

Work Health and Safety Branch

Implementation Plan

Defence Work Health and Safety Strategy 2017-22

Purpose

The *Defence Work Health and Safety Strategy 2017-22* sets the direction for the Department to achieve our vision, and identifies areas in which to focus our efforts. The intent is to continue embedding work health and safety into our thinking and our behavior as well as in all Defence business and management systems.

This Implementation Plan articulates the activities that Defence is undertaking as an organisation to achieve the outcomes and objective of the *Defence Work Health and Safety Strategy 2017-22*. The data collected for the Implementation Plan will provide an indication of Defence's safety culture and maturity, and will consequently guide the development of future programs and initiatives for ongoing improvement in work health and safety.

Vision

Defence has workplaces free from foreseeable and preventable injury and illness.

Objective

Defence matures its approach to work health and safety management, integrating it into all of our business considerations and activities, making it a part of day-to-day business.

Outcomes

1. Health and Safety Conscious People	2. Healthy and Safe Workplaces	3. Health and Safety across the Capability Life Cycle	4. Safety Assurance and Continuous Improvement
<p>Safe practices are inherent in the way we think and act.</p> <p>Defence supports a safe and healthy workforce culture through implementing strategies to retain, return and sustain our people in the workplace following injury or illness. We do this by providing our people with the knowledge, skills, equipment and work environment they need to do their jobs safely and to remain healthy. An integral component of this is professional training, and systems and communications which manage work health and safety risk.</p> <p>A positive safety culture is embedded in our leadership behaviours.</p>	<p>The work environment is physically and psychologically safe, and supports consideration of safety as part of every task conducted.</p> <p>Risks are proactively managed and minimised through effective identification and controlling of hazards, and through embedding safety in all of our day to day practices.</p> <p>Our workplaces support the recovery and ongoing contribution of people who have been adversely affected by their work, as well as the needs of employees with disability.</p>	<p>In all phases of the Capability Life Cycle, from design through to disposal, risks which may arise to Defence people due to platforms, infrastructure, plant and equipment are effectively managed and minimised, as required by Duty Holder obligations. This includes risks to all workers, including Australian Defence Force personnel, Australian Public Service employees, and contractors.</p>	<p>We learn from our experiences and identify opportunities for improvement.</p> <p>We take a holistic approach to Work Health and Safety services, including the return of workers to work. We consult and collaborate, clarify accountabilities, and leverage management systems, safety analysis and audit to continuously improve and deliver innovation and improvements across Defence. Continuous improvement involves both immediate improvements to systems, as well as strategic improvements, supported by leaders, to all elements of safety management.</p>

Governance and Reporting

The Implementation Plan is a living document, designed to provide an ongoing measure of Defence's progress towards each of the four Strategy outcomes. The Implementation Plan will be reported to the Defence Work Health and Safety Board twice a year. Accountable areas are identified against key activities, and are responsible for implementing the activity and reporting progress to People Group.

Performance Measures

Outcome 1: Health and Safety Conscious People						
Result	Measure	Benchmark January 2018 – December 2018	Previous period January 2019 – December 2019	Previous period January 2020 – December 2020	Current Period January 2021 – December 2021	Change
Defence personnel have the knowledge and skills they need to do their jobs safely and remain healthy.	s47E(d)					
Defence personnel have the knowledge and resources required to facilitate timely reporting of incidents.						
Outcome 2: Healthy and Safe Workplaces						
The work environment is physically and psychologically safe.	s47E(d)					
Workplaces support the recovery and ongoing contributions of people who have been adversely affected by their work.						
Outcome 3: Health and Safety across the Capability Life Cycle						
Safety is integrated into all stages of the Capability Life Cycle.	s47E(d)					
Outcome 4: Safety Assurance and Continuous Improvement						
Defence shows a high level of compliance and data quality, and shows continuous improvements in work health and safety practices.	s47E(d)					
Continuous improvements to work health and safety practices are supported by leadership.						

s47E(d)

Key Activities

	Activity	Outcome(s) addressed	Accountability	Timeframe	Status (e.g. complete, on track)	Comment
Data and Reporting						
1	Safety Undertaking Deliverable: Scope a single solution for Cadet Organisations to report incidents of Work Health and Safety, Aviation and Youth Protection incidents.	4	Defence People Group	Mar 2022 (Revised)	COMPLETE	<p>Sentinel for Cadets is focussed on providing cadet organisations with access to the extant configuration of Sentinel currently available to Defence Protected Network users and the inclusion of a Youth Protection Reporting capability within Sentinel.</p> <p>Sentinel for Cadets was scoped and presented to the November 2021 Defence Work Health and Safety Board. The Board agreed to progress with the reporting solution as a priority.</p> <p>The enhancements in Sentinel for Cadets will be delivered by the end of November 2022.</p>
2	Develop a Work Health and Safety Systems Roadmap	2,4	Defence People Group	March 2022 (Revised)	On Track	<p>People Group presented the Defence Work Health and Safety Management Information Systems Strategy to the Defence Work Health and Safety Board in November 2021. The immediate focus is on the procurement approach for the current Defence Work Health and Safety Management Information System (Sentinel) in the lead up to the transition to Enterprise resource Planning (ERP) in 2026. People Group will provide an update to the March 2022 Defence Work Health and Safety Board.</p>
Education						
3	Deliver a Hazardous Chemicals Core Skills Framework which will enable Defence workers to perform a functional role to an agreed standard.	1, 2, 4	Defence People Group	November 2022 (Revised)	On Track	<p>A review of Defence's enterprise Hazardous Chemicals training programs commenced in late 2021. The review seeks to identify legislative and best practice gaps of the current training program, and will provide Defence with recommendations for improvement, expected early 2022.</p> <p>A further procurement activity will be required to develop the recommended learning content identified in the review. It is expected the revised training program will be finalised in late-2022.</p>
4	Safety, Health, Innovation, Experience, Leadership, and Design (SHIELD) Talks		Defence People Group	Dec 2021	COMPLETE	<p>The theme will be 'Resilience' and will have several speakers from different backgrounds. The SHIELD talks are expected to be published on the ADELE platform in early 2022.</p>
5	Safety Undertaking Deliverable: Release a series of Safety Awareness videos targeting factors contributing to recent serious safety incidents.	1, 2	Defence People Group	Oct 2021 (Revised)	COMPLETE	<p>Three Safety Awareness videos targeting factors contributing to recent serious safety incidents are included in this deliverable. All videos were officially released during Safety Month in October 2021.</p>
6	Safety Undertaking Deliverable: Facilitated interactive safety leadership and risk management workshops for Defence Senior Leadership Group, ADF Officers and Non-Commissioned Officers.	1, 2	Defence People Group	Oct 2021 (Revised)	COMPLETE	<p>This deliverable focussed on a video case study of the crash of a British Royal Air Force Nimrod Aircraft. The case study highlighted the complexity of safety systems and how decisions made by individuals have positive and negative impacts on safety throughout an organisation.</p> <p>The case study was released during Safety Month in October 2021.</p>

