

Safety, Wellbeing and Injury Management

A strategy for the South Australian public sector
2023 - 2032

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**Government
of South Australia**

Office of the Commissioner
for Public Sector Employment

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A message from the Commissioner for Public Sector Employment



As Commissioner for Public Sector Employment, I am committed to making sure our people have safe, healthy and productive working lives. Not only does this ensure we meet our responsibilities to our employees, but it supports them to provide the best services for all South Australians.

The Safety, Wellbeing and Injury Management Strategy for the South Australian Public Sector 2023-32 is our roadmap for achieving a confident and capable workforce. This strategy builds on the incredible progress of the sector's previous safety strategies, including most recently, Building Safety Excellence.

While we have a solid foundation and a strong track record, we can always do more.

The strategy has been designed using current research and refined through engagement and consultation. As the state's largest employer, we must demonstrate our resolve towards safety, wellbeing and injury management. This requires commitment and leadership, which is the first enabler within this strategy.

In addition to the enduring risks in the public sector, there are new and emerging challenges, with an absolute need to focus on addressing psychosocial hazards and to provide more integrated wellbeing support.

A contemporary approach is critical for innovation, as it lifts our sights beyond our compliance obligations, and encourages us to consistently provide safe, healthy and positive environments for all our workers – and it's why it's the strategy's second enabler.

We now operate in a world with large amounts of data which can be collected, analysed and used to inform future actions, and is made possible through cross-agency collaboration. We can also consider how we can use existing processes to bolster the safety, wellbeing and injury management data. Data will be essential in driving the sector's continuous improvement, and in doing so, fulfil the strategy's third enabler.

More detailed activities are planned throughout the strategy's implementation. There are also clear review points for the strategy to ensure its currency. These reviews will consider the focus areas and how success is measured.

The public sector continues to do an incredible job delivering for South Australia, this strategy is how we ensure their safety and wellbeing remains paramount.

A handwritten signature in black ink that reads "Erma Ranieri". The signature is fluid and cursive, written in a professional style.

ERMA RANIERI
Commissioner for Public Sector Employment



Vision statement



**Safe and healthy
public sector
workplaces that
enhance our lives,
wellbeing and
delivery of services.**

Our strategy

1. Commitment and leadership to safety, wellbeing and injury management

The South Australian public sector's leaders strive every day for commitment and leadership of safety and wellbeing for everyone. This means that the appropriate resourcing, tools, and systems are in place.

Across the South Australian public sector health, safety and wellbeing are taken seriously. Everyone understands their responsibilities, is

held accountable and is enabled to pursue the outcomes in this strategy.

We support injured workers to recover and remain at work or return to safe and sustainable work.

This is consistent with having a mature safety culture.

Focus areas

- 1.1 Demonstrated commitment and leadership by senior leaders, including performance KPIs and the prioritisation of safety, wellbeing and injury management in workforce planning and initiatives.
- 1.2 Tools and training for senior leaders to support their commitment and leadership in safety, wellbeing and injury management.
- 1.3 Be a model employer for the state and drive safety, wellbeing and injury management outcomes through policies, practices and procurement.
- 1.4 Promote the availability, use and effectiveness of healthy workplace and wellbeing programs.
- 1.5 Support injured workers to recover and return to safe, sustainable and productive work in the public sector.
- 1.6 Collaborate, learn and adopt contemporary and innovative approaches.
- 1.7 A sector wide approach to attracting, developing and retaining safety, wellbeing and injury management capability and expertise.

2. Contemporary and innovative approaches to deliver safe and healthy workplaces

The sector strives to be effective and efficient in how managers and employees are supported to achieve safety and wellbeing at work.

This means that we manage risks through a lens of continuous improvement. We look to what is happening in other sectors to ensure we adopt the best of current contemporary and innovative approaches, developing the SA public sector as an employer of choice.

We focus on reducing the impact of our highest risks, paying particular attention to the causes of psychological and musculoskeletal injuries. We understand how to ensure wellbeing and safe work in our changing work environments and for all of our diverse workforce.

