

# Strategic Plan

## 2018-2023



A Joint Initiative of  
WorkSafe Tasmania and the WorkCover Tasmania Board





# Contents

---

Minister's Foreword .....	2
Message from the Chief Executive .....	3
Message from the Chair .....	3
About Us .....	4
The Tasmanian Context .....	4
Our Objective .....	5
Our Plan .....	5
Our Targets .....	5
Our Stakeholders .....	5
The Current State .....	6
Strategies and Action Areas .....	8
Strategy 1: Targeted Harm Reduction .....	8
Targeting priority industries and high consequence activities .....	8
Focusing on priority conditions and their causes .....	8
Improving the use of information .....	8
Strategy 2: Building Culture and Capability .....	9
Increasing stakeholder awareness and knowledge .....	9
Equipping workers and industry to create safe workplaces .....	9
Encouraging workplaces to be work health, safety and wellbeing leaders .....	9
Strategy 3: Regulatory Frameworks .....	10
Maximising opportunities to improve regulatory frameworks.....	10
Promoting innovative solutions.....	10
Facilitating meaningful opportunities for community consultation .....	10
Strategy 4: Exemplar Regulator .....	11
Delivering principles-based regulation .....	11
Valuing our people and building organisational capability .....	11
Improving our systems and processes.....	11
Reporting on our Progress.....	12
Notes.....	12
Administered Legislation .....	13

# Minister's Foreword

---

The Tasmanian Government is absolutely committed to seeing workers return home safely to their families at the end of a shift.

Improving work health and safety, return to work and injury management outcomes to ensure Tasmanians are kept safe, healthy and productive is not only good for workers and their families but good for our economy.

WorkSafe Tasmania's Strategic Plan 2018-2023, developed as a joint initiative with the WorkCover Tasmania Board, outlines our priorities and strategic focus in driving continuous improvement in work health, safety, rehabilitation and compensation.



The strategic priorities are to: reduce harm in Tasmanian workplaces; respond to current and emerging work health and safety issues; ensure contemporary and effective regulatory frameworks; and strive for excellence as a regulator.

High priority industries and activities will be targeted based on in-depth analysis of workers compensation claims and other data, recognising that the biggest gains can be made in these areas. Improvements in these and other industries will benefit all, with reduced deaths, injuries, costs and premiums.

The changing nature of work will also have an impact on how work health and safety issues are managed. Innovative solutions and a collaborative approach with key stakeholders and national bodies will be taken to ensure that Tasmania is well-positioned to respond to these issues and embrace the opportunities presented by these workplace changes.

I commend the Strategic Plan and look forward to the realisation of its strategic objectives by 2023.

The Hon. Guy Barnett  
Minister for Building and Construction

# Message from the Chief Executive

---

Being '*Safe and Well Every Day*' is the promise WorkSafe Tasmania makes to the Tasmanian community. We do this by engaging, educating and enabling the community, to encourage a broader understanding of work health and safety, and by enforcing relevant laws when necessary.

We know that accidents at work and occupational disease are neither determined by fate nor unavoidable – they always have causes. That is why this Strategic Plan outlines our organisational focus and priorities for the next five years (2018-2023) to build a strong culture of prevention, eliminate cause(s) of work-related harm and fulfil our purpose to advance work health, safety and wellbeing in Tasmania.

With action areas identified under four strategies, this Strategic Plan sets the direction for us to maximise opportunities to drive innovative solutions to both contemporary and future challenges faced by Tasmanian workplaces, relating to harm minimisation, work health, safety and wellbeing, and the return to work of injured workers.

The development of this Strategic Plan would not have been possible without the overwhelming support of a dedicated team of health and safety professionals – so I thank all staff for their assistance and contributions.

Mark Cocker  
Chief Executive, WorkSafe Tasmania

# Message from the Chair

---

The WorkCover Tasmania Board is pleased to endorse this Strategic Plan.