Hazard identification and risk management						
7	Develop and implement a predictive analytics capability to identify, analyse, report on and treat areas of emerging Work Health and Safety risk.	4	Defence People Group	Jul 2021	COMPLETE	Defence People Group have effectively used predictive analytics and machine learning to enhance reporting, determine areas most at risk, and provide deeper insights using text analytics. Automation of the interactive predictive tool, allowing for 'what if' analysis to indicate the level of elevated training risk for a platoon at Kapooka on a given day, has not yet been achieved as planned due to technical challenges with the ICT infrastructure. Further advancement of the predictive analytics and machine learning capability is expected to be realised as the Defence Sharing and Analytics Solution matures.
8	Review and update Defence WHS Contractor Safety Management Policy to ensure we are meeting our WHS obligations to contractors and complying with the WHS Act.	3	Defence People Group	Jul 2021 (Revised)	COMPLETE	The Contractor Safety Management Framework was launched in July 2021. The Framework includes an assurance verification tool to support Groups and Services to determine the appropriate degree of verification, and an eLearning package. The training package will be made available on Campus and tailored to those people who manage contracts within Defence.
9	Safety Undertaking Deliverable: Safety Undertaking Deliverable: Develop and implement a safety tool to provide on the job hazard identification assistance across the Defence Enterprise to increase risk awareness and reduce the number of safety incidents at the working level.	2	Defence People Group	Sept 2021 (Revised)	COMPLETE	These videos aim to strengthen working level identification of hazards and risks. The videos utilise an experiential learning experience, incorporating the story of explorer Ernest Shackleton who led three British expeditions to the Antarctic. The videos were delivered during Safety Month (Oct 2021) and loaded in ADELE for ongoing use.
10	Defence Fuel Transformation Program Risk Reduction Projects	1, 2, 3, 4	Joint Capabilities Group	Jun 2021	On Track	At 18 Feb 22, there are 8 projects delivering infrastructure improvements at 27 Defence Fuel Installations (DFIs) and 3 projects delivering network-wide improvements. Of the 8 projects delivering infrastructure improvements to address priority safety, compliance and environmental risks, improvements at 6 DFIs have been completed. The 3 network-wide improvement projects with the primary focus on increasing the safety and compliance of the Defence Fuel Network and reducing risk in the Defence Fuel Supply Chain (DFSC) are complete. Other activities including the introduction of a Behavioural Awareness campaign ('For Pete's Sake') and the FSB Live routine communication are being used to reinforce the need for improved WHS in the DFSC.
11	SEG Electrical Safety Project	2,3,4	Security & Estate Group	Nov 2024	On Track	The project will include a number of phases: <ul style="list-style-type: none"> consolidation of existing data sources and review of previous electrical safety works; consultation and Issues / gap analysis; audit and investigation work; development and delivery of final report (including detailed recommendations); and implementation of recommendations and monitoring of progress post – implementation review. Phase 1 has been completed. Phase 2 is well underway and has progressed better than planned in terms of engagement from stakeholders and information sharing.

12	Residual Current Device Program	1, 2, 3, 4	Security & Estate Group	Jun 2023	On track	The National Residual Current Device (RCD) Program was commissioned by Defence in 2012, as a pilot study, to systemically ensure compliance with the RCD requirements of the Commonwealth Work Health and Safety Regulations 2011. A combination of analysis of incidents, an audit, Estate-wide surveys and risk assessments were undertaken to develop the statement of work. As a result, over 25,500 boards were identified across the estate, nationally and five priority categories were identified. Of these five categories, priority categories P1-P3 are considered complete. The remaining P4 & P5 works include the final remediation projects and cover 294 Defence properties across 40 different Base Support Areas. It is anticipated that the RCD program will be finalised FY22/23. At the conclusion of the RCD Program Defence will have expended in excess of \$100m.
13	Automated External Defibrillators rollout across the Estate	1, 2, 3	Security & Estate Group	Mar 2022	On Track	Estate and Infrastructure Group has worked with EMOS Contractors on a Contract Change Proposal for them to take on national management of fixed Automated External Defibrillators (i.e. non-portable) assets across the Estate. The Contract Change Proposal proposes a National approach to Automated External Defibrillators management. The delivery component of the SOP has been developed and policy input from WHSB is required before a broader launch of the new service. WHSB is awaiting Defence returns on the AED policy before finalising policy input into the SOP.
Capability Life Cycle						
14	Develop a meaningful performance measure and methodology to capture progress of the <i>Health and Safety in the Capability Lifecycle</i> outcome of the Work health and Safety Strategy at the enterprise level.	3	Defence People Group	Dec 2022 (Revised)	On Track	People Group, Joint Capabilities Group and Capability Acquisition and Sustainment Group have recently commenced collaborative work to scope suitable performance measures, with a focus on the key touchpoints in the Capability Lifecycle where consideration of safety is most important.
15	Development of Defence Landworthiness to provide Capability Life Cycle assurance from an operational and training safety perspective as well as materiel safety and development of appropriate orders, Instructions and procedures for the conducted of required Joint Land Force Activities	3	Army	Dec 2022	On Track	Defence Landworthiness Branch formally established January 2022 and has continued to conduct Boards under the Independent Defence Landworthiness Board framework. s47E(d) The Landworthiness systems will assure both capability outcomes and WHS are considered in all phases of the Capability life cycle and Landworthiness Policy and the Defence Landworthiness Management System Manual will be further developed this year. The organisation is predominantly staffed by reserve members during 2022 with only three SERCAT 7 positions allocated, this is anticipated to change in CMC 23.
Accountability and assurance						
16	Conduct an analytical evaluation into Safety Behaviour and Culture, to identify actions to build a strong and positive safety culture.	1, 4	Defence People Group	Apr 2022 (Revised)	On Track	Post survey analysis conducted in August 2021 identified the need for additional research focus groups and a project extension. The final project report will be delivered in Q1 2022.

