



Seafood Industry
Australia

The Voice of Australian Seafood

SAFETY AND WELLBEING COMMITTEE STRATEGIC ACTION PLAN

July 2025



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ACTION PLAN OVERVIEW

In mid-2024, Seafood Industry Australia (SIA) established the National Safety and Wellbeing Committee (SWC) — the first of its kind in the Australian seafood sector.

SIA will lead the Committee's work to continue improving and strengthening safety across the seafood industry by building on the efforts of the former Sea Safe and SISI Committees.

With a focus on practical outcomes, national consistency, and cultural change, the SWC aims to deliver measurable improvements in safety and wellbeing across the entire seafood supply chain.

SWC members provided feedback to develop this Action Plan which will help guide SIA's activity for industry

The Plan was informed by a review of the current Sea Safe project and SISI Strategic Plan

THE COMMITTEE AIMS TO:

- Improve coordination and governance
- Enhance resource use and communication
- Ensure consistent safety messaging
- Continue to strengthen safety culture
- Increase industry-wide impact

ABOUT THE SWC

SWC formed through the merger of the Sea Safe Committee and the Seafood Industry Safety Initiative (SISI) Committee, streamlining efforts under one unified body.

The new committee brings together commercial fishers, aquaculture, processors, researchers, funders, and regulators to drive improved safety and wellbeing outcomes across the industry.



SWC ROADMAP 2024-2027

VISION

Moving towards zero fatalities and a reduction in workplace health and safety incidents.

MISSION

To achieve a positive change in workplace safety culture to ensure the Australian seafood industry keeps its people safe.

VALUE PROPOSITION

The Safety and Wellbeing Committee is genuinely committed to advancing the holistic safety and wellbeing of people across the Australian seafood industry. Representing a united voice, the Committee brings together a diverse group of members—ranging from industry leaders and operators to researchers and regulators—whose collective experience, insight and reach span the breadth of the sector.

With a strong focus on collaboration, open dialogue, and practical solutions, the Committee works to address shared challenges and support continuous improvement. Through its efforts, it helps guide employers towards safer, more supportive workplaces—contributing to the seafood industry's ambition to be recognised as an employer of choice.

STRATEGIC PILLARS

SAFETY CULTURE

A commitment to fostering positive behaviours and attitudes towards workplace safety systems and processes, emphasising continuous learning and improvement

RESEARCH AND TECHNOLOGY

Increased awareness of emerging fit-for-purpose technologies and Research and Development outcomes to improve workplace safety.

TRAINING AND EDUCATION

Increased uptake and engagement by industry of workplace safety and training programs and education tools.

PARTNERSHIPS AND ADVOCACY

Partnerships with government agencies, industry stakeholder engagement and best practice to inform and lead decision-making at regulatory level.



PRIORITY 1

Measuring Safety Culture

Pillar 1 Safety Culture

OVERVIEW

The activities discussed by the SWC and previously under the Seafood Industry Safety Initiative (SISI) align with the core goals of the Sea Safe – Safety Culture program. Now two years into implementation, baseline measures and observations are in place. The next step is to present these findings to the SWC and broader industry, and refine existing survey tools to ensure data collected continues to support a meaningful baseline. Annual reviews by the SWC and stakeholders will help adjust the approach as needed to keep the measurement of Safety Culture relevant.

OBJECTIVES

- To establish a baseline measure of safety culture in the Seafood Industry
- To identify and explain through communications the drivers and appropriate or available measures to industry.
- SWC and Sea Safe to annually review findings, assess the effectiveness of communication strategies, and refine safety culture measures. This process should include integrating new insights, adjusting measures if needed, and ensuring alignment with industry needs for capturing, improving and communicating culture change.



APPROACH

The Sea Safe program aims to drive cultural change across the industry using a structured program logic that includes both quantitative and qualitative data over the short, medium, and long term. Early-phase activities focus on setting the foundations for behaviour and culture change. Regular reporting has been in place since the program began in July 2022. Sea Safe will provide a preliminary baseline report to the SWC at the next Annual In person workshop in 2025.

ACTIONS

A summary of proposed actions is provided below.