The Board's particular contribution to improved work health, safety and wellbeing outcomes is realised through effective administration of Tasmania's workers rehabilitation and compensation scheme, the promotion of effective return to work practices and the provision of education and advice with respect to work health and safety.

This Strategic Plan provides a framework for sustainable harm reduction, improved return to work outcomes and enhanced scheme regulation.

I look forward to building on the Board's strong relationship with WorkSafe Tasmania as we partner together to deliver the planned activities and, ultimately, achieve our objective of healthier, safer and productive workplaces.

Kathrine Morgan-Wicks  
Chair, WorkCover Tasmania Board

# About Us

We administer legislation covering three policy areas: work health and safety, workers compensation schemes (including for asbestos-related disease) and workplace relations.

Our work includes promoting healthier and safer workplaces and work practices, investigating workplace incidents, encouraging prompt and effective return to work of injured workers and offering advice and assistance to Tasmanian businesses.

We partner with unions and employer organisations to encourage a constructive role in promoting improvement in work health and safety practices. We promote the provision of advice, information, education and training in relation to work health and safety, and secure compliance with administered laws through effective and appropriate compliance and enforcement activities.

## The Tasmanian Context



North-West		
Workers:	49,627 <sup>(1)</sup>	21 %
Employers:	4,653	30 %
<i>Number of incidents reported to WorkSafe Tasmania:</i> <sup>(2)</sup>		
	2015	958
	2016	1,314
	2017	977

North		
Workers:	40,966	17%
Employers:	3,214	20%
<i>Number of incidents reported to WorkSafe Tasmania:</i>		
	2015	1,052
	2016	1,480
	2017	1,088

South		
Workers:	149,443	62%
Employers:	7,880	50%
<i>Number of incidents reported to WorkSafe Tasmania:</i>		
	2015	942
	2016	2,051
	2017	1,923

Size of Business	North-West		North		South	
	Workers	Employers	Workers	Employers	Workers	Employers
Large	8,467	27	10,960	28	70,721	106
Medium	21,012	462	15,875	351	45,524	976
Small	20,148	4,164	14,131	2,835	33,198	6,798
<b>Total</b>	<b>49,627</b>	<b>4,653</b>	<b>40,966</b>	<b>3,214</b>	<b>149,443</b>	<b>7,880</b>