17	Implement the Defence Explosive Ordnance Assurance Framework– a four-tier structure to ensure that Explosive Ordnance management and accounting practices are assessed, analysed and reported at an appropriate level with systemic issues identified and actions.	1, 2, 3, 4	Joint Capabilities Group	Jun 2022	COMPLETE	The EO assurance frame is implemented across Defence and is now in a continuous improvement process. It is being monitored by the Defence Explosive Ordnance Committee and the Explosive Ordnance Safety and Assurance Board.
18	Revision and update of the Base Work Health and Safety Management System (BWHSMS), to ensure that safety is effectively managed and improved at each Defence base in accordance with the Joint Framework for Base Accountabilities.	1, 2	Security & Estate Group	Nov 2021	COMPLETE	The revised BWHMS was approved by DEPSEC SE and went live on 1 January 2022. DWHS is providing support services to base personnel and SADFOs to ensure the seamless transition to the revised WHSMS and associated base WHS Management Plans.
19	Systems approach to Land Vehicle Safety	4	Army	Jun 2023	On Track	<p>Several activities related to Land Vehicle Safety have been completed including:</p> <ul style="list-style-type: none"> - Continual review and update of The Defence Road Transport Manual with the latest edition released 29 Jan 2020. - Annual review and update of the Army Telematics Compliance and Assurance Framework Directive on 09 June 2021. <p>s47E(d)</p> <ul style="list-style-type: none"> - Continual review of Sentinel events against Land Transport Hazards to determine trends and align changes in Policy or Training for continual risk mitigation. <p>Activities in progress include:</p> <ul style="list-style-type: none"> - Detailed review of the Defence Road Transport Manual and support to Standing Orders for Vehicle Operators (s47E(d) vehicles) to align to Land Worthiness Policy. <p>s47E(d)</p> <p>s47E(d)</p> <ul style="list-style-type: none"> - Planning is underway for a Logistics Roadshow to delivery key Land Vehicle Safety and Policy updates.
20	Enhancement of Defence Land Range Safety System	4	Army	Dec 2022 (Revised)	On Track	<p>Army has developed the Land Range Safety Management Tool (LRSMT) as an enterprise-wide range risk appreciation, decision support, and assurance system. LRSMT governs the correct planning and authorisation of range activities and management of qualifications, experience and currency of range staff and the tracking of individual and collective training progression in the build up to complex live fire activities. It is in daily use across the ADF. LRSMT is the most significant (and enduring) Land Range Safety (LRS) reform as it underpins the majority of the requirements for LRS remediation and at maturity (end 22) will</p> <p>s47E(d)</p> <p>Range assurance via the LRSMT has also been used as evidence that Defence is improving the safety of personnel to Comcare (s47E(d)) and IGADF.</p> <p>Aligned with the LRS assurance benefits facilitated by the LRSMT, ADF LRS policy and procedures are now on an annual</p>

						cycle of improvement (to address lessons learned) and recertification (testing and tracking is conducted via LRSMT). ADF Range Orders are revised annually and reissued as at 15 Jan each year. s47E(d)
21	Defence Safety Incident Investigations Review	1, 2, 4	Defence People Group	May 2022 (Revised)	On Track	An external consultancy Work Science has been engaged to undertake the review. Work will commence in mid-February 2022 and the review findings are due in mid-May 2022. People Group will collaborate with Groups and Services throughout the project to draw on extant knowledge and expertise related to safety investigations from across the enterprise.
22	Navy Electrical Safety Strategy (NESS)	1,4	Navy	Ongoing	On track	The Navy Electrical Safety Strategy (NESS) was developed and implemented by HNE in 2021 in response to an increase in electrical events. The key objective of NESS is to reduce the number of electrical safety events and their severity so far as is reasonably practicable. The following five lines of effort are currently being implemented: <ul style="list-style-type: none"> • Communications Strategy • Warrant Officer (WO) Mentoring Program • Tailored Education Program • Enhanced Oversight through existing governance frameworks, and • Electrical Safe Systems (Navy policy and procedures reform, and the development of the Electrical Isolations Working Group (EIWG). Navy commenced a review of NESS in Q4/21 to examine the current implementation status and its efficacy in driving electrical safety incidents towards zero. The review is expected to be presented to Navy SLG in Q1/22 and a Project Plan will be implemented.
Work Health and Safety Services						
23	Transition of Analysis and Reporting to 1800 DEFENCE as the initial point of communication with Work Health and Safety Branch	4	Defence People Group	Oct 2021	COMPLETE	The Sentinel Help Desk (1800 220 820) completed the transition to 1800 DEFENCE (1800 333 362) in November 2021. Customers now contact 1800 DEFENCE for entry level support which includes guiding customers to Quick Reference Guides, intranet and self-help resources.
Policy						
24	Implement the Defence Youth Safety Framework	1, 2, 4	Joint Capabilities Group	Sep 2021	COMPLETE	Part 3 of the Youth Policy manual was released in December 2021 which provides policy direction to support the effective delivery of Defence Work Experience Program.

