



Government
of South Australia

SafeWork SA

Our Strategic Plan 2019-2022

Closure Report

Message from our Executive Director

SafeWork SA's inaugural [Strategic Plan](#) was released in March 2019 and was one of the first steps in our reform and planning. The plan sets a clear direction to ensure we are transparent in our objectives, guided in our decisions and accountable to the South Australian community.

I am pleased to present SafeWork SA's closure report into how we have delivered on our objectives and success measures. This report details what we have achieved from 2019-2022. Much of this work will continue as we implement the Strategic Plan 2023-2027 from January.



Since the Strategic Plan release in 2019 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.

I would also like to thank our Minister, the Hon. Kyam Maher MLC and Caroline Mealor, Chief Executive Attorney General's Department for their continued support.

Finally, I would like to thank our valued stakeholders and the community for working with us and sharing our vision to make South Australian workplaces safe.

A handwritten signature in black ink, appearing to be 'M. Campbell', written in a cursive style.

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 Attorney-General's Department.

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



The plan

The development of SafeWork SA's Strategic Plan was among the recommendations of a 2018 evaluation of the practices, policies and procedures of the regulator arm of the Agency conducted by the Hon Bruce Lander QC, Independent Commissioner Against Corruption.

Our vision

The 2019-2022 Strategic Plan outlines goals to achieve our vision of keeping South Australians 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:

- Completed
- Partially completed
- Not achieved

Our objectives

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

We aimed to achieve this by:

- collaborating with and listening to industry to improve understanding of their safety challenges
- sharing our expertise and knowledge with industry to help inform their safety policy and practices
- supporting industry and businesses to comply with their work, health and safety obligations
- identifying early opportunities to lead, influence and contribute to improved and sustainable safety policy and practices
- assisting stakeholders to improve work health and safety in the workplace.

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 December 2022 of note.

Silicosis industry engagement

SafeWork SA formed the Silicosis Working Group to develop a strategy for Respirable Crystalline Silica (RCS) exposure awareness and reduction. The group includes representatives from SA Health, the Department for Energy and Mining, the Department for Environment and Water, the Environment Protection Authority, ReturnToWorkSA, and the Mining and Quarrying Occupational Health and Safety Committee. It developed the *Strategy for Respirable Crystalline Silica Exposure Awareness and Reduction 2020*, which was published in April 2021 and is available on the SafeWork SA website. It sets out objectives and targets to prevent illness and death resulting from exposure to RCS in South Australia.

SafeWork SA is also participating in the development of the National Silicosis Prevention Strategy in conjunction with regulators and Commonwealth Government agencies

Asbestos Action Plan

SafeWork SA enforces compliance with asbestos regulations, including prohibition and improvement notices, licence suspension and cancellations, expiations and even prosecution. The agency also runs the website asbestos.sa.gov.au and is the lead agency in the South Australian Asbestos Action Plan Strategic Group. The SA Asbestos Action Plan was launched in 2022 and is aligned with the National Strategic Plan for Asbestos Awareness and Management 2019-2023.

In 2022, the South Australian Government committed to provide funding to the Asbestos Victims Association of SA (AVA) and Asbestos Diseases Society of SA (ADSSA) for advocacy and education programs. SafeWork SA is administering the funding.

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 three years, activities of note include:

- in September 2022, as part of SafeWork SA's [campaign into sexual harassment, discrimination and violence in the mining industry](#), we held a [forum](#) with major mines operators around the state to share information
- 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.

South Australian Mines Emergency Response Competition

SafeWork SA continues to be a proud sponsor of the South Australian Mines Emergency Response Competition and has supported the event in 2019, 2021 and 2022. Held at a different SA mine site each year, the event brings together industry across SA and interstate and enables education, sharing and engagement.

Premiers Awards Mining & Energy

Each year between 2019 and 2022 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. Since the plan's release we have issued 51 [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 12 proactive compliance campaigns and audits from March 2019 to December 2022. Many of these reports are available on our website, including:

- Psychosocial Risks Campaign Closure Report 2022
- Musculoskeletal Disorder in the Transport Industry 2021
- 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. This was followed by further activity reports in 2020, 2021 and 2022. The Annual Activity Reports list all compliance and enforcement activities and their results.