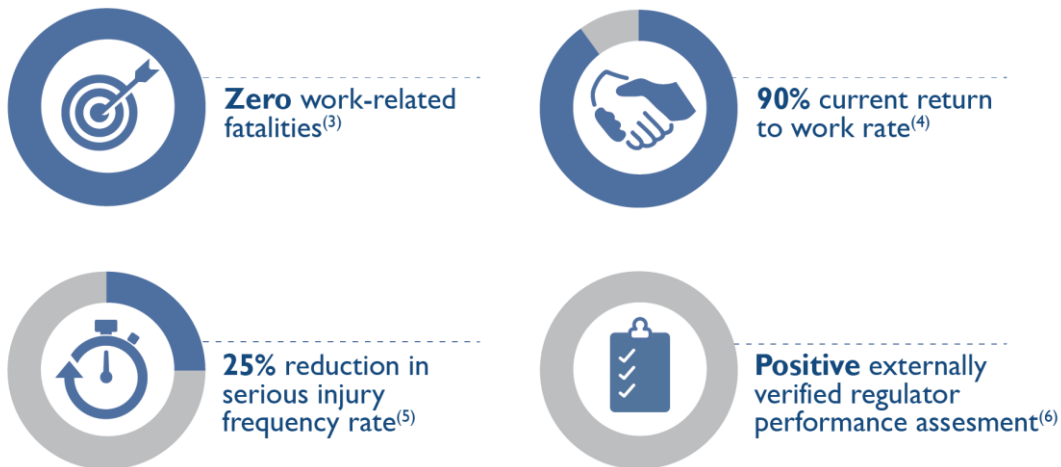
## Our Objective

Healthier, safer and productive workplaces

## Our Plan



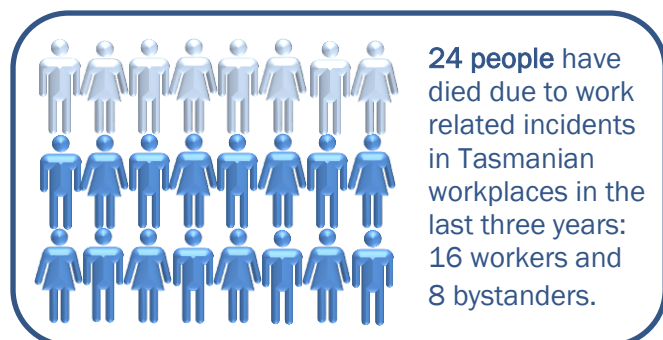
## Our Targets



## Our Stakeholders

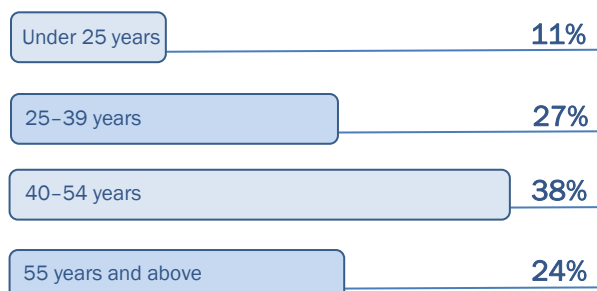


# The Current State

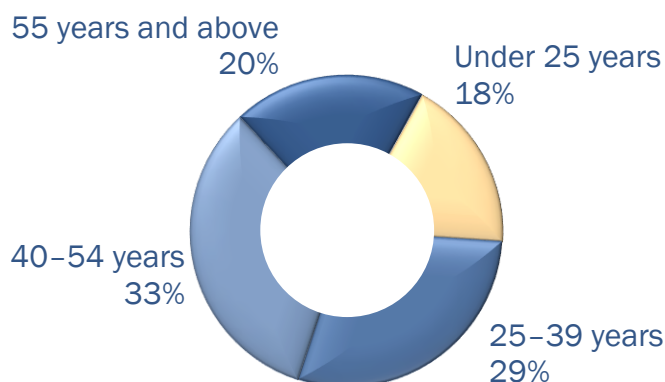


There have been 8,453 serious injuries over the last three years. This equates to 8.4 serious injuries per million hours worked.

Serious injuries by **age** of worker:



**Age of the Tasmanian workforce** <sup>(11)</sup>



**Work-related deaths by industry** <sup>(7)</sup>



In the last five years the number of workplace injuries has decreased by **11%**

**Industries employing the most Tasmanians** <sup>(10)</sup>



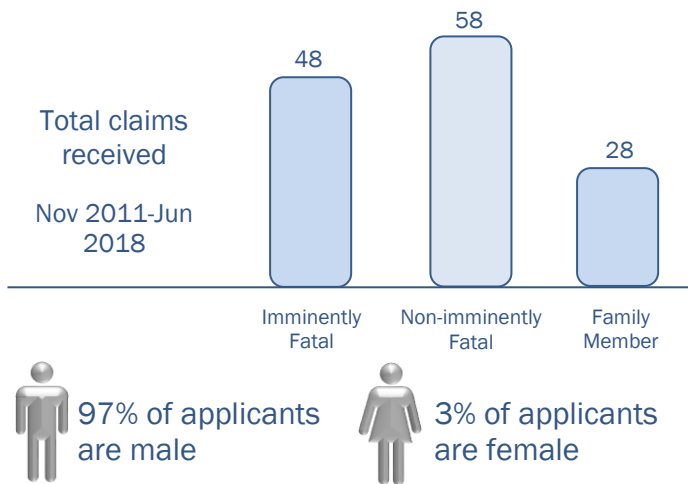
**INDUSTRIES WITH HIGHEST NUMBER OF INJURIES**

- Health Care and Social Assistance
- Manufacturing
- Public Administration and Safety
- Education and Training
- Construction
- Retail Trade