25	Develop and implement a framework for the management of the Electrical work health and safety focus area	1, 2, 3, 4	Defence People Group	Jul 2021 (Revised)	COMPLETE	The Project Completion Report from the Electrical Tiger team was presented at the July 2021 Defence Work Health and Safety Board.
26	Develop and implement a framework for the management of the Body Stressing work health and safety focus area	1, 2, 3, 4	Defence People Group	Nov 2021 (Revised)	COMPLETE	The Project Completion Report from the Body Stressing Tiger team was presented at the November 2021 Defence Work Health and Safety Board.
27	SafetyMan Electrical Policy Review		Defence People Group	Jun 2022	On Track	The extant policy will be reviewed as part of the SafetyMan Compliance Audit (scheduled to commence in March 2022). Recommendations to change/update the extant policy will be managed as part of the Bulk SafetyMan update
<i>Mental Health</i>						
28	Deliver an improved approach to Defence's change management process, considering the mental health and wellbeing of change affected employees.	1, 2	Defence People Group	April 2022 (Revised)	On Track	People Group has drafted a Psychosocial Risk Policy that addresses the risk of change to employees within the organisation. The policy advises business areas to conduct a risk assessment to assess the potential impact to employees, when risk is identified steps need to be taken to mitigate or eliminate the risk. Over the coming months People Group will also be drafting a Psychosocial Risk Guidance document to assist with providing further education and recommendations on how to manage identified risks. The Guidance document is due for completion by April 2022 following consideration by the Defence Work Health and Safety Board in March 2022.
29	Develop an internal Joint Operations Command program incorporating education, awareness and skilling in the area of mental health. The program will look at tailored approaches for all staff in the operational environment – locally and abroad. It will leverage off the Department's implementation of the <i>Defence Mental Health and Wellbeing Strategy 2018 – 2023, Fit to Fight – Fit to Work – Fit for Life</i> .	1, 2, 4	Joint Operations Command	Dec 2022	On Hold	Due to conflicting priorities, work on this project has been put on hold by Joint Operations Command. Work is due to recommence in March 2022.

COMPLETED ACTIVITIES						
1	Safety Undertaking Deliverable: <ul style="list-style-type: none"> • Provide Defence with a baseline and ongoing assurance that risks are being correctly managed within the Cadet Organisations. • Enhance the capability, quality control and professionalism of Cadet Organisations. • Add Cadet Organisations to the Corporate Audit Tool. 	1, 2, 3, 4	Defence People Group	Dec 2021	Complete	This deliverable has been achieved through the inclusion of ADF Cadets in the Corporate Audit Program and Enterprise Work Health and Safety Assurance Framework. This activity is complete.
2	Work Health and Safety Lessons Learned Process	1, 2, 4	Defence People Group	Jul 2021	Complete	In July 2021, the Defence Work Health and Safety Board agreed to a WHS lessons process for Defence. In August 2021, a WHS Lessons standing agenda item was introduced at the WHS Consultation Group. WHS lessons are discussed at the WHS Consultation Group and are then published in the WHS Lessons repository that has been created on the WHS intranet site. The Chair of the WHSCG is responsible for providing regular assurance to the Defence WHS Board on the status of WHS Lessons and any associated recommendations, and for escalating WHS lessons that cannot be fully addressed by the WHSCG to a higher level committee.
3	Establish a Defence work health and safety assurance framework and reporting system.	4	Defence People Group	Jun 2021 (Revised)	Complete	The Enterprise Work Health and Safety Assurance Framework was endorsed at the July 2021 Defence Work Health and Safety Board. In 2021-22 People Group will continue to work with Groups and Services to implement the Enterprise WHS Assurance Framework, including conduct of foundational year activities.
4	Implement an Explosive Ordnance and Fuel Event Management System in Sentinel.	1, 2, 3, 4	Defence People Group	Mar 2021	Complete	The Explosive Ordnance and Fuel Event Management Systems are now live in Sentinel.
5	Review and update the rehabilitation reporting function to capture and report on meaningful and accurate rehabilitation data for APS employees	2	Defence People Group	Dec 2020	Complete	The review of the rehabilitation reporting function has been completed. Any further enhancements to the reporting function will be captured by Analysis and Reporting in the broader enterprise WHS reporting schedule.
6	Develop an APS Health and Wellbeing Strategy.	1, 2	Defence People Group	Dec 2020	Completed	In lieu of a strategy, an APS Health and Wellbeing Action Plan has been developed to inform deliverables against the Defence Mental Health and Wellbeing Strategy 2018 – 2023
7	Review occupational hygiene training, and provide a professional occupational hygiene training framework for Defence staff.	1, 2	Defence People Group	Oct 2020 (Revised)	Complete	<p>A review of occupational hygiene training is now on track to be completed by the end of 2020 after delays due to:</p> <ul style="list-style-type: none"> - a changeover of management of the occupational hygiene monitoring equipment in early in 2020 - lack of occupational hygiene resources in early 2020, required for course review activities including mapping of courses against competency units. <p>SafetyMan Occupational Health Procedure 01 – Defence Occupational Hygiene Professionalisation Framework is undergoing final consultation.</p>

