective and efficient work produced 2. Retain knowledge & experience 3. Produce quality work 4. Qualify and experience staff recruited 5. Consult with staff for their awareness 6. Well informed staff 7. Well informed staff 8. Support travelling staff 9. Define salary scale according to each duties and responsibilities 10. Monitor staff performances 	<ol style="list-style-type: none"> 1. July 2016/18 2. Feb 2017/19 3. Daily 4. July 2017/19 5. Sept 2016/18 6. Sept 2016/18 7. July 2016/18 8. July 2016/18 9. July 2017/19 10. Dec 16/17/18/19
<p>5.4.1.3 A Training Manual highlighting all priority areas to be performed</p> <ol style="list-style-type: none"> 1. Review ACC Act & Amendments 2. Review Staff Working Conditions 3. LERA 2013 & Amendments by MCIL² 4. Competition & Consumer Act 2016 by MCIL 5. Legal Metrology Act 2015 by MCIL 6. First Aid Training by Red Cross Association 7. National Kidney Foundation Assessment 8. Service Charter 9. Evacuation Drill with FESA³ 10. Health Awareness by MOH⁴ 11. Training of Night-watchmen and Securities 12. Training of Cleaners and Bathroom attendance 	<p>For staff information and capacity building</p>	<p>Awareness of staff on their rights and obligations under each legislation as well as their health conditions</p>	<ol style="list-style-type: none"> 1. March 2017 2. July 2016-2020 3. Aug 2016/2019 4. Sept 2016/20 5. Oct 2016 6. Nov 2016 7. Dec 16/17/18/19/20 8. Jan 2017/20 9. Nov 2016/17/18/19 10. April 2016/17/18/19/20 11. May 2017/20 12. May 2017/20
<p>5.4.1.4 Develop Information Technology</p>	<ol style="list-style-type: none"> 1. Updated Website 2. Quality and up-to-date computer hardware & software programs used by staff 3. Develop IT policies 	<ol style="list-style-type: none"> 1. New and accurate information 2. Provide quality advice on computer hardware & software procurement 3. Advise on appropriate IT policies 4. Fix computer problems 	<ol style="list-style-type: none"> 1. Weekly 2. When needed 3. When required 4. When required 5. Jan 2017 and every three

¹ LERA – Labour and Employment Relations Act 2013

² MCIL – Ministry of Commerce, Industry and Labour

³ FESA – Fire and Emergency Services Authority

⁴ MOH - Ministry of Health

	4. No computer problems 5. Training of staff on new relevant computer office automation software, databases and IT policies	5. Staff workshops on IT policies	months after
5.4.1.5 1. Annual Reports 2. Corporate Plan 3. Performance Appraisals for Employees	1. Transparency and accountability 2. Plan of future activities 3. Increments	1. Report on achievements or non-achievement of activities 2. Layout strategies and how to achieve them based on financial capacity 3. Satisfactory performance achieved	1. October (yearly) 2. March (yearly review) 3. September (annually)

Objective 5.4.2

Improve the standard of services offered to clients and the general public

Output (b)

Maintain an efficient and effective client focus services.

Strategy	Outcome	Performance Indicator	Timeframe
5.4.2.1 Development of the Fugalei Market 1. Build a Food Court 2. Build shops 3. Extension of the main building 4. Solar energy 5. Water tanks	1. Provide quality and hygienic service for the clients and public 2. Provide service for the clients and public 3. Provide service for the clients and public 4. Provide cheap electricity 5. Cheap water supply	1. Profitable 2. Profitable 3. Keep clients safe from climate change 4. Increase revenue 5. Increase revenue	1. Sep–April 2017 2. July – Sep 2017 3. Aug– Nov 2018 4. July– Dec 2018 5. July– Dec 2018
5.4.2.2 Improvement of the 5 storey building 1. Security Camera 2. Monthly maintenance of air conditions, fire alarm systems, standby generator, water pumps, elevators, and others 3. Assist tenants in plumbing, electrical work and other minor repair work (i.e. fixing doors) 4. Ordering of spare parts 5. Car park re-sealing 6. Reseal allucabond	1. Prolong usage 2. Create good working relationship with tenants 3. Easy availability 4. Stop leakage 5. Stop leakage 6. Monitor building and clients safety	1. Improve service 2. Quality maintenance 3. Timely replacement 4. Safety 5. Safety 6. Effectively capture the movement of people	July 2016 Ongoing Ongoing Ongoing Jan – June 2017 July – Dec 2018
5.4.2.3 Vehicle monitoring	1. Low fuel consumption 2. Proper management of vehicle usage 3. Low maintenance cost	Cost saving and efficient use of vehicle	Ongoing

Objective 5.5: Finance

5.5.1 Collection

Output (a)

To achieve budgeted allocation collection of employer/employee, fuel levy, ACC house and Fugalei Market lease within Financial Year.