YEAR 1. BASELINE REPORTING SAFETY CULTURE	YEAR 2. REVIEW	YEAR 3. FINAL YEAR & FUTURE REPORTING
<ol style="list-style-type: none">1.Sea Safe to provide baseline analysis report on safety culture and provide recommendations for future approaches, timeframes, and data improvements2.Conduct an online workshop with SWC, Sea Safe, AMSA, FRDC, and industry representatives to analyse preliminary baseline findings.3.Identify gaps or areas where additional insights may be needed to enhance measurement and communication strategies.4.Provide update at SWC workshop and report on next steps.	<ol style="list-style-type: none">1.Implement a targeted campaign to address barriers to reporting and promote transparency within the industry, based on year 1 findings.2.Act on industry tool if suggested from Workshop or alternative changes that have taken place through existing reporting process/guidelines/methods and reporting tools.3.Compile a report and provide up to date feedback at annual in person workshop.	<ol style="list-style-type: none">1.SWC to review safety culture progress across the three years, comparing final year findings with initial baseline.2.Present the final safety culture report at the SWC annual in-person workshop, highlighting key insights, challenges, and successes. Provide 3rd year baseline measurement within report.3.Ensure strategies in place for continued success of capturing, communicating and reporting these findings



PRIORITY 2

Fostering Transparency & Trust Through Just Culture

Pillar 1 Safety Culture

OVERVIEW

A key element of workplace safety and compliance is creating an environment where employees feel safe to report incidents without fear of retribution or regulations. This three-year project will focus on improving industry understanding of Just Culture—a framework that promotes learning from mistakes while maintaining accountability. The initiative will aim to identify barriers to reporting, implement more effective tools, and continue to promote education on safety culture. By engaging stakeholders, refining reporting tools, and enhancing education the project will promote open communication and enhanced reporting.

OBJECTIVES

- Define just culture and its role in the seafood industry
- Review the AMSA anonymous reporting tool to assess its effectiveness
- Evaluate data produced by current reporting tools
- Explore industry led data collection to better understand reporting challenges
- Identify barriers to reporting
- Increase industry awareness of SafeWorks's role and promote psychosocial safety as a key component of workplace well-being

APPROACH

Through consultations with key stakeholders, including AMSA and SafeWork, the project will establish a clear understanding of Just Culture and its role in fostering a transparent, accountable environment. This will involve evaluating the effectiveness of existing reporting tools, identifying barriers to reporting, and gathering feedback to uncover gaps in knowledge or misconceptions around the reporting process. The insights gathered will inform the development of improved reporting mechanisms and safety culture strategies.

The project will also work to refine reporting tools and protocols, ensuring they are user-friendly, accessible, and encourage greater participation from industry stakeholders. Collaborating with AMSA and SafeWork, the project will focus on simplifying reporting guidelines and creating educational materials that clearly communicate the importance of incident reporting and the benefits of Just Culture. Ongoing feedback will be collected to assess the effectiveness of these improvements and ensure they meet the needs of all stakeholders.





ACTIONS

A summary of current and proposed actions is provided below.

YEAR 1. DEFINITION & BARRIERS	YEAR 2. TOOLS & EDUCATION	YEAR 3. IMPROVEMENT & EVALUATION
<ol style="list-style-type: none"> 1. Collaborate with SWC, AMSA, and SafeWork to define Just Culture. 2. Identify reporting barriers using stakeholder feedback, Sea Safe data, surveys, and AMSA statistics. 3. Review the clarity and accessibility of regulator reporting guidelines and tools. 4. Assess the effectiveness of AMSA's anonymous reporting tool. 5. Compile a baseline report on barriers, perceptions, and improvement opportunities for discussion at the In-Person Safety Workshop. Review findings annually to consider the need for an industry-led reporting campaign or tool. 	<ol style="list-style-type: none"> 1. Implement a targeted campaign to address barriers to reporting and promote transparency within the industry, based on year 1 findings. 2. Act on industry tool if suggested from Workshop or alternative changes that have taken place through existing reporting process/guidelines/methods and reporting tools. 3. Compile a report and provide up to date feedback at annual in person workshop. 	<ol style="list-style-type: none"> 1. Conduct an annual review of incident reporting trends, industry perceptions and the effectiveness of implemented tool changes. 2. Promote the long-term benefits of psychosocial safety and transparency around reporting for safety culture within the seafood industry. 3. Ensure long-term strategies are in place to support the ongoing reporting changes.



PRIORITY 3

Understanding Fatigue

Pillar 2 Research and Technology

OVERVIEW

This project aims to address the lack of comprehensive, industry-wide data on fatigue by collecting and analysing data from various sectors of the seafood industry through a combination of activity trackers and surveys. By engaging industry stakeholders throughout the process, including operators, crew members, and relevant organisations, the project will ensure that tailored policy recommendations are grounded in real-world experiences and data.

OBJECTIVES

- The project aims to collect data across various sectors of the seafood industry to understand fatigue within different operations. By using activity trackers and surveys across diverse fisheries and operational settings, the goal is to avoid a "one-size-fits-all" approach. This will allow for improved understanding, challenges and conditions.
- Develop a comprehensive safety position and provide evidence-based recommendations for future policy development and any potential regulatory changes, ensuring that the recommendations are grounded in reputable data and tailored to the unique needs of the industry.
- Use the findings to inform and educate the industry on the importance of fatigue management and the steps to take for safer operations.

