



## Purpose of this Statement

This Statement of Intent responds to the Statement of Expectations signed by the Minister for Employment and Workplace Relations on 13 August 2025.

## Coal LSL's role

Coal LSL is the Australian Government corporation established to regulate and manage long service leave entitlements for eligible employees in the black coal mining industry.

We maintain records of the employment, qualifying service and long service leave entitlements of eligible employees of the Scheme; employer levy submission records; and manage and invest the fund into which levies are paid, and from which, long service leave payments are reimbursed to employers.

Coal LSL exercises the functions and powers of our governing legislation (including the [Public Governance, Performance and Accountability Act 2013](#)) (PGPA Act) in good faith and to the best of our ability to ensure employers pay the prescribed payroll levies and lodge accurate records of service for all eligible employees under the Scheme.

Funds are invested in a disciplined and risk-controlled manner. In doing so, Coal LSL safeguards long service leave entitlements for eligible employees and facilitates the accrual of, and access to, these entitlements.

We provide compliance guidance for employers and processes to enable access to entitlements for employees; and do so with transparency to pave the way for easy compliance with the Scheme.

Coal LSL continues to embed processes to ensure that levy collection from the industry remains fully compliant with our governing legislation, particularly with reference to section 83 of the Constitution. Further, we continue to prioritise the rectification of historic erroneous collection.

The 2021 KPMG Report: [Enhancing Certainty and Fairness: Independent Review of the Coal Mining Industry \(Long Service Leave Funding\) Scheme](#) (KPMG Report) made a number of recommendations to Coal LSL. Progressing and embedding these into our practices as the custodian and regulator has been, and will continue to be, integral to our strategic direction. Implementation of many of the recommendations is included in our ongoing transformation program.



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We are committed to strong working relationships with our Department of Employment and Workplace Relations (DEWR) colleagues. We recognise this collaborative approach as an important contributor to the efficient and effective administration of the Scheme and we will continue to prioritise it.

## **Our commitment to the government's policy priorities**

As the custodian and regulator of the long service leave scheme for employees within the black coal mining industry, it is Coal LSL's responsibility to ensure the financial sustainability of the Fund, ensure employees can access their long service leave benefits and enforce sector-wide compliance with our governing legislation.

As we discharge our functions and statutory obligations, we will continue to work closely with our industry stakeholders to support and enhance trust and tripartism by tailoring our regulatory approach to the diverse needs of eligible employers and employees. Coal LSL will strengthen tripartism relationships by:

- engaging and genuinely consulting with employers, employees, and their representative groups where appropriate
- remaining receptive to feedback from these stakeholders
- increasing transparency in decision-making processes
- providing current, clear and accessible guidance and information to help employers of eligible employees comply with the Scheme
- maintaining integrity and independence as an accountable regulator.

Using the investigation and enforcement powers of our governing legislation and a data-driven, risk-based approach, we will continue to exercise our functions in accordance with the principles of regulator best practice.

We will further embed these principles through a whole-of-organisation approach to emerging and persistent regulatory issues and strive for continuous improvement against [Resource Management Guide 128 Regulator Performance](#) (RMG-128).

Through engagement and education, we will continue to keep employers informed of their responsibilities under the Scheme and use the regulatory tools we have available to us to monitor compliance and hold employers accountable to their obligations.

Our regulatory activity is conducted according to a process which promotes voluntary compliance while allowing for escalating enforcement action where required.



The articulation of our regulatory priorities provides a framework for this approach and equally enables the appropriate allocation of resources to regulatory activities. It also allows us to effectively prioritise cohorts that have been identified as vulnerable or requiring additional engagement.

These priorities focus on the reduction of employer non-compliance impacting eligible employees' access to their long service leave benefits as well as any emerging issues or systemic non-compliance that may be of substantive harm or public interest.

**Our enduring regulatory priorities are:**

1. Ensuring access to long service leave entitlements for all eligible employees in the black coal mining industry
2. Ensuring on-time employer compliance with legislative obligations

**Our 2025-26 regulatory priorities are:**

1. On-time submission of accurate employer levy returns
2. Resolution of off-scheme employer non-compliance
3. On-time payment of levy owing

As we pursue our priorities, Coal LSL will consistently monitor the environment in which we are operating to ensure our regulatory approach keeps pace with changes in technology, industry practices and community expectations.