Focus areas

- 2.1 Develop and implement framework and standards for management and audit of safety and injury management that reflect contemporary and innovative approaches, and provide opportunities to support the sector and its employees to do their best work, while managing challenges including:
 - wellbeing
 - safe and sustainable return to work
 - early intervention
 - complex claims management
 - psychosocial hazards
 - changing nature of work
 - ageing workforce
 - contractor management and multiple duty holders.
- 2.2 Use good work design principles as part of the planning and design phase of duties and work environments, incorporating innovative ways for staff consultation and feedback.
- 2.3 Mature and embed safety, injury management and return to work and wellbeing approaches across all agencies.
- 2.4 Explore contemporary and innovative approaches to demonstrate the savings created through injury prevention and wellbeing programs.
- 2.5 Recognise and celebrate successes in safety, wellbeing and injury management.

3. Continuous improvement through data

We approach safety, wellbeing and injury management skillfully, using data and evidence to guide our decisions.

We use metrics, data and analytics to understand risks and make decisions. Sector consistency, accuracy and timeliness of systems and data will be vital to achieving evidence driven improvements.

Focus areas

- 3.1 Develop a sector-wide data plan to improve access to consistent, accurate and timely data and analytical tools in agencies.
- 3.2 Improve sector wide analytical and reporting tools and education for practitioners to drive continuous improvement and support decision-making.
- 3.3 Benchmark across and external to the sector to support the sharing of best practice and continuous improvement.
- 3.4 Develop indicators that better support prevention, highlight good practice and identify areas in need of improved performance.
- 3.5 Senior leaders drive a focus on using work health safety and injury management data to inform strategic and operational decision-making.

Timeframe

An initial review of this strategy will be undertaken once the National WHS Strategy is finalised, to ensure alignment and to consider whether any headline measures should be adopted.

Further reviews will be conducted in years 4 and year 7, which will provide an opportunity to refresh key focus areas, amend measures and consider progress. The reviews will include consultation with agencies and other relevant parties.

The Commissioner for Public Sector Employment will be responsible for the review and will approve any changes to the strategy.

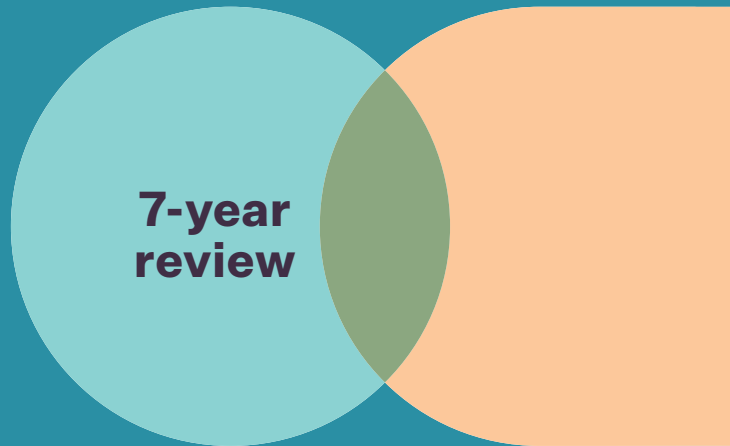
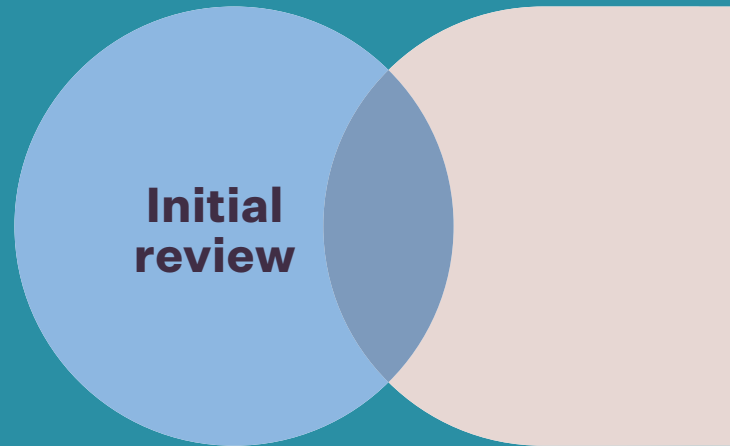
Timeframes for periodic reviews may change during the term of the strategic plan.

10 YEAR STRATEGY

2023



2032



Strategy milestones

BY END OF 2023

- Chief executives' commitment to safety, wellbeing and injury management
- Develop and implement framework and standards for management and audit of safety and injury management
- Develop a sector-wide data plan to improve access to consistent data and analytical tools in agencies
- Develop the measurement approach for the sector.