<b>Most common injuries</b>	Traumatic strains
Wounds and lacerations	Musculoskeletal disorders
Mental health conditions	Fractures



## ASBESTOS COMPENSATION



Almost **47%** of reported workplace injuries result in time off work for the injured worker

The lost time per injury occurring in the last three years is, on average,

**44**  
Days <sup>(12)</sup>

**Over 445,000 days were lost** due to injuries occurring in the last three years

## 2018 CLIENT SURVEY OUTCOMES <sup>(13)</sup>

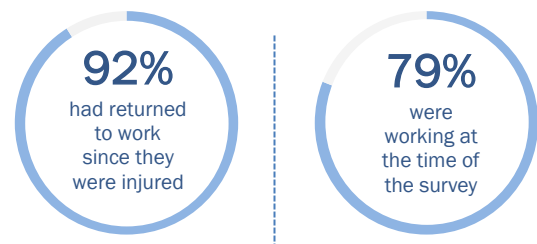
Of the workers surveyed:

- ✓ **93%** say they are aware of their health and safety responsibilities in the workplace
- ✓ **96%** know what to do to work safely
- ✓ **95%** believe safety is something that should be thought about every day in the workplace
- ✓ **98%** believe safety is everyone's responsibility
- ✓ **29%** reported an improvement in WHS in their workplace in the previous year

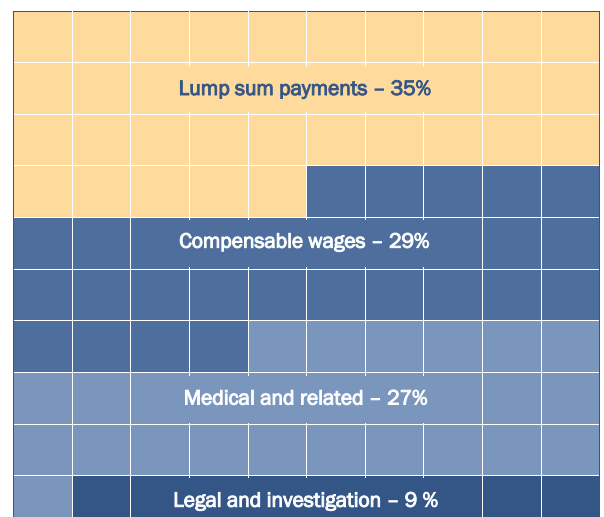
Areas with room for improvement:

- ✗ **62%** know where to go outside of work if they need more information about workplace health and safety
- ✗ **66%** indicated they would raise a WHS issue with management
- ✗ **67%** would speak to a workmate who they thought wasn't working safely

The 2017/18 *National Return to Work Survey* showed that, of injured workers in Tasmania: <sup>(14)</sup>



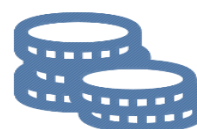
Average proportion of claim costs per year



**\$161.4million**

average total claim cost per year over the last three years

The average cost per claim is around  
**\$22,700**



# Strategies and Action Areas

## Strategy 1: Targeted Harm Reduction

*Reducing harm in Tasmanian workplaces*

### Targeting priority industries and high consequence activities

High priority industries and activities are determined based on analysis of workers compensation claims performance and industry data, consequences of an event, available resources and emerging issues. Specific action is also informed by external reviews, including regular audits of mines-related activities.

We will target identified priorities to maximise the impact of available resources and reduce injury and disease in industries where it is identified that improved performance is required.



### Focusing on priority conditions and their causes

Priority conditions are identified based on the severity of consequences of harm(s), the number of people estimated to be affected and the existence of known prevention options.

Identified priorities include:

- |                             |                                       |
|-----------------------------|---------------------------------------|
| ✓ Musculoskeletal disorders | ✓ Hazardous manual tasks              |
| ✓ Mental health conditions  | ✓ Slips, trips and falls              |
| ✓ Asbestos-related disease  | ✓ Safe movement of vehicles and plant |

We will focus our efforts on high priority conditions and injury causal factors, to ensure stakeholders are informed of specific risks and corresponding control measures.

