



Government
of South Australia

SafeWork SA

Our Strategic Plan 2019-2022

Progress Report

Message from our Executive Director



Our [Strategic Plan](#) was released in March 2019 and was one of our first steps in our reform and planning. Our Plan sets a clear direction to ensure we were transparent in our objectives, guided in our decisions and accountable to the South Australian community.

I am pleased to present SafeWork SA's progress report into how we are tracking in delivering on our objectives and success measures. This report details how we have achieved and are working to achieve our measures.

Since our Strategic Plan release we have focused on becoming an agile and trusted organisation. We continue to make interactions with us simpler and more efficient. We have engaged with industry to ensure workplace safety remains the norm for all South Australians no matter when, where or how people work.

In line with community expectations, we are increasingly driving our prevention and education through digital channels and moving our services online where possible.

Reflecting on the many achievements since our Strategic Plan release, I would like to recognise the hard work of our passionate and committed workforce. Continuity of our Executive team until 2023 will ensure our momentum continues and our objectives remain a key focus.

I would also like to thank our Minister, the Hon. Rob Lucas MLC and David Reynolds, Chief Executive Department of Treasury and Finance for their continued support.

Finally, I would like to thank our valued stakeholders and the community for working with us and sharing in our vision to make South Australian workplaces safe. I look forward to sharing our final Strategic Plan report in 2022.

A stylized, handwritten signature in black ink, appearing to be 'M Campbell', with a long horizontal stroke extending to the right.

Martyn Campbell
Executive Director
SafeWork SA

About us

SafeWork SA plays a critical role in the lives of South Australian workers and employers.

We provide information, advice and support as well as compliance and enforcement activities to ensure safe, fair, productive working lives and high standards of public safety for all South Australians.

SafeWork SA's core functions range from:

- undertaking workplace inspections
- responding to incident notifications and complaints
- investigating breaches of legislation
- assessing and issuing licences administered by us
- providing information, support, and advice to assist businesses, workers, health and safety representatives and the broader public.

We work closely with workers, employers, unions, business representatives, industry sectors and other government agencies to ensure positive health and safety outcomes.

SafeWork SA is a business unit within the Department of Treasury and Finance and is accountable to the Treasurer. We administer South Australia's key work health and safety and state-based industrial relations legislation.



Our offices

- Adelaide
- Berri
- Mount Gambier
- Port Lincoln
- Port Pirie
- Whyalla



Our vision

Making South Australian workplaces safe.

Our goals

To achieve our vision, we will:

- work with industry using more accessible and flexible arrangements
- regulate fairly and firmly against non-compliance to protect workers and industry
- be a contemporary and agile organisation, supporting innovative ways of working
- build a culture of performance excellence, evidence-based and transparent decision making so we are an effective and trusted Regulator.

Our success measures

Each goal has a number of success measures. We use a traffic light system to show how we're tracking against each measure:

- On track
- At risk
- Off track

Our objectives

1. We will work with industry using more accessible and flexible arrangements

Consistent early collaboration opportunities with industry and continued engagement through easy access to information.

Our success measures

Industry engagement, at least four times a year, to understand current safety challenges

We regularly engage with peak industry associations, employer groups and industry bodies as part of our roles. Below are some of our engagements from March 2019 to September 2020 of note.

Asbestos information forums for assessors and removalists

In November 2019 we held two information forums for licensed asbestos assessors and removalists to outline our expectations, their obligations and to hear their feedback and concerns.

Silicosis industry engagement

In 2019 we held three engineered stone benchtop forums for the stone bench top and construction industry to provide respirable crystalline silica safety information.

Mining and quarrying industry engagement

We have a team dedicated to ensuring work health and safety compliance within mine and quarry operations, including opal fields. The team work closely with industry and proactively undertake site visits and share industry safety alerts, trends and learnings. In the past 18 months of note, the mining team undertook site visits and inspections to:

- OZ Minerals Carrapateena Mine at the commencement of underground production
- the re-opening of the Peculiar Knob Mine
- Beach Energy's Otway Basin onshore gas drilling near Penola in the South East.

To assist with providing timely work health and safety resources and information to the sector, we created a dedicated Mines and Quarrying email database in 2019.



2019 South Australian Mines Emergency Response

We were a proud a sponsor of the 2019 South Australian Mines Emergency Response Competition. Held at OZ Minerals Prominent Hill Mine Site, the event brings together industry across SA and interstate and enables education, sharing and engagement.

Premiers Awards Mining & Energy

In 2019 and 2020 we were a proud sponsor of the Premier's Awards in Energy and Mining. The Awards recognise excellence in the resources and energy sector. The Awards is an opportunity for industry to engage with Government departments, share learnings and successes.