8	Modernise the Defence Work Health and Safety Management System through consideration of the 17 elements that underpin the Safety Manual. This will inform a complete revision of policy, guidance, audit tools and training.	4	Defence People Group	Jul 2020 (Revised)	Complete	A recommendation for the modernisation of the Defence Work Health and Safety Management System will be presented at the February 2021 Defence Work Health and Safety Board meeting. This activity is considered complete. Pending the decision of the Defence Work Health and Safety Board a new activity will be created for the implementation of the modernisation project.
9	Oversee and promote a technical occupational hygiene community that learns, communicates and works collaboratively. This includes providing a framework for occupational hygiene professionalisation, communication, and knowledge sharing, and a process for enabling the mentoring of Level 1 and Level 2 occupational hygienists.	1, 2	Defence People Group	Jun 2020 (Revised)	Complete	A Professionalisation framework, to be published as SafetyMan Occupational Health Procedure 01 – Defence Occupational Hygiene Professionalisation Framework, is undergoing final consultation. An occupational hygiene mentoring process has been developed, and will be initially utilised with personnel from Navy's Fleet Support Unit Australia in November 2020.
10	Participate in the Comcare-led APS Medical Care Pilot	1, 2	Defence People Group	Jun 2020	Complete	Defence's participation in the Pilot and external evaluation have been completed. Body stressing was identified as the most common mechanism of injury through the pilot (70%). This provides supporting evidence for the Defence priority enterprise focus area of 'body stressing'. Through the established tiger team there will be further work to consider the viability of implementing a program to support APS employees with physical injuries, similar to the services already available for psychological support.
11	Transition to 1800 DEFENCE as the initial point of communication with Work Health and Safety Branch	4	Defence People Group	Jun 2020	Complete	APS Rehabilitation operating model improvement - The final transition (which commenced in mid-2019) to 1800DEFENCE took effect on 10 September 2020. This will result in Defence reducing the cost of financing an additional 1800 number and will move us closer to reflecting the Centre of Expertise (Tier 3) escalation model (in line with the DPG Service Offer).
12	Apply the Rehabilitation Management System assurance framework to include coverage of non-work related injury or illness cases.	1, 2	Defence People Group	Jun 2020	Complete	The DPG Rehabilitation Management System (APS) Assurance Framework, which outlines the activities and strategies that Defence People Group apply to facilitate an effective rehabilitation management system for APS employees, has been updated to cover both work and non-work related illness and injury active case management.
13	Execute 2019-20 Enterprise Corporate Safety Audit Program	1, 4	Defence People Group	Jun 2020	Complete	The 2019-20 Corporate Audit Program was completed with some changes. Due to significant reform within RAAF, it was agreed to postpone the WHSMS audit until the 2020-21 program. To maximise contracted resources these WHSMS audits were replaced with six additional Hazardous Chemical audits targeted at high risk business units; including verification of conformance with Defence Safety Alert 01/2019.
14	Stand up a new Work Health and Safety Services Standing Offer Panel	1, 2, 3, 4	Defence People Group	Jun 2020	Complete	The Work Health and Safety Services Standing Offer Panel has been established for an initial term of three years, expiring in June 2023. The panel provides streamlined procurement of specific Work Health and Safety related Services. Thirty-one panel members are available across nine categories.
15	Launch a reinvigorated Work Health and Safety Awareness package that meets mandatory training requirements and aligns with Defence's Future Learning Strategy	1	Defence People Group	Mar 2020	Complete	Work Health and Safety For Defence was launched in August 2020. The training promotes a strong work health and safety culture by focusing on key behaviours, and contextualises the content to the learner's work environment through a modular design targeting Defence's key safety focus areas.

16	Raise awareness of the importance of accurate reporting of Work Health and Safety events in Sentinel (Defence's Work Health and Safety Information Management System) through a targeted Sentinel Outreach Program.	1	Defence People Group	Mar 2020	Complete	The Sentinel Outreach Program is now complete. Training is offered on an as requested basis.
17	Establish Officer Due Diligence Induction Program for all three star personnel.	1, 4	Defence People Group	Mar 2020	Complete	An Officer Due Diligence presentation has been incorporated into the Capstone program.
18	Provide guidance to Groups and Services engaging contractors from the Work Health and Safety Services Panel for occupational hygiene work, to ensure consistent quality of occupational hygiene outcomes.	2, 3, 4	Defence People Group	Dec 2019	Complete	This activity is now business as usual. Guidance for Groups and Services on obtaining review of Tasking Statement and reports has been published on the WHS Services Standing Offer Panel website, and is provided in SafetyMan Occupational Health Policy and Guidance.
19	Strengthen Defence's processes for identifying emerging issues to ensure appropriate controls are put in place for managing potential risks being introduced into the Defence environment.	2, 3	Defence People Group	Dec 2019	Complete	A systematic process for environment scanning of emerging WHS issues has been developed was implemented by the Work Health and Safety Branch Occupational Hygiene Team in Dec 2019. A biannual paper on emerging issues is presented to the Enterprise Business Committee. Continual scanning for emerging WHS by the Occupational Hygiene Team is now business as usual.
20	Develop an enterprise level Work Health and Safety Policy for the Capability Life Cycle. Ensure that policies, frameworks and guidance related to the Capability Life Cycle integrate Work Health and Safety considerations.	3	Defence People Group	Nov 2019	Complete	The CLC Policy has been widely consulted, with all G&S providing valuable feedback. The policy was tabled at the recent WHSCG held 26 Feb 2020, where agreement was sought to proceed to publication.
21	Undertake a project to explore improvements to return to work outcomes, including a proposed APS Facilitated Work Placement Program	1, 2	Defence People Group	Nov 2019	Complete	Project completed in August 2019 to explore barriers to successful return to work outcomes, including the investigation of a proposed APS Facilitated Work Placement Program. People Group is using the findings from the project to identify key focus areas and opportunities to implement improved practices in relation to case management.
22	Develop a Case Management Assessment Tool for APS Rehabilitation cases.	1, 2	Defence People Group	Nov 2019	Complete	The Case Management Assessment Tool has been developed and Implemented.
23	Delivery of the annual Joint Framework for Base Accountabilities Awareness Program. This awareness program ensures that personnel in positions crucial to facilitating safe living, working and training environments at Defence Bases fully understand their role with regards to safety.	1, 4	Estate and Infrastructure Group	Jun 2020 (Revised)	Complete	This activity is now business as usual. The initial delivery of the Joint Framework for Base Accountabilities Awareness Program to the Services, Base Managers and associated personnel occurred in 2019. This program is delivered annually.
24	Improve the ADF Rehabilitation Program data accuracy and management by conducting a quarterly review.	2, 4	Joint Capabilities Group	Quarterly	Complete	This activity is now business as usual. The last data review for the ADF Rehabilitation Program was completed in July 2020 for the 2019-20 financial year. Regular data cleansing occurs at a local level to maintain accurate records of individual member care.
25	Review and update the Defence Youth Safety Framework (DYSF).	1, 2, 4	Joint Capabilities Group	Feb 2020	Complete	Revised Defence Youth Safety Framework policy was approved and released in Feb 2020. A new activity has been created to capture the implementation process, which is expected to be fully completed by Sep 2021. Refer http://drnet.defence.gov.au/JCG/ryd/Youthengagementandworkexperience/Pages/Youth.aspx
26	Establish Youth Safety as a Defence Work Health and Safety Management System Safety Domain owned by Commander Joint Capabilities.	4	Joint Capabilities Group	Nov 2019	Complete	Defence Work Health and Safety Roles, Responsibilities and Accountabilities Policy defined in SafetyMan has been updated and released to reflect Youth Safety as a Safety Domain owned by Commander Joint Capabilities. Refer https://drnet.defence.gov.au/People/WH/SafetyMan/Governance

						-Due-Diligence/Pages/WHS-Roles-Responsibilities-and-Accountabilities-Policy.aspx
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Defence Work Health and Safety Strategy 2017 - 2022 | Implementation Plan

External Version: 1.4

Date: 29/06/2018

A: Health and Safety Conscious People

Our people are trained professionals who are committed to a culture of safety, and are supported by systems and communication that manage work health and safety risks. Our training, policies and procedures have work health and safety as an integral element, ensuring that lessons learned are integrated across Defence to support force preservation and the provision of safe materiel and facilities.