### Improving the use of information

Effective research and evaluation is key to maximising the effectiveness of our activities in reducing harm(s) in Tasmanian workplaces.

We will improve our use of information and research in work health and safety and workers compensation to identify priorities and emerging trends.

We will collate and disseminate information that assists employers to better identify potential harms in their workplaces and implement effective work health, safety and wellbeing programs to reduce these harms.

## Strategy 2: Building Culture and Capability

### *Responding to current and emerging WHS issues*

#### **Increasing stakeholder awareness and knowledge**

Organisational culture is often influenced by broader community values, attitudes and expectations. Increasing community awareness of work health, safety and wellbeing risks and opportunities will raise expectations and encourage improved workplace practices.

We will promote meaningful dialogue with stakeholders to encourage active engagement in the development of positive workplace cultures.

We will deliver awareness campaigns that focus on occupational-related injury and disease, and actively encourage action to address hazards impacting on work health, safety and wellbeing.

#### **Equipping workers and industry to create safe workplaces**

Every person in Tasmanian workplaces must have capabilities in work health, safety and wellbeing to ensure they and those around them remain safe and well.

We will deliver work health, safety and wellbeing educational activities specifically tailored for students and school-leavers to ensure workers are equipped with necessary capabilities from the start of their careers.

We will also partner with unions and employer organisations to develop organisational capabilities to effectively respond to current and emerging risks within workplaces, and ensure workers have the necessary knowledge and skills to safely perform their roles.

#### **Encouraging workplaces to be work health, safety and wellbeing leaders**

Active leadership is critical to achieve change.

We will recognise excellence in work health, safety and wellbeing and return to work practices, ensuring those organisations that are going above and beyond a standard level of compliance are recognised and supported to provide leadership to other organisations aspiring to excel.

We will champion for improved coordination across Government in relation to asbestos risk management and actively engage with stakeholders to maintain effective collaborative networks.

We will also encourage Government to embrace positive work health, safety, wellbeing and return to work practices, setting the example for others.

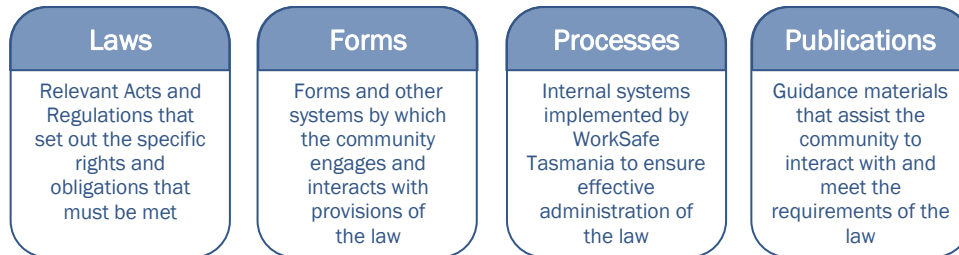
## Strategy 3: Regulatory Frameworks

*Ensuring regulatory frameworks are contemporary and effective*

### Maximising opportunities to improve regulatory frameworks

Our regulatory frameworks encompass a range of mechanisms that facilitate community interface with the rights and obligations the legislation provides.

#### Aspects of our regulatory frameworks



Continually improving our regulatory frameworks ensures we are responsive to emerging trends and changing community needs. We will achieve this by:

- active participation in national forums for policy development
- regularised reviews of administered legislation
- ongoing effort to identify and implement systems improvements.

### Promoting innovative solutions

As the nature of work changes, new risks, challenges and opportunities emerge. We will engage with national research activities, including through Safe Work Australia, to ensure our regulatory frameworks are well-positioned for the future.

We will optimise our use of social media and capitalise on opportunities presented by technology to improve delivery and access to our services and contemporary subject matter expertise.

We will improve our presence on digital platforms, making it easier for stakeholders to do business with us. In particular, we will enhance processes associated with our licensing, permissioning and accreditation systems.