STRATEGY	Outcome	Performance Indicator	Time frame
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5.5.1.1 Effective Levy collections from employers and employees	Increasing of Levies	Average of \$1,000,000 collected	Last day of every month
5.5.1.2 Collection of fuel levies from Customs Department of MOR ⁵	Avoiding late receipting & submitting levies	Average of \$100,000 collected	Last day of every month
5.5.1.3 Collection of Main Market Building	Sustainable Cash Flow	Average of \$10,000 collected	Weekly
5.5.1.4 Collecting leases from tenants ACC House & Fugalei Market	No arrears for all tenants	Vigorously follow-up payment of leases	Last day of each month
5.5.1.5 Follow up arrears promptly	Quick respond and alerting to reminding customers of arrears accordingly	Reduce monthly arrears	On-going
5.5.1.6 Conduct inspections to new and existing employers /businesses	Accurate returns	Register new Employers & Employees and collect the correct levy	Daily
5.5.1.7 Record and provide timely and accurate achievement of budget allocations.	Reflects financial performance for Managerial Decisions & Budgeting	Timely monthly report submitted for effective decision by Management and the Board	Monthly

5.5.2 Reporting

Output (b)

To ensure timeliness and efficient production of Financial report in compliance with ACC Act policies and the Public Bodies Performance and Accountability Act.

STRATEGY 1	Outcome	Performance Indicator	Timeframe
5.5.2.1 Preparation and timely submission of: 1. Budget to the Board 2. Monthly report to the Board 3. Quarterly report 4. Annual Accounts 5. Corporate Plan 6. VAGST Report to Ministry of Revenue	1. Effective & Efficient In allocating resources 2. Evaluating financial performance and financial position of the Corporation 3. Report to MPE ⁶ 4. Timeliness & compliance with ACC Act & policies 5. Achieving Objectives and Management Plans 6. Realizing & Recording of Credit Returns	1. Annual ACC Budget to be 2. Accurate financial reports 3. On-time preparation and submission of quarterly reports 4. Annual accounts to be accurately reported 5. Stable financial outlook for the next 5 years 6. VAGST reports to be submitted on time	1. Feb – March (yearly) 2. 15 th day of every month 3. By the 25 th of the following month 4. By 30 th September annually. 5. March 2016/2019 6. The 21 st of every 2 nd month
5.5.2.2 Monthly report on Accounts Division activities and work in progress to the Board	Financial stability of the Corporation	Ensuring the smooth flow of cash in financing Corporation's activities	The 15 th day every month
5.5.2.3 Review the presentation of annual financial report	Compliance with statutory requirements	Produce informative and user friendly annual report and production of Financial report to be professional accordance with Public Bodies Performance & Accountability Act 2011	Annual

⁵ Ministry for Revenue

⁶ Ministry of Public Enterprises

5.5.3 Investment

Output (c)

To ensure management of ACC fixed deposit investment.

STRATEGY	Outcome	Performance Indicator	Timeframe
5.5.3.1 Fixed Deposits plan	Achieve higher interest rates from commercial banks.	Monitor all Fixed Deposits in Commercial Banks for interest rates offered	Depend on Bank maturity dates
5.5.3.2 Assess terms and periods of Deposits	Determine roll over or maturity indicators of Deposits in line with Acc operational needs.	Review Operational needs of ACC and its financial positions to ensure its smooth continuation	On-going

Output (d)

Ensure management of ACC Properties is efficient

STRATEGY	Outcome	Performance Indicator	Timeframe
5.5.4.1 Review maintenance of Properties	Maintenance Costs are within Budget	Ensure effective and continuous maintenance of ACC building, Fugalei Market and Lands	2017 – 2020
5.5.4.2 Evaluate and maximize revenue collection	Achieve 7 percent return on equity as required by Government	Ensure all revenue collection is justified for all properties	2017 – 2020
5.5.4.3 Review tenancy maintenance agreements and conditions.	Tenants occupancy rate is 100%	Complaints are kept to a minimum and to ensure tenants occupancy rate is fully maintained	Every 5 Years 2016

Output (e)

Ensure management of Lending is efficient and effective

Strategy	Outcome	Performance Indicator	Timeframe
5.5.5.1 Review lending policy for clients.	Ensure lending conditions are within agreements with clients whether overseas or in-country	Returns are in line with MOA ⁷	Cabinet instructions

Output (f)

Diversify Investment portfolio.