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.

Examples of these campaigns include:

- Electrical safety 2022
 - Workshop & Field Worker Safety in Councils 2021
 - Managing Risk of Falls in Residential Construction 2021
 - Asbestos Licence Holder Audit 2021.
-

A reduction in the number of complaints received

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
 - In 2020-21 we received 11 pieces of negative feedback
 - In 2020-21 we received 24 pieces of negative feedback.
-

54% fall in complaints since 2018-19

Complaints and notifications are responded to within defined timeframes

We aim to have 85 per cent complaints and workplace notifiable incidents finalised within six months of receiving them. This target has been exceeded over the course of the Strategic Plan.

- In 2021-22 **89%** of complaints and notifications were finalised within six months.
- In 2020-21 **97%** of complaints and notifications were finalised within six months.
- 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. In 2022 SafeWork SA transitioned its complaints management process to the Attorney-General's Department following the Machinery of Government.

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

SafeWork SA manages the South Australian Government Asbestos website. The website, originally launched 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. It continues to be the first point of information for asbestos management in South Australia.

Government election commitments

In 2022 we supported the Attorney General to hold stakeholder sessions on the introduction of industrial manslaughter legislation and new laws for wage theft in line with the Government election commitments. The sessions were an opportunity for industry to ask questions and share their insights about the proposed legislation.

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.

We aimed to achieve this by:

- interventions with businesses to support them to voluntarily comply with their workplace safety obligations
- working with government agencies and other state regulators to develop and implement integrated compliance campaigns
- applying intelligence-led and risk-based analysis to prioritise workplace interventions that will lead to the reduction in workplace injuries, illnesses and fatalities whilst maintaining or enhancing the productive capacity of South Australian workplaces
- using robust compliance and enforcement tools and methodologies to address non-compliance.

Taking action against the relevant person accountable when workers are injured.

Success measures

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](#).

25 prosecutions from March 2019 to December 2022

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 13 EUs with an estimated total spend exceeding

\$2,750,000

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

In 2021-22 our compliance activities resulted in:



4,573

compliance and enforcement visits



433

prohibition notices issued



1,829

improvement notices issued



53

letters of warning



6

expiation / infringement notices issued



42,424

licence renewals processed

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

Suspension of high-risk work & asbestos licences

From 2019-2022 our compliance activities resulted in:

7 Crane licence suspensions

3 Asbestos removalist licence suspensions

2 Asbestos removalist licence cancellations and disqualifications

2 Asbestos assessor licence suspensions

1 Dogging licence suspension

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

We aimed to achieve this by:

- utilising staff skills and knowledge to continuously improve and deliver high-quality services to our customers
- creating and embedding a sustainable accountability and quality assurance framework
- using technological solutions and simplified processes for internal processes and external compliance, enforcement and education processes
- implementing a paper-free office protocol.

Success measures

All processes are reviewed and approved recommendations are implemented.

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 two 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 four recommendations that meets the intention of the recommendation.

SafeWork SA advised the current ICAC Commissioner of the completion of the recommendation in July 2022. Further information on our progress is available in our [Annual Activity Reports](#).

SafeWork SA reform

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.

Coroner's Inquest Recommendations

On 1 November 2018, the then State Coroner, Mr Mark Johns, released his findings of the Inquest into the death of Mr Jorge Castillo-Riffo who was fatally injured while working at the New Royal Adelaide Hospital construction site in November 2014.

The Coroner made six recommendations that in the opinion of the Court might prevent, or reduce the likelihood of a recurrence of an event similar to the event that was the subject of the Inquest.

SafeWork SA completed the tasks to addresses the recommendations which included:

- undertaking and publishing reports from two Elevating Work Platform (EWP) audit campaigns in 2019 and 2020
- creating a dedicated webpage for EWP on SafeWork SA's website
- consolidation of all EWP information sheets into one EWP information booklet that was published and distributed in February 2020
- contributing to the development of national guidelines relating to EWPs.