APPROACH

The methodology of this project is centred on the collection and analysis of both objective and self-reported data to gain a thorough understanding of fatigue within the seafood industry. It has a mixed method approach that combines activity trackers that monitor sleep patterns and activity levels, with fatigue experience surveys to capture individual insights from workers about their fatigue, work schedules and the perceived safety risks, this approach allows for a rounded view of fatigue, incorporating both quantifiable data and personal experiences.

The data collection is designed to be industry-wide, to ensure that it covers a broad range of operations settings from various fisheries in various geographical regions. By gathering data from a diverse cross-section of the industry, the project aims to avoid a "one-size-fits all" approach to fatigue management in policy development. The goal is to build a comprehensive dataset that reflects the unique challenges and conditions within each sector, enabling the development of tailored, evidence-based policy recommendations.

ACTIONS

A summary of proposed actions is provided below.

YEAR 1. PLANNING, ENGAGEMENT & INITIAL ROLLOUT	YEAR 2. INDUSTRY-WIDE ROLLOUT & DATA EXPANSION	YEAR 3. POLICY DEVELOPMENT & INDUSTRY EDUCATION
<ol style="list-style-type: none"> 1. SWC to refine project design & SIA/Sea Safe to apply for funding to further action project. 2. Engage key stakeholders (AMSA, FRDC, Sea Safe, fishing operators, crew members). 3. Develop clear communication materials on fatigue data collection 4. Identify a diverse pilot group across different fisheries and operational settings. 5. Introduce activity tracker devices to monitor sleep patterns and activity levels. 6. Report initial findings to annual in person workshop, communicate findings to broader industry and stakeholders, participants involved in the pilot. 	<ol style="list-style-type: none"> 1. Design a fatigue experience survey for skippers and crew to capture self-reported insights. 2. Expand project based on insights from the pilot phase. 3. Analyse data collected during the pilot phase to identify trends and challenges. 4. Present findings to SWC Annual In-Person Workshop for transparency and engagement. 	<ol style="list-style-type: none"> 1. Broader industry engagement based on findings 2. Develop SIA safety position on fatigue management and policy development for further evidenced based regulatory changes 3. Communicate findings to industry stakeholders and regulatory departments. 4. Finalise through Annual in person workshop.



PRIORITY 4

Online Safety Training Platform

Pillar 3 Training and Education

BACKGROUND

Existing training materials are scattered across various sources, making it difficult for fishers and broader industry to access up-to-date, relevant training and stay informed about regulatory changes in one centralised location. With an industry-wide push for improved safety education and the evolving nature of regulations, there is a clear need for a more structured and accessible solution. This project aims to fill that gap by providing a single, user-friendly digital platform that consolidates safety education, ensuring all fishers have easy access to vital training resources. Through the platform, we will gain insights into industry preferences by tracking usage patterns, identifying what works, what doesn't, and which materials are most accessed.

OBJECTIVES

- Create a single, accessible online platform for all safety training materials
- Promote the platform through campaigns and onboarding support to ensure widespread use
- Regularly update content based on feedback and regulatory changes

APPROACH

The methodology for the Online Safety Training Platform focuses on a user-centred, development process. It starts with a gap analysis to review current training materials and gather input from industry stakeholders to ensure the platform meets real-world needs and can capture the regulatory landscape. Features like multi-language support, various learning types, and easy access to diverse training materials will ensure inclusivity for all users, accommodating different learning styles and language preferences.

Continuous improvement is key, with regular content updates to keep the platform aligned with industry changes. Feedback, analytics, and consultations will guide these updates, ensuring the platform evolves based on user needs. The platform's effectiveness will be measured through data on engagement, completion rates, and safety outcomes, ensuring it remains relevant and impactful over time.





ACTIONS

A summary of proposed actions is provided below.

YEAR 1. GAP ANALYSIS & PROJECT PLANNING	YEAR 2. INDUSTRY-WIDE ROLLOUT & DATA EXPANSION	YEAR 3. POLICY DEVELOPMENT & INDUSTRY EDUCATION
<ol style="list-style-type: none">1.Undertake a gap analysis to evaluate the current training resources and identify opportunities to leverage existing information already collected through Seafood Careers. This process will explore how available resources from regulators, Sea Safe, and Stay Afloat can be integrated into a single, accessible platform for industry use.2.Safety & SWC to develop detailed project plan with timelines, resources, and cost estimates, including communications plan, roll out and project management.3.Apply for Project funding to roll out platform.	<ol style="list-style-type: none">1.Design and develop the platform with a technology provider2.Ensure the platform is user-friendly, mobile-accessible, and compatible with various devices and integrations, captures the scope of various resources for training and regulatory changes3.Launch pilot testing with a diverse group of industry participants to gather feedback on usability4.Refine platform based on pilot feedback before full deployment5.Provide update to annual in person workshop prior to full deployment.	<ol style="list-style-type: none">1.Launch the platform industry-wide with a comprehensive promotional campaign2.Provide onboarding support for smooth adoption3.Regularly update content to ensure relevance and alignment with industry standards4.Collaborate to improve and expand training content based on industry needs and data driven from the platforms use.5.3 Year report provided to SWC/In person workshop committee.