BY END OF 2027

- Senior leaders demonstrating a holistic sector approach when returning workers to safe and productive work
- Develop, refine and implement tools and training to support senior leaders and for priority areas
- Increased participation in wellbeing programs
- Adopt a return on investment (ROI) approach to demonstrate the savings created through injury prevention and wellbeing programs
- Quality sector wide analytical and reporting tools in use across the sector which allow for effective, automated performance reporting
- Approach for use, recording and reporting against lead indicators agreed
- Sophisticated use of safety, wellbeing and injury management data by decision makers.

BY END OF 2032

- Sector wide approach to retaining safety, wellbeing and injury management capability and expertise
- Sector-wide approach to evaluating practices and outcomes
- Successes in wellbeing, safety and injury management regularly recognised and celebrated
- Lead indicators which better support prevention, highlight good practice and identify areas in need of improved performance in place

OCPSE will work with agencies to co-design actions and responsibilities under the focus areas to achieve these milestones.

2022 current state



113,050

South Australian public sector employees (93,896 FTEs)



44
years

average age



14

work related fatalities in the five years to 30 June 2022



61%

employee wellbeing score



65%

employee engagement score



52%

leadership score



\$50m

a year is spent on work injury claims



2,452

accepted work injury claims for 2021-22



98

seriously injured workers

2032 future state

The South Australian public sector's Safety, Wellbeing and Injury Management Strategy is focused on eliminating injury where possible and improving outcomes throughout the sector.

In a decade, the South Australian public sector will have delivered:



0

work related traumatic fatalities in the ten years to 30 June 2032



Leaders allocate resources proportionate to their agency's risk



80%

employee wellbeing score



80%

employee engagement score



Leaders understand and manage their safety responsibilities



Seriously injured workers report they feel supported to return to work & live full lives


Measuring success

Performance will be actively monitored over a wide set of data including outcome measures to provide holistic and informed analysis of current state and to better understand causes, identify opportunities and recognise success.

A tiered approach to measuring and reporting success is outlined below so the sector can monitor its progress as it delivers the strategy's outcomes.

TIER	MEASUREMENT	REPORTING*	FREQUENCY
1	<p>Benchmarking - key measures that provide an overall snapshot of work health and safety outcomes in the sector</p> <p>These measures will be aligned with the Safe Work Australia strategies to ensure consistency and enable benchmarking.</p> <p>Note: As the Australian WHS Strategy was not finalised at the time of writing.</p>	<p>OCPSE will report to:</p> <ul style="list-style-type: none"> • SafeWork Australia • Cabinet • Senior Leadership Council • Agency chief executives • ReturnToWorkSA • Sector employees 	Annual
2	<p>Analysis - sector measures that support agencies to benchmark performance and identify opportunities for improvement</p> <p>These measures will be focused on supporting agencies to:</p> <ul style="list-style-type: none"> • compare performance across the sector or within employer groups • identify areas for improvement • monitor safety, wellbeing and injury management outcomes • fulfil due diligence obligations. 	<p>OCPSE will report to:</p> <ul style="list-style-type: none"> • Agency chief executives and leads • Minister for Industrial Relations and Public Sector • Cross sector managers' groups 	Quarterly
3	<p>Individual - operational measures that agencies use to manage outcomes and progress</p> <p>This tier recognises that agencies have operational measures they use internally to monitor and manage their performance.</p>	Agencies provide to relevant staff within agency.	As required by the agency

* Reporting will be sourced from data provided by agencies. Important information on the success of the Strategy will also be sourced from the Actuarial Valuation, the I Work for SA – Your Voice Survey and the State of the Sector Report.



The work health and safety industry continues to drive change, both in practice and measuring success.

To ensure the sector remains up to date with innovative and contemporary thinking, the measures and approach will be reviewed as part of the scheduled reviews at 4 and 7 years.

One of the first priorities under 'Enabler 3 - Continuous improvement through data' will be to work with agencies on the sector's data plan considering

- the measures established by Safe Work Australia in the Australian WHS Strategy, once finalised
- learning from agencies about current measures used in quarterly reporting
- the profile of work health safety and injury management risks for public sector agencies
- identification of additional measures relevant to the vision and enablers outlined in this strategy.

**The Office of the Commissioner
for Public Sector Employment**

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