Strategy	Outcome	Performance Indicator	Timeframe
5.5.6.1 Review ACC Investment Framework.	Assess in investment opportunities by assistance of Consultant Bonds, Equity and Offshore investments	Establishment of Investment Policies, Objectives, Central Bank requirements and other legislation to be met.	2017 – 2020

Objective 5.6 Internal Control and Risk Management

5.6.1 To continue to maintain the integrity of internal controls over financial systems and legal compliance.

Core Functions:

To provide independent appraisals of all ACC activities aiming to add value in improving internal controls and processes, statutory and legal requirement compliance, operational efficiency, and risk management.

⁷ Memorandum of Agreement

5.6.2 Ensure restoration of the effectiveness and adequacy of Internal Controls and Process.

Strategy	Outcome	Performance Indicator	Timeframe
5.6.2.1 Obtain an understanding of the overall function of the Corporation	Update the Permanent File for the Corporation	Updated copy of the Permanent File will forward to the General Manager and the Audit Committee for Review and Final Approval.	July 2017/18/19
5.6.2.2 Examine and evaluate internal control systems in various Corporation Division	Review Divisional Manual for non compliance. Conduct spots on selected audit areas.	Quarterly Report to respective Managers copied to General Manager on Audit findings and provides recommendations. (Reports will also be discussed with the Audit Committee) Reports on Audit findings will forward to General Manager copied to respective Managers (Spot Checks report will also be discussed with the Audit Committee)	July – Sept 2017 On-Going
5.6.2.3 Review accuracy and reliability of accounting records and financial reports	Conduct compliance testing and verification on some selected audit areas.	Reports to respective Managers copied to General Manager on Audit Findings and provide recommendations. (Reports will also be discussed with the Audit Committee)	Oct - Dec 2017/ 18/ 19

5.6.3 Ensure operational and management efficiency are implemented and continuously monitored.

Strategy	Outcome	Performance Indicator	Timeframe
5.6.3.1 Review the effectiveness of the Electronic system used by the Corporation	Assess for Safeguarding of information system and able to provide a useful and relevant reports for the users.	Reports to respective Managers copied to General Manager on Audit Findings and provide recommendations. (Reports will also be discussed with the Audit Committee)	Jan - Mar 2017/18/19/20
5.6.3.2 Assess for Safe keeping of Office resources and Fixed Assets.	Improve the safe keeping of the Corporation resources and Fixed Assets. Conduct Fixed Assets Sighting. (Existing & Additional Fixed Assets)	Reports to respective Managers copied to General Manager on Audit Findings and provide recommendations. (Reports will also be discussed with the Audit Committee)	April 2017/18/ 19/ 20

<p>5.6.3.3 Identify opportunities and recommendations for cost efficiency</p>	<p>Increased cost saving. (Reviewing the procedures for all the Operating Expenses including the Contracts payments.)</p> <p>Conduct analytical review on Receipts & Payment (Actual against Budget)</p>	<p>Reports to respective Managers copied to General Manager on Audit Findings and provide recommendations. (Reports will also be discussed with the Audit Committee.)</p> <p>Reports to respective Managers copied to General Manager on Audit Finding and provide recommendations. (Reports will also be discussed with the Audit Committee.)</p>	<p>April - June 2017/18/19/20</p> <p>Dec 2017/18/19</p>
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5.6.4. Compliance to relevant legislation and policies, internal control policies, corporate plan

Strategy	Outcome	Performance Indicator	Timeframe
<p>5.6.4.1 Monitor adherence to ACC Act and Legislation and requirement</p>	<p>Correct process and timely reporting</p>	<p>Report to respective Manager copied to General Manager on Audit Finding and provide recommendations. (Reports will also be discussed with the Audit Committee)</p>	<p>On-going</p>
<p>5.6.4.2 Review internal controls for Trust Accounts</p>	<p>Conduct compliance testing for Trust Accounts procedures.</p> <p>Conduct compliance testing on compensation payments</p>	<p>Reports to respective Manager copied to General Manager on Audit Finding and provide recommendations. (Reports will also be discussed with the Audit Committee)</p> <p>Reports to respective Manager copied to General Manager on Audit Finding and provide recommendations. (Reports will also be discussed with the Audit Committee)</p>	<p>April - June 2017/ 18/19/ 20</p> <p>April - June 2017/ 18/19/ 20</p>