PwC audit

SafeWork SA participated in an audit of the Compliance and Enforcement Directorate's processes and the work around inspection and investigation capabilities. The objective of the October 2021 review was to assess the controls implemented by management to mitigate the risks in relation to SafeWork SA's compliance and enforcement processes.

The recommendations related to further improvements to the triage procedure and supporting triage form to document decisions, timeliness of follow up actions on improvement notices, monitoring of timeliness of recording of notifications and complaints, and file closure processes.

This PwC audit resulted in eight recommendations. This is a significant improvement in comparison to a previous audit undertaken on the same matter in 2017 which resulted in 13 priority issues being identified.

One recommendation remains open and is being addressed. The remaining recommendations have been addressed.

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.

The Reform Team regularly review this and engage champions to assist where required.

Quality assurance framework and governance framework implemented

We have made significant progress on our Governance Framework in 2020 and 2021, leading to its approval in June 2022.

Following the finalisation of the Governance Framework we have commenced the development of our Quality Assurance Framework.



Implementation of an automated licensing 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 2023.

Implementation of innovative solutions to become a paper-free office

New websites and intranet

Since 2019, SafeWork SA has moved its 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

At the beginning of 2019, SafeWork SA was processing paper-based licence application forms for a total of 75 licensing processes. The agency was committed to move all paper-based forms to digital format allowing easier transactional solutions for our clients. Out of the 75 paper-based processes, SafeWork SA has successfully transposed and combined 29 of those processes into 11 digital formats through an agency-wide project. The remaining 46 processes are on track to be digitalised into 18 solutions in 2023.

Digital Evidence Management System

In late 2021, SafeWork SA completed the implementation of a new electronic storage solution called Axon Evidence. Axon Evidence is a comprehensive Digital Evidence Management System that streamlines data management and electronic sharing within one secure platform.

The web-based cloud solution has the capability to manage digital data including videos, photos, audio files and other digital files.

SafeWork SA is using the system to store and manage digital evidence collected or seized during compliance and investigation activities conducted by our inspectors.

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:

Modernising our phone system

In June 2021, SafeWork SA introduced a new telephone system, CXone, to modernise infrastructure and improve operational capability. The cloud-based system enables Help Centre and Licensing team staff to work remotely without disrupting service provision and business processes.

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.

Berri office closure

A decision was made in mid-2022 to close the Berri office, resulting in further costs savings.

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 was 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

We aimed to achieve this by:

- delivering education and training programs that develop staff capability and performance
- investing in training for team leaders and managers to further develop leadership skills
- having regular performance discussions with staff to keep them engaged and highly competent
- building a safe and positive culture through promotion of our organisational values
- encouraging and supporting innovative and creative ideas
- ensuring decision-making is evidence-based and transparent across the organisation.

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. It 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.



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. A further roll out occurred in 2022 with the move to AGD, which incorporated the requirements for MyHUB and refresher training for Managers and Team Leaders

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. The fourth cohort of this program graduated in November 2022.

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. The third cohort of this program began in 2022 with a new focus on coaching.

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

Our workforce structure was reviewed and developed in 2019 to enable succession planning and opportunities. We have committed to succession plans by:

- holding regular performance discussions to capture staff development and progression opportunities
- having acting arrangements in place for when staff take leave
- including team rotations in our Compliance and Enforcement directorate for new starters to experience all teams and their activities
- holding a Team Leader development program every year for new and emerging leaders

Our people are our greatest asset so we have continued this commitment into our 2023-27 Strategic Plan. A succession framework to formalise our commitment and activities will be considered for development.

Reward and recognition program for staff

The Department of Treasury and Finance Recognition Awards – Making it Count are held annually and provided an opportunity for SafeWork SA staff to nominate each other.

As part of a machinery of government change in 2022, SafeWork SA is now part of the Attorney General's Department (AGD). Following the move to AGD, the continuation of these awards will be considered.

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 at home and in the workplace

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. It includes key operational updates, recognises staff for going above and beyond in their roles and provides 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.

WEBS forums

Staff from the Workplace, Education and Business Services division meet twice yearly in a forum to share information, raise any concerns and present updates on cross-team projects.

For further information please contact:

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