Elevating Work Platform Association of Australia (EWPA)

EWPA is the peak representative body of the specialised Elevating Work Platform Industry with a prime purpose is to ensure safety. We have worked closely with EWPA to share our 2019 Audit Report, key learnings and recommendations following a proactive compliance campaign on mobile elevating work platforms.

Mine Managers Variation consultation

In 2020 we invited mining stakeholders to provide a submission to the Department of Energy and Mining on the *Work Health and Safety (Mine Manager) Variation Regulations 2020*. The regulations commenced on 1 January 2021.

Compliance data trends assessed and shared with industry, businesses and customers

Safety Alerts

Safety Alerts provide industry with information regarding key risks and hazards for workplaces.

In the first 18 months since our Plan's release we have issued 13 [Safety Alerts on our website](#) in response to workplace incidents. Alerts are available as soon as practicable after an incident to educate industry on the risk, include data where possible, and raise awareness of the incident.



Proactive compliance campaign audit reports

Our Compliance and Enforcement Directorate undertook 9 proactive compliance campaigns and audits from March 2019 to September 2020. Three of these reports are available on our website:

- Respirable Crystalline Silica (RCS) Compliance Program Audit Report 2019
- Elevating Work Platforms Audit Report 2019

- Safe Work Method Statement Compliance Program Audit Report 2020

The results of all other compliance campaigns and audits are available in our [Annual Activity Reports](#).

Annual Activity Report

In 2019 we released our first [Annual Activity Report](#) to report on our operations, initiatives and results for the past financial year. Our 2019 and 2020 Annual Activity Reports list all compliance and enforcement activities and their results.

Mobile elevating work platforms guidelines

Following tragic incidents involving mobile elevating work platforms (MEWP), the Coroner's Inquest into the death of Castillo-Riffo, and a proactive compliance audit we developed a safety guideline for MEWPs to assist employers and workers control identified hazards and risks associated with their safe use.

Intelligence-led proactive work health and safety compliance campaigns

Proactive compliance campaigns must have a strategic focus and objectives. Industry teams in our Compliance and Enforcement Directorate are required to identify and undertake safety campaigns and these are often in response to workplace incidents.

We work collaboratively with ReturnToWorkSA to ensure our safety campaigns are based on work injury claims and incident notification data.

To ensure intelligent-led campaigns an Audit Program and Proactive Compliance Campaign Policy and Procedure was finalised in 2020.

A reduction in the number of complaints received about our service delivery

We welcome feedback and complaints about our service delivery.

- In 2018-19 we received 52 pieces of negative feedback.
- In 2019-20 we received 35 pieces of negative feedback.

17 less complaints over two financial years

Complaints and notifications are responded to within defined timeframes

We aim to have complaints and workplace notifiable incidents finalised within six months of receiving them and in the past two years have exceeded this.

- In 2019-20 **93%** of complaints and notifications were finalised within six months.
- In 2018-19 **89%** of complaints and notifications were finalised within six months.

Stakeholder and customer feedback is used to make positive service improvements

Complaints management process

During 2019-20, our complaints management process was integrated into the Department of Treasury and Finance *Communication Services Complaints & Feedback* form, following recommendations from the Office of the Ombudsman SA.

All complaints, findings, trends and recommendations are reported to our Governance Risk and Audit committee.

Learning and debrief model

The implementation of a Learning and debrief model is currently in development. In the interim lessons learnt as they arise have been added to our training regime and shared with staff.

SafeWork SA website redevelopment

We updated our website in April 2020 to improve navigation, visual appeal and ease of access. The enhancements also ensure that:

- all information, forms and links (including for complaints) are easily accessible without the need for customers to spend unnecessary time searching for information
- the content is up-to-date and relevant
- a '*was this page helpful*' feature was added to a number of pages to gauge user feedback and relevance of content.

Asbestos website redevelopment

We manage the South Australian Government Asbestos website. The website, originally released in 2014, is a collaboration between a number of authorities responsible for different aspects of asbestos management. The redevelopment included a review of all content and a new design to meet customer expectations. The site went live in July 2019 and includes both residential and workplace asbestos information and continues to be the first point of information for asbestos management in South Australia.

2. We will regulate fairly and firmly against non-compliance, to protect workers and industry

A reduction in South Australia's workplace fatality, injury and illness record and duty holders held accountable for failing to comply with the law.

Success measures

Reduction in work-related injuries, illnesses and fatalities

We undertake compliance, enforcement and education activities to contribute to the set national target in the *Australian Work Health and Safety Strategy 2012-2022*.

The current target is for a 30% reduction in the incidence rate of claims resulting in one or more weeks off work by 2022. In 2019-20 South Australia exceeded the targeted reduction by 5%.