Quality Assurance

ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
A1	To ensure the data captured in Sentinel is accurate, complete, and timely.	Incident Management and Reporting. Ensure the Integrity of the data recorded in Sentinel, the enterprise work health and safety information management system.	<ul style="list-style-type: none"> Conduct quality assurance checks of the data. Raise awareness of the importance of accurate reporting of Work Health and Safety Events in Sentinel through a targeted Sentinel Outreach Program. Clear consistent messages from Work Health and Safety Branch Monthly reference group to provide feedback on usability developments in Sentinel. 	Defence people Group	lead	Improved data quality and improved enterprise reporting out of Safety Trend Analysis and Reporting Solution system	A1M.1	Ongoing quality assurance checks & remediation for the life of the Sentinel system.
					lag	Customer Feedback	A1M.2	Delivery of the Sentinel Outreach Program from July - October 2017
							A1M.3	Ongoing program of communication (messages) to Sentinel users and Groups and Services Safety Coordinators about the importance of accurate, complete, and timely reports.
A2	Provide accurate reports and completeness of data available for analysis. Accurate data allows identification of trends and emerging issues in work health and safety, as well as identifying areas of concern and informing proactive management.	Development of the Safety Trend Analysis Reporting Solution (STARS) system. Providing accurate and comprehensive work health and safety data that supports Defence business.	Quality assurance of reports provided to Groups and Services.	Defence people Group	lead	Accurate and timely reports for whole of Defence.	A2M.1	Complete review of all reports in Safety Trend Analysis Reporting Solution system by the end of 2017
					lead	Detailed reports to support Groups and Services to enable decision making.		
A3	Identify areas of emerging work health and safety risk (through predictive analysis techniques) and undertake detailed analysis and investigation to reduce the risk as much as possible.	Develop a predictive analytics capability to analyse and treat emerging work health and safety risks.	<ul style="list-style-type: none"> Identify and review trends. Conduct literature reviews and environmental scans. Review current controls in place to mitigate the risk in the organisation. Liaise with specialist experts. Consider best practice. Produce timely and succinct reports. 	Defence people Group	lead	Defence is able to identify and manage risks before they cause harm to our people.		

Rehabilitation

ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
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A4	Defence has an effective rehabilitation management system for ADF members.	To improve the ADF Rehabilitation Program through improved data management, quality assurance activities, and program enhancements based on analysis of outcomes and trends.	<ul style="list-style-type: none"> Implement Return To Duty durable rehabilitation outcome measures, and analyse and report on trends. Conduct quality assurance checks of compliance with procedures and the data. Produce timely and succinct reports. 	Joint Health Command	lead	Quality assurance activities and feedback lead to continuous improvement of rehabilitation services.	A4M.1	<p>ADF Rehabilitation Program annual reports include Return To Duty outcome and trend reporting from October 2017.</p> <p>Ongoing quality assurance activities including maintenance of data within the Defence eHealth System</p>
					lag	Monthly reviews to maintain accurate rehabilitation data.	A4M.2	
					lead	Year to year improvement of Return to Duty rate		
A5	The rehabilitation management system supports the sustainable return to work of ill and injured Defence Australian Public Service employees.	Defence has an effective rehabilitation management system.	Review and compare Defence's performance against that of other Commonwealth Agencies.	Defence people Group	lag	Comcare premium rate as a percentage of payroll for Defence is less than the overall scheme rate.	A5M.1	Monitor performance on a quarterly basis. Audit conducted annually.
					lag	The return to work rate for Defence is greater than the Comcare comparison group.	A5M.2	
					lag	Defence's Comcare average incurred cost rate is below that of the comparison group.		Audit conducted annually.
					lag	A score of no less than 80% is achieved in the annual Australian Public Service Defence Rehabilitation Management System compliance audit.		

Education

ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
A6	To improve the work health and safety culture across the organisation by proactively improving safety behaviours and attitudes through education and awareness programs.	Provision of work health and safety awareness education - safe people/workplace.	Mandatory 'WHS for Workers' program <ul style="list-style-type: none"> 'WHS for Supervisors' course 'WHS Act: Your Responsibility' (Senior Leaders) 	Defence People Group	lead	Report on uptake of programs by analysing course completions	A6M.1	WHS for Workers' update October 2017
					lead	Evaluate course content suitability and effectiveness at improving work health and safety culture and reducing incidents by randomly selecting course participants to complete post-course evaluation questionnaire. The evaluation seeks to report on improvements to work health and safety based on knowledge and skills learned from undertaking the courses, and to identify possible improvements to content and delivery for future reviews and developments.	A6M.2	
A7	To educate Defence people on the use and benefit of Sentinel - the corporate Work Health and Safety Management Information System.	Provision of Sentinel system functionality training and support materials - accurate records, system improvements.	Develop training and support materials in different mediums to educate Defence people on each of the work health and safety functionalities within the Sentinel system to produce accurate and consistent work health and safety data.	Defence People Group	lead	To ensure accurate data is recorded into Sentinel.	A7M.1	Analyse potential impacts of updates made to Sentinel system on training and support materials and ensure changes are effectively communicated to users - quarterly.