5.6.5. Provide support to the Audit Committee and Management

<p>5.6.5.1 Attend to Audit Committee Meeting.</p> <p>Attend to management Meeting</p>	<p>Secretary to the Audit Committee and to the Management.</p>	<p>Prepare and circulate meeting agenda and minutes.</p>	<p>On-going</p>
<p>5.6.5.2 Carry out or/and assist in special Investigation and Audit Assignment, cash count</p>	<p>Actively and promptly attend to special investigation.</p>	<p>Report on special Investigation and any other directed assignment prepared.</p>	<p>On-going</p>

6.0 Financial Statements:

Tables 5-7 below shows the past, current and future financial situation of the Corporation covering the actual audited results for Financial Year 2014-2015 and the budgeted statements for the next five year period to FY 2020.

Table 5: Balance Sheet July 2014 - June 2020

Balance Sheet as at July-June 2014-2020	Audited 2014/2015	Current Budget 2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Current Assets	53,005,306	57,839,268	65,567,294	74,636,839	84,785,785	96,104,585
Current Liabilities	1,811,700	1,399,374	1,405,857	1,345,063	1,287,308	1,232,441
Working Capital	51,193,606	56,439,894	64,161,437	73,291,776	83,498,477	94,872,143
Non-Current Assets	71,782,161	76,409,672	82,321,092	85,522,151	88,723,210	91,924,269
Long-Term Liabilities	442,956	491,195	389,844	370,352	351,834	334,242
Accumulated Funds	\$122,532,811	132,358,371	146,092,685	158,443,575	171,869,852	186,462,169

Total working capital is expected to grow by an average of \$10 million tala each year and thus showcases a strong liquidity position of the Corporation. The total Working Capital for 2020 is estimated to be at \$94 million from an increase of 68 percent since the budgeted year, 2016. Total Accumulated Funds are increased each year which in conjunction with the increase of Net Profit. Included in total accumulated Funds are Capital Expenditures as part of the Corporation's investment activities over the period under review.

Table 6: Shows the Profit and Loss Statement 2015 - 2020

Profit and Loss	Audited 2014/2015	Current Budget 2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Total Income	16,400,378	17,494,367	17,316,442	18,338,580	19,443,904	20,640,032
Total Expenditure	5,704,126	6,353,085	5,957,899	5,987,689	6,017,627	6,047,715
Net Profit	10,696,252	11,141,282	11,358,543	12,350,891	13,426,277	14,592,317
Return on Equity	8.73%	8.42%	7.77%	7.80%	7.81%	7.83%

Revenue is estimated to increase by 6 - 7 percent each year for all components except for the ACC House which remained constant due to no intention to increase rent for the next five years. Expenses are expected to increase slightly by 0.5 percent due to projects outlined in Section 7 below. However, there are effective cost cutting measures which placed great emphasis on the reduction of accidents on roads and in workplaces. Surplus is expected to increase each year by \$1 million which provides for a rate of increase in the Return on Equity ratio of 0.01 percent each year. The average ROE for this 5 year plan period is expected to be at 7.8 percent.

Table 7: Shows the Cash Flow Statement 2015 - 2020

Profit and Loss	Audited 2014/2015	Current Budget 2015/2016	2016/2017	2017/2018	2018/2019	2019/2020
Cash received from Operation	12,320,372	13,053,905	13,879,622	14,757,750	15,609,180	16,529,531
Cash applied for Operation	5,124,794	6,099,512	5,493,475	5,521,035	5,549,959	5,578,232
Net Cash provided for Operation	7,195,578	6,954,393	8,386,147	9,236,715	10,059,221	10,951,299
Cash received from Investment	4,214,555	2,731,196	4,235,850	3,866,698	4,121,900	4,398,067
Cash applied for Operation	10,124,033	6,176,500	7,310,000	4,000,000	4,000,000	4,000,000
Net Cash used in Investing	(5,909,478)	-3,445,304	-3,074,150	-133,302	121,900	398,067
Cash Equivalent at year end	51,011,264	53,345,397	63,828,530	72,931,943	83,113,064	94,462,430

Total actual cash flow in the financial year 2015 of \$51 million is expected to increase to \$53 million in the current Financial Year with a \$94 million forecast at the end of Financial Year 2020 which represents 77 percent increase in the five years of this Plan.