PRIORITY 5

Strengthening Training, Qualifications & Development

Pillar 4 Partnerships and Advocacy

BACKGROUND

Current engagement processes between seafood industry representatives and committees may be unclear, leading to missed opportunities for collaboration. Streamlining and improving the feedback mechanism within these committees, alongside a clear educational effort on how to engage with them, will strengthen industry participation.

OBJECTIVES

- Review current training to identify gaps and areas for improvement.
- Enhance industry training pathways, improve qualifications, and address gaps in workforce development both through advocating & safety training.
- Implement sustainable training solutions that improve workforce skills and industry safety culture.

APPROACH

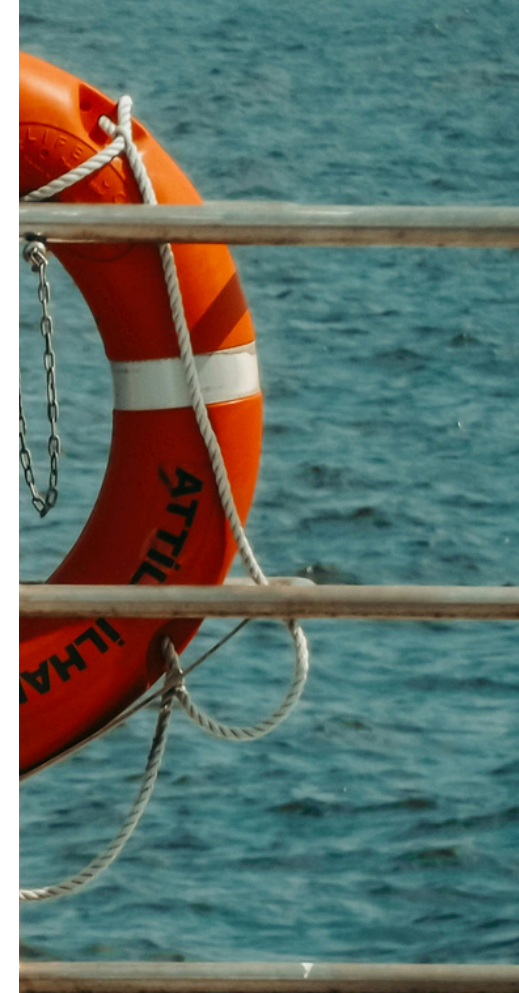
Industry representatives within these committees, along with clear feedback mechanisms, are vital for ensuring transparency, building trust, and creating a two-way dialogue between regulators and the industry. Their involvement helps ground regulatory decisions in practical, lived experience, ensuring that safety strategies are both relevant and responsive to on-the-ground realities.



ACTIONS

A summary of proposed actions is provided below.

YEAR 1. BUILDING THE FOUNDATION	YEAR 2. EXPANDING ADVOCACY & PARTNERSHIPS	YEAR 3. EMBEDDING CHANGE & ENSURING FUTURE SUCCESS
<ol style="list-style-type: none">1. Conduct research and stakeholder engagement to identify gaps in the understanding of safety committee, processes and their scope.2. Create foundational communication materials (fact sheets, explainer videos, Webinars)3. Deliverables: Industry awareness baseline report, initial communication tools, engagement mechanisms for industry representatives.4. Update at in person annual SWC Workshop.	<ol style="list-style-type: none">1. Strengthen and encourage industry representation on RSCs and safety committees.2. Profile representatives broadly across industry.3. Support key industry champions with training and resources to engage effectively in regulatory discussions.4. Align SafeWork and AMSA messaging across different industry segments.5. Update at in person workshop report	<ol style="list-style-type: none">1. Evaluate progress through surveys and stakeholder interviews to measure improvements in industry awareness and engagement.2. Three-year report, with any future recommendations.



ACKNOWLEDGEMENTS

The SWC members, who contributed to this Action Plan are:

- Troy Billin
- Rikki Chesson
- Daniel Casement
- Michelle Grech
- Oliver Krcoski
- Karen Miller
- Brad Milic
- Heidi Mumme
- Brett McCallum
- Stephen Murphy
- James Newman
- Michael O'Brien
- Steve Pike
- Phil Ravenello
- Sally Roberts
- Veronica Papacosta (Chair)

This Plan was facilitated by Jacky Cartwright and Julie Petty, SIA. Note: Where the SWC Action Plan does not align with SIA board strategy then the SIA board strategy prevails.

