

Innovative approaches to WHS integration, NSW Trade & Investment

NSW Trade & Investment has reached a key milestone in their journey towards a fully integrated Safety Management System. This snapshot outlines the key steps undertaken to achieve this milestone.

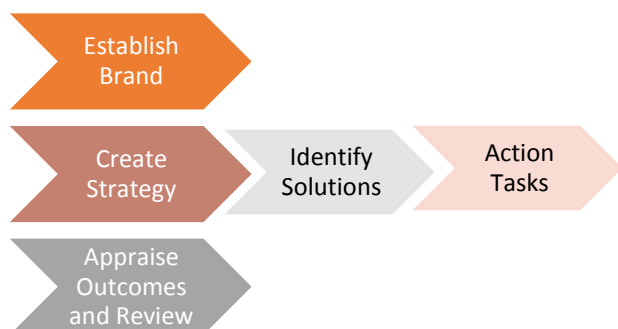
Background

The NSW Department of Trade and Investment, Regional Infrastructure and Services (NSW Trade & Investment) has existed in its current format since 2011 with an over-arching coordination group and three operational divisions:

1. NSW Department of Primary Industries responsible for agriculture, food labelling, food production security, biosecurity, fisheries, water, and animal control.
2. Business NSW responsible for regional development, Office of Liquor, Gaming and Racing and Arts NSW.
3. Resources and Energy Division which covers mineral resources, energy, mine safety performance and investment attraction.

The Department operates from varied types of work locations spread out over 220 geographically dispersed locations.


Process Overview



In 2011, the Department's WHS team and Executive expressed a desire to instil a behavioural-based safety culture across their 5,000+ employees. They

prepared a strategy document outlining their aim to create an integrated, flexible, and sustainable Safety Management System.

By early 2012 the seven person WHS Team had:

- Deployed the easily recognisable 'safety@trade' brand across the business with a homogenous set of templates for all documentation 
- Received Executive endorsement and issued a commitment statement called: 'Safety and Wellbeing Strategy Summary'. This one-pager is posted up in highly visible locations throughout the Department's offices
- Established a detailed program encompassing the five key improvement areas, 19 initiatives and 110 individual tasks to be implemented from 2012 to 2015 (see overleaf). The program was tracked as a project and regularly reviewed by the departments WHS Steering Committee. Key Initiatives Completed
- Risk Profile for the entire department created
- A detailed database of profiles for all key risks
- Created and secured operational buy-in for operational safety plans by demonstrating value to managers
- Introduced an industry-based chemical management system
- Introduction of an incident reporting mechanism. Available as a mobile app and online that enables real-time reporting
- Engaging staff through improved communications, e-learning tutorials, travelling

trade shows with guest speakers, printed materials and moderated Google communities

- A uniformly-formatted library of health and wellbeing documents, available via intranet including Code of Practice summaries.

Concrete Outcomes

Over the project period (2012 to 2015) NSW Trade and Investment has:

- Reduced their LTIFR from 24.5 to 3.2
- Reduced Days lost to injury from 1102 to 406
- Greatly improved incident reporting.

Looking forward

By the end of 2014, the Actions and Tasks arising from the 2012 to 2015 period had been implemented and the WHS team had commenced development of further strategic developments which are likely to include:

- Deepening employee engagement
- Improving communication channels
- Develop a new app to manage contractor licences
- Address Near Miss reporting.

Key Improvement Area	Initiatives	KPIs
1. Develop and implement an integrated health and safety management system across the department	i. Align current work health and safety system to AS/NZS 4801.	Self-assessment score
	ii. Conduct a gap analysis of the current work health and safety system against new legislation.	Contractor audit performance reports
	iii. Develop a departmental work health and safety framework.	
	iv. Develop an integrated contractor management system incorporating work health and safety obligations and performance measures.	
	v. Review annually the health and safety plan.	
2. Reduce the severity and frequency of occupational illness and injury.	i. Implement a departmental injury management framework that ensures early notification of injuries and prompt and facilitated injury management to ensure early return to work.	Standardised injury statistics.
	ii. Reduce the likelihood of injury reoccurrence through prompt investigation of all incidents and injuries.	% of incidents reported within 24 hours
	iii. Develop an eLearning ergonomic assessment and workplace modification tool.	
3. Risk management methodology embedded into all aspects of operations.	i. Train, coach and positively reinforce workers to identify hazards and report near misses and incidents.	% of corrective actions completed within due date
	ii. Develop a centralised library of safe work methods and procedures.	
	iii. Operational plans and risk registers developed for all departmental branches.	% of operational WHS plans in place

Key Improvement Area	Initiatives	KPIs
4. Enhance existing health and safety awareness and promote positive safety behaviour	i. Establish health and safety accountabilities for all layers within the department.	WHS accountabilities included in all performance discussions
	ii. A corporate eLearning Health and Safety induction program to be developed and rolled out to all employees, contractors and volunteers.	
	iii. Fatigue management and safe driver behaviour framework developed and implements.	Compliance to mandatory WHS training
	iv. safety@trade news: communicating WHS information & keeping employees, contractors and volunteers up to date with health and safety matters and safety alerts.	Monthly safety performance score card
	v. Work Health and Safety dashboard report: monitoring WHS performance information.	
	vi. Job Safety Analysis undertaken to identify all workplace hazards	
5. Promote worker well being	i. Finalise and launch the department's wellness program.	
	ii. Secure a corporate health fund premium discount/package.	

This brief was prepared by Big Picture Communications based on presented material from Grahame Irvine, Director of Health & Safety, NSW Trade & Investment at the NSW Treasury Managed Fund (TMF) Sharing Day 2015. For more information, please contact Grahame via email on Grahame.Irvine@trade.nsw.gov.au.