7.0 Specific Projects:

Capital works proposed for the period covered:

	Name of Project/(s)	Total Projected Costs	Timeframe
a	Samoa High Commission Building – Canberra, Australia	AUD\$6m – approximately ST\$12m	July 2016 – December 2017
b	Establishment of a Food Court and Shops at the Fugalei Market	Food Court - \$500k Shops - \$700k	July 2016 – June 2017
c	Purchase of office equipment, furniture and fittings	\$10k	July 2016
d	Installation of security cameras around ACC House and the Fugalei Market	\$50k	July - Sept 2016
e	An Information Technology system for ACC	\$50k	July - Dec 2016
f	Safety Promotion Billboards at the Fugalei Market and around Upolu and Savaii	\$500k	Sept - Dec 2016
g	Installation of Solar Energy at the Fugalei Market	\$50k	Jan - Sept 2017
h	Car park re-sealing (2 nd floor ACC House) and Repair Allucabond Aluminium covers	\$500k	June - Dec 2017
i	Appropriate vehicle for rehabilitated victims	\$500k	July 2017
j	Replace current vehicle fleet - 4 Hilux & Rubbish Truck	\$500k	Jul '16, Mar '17, June '17, Jan '18, Apr '19
k	Installation of water catchment reserves at the Fugalei Market	\$250k	Oct 2017 – July 2018
l	Extension of the Eastern Side of the Market	\$200k	Jan - Nov 2018
m	Access road from new land to bus terminal at the Market	\$50k	June 2018 - June 2019
n	Maintenance of the Generator and replace heat and smoke detectors at ACC and Market	\$1 million	Dec 2019 - June 2020

All capital works above are self-funded by the ACC from its own cash flow. The main project is the construction of the Samoan High Commissioner Building in Canberra. Negotiations are in progress with the MOF on terms and conditions in recovering of the ACC funds.

Other two big projects are improvements to the Corporation's local property investments, the Fugalei market and ACC House including the maintenance of the ACC House Generator. Other minor ones are the installation of the office network systems and acquisition of new vehicles to replace the existing ones.

A total estimated cost for all capital works is approximated at around \$17 million tala.

8. Support for Government Policy

The Strategy for the Development of Samoa 2012 - 2016 vision "boosting productivity for sustainable development" is very much supported by the following activities continually performed by the Accident Compensation Corporation:

The Accident Compensation Corporation supports Government policy in the following areas:

- Supports the Ministry of Police, Samoa Fire and Service Authority, the Land Transport Authority, the Ministry of Commerce, Industry and Labour and others through the provision of safety equipment, safety promotional materials, fund media programs for the safety of the general public on our roads, fire and emergencies;
- Inject funds into the economy and invest in secured and financially low risk investments;
- Managed the Food and Produce Market for farmers to sell their agricultural products,
- Assist the business community by providing rental spaces to operate their businesses which include flea market spaces for locally and overseas manufactured products as well as availing spaces for telecommunication services, financial services and cash power services;
- Fund the accident compensation scheme for workers and the whole population.
- Production of annual reports, financial statements and annual budgets, corporate plans for information of Cabinet and Parliamentarians;

9. Governance

The Board is entrusted with the role of overseeing the accident compensation scheme on behalf of stakeholders and the whole community. The Board is responsible for the overall guidance of strategies, corporate plans, annual plans and related affairs of the Corporation. These include:

- The scheme's strategic direction and corporate plans;
- Determining policy and monitoring its implementation;
- Overseeing the proper and effective management of the scheme;
- Monitoring the implementation of effective financial procedures and providing accountability;
- Approving and monitoring budgets, and
- Safeguarding the Corporation's resources.

The ACC Act and its Amendments specifically explore the importance of safety, rehabilitation and compensation as the core purpose of the scheme. As a result, the Board is more concerned with the promotion of measures to reduce the frequency and severity of personal injury, encourage activities designed to promote medical and vocational rehabilitation, and provide a fair measure of financial support for living standards of the scheme beneficiaries.