Businesses are appropriately prosecuted and convicted or otherwise required to comply with the law

Prosecutions

Our compliance and enforcement activities may lead to a prosecution in the South Australian Employment Tribunal. Successful prosecutions are listed on our [website](#).

7 prosecutions from March 2019 to September 2020.

Enforceable Undertakings (EUs)

In addition to a prosecution, the WHS Act provides for alternative enforcement actions including [enforceable undertakings](#). An EU is a written, legally binding agreement between the alleged offender and the regulator (SafeWork SA) to implement specific actions to improve WHS and benefits the business, the industry and the community.

We have accepted three EUs with an estimated spend exceeding **\$800,000**.

Compliance and enforcement powers are exercised to reduce the incidence of non-compliance

In 2019-20 our compliance activities resulted in:



12,046

compliance and enforcement visits



584

prohibition notices issued



2,406

improvement notices issued



28

letters of warning



6

expiation / infringement notices issued



33,000

licence renewals processed

Detailed results of our compliance activities are available in our [Annual Activity Reports](#).



3. We will be a contemporary and agile organisation, supporting innovative ways of working

Simplified processes that support continuous improvement and reduce processing timeframes, also effective use of our resources and new technology to deliver high quality services customers, workers and the public.

Success measures

All processes are reviewed and approved recommendations are implemented

Policy Framework

Our Policy Framework was finalised in July 2019 and governs our internal policy document environment (policies, procedures, resources, guidelines). Under this policy all documents require a review every 2 years.

Independent Commissioner Against Corruption (ICAC) Evaluation

During 2018, ICAC undertook an evaluation of the practices, policies and procedures of the regulator arm of SafeWork SA. The report consisted of 39 recommendations and we adopted the majority of recommendations in full. However, SafeWork SA has considered alternate proposals for 4 recommendations that meets the intention of the recommendation.

As at 30 June 2020, 19 of the 39 recommendations were completed and a number were in the stages of final implementation. Further information on our progress is available in our [Annual Activity Reports](#).

SafeWork SA reform

In the first 18 months since the Plan's release we have focused on our Reform Program to build a trusted organisation that meets the expectations of stakeholders and industry. Significant reform projects have developed the capability of the agency, including:

- response to Investigation and Prosecution Review
- organisation restructure finalised 1 July 2019
- business process improvements (Deep Dives)
- staff training and development.

Process Improvement Agents are established across SafeWork SA

Our Process Improvement Agents Program was established in early 2020 and aims to build capability in staff, known as Business Process Improvement (BPI) Champions, who have a role in continuous improvement in our operations. Each team has at least one BPI Champion.

Quality assurance framework and governance framework implemented

We have made significant progress on our Governance Framework in 2020 with an expected publication date of early 2021.

Following the finalisation of the Governance Framework we will begin development of our Quality Assurance Framework.

Implementation of an automated licencing system

The scoping, including system requirements, for this project is in progress. The transition to online forms from paper-based is required and is progressing as a priority.

'Objective' document management system is implemented

In 2020 we began the transition to the Objective records management system. Our internal operations have successfully transitioned. A staged approach for the remainder of our agency will continue into 2021.

Implementation of innovative solutions to become a paper-free office

New websites and intranet

In the last 18 months SafeWork SA has moved our two websites and our intranet onto new platforms to enhance the user experience and allow for accessibility.

The changes improve navigation, visual appeal and ease of access and support the needs of our mobile workforce. Our free education resources are now available digitally reducing the need for printed resources.

All forms are made available electronically through online systems

We are committed to making it easier to do business with us and the move from paper-based forms to digital solutions has been a focus. In the past 18 months, 13 paper-based forms were reviewed resulting in the consolidation and creation of 8 online forms. Work is continuing on this agency-wide project.

Budget savings identified as a result of innovative ways of working

A number of reviews were undertaken to ensure we continue to operate efficiently. Savings identified in the past 18 months include:

Review of phone systems

A review of our phone systems is underway and will result in the removal of desk phones to enable a mobile workforce and business continuity if we're required to work outside of the office.

Lease renewals

Following a review of our workforce structure in 2019 we re-evaluated our head office requirements. Half a floor was vacated and sub leased in the 12 months leading up to our lease renewal and subsequently forfeited at renewal for a cost saving.

The leases on our regional offices are reviewed as they come up for renewal. Our Mt Gambier office was relocated in 2020 resulting in a cost saving.

Fleet vehicle reduction

We have a number of SA Government fleet vehicles available for our mobile workforce. Following continuous review of their use, our fleet has been reduced by approximately a third from March 2019 to September 2020 with no impact to our service.

Workforce restructure / realignment

In July 2019 we finalised the review of our workforce structure. The new structure aims to achieve:

- an allocation of resources to support the delivery of key services
- a streamlined management and team structure
- an increased agility of the organisation to respond to changing demands
- a centralised coordination of agency-wide responsibilities
- a creation of clear career pathways and opportunities for professional development
- a delivery of services within budget projections.