					lag	Decrease the number of reportable incidents to Comcare through users correctly selecting injury severity categories for work health and safety incidents.	A7M.2	Updated training and support materials for Sentinel users are to be available at system release or within two months of go-live date - end January each year.
					lag	Decrease in the number of Sentinel users requiring assistance from Help Desk.		
					lag	Improved data quality for accurate reporting and assurance purposes.		
					lag	Obtain course completions from Campus to view uptake of Sentinel Safety Coordinator training.		
A8	Develop a framework which will identify the performance, conditions, standards, knowledge, skills and attitudes by functional duties (eg receipt, use, supply, supervise and management) for hazardous chemicals to enable Defence workers to perform a functional role to an agreed standard.	Deliver a Hazardous Chemicals Core Skills Framework.	Phase 1: Skill evaluation and preparation. In consultation with Groups and Services, design and develop courses and courseware. Phase 2: Initial rollout Develop action plans and train upstream and workplace hazardous chemicals safety advisers. Phase 3: From expert opinion to evidence. Maintain the hazardous chemicals safety advisers program and evaluate, leading to a review of the systems in place for hazardous chemical governance and maintenance of worker occupational health. Phase 4: Increasing maturity towards an expert system. Assess the effectiveness of the training in addressing strategic organisational performance.	Defence People Group				
					lead / lag	Defence's workforce are fully competent with the use, transportation, and storage of hazardous chemicals.	A8M.1	Deliver a Hazardous Chemicals Core Skills Framework by July 2018.
					lag	Comcare fully endorses and supports Defence's Hazardous Chemicals training.		
A9	Defence's workforce has reduced mental health injuries.	Raise awareness and support for mental health issues in Defence.	<ul style="list-style-type: none"> Contribute to the development and implementation of the Defence mental health strategy. Implement support initiatives including rolling out training for SES and Executive Level staff, and conduct regular mental health speaker events. 	Defence People Group/Joint Health Command				
					lag	Decrease the number of Defence staff who have a mental health issue contributed to by the workplace.	A9M.1	Defence Mental Health Strategy launched in October 2017.
					lead / lag	Managers and supervisors feel more confident to manage staff with a mental health condition within their teams.	A9M.2	Initial training rolled out to SES and Executive Level staff by July 2018.
					lead / lag	Mental Health is de-stigmatised by the Defence workforce.	A9M.3	Mental health speaker series embedded as a regular activity by December 2017.

B: Healthy and Safe Workplaces

Risks are effectively managed and minimised through effective identification and controlling of hazards; implementing processes for cooperation and consultation; ensuring staff are educated and informed; and embedding safety, both physical and psychological, in all our work practices.

Hazard and Risk Management

ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
B1	To provide a standardised, evidence based source of work health and safety management information, so as to provide a mechanism for Defence Senior Leadership and Accountable Officers to make informed work health and safety risk decisions, to demonstrate due diligence and assurance that work health and safety risks are being controlled so far as is reasonably practicable.	Defence Work Health and Safety Risk Management Project.	Implement Defence Work Health and Safety Risk Management Approach across Defence by: • Establishing policies, procedures and systems for overall intentions and directions related to work health and safety risk. • Establishing reporting processes to internal and external stakeholders on current state of risks and management of those risks. • Establishing strong and sustained governance (with identified individuals accountable and responsible for risk). • Implementing the systematic application of the work health and safety risk management process. • Using Sentinel, the Defence Work Health and Safety Management Information System (integrated enterprise-wide tool). • Reviewing and improving the Defence Work Health and Safety Risk Management Approach.	Defence People Group	lead	Hazard identification and risk management practices are systematic and involve a broad range of foreseeable situations. Defence Accountable Officers have visibility of and a clear understanding of hazards and risks, and implement appropriate controls to eliminate or minimise hazards/risks so far as is reasonably practicable.	B1M.1	Conduct transition activities to support successful implementation of Sentinel Risk Management Module (May 2017 - March 2018). Implementation of Sentinel Risk Management module across Defence (March 2018 - ongoing). Maintain the Defence Work Health and Safety Risk Management Approach through the provision and maintenance of policy, procedures, training and an enterprise-wide management information system (Sentinel).
					lead	Lead indicators guide proactive investigation of potential hazards & risks.	B1M.2	
					lead	Effective and efficient control of hazards/risks result in the reduction of: The number of work health and safety events	B1M.3	
					lead	Effective and efficient control of hazards/risks result in the reduction of: The severity of work health and safety events.		
					lead	Effective and efficient control of hazards/risks result in the reduction of: Rehabilitation costs associated with work health and safety events.		
					lead			
B2	Ensure that we are meeting our work health and safety obligations to contractors and contractors are complying with the Work Health and Safety Act.	Contractor Management Work Health and Safety Legal Aspects.	Seek expert legal advice to conduct a review of Defence's existing contractor management policies.	Defence People Group	lead	Defence has a consistent and legal compliant approach to contractor management.	B2M.1	Update contractor management work health and safety policies and procedures and inform Groups and Services of their roles and responsibilities in relation to contractor management.
B5	To ensure that Defence occupational hygiene risks are proactively identified and managed.	Provision of Defence Occupational Hygiene services tailored to Defence requirements.	• Determine what Defence needs at the enterprise level and tailor the occupational hygiene services to meet this need. • Provide a framework and services that are easily usable by Groups and Services. • Conduct bi-annual environmental scanning.	Defence People Group	lead	Occupational hygiene is coordinated as an entity wide capability.	B5M.1	Complete review of Occupational Hygiene by October 2017.
					lead	Occupational Hygiene is easily assessable, and regularly used by Groups and Services.	B5M.2	Implement the recommendations of the review by October 2018.
					lead	Environmental scans are used to identify and manage emerging risks.		