Our commitment to transparency about Coal LSL's operations, policies and decision-making processes will continue, including through the publication of policies, updates on emerging issues and performance results on our website.

## **Our commitment to our relationship with stakeholders**

Coal LSL will continue to engage with industry, government, eligible employees and unions in an open, transparent and consistent manner to effectively fulfil our commitment to maintaining competent and innovative regulatory practices. Importantly, we will balance the integrity of our regulatory processes with a genuine interest in the views our stakeholders share about the way we implement these processes.

We understand the critical role we play in supporting the implementation of future reform to our governing legislation and acknowledge the importance of ensuring our actions remain consistent with the policies of the government in accordance with section 21 of the PGPA Act.

To this end, Coal LSL will continue to consult collaboratively and transparently with industry and sector employers. We will also ensure they have clarity about how reform may affect their legislative obligations, as well as how Coal LSL will exercise its regulatory powers.



Guided by our regulatory processes, Coal LSL adheres to best-practice, third-party risk management and will continue to do so as we carry out our role as the regulator of a self-reporting scheme.

We will continue to conduct our regulatory activity under the responsive regulation model.

Coal LSL's regulatory approach is underpinned by the consistent application of our governing legislation, policies and guidelines.

Our regulatory decisions are based on our principles and priorities as articulated in our [Regulatory Compliance and Enforcement Policy](#) and [Regulatory Priorities 2025/26](#), which are both published on our website.

We understand effective regulation requires appropriate and strategic use of resources to minimise regulatory burden for employers and will continue to consider the risks, cost-effectiveness and the potential impact of regulatory action.

We will ensure regulatory action is proportionately applied through our Regulatory Framework, which is built on three principles:

- 1. Education** – we assist employers to help them understand how the Scheme operates and what their obligations are
- 2. Engagement** – we proactively communicate with employers to encourage voluntary compliance
- 3. Enforcement** – we are transparent about our enforcement undertakings, to which we take a proportionate approach in accordance with our regulatory tools

Through these principles, we will continue to adhere to pragmatic, supportive and transparent processes. This framework allows us to remain flexible and responsive to changes, while further building and maintaining trust and accountability with employers to encourage compliance.

Additionally, we will continue to build staff and data capability, digital literacy and the development of regulatory technology solutions through our transformation project.

Coal LSL's transformation program puts people and business at the centre of the data and digital transformation to ease the regulatory and administrative burden Coal LSL imposes on its stakeholders. Our digital functionality will be balanced with the opportunity for interaction with Coal LSL frontline staff for those eligible employees and employers who prefer or require personal interaction.

Coal LSL will report any incidents or issues that may expose the Department of Employment and Workplace Relations directly to our colleagues in the department.

We acknowledge and remain responsive to the government's commitment to providing an enabling environment for Coal LSL to consistently implement best practice by keeping us well informed of the government's policy direction as specific initiatives and strategies are being considered.



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## Our commitment to organisational matters

Coal LSL recognises the critical role our people play in enabling the organisation to meet its obligations and commitment to industry and stakeholders. While we do not directly employ staff under the [Public Service Act](#), we do uphold and promote the principles of [Australian Public Service Values and Code of Conduct](#) and actively build staff capability through training and continuous improvement. This includes ensuring our staff has the relevant knowledge of Coal LSL's legislated responsibilities and is empowered to identify and implement improved practices. Led by the Chair of the Board, a culture of continuous improvement and reflection is fostered and supported by internal practices and processes.

Coal LSL will continue to invest in safeguarding data and developing tools and methodologies to facilitate the identification of emerging regulatory risks. We will advance our corporate data management systems and implement appropriate controls to manage the risks of unauthorised disclosure of protected or sensitive information.

The continual evolution of our programs helps deliver regulatory outcomes that benefit the community and industry we serve. By building on our transparent external accountability processes, we will continue to foster an environment that encourages procedural fairness, accessibility and responsiveness to enhance stakeholder trust and confidence in the way Coal LSL performs its functions.