This new structure resulted in significant savings to the agency with no impact to our service.



4. We will build a culture of performance excellence, evidence-based and transparent decision making so that we are an effective and trusted Regulator

A highly-trained and educated workforce that have the key skills to deliver services to industry, businesses and workers that is respected by industry for their professionalism, knowledge and expertise.

Success measures

A training matrix that identifies key skills and competencies required for each role in SafeWork SA

In 2019 as part of the review of our structure, a reassessment of all Job and Person Specifications and team training requirements was undertaken. As a result Managers received a training matrix relevant to their teams and requirements. Managers are responsible for identifying additional industry and skill requirements for staff development.

Training Capability Framework

The Training Capability Framework was finalised in 2019 with the aim of supporting and educating our investigators to ensure they have consistent, accurate and current knowledge of their responsibilities, investigations and requirements under the administered legislation.

The framework was initially aimed at employees commencing employment, but is flexible to provide refresher training to existing employees within both the Regulator and Educator.

The Framework was developed in partnership with Charles Sturt University.

Training delivered in accordance with the training matrix

To support staff development, we have offered a number of training programs, including:

- Leadership Development Program
- Team Leader Development Program
- Inspector Development Program
- Technical training
- CSU Training program for investigations and inspectorate
- Train the Trainer
- Investigation Management Program.
- Grooming and capture training
- Incident Cause Analysis Method
- Gifts and benefits training.



Graduates of our September 2020 Inspector Development Program.

Regular performance discussions to identify opportunities for staff development

We are committed to a culture that supports employees by providing effective feedback on their performance and recognised for their achievements.

Performance Discussions include a mid-year and final review process that:

- focuses on the things that matter
- encourages meaningful conversations

- recognises employees for their achievements
- supports employees in developing their skills.

In addition, staff are required to meet with their line manager fortnightly to encourage ongoing discussions and to identify further opportunities for development.

Positive staff feedback on the Performance Discussion (PD) process

Managers and people leaders have received training in effective and positive performance discussions. Our framework ensures managers and their staff are having regular discussions.

Manager and Team Leader leadership development program

The Team Leader Development Program aims to enhance the performance and capabilities of team leaders and provides succession planning opportunities. The program is held annually for all new team leaders and those aspiring for people management roles.

We developed a program designed to enhance the strategic leadership capability of our managers. The Manager Development Program commenced in September 2019 for all senior leaders and is ongoing to ensure continuous improvement.

Develop and implement a succession plan for all staff, enabling the identification of new and emerging leaders

Leaders with people management roles have received training in having succession discussions with their staff. Managers are encouraged to support new and emerging leaders by taking actions to support staff progress in their roles and within SafeWork SA.

Restructure enables succession planning

In July 2019 we finalised the review of their workforce structure. The new structure aims to create clear career pathways and opportunities for professional development for all staff.

Reward and recognition program for staff

Recognition Awards – Making it Count

The Department of Treasury and Finance Recognition Awards – Making it Count are held annually and provides an opportunity to staff by allowing staff to nominate each other.

In addition to the awards, staff who have achieved 30 years or more in the South Australian public sector were also recognised. In 2020, 20 of our staff were recognised for their service.

Wellbeing group

We established a Wellbeing Group in 2020 at the request of staff. The group hold regular events and initiatives to recognise and reward staff and encourage staff wellbeing both at home and in the workplace. Initiatives in 2020 have included Breast Cancer Awareness, Corporate Cup, staff quizzes, the Colour Run and a values recognition staff award.

Social Club

The SafeWork SA Social Club arrange regular social functions for members including shared lunches, birthday recognition and social events.

Executive Director weekly emails

In 2020 to keep in touch with staff working remotely following the COVID-19 pandemic, our Executive Director commenced a weekly staff email. Every Friday, *'The week that was...'* email is sent and includes key operational updates from the business, identifies staff recognised for going above and beyond in their roles as well as providing a little light-hearted relief to increase staff morale and mental wellbeing.

A forum where innovative and creative ideas from staff are considered and tested

Inspector forums

Regular Inspector Forums provide a learning platform for our Compliance and Enforcement Directorate. These forums enable cross-team support and communication to assist with development and continuous improvement.

Staff information sessions

Our Executive hold staff information sessions as required to provide an opportunity for two-way engagement with staff.

Staff surveys

Staff are requested to complete regular surveys to engage them on an initiative and gain their feedback or opinions. Staff are encouraged to be honest in their responses.

Leadership meetings

Executive, Managers and Team Leaders have regular meetings (monthly at a minimum) to encourage information sharing and discussions.



For Further information please contact:

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