B6	Occupational Hygiene Technician Capability.	Establish a coordinated and professional technical Occupational Hygiene community (Level 1) to help identify and monitor occupational hazards in all environments.	<ul style="list-style-type: none">Establish an Occupational Hygiene consultative network.Determine the level of staffing needed to establish a technical occupational hygiene capability and how the capability needs to be distributed.Review current suitability of Occupational Hygiene training for Occupational Hygiene technicians.	Defence People Group		Improved efficiency and coordination in the deployment of technical Occupational Hygiene capability.	B6M.1	Establishment of a technical Occupational Hygiene capability.
					lead	Improved management of Occupational Hygiene risks/hazards across Defence.	B6M.2	Development of an annual technical Occupational Hygiene conference/Seminar.
						Development of a quarterly annual technical Occupational Hygiene conference/Seminar.		
					lead			
B7	Asbestos Management in Defence.	Conduct a review of asbestos management within Defence's Estate to ensure that Defence workers are not exposed to asbestos.	Undertake a series of site inspections of bases and establishments across Defence to assess the effectiveness of Defence asbestos policy and management systems in order to ensure Defence is legally compliant and doing its utmost to protect workers from exposure to asbestos.	Defence People Group		A measured reduction in the number of asbestos-related incidents across Defence.	B7M.1	Review of Defence's asbestos management compliance across the Defence Estate.
					lag	Bases that are tested are highly compliant with the Work Health Safety Manual Asbestos Management Policy.		
						Bases that are tested are compliant with the Defence Estate and Infrastructure National and Regional Asbestos Management Plan.		
					lag			
B8	Noise management in Defence.	Reduce the level of noise exposure to Defence's workforce.	Regular monitoring of noise hazards through greater use and coordination of Defence staff that are trained as Defence Noise Officers.	Defence People Group		Increase compliance with Defence's noise policy.	B8M.1	A regular and coordinated noise monitoring program is in operation throughout Defence.
					lead	Less reliance on contractors to undertake noise surveys.		
					lag			
Education								
ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
B3	To improve the occurrence of work health and safety incidents in workplaces through educated people with knowledge and skills to do the work safely.	Provision of work health and safety awareness education - safe people/workplace.	<ul style="list-style-type: none">Mandatory 'WHS for Workers' program'WHS for Supervisors' course'WHS Act: Your Responsibility' (Senior Leaders)	Defence People Group				
					lead	Report on uptake of programs by analysing course completions.	B3M.1	WHS for Workers' update October 2017

					lead	Evaluate course content suitability and effectiveness at improving work health and safety culture and reducing incidents by randomly selecting course participants to complete post-course evaluation questionnaire. The evaluation seeks to report on improvements to work health and safety based on knowledge and skills learned from undertaking the courses, and to identify possible improvements to content and delivery for future reviews and developments.	B3M.2	WHS for Supervisors' course November 2017
							B3M.3	Work Health and Safety for Managers/Commanders course proposed for development in 2018
							B3M.4	WHS Act: Your Responsibility' - review and update due 2019.
B4	To educate Defence people on the use of Sentinel. Sharing of work health and safety information across the organisation. Ensure accurate record keeping practices to produce relevant, useful data to improve work health and safety practices.	Provision of Sentinel system functionality training and support materials - accurate records, system improvements.	Develop training and support materials in different mediums to educate Defence people on each of the work health and safety functionalities within the Sentinel system to produce accurate and consistent work health and safety data.	Defence People Group	lead	To ensure accurate data is recorded into Sentinel.	B4M.1	Analyse potential impacts of updates made to Sentinel system on training and support materials and ensure changes are effectively communicated to users - quarterly.
					lag	Decrease the number of reportable incidents to Comcare through users correctly selecting injury severity categories for work health and safety incidents.	B4M.2	Updated training and support materials for Sentinel users are to be available at system release or within two months of go-live date - end January each year.
					lag	Decrease in the number of Sentinel users requiring assistance from Help Desk.		
					lead	Improved data quality for accurate reporting and assurance purposes.		
					lead	Obtain course completions from Campus to view uptake of Sentinel Safety Coordinator training.		
C: Health and Safety across the Capability Life Cycle								
Defence will ensure that risks to its people, including those contracted to Defence, arising from platforms, infrastructure, plant and equipment are effectively managed and minimised in all phases of the Capability Life Cycle from design through to disposal.								
Capability Life Cycle								
ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
C1	To provide accurate and timely advice to Defence customers who have a requirement to know the business processes for Capability Life Cycle issues. This will ensure that health and safety is considered through out the Capability Life Cycle.	Ensure that work health and safety is considered in all aspects of the Capability Life Cycle.	Develop a framework which requires capability managers to identify, evaluate and control Platforms, Infrastructure, Plant and Equipment work health and safety risks at the concept, introduction into service and through to disposal.	Defence People Group	Lead	Contribute to the development of an Enterprise level work health and safety policy for Capability Life Cycle. Provide input to policy, governance framework and assurance that Capability Life Cycle integrates work health and safety considerations or integrates work health and safety within the decision process.	CM1.1	Contribute to the Capability Life Cycle design of the Work Health and Safety Due Diligence Framework, Capability Life Cycle Manual and development of SafetyMan policy.

C2	That the full occupational hygiene risks are fully identified, evaluated and controlled during the purchase and introduction to service of new capability.	Ensure that Occupational Hygiene is considered in the Capability Life Cycle.	Develop a framework which requires capability managers to identify, evaluate and control occupational hygiene risks. Provide occupational hygiene training to staff working in the capability life cycle to ensure they aware of occupational hygiene requirements.	Defence People Group				
					lead	Framework developed to ensure that occupational health risks are mitigated so far as is reasonably practicable.	CM2.1	Policy developed and appropriate training rolled out to staff involved in the introduction of new capability.
					lead	Tailored occupational hygiene awareness training is developed and delivered to staff working in the Capability Life Cycle.		
D: Safety Assurance and Continuous Improvement								
Safety is improved through clear accountability; by the use and verification of management systems; and through safety analysis and audit to inform and improve hazard and risk management.								
Accountability								
ID	Intent	Activity	Method	Lead	Lead/ lag indicator	Performance Measure	Milestone ID	Milestone
D1	Safety Management Systems Audits provide assurance that Groups and Services policy, procedures and practices conform with the requirements of their Safety Management System.	Safety Management Systems Audits.	Gathering and substantiation on a test basis of detailed evidence to support the conclusion. Conducted against relevant audit standards or audit criteria by a competent and independent person.	Defence People Group				
					lead	Undertaken in accordance with Defence Work Health and Safety Committee approved audit program or reactive audits.	D1M.1	Audit program delivered as scheduled on the Defence Work Health and Safety approved audit plan and in accordance with Audit Standard Operating Procedures. Corrective Actions are completed on time.
D2	Compliance audits provide assurance that Groups and Services are complying with legislative requirements. Identify enterprise level risk areas.	Hazardous Chemical Management Audits and Joint Special Plant Licence Conditions Audits.	Gathering and substantiation on a test basis of detailed evidence to support the conclusion. Conducted against relevant audit standards or audit criteria by a competent and independent person.	Defence People Group				
					lead	Undertaken in accordance with Defence Work Health and Safety Committee approved audit program or reactive audits.	D2M.1	Identification and management of cross Group/Service areas of concern.
					lead	Completion within specified timeframe.		