### Facilitating meaningful opportunities for community consultation

Facilitating opportunities for stakeholders to provide feedback helps to ensure the continued delivery of fair, effective and sustainable regulation.

We will actively seek input from the community and engage with stakeholders on emerging areas of concern when developing options for regulatory reform.

We will foster cooperative and consultative relationships with stakeholders to gain a shared understanding of key issues that may impact our objective.

## Strategy 4: Exemplar Regulator

### *Striving for excellence as a regulator*

#### Delivering principles-based regulation

Consistent with the *National Compliance and Enforcement Policy* <sup>(15)</sup>, we will apply the following principles when performing our regulatory functions:

Consistency	Ensure similar circumstances lead to similar approaches being taken
Constructiveness	Providing support, advice and guidance to assist compliance and build capability
Transparency	Demonstrating impartiality, balance and integrity
Accountability	Being willing to explain decisions and making available avenues of complaint or appeal
Proportionality	Ensuring compliance and enforcement responses are proportionate to the seriousness of the conduct
Responsiveness	Ensuring compliance and enforcement measures are responsive to the particular circumstances
Targeted	Focusing activities on the areas of assessed highest risk or identified strategic priorities

We will improve visibility through the publication of compliance priorities, safety alerts and summaries of enforcement outcomes.

We will undertake annual performance self-assessments in accordance with the Australian Government's *Regulator Performance Framework* <sup>(16)</sup>, enabling objective assessment of our performance to identify opportunities for improvement.

#### Valuing our people and building organisational capability

Continually developing our human resources and equipping our staff to be the best they can be is vital to ensure we achieve our objective.

We will continue to embed our values throughout the organisation and provide regular opportunities for staff to refresh their knowledge and build capability.

#### Improving our systems and processes

Consistency of regulatory practice is fundamental to achieving our objective.

We will provide the necessary tools, training and support networks to enable staff to deliver services that meet stakeholder expectations in accordance with our principles-based approach to regulation.

We will enhance the effectiveness of our internal systems to improve clarity and consistency of practice, and pursue the digitalisation of operational activities, to increase efficiency and effectiveness.

We will maximise opportunities to capture and use information to inform and ensure the effectiveness of our risk-based regulatory approach.

# Reporting on our Progress

---

Reporting on the progress we are making towards achieving our targets ensures we remain transparent and accountable to the community on actions undertaken and outcomes achieved.

We will regularly publish key industry performance data relevant to priority areas as set out in this plan. We will also publish industry-specific performance snapshots that identify key points of interest, profiles, trends, and areas of regulator focus.

Annual reporting of performance against qualitative measures, including satisfaction of service delivery outcomes, will be undertaken through client surveys.

Further, the regulator's performance self-assessment, undertaken consistent with the Australian Government's *Regulator Performance Framework*, will be externally verified and the outcome of the assessment published annually.

We encourage feedback from workers and industry to improve our performance.

All published reports will be available at [www.worksafe.tas.gov.au](http://www.worksafe.tas.gov.au).

## Notes

---

1. Unless indicated otherwise, referenced data is sourced from WorkSafe Tasmania's WorkSafe Information Management System (WIMS).
2. Notifiable incidents as defined by section 35 of the *Work Health and Safety Act 2012*.
3. Safe Work Australia definition as used in the 'Work-Related Traumatic Injury Fatality Report'. Includes all fatalities resulting from an injury sustained in the course of a work activity (worker fatalities) and as a result of someone else's work activity (bystander fatalities). Excludes fatalities as a result of a disease and self-inflicted or natural causes, except where a work related injury was the direct cause.
4. Based on the Safe Work Australia Return to Work Survey, Current Return to Work proportion measure (Historic and Balance cohorts). Measured biennially.
5. Three year rolling average serious injury frequency rate. A serious injury is an injury that has resulted in the worker taking five or more days off work.
6. Assessed in accordance with the Australian Governments Regulator Performance Framework.
7. Highest three industry groups calculated on total work-related fatalities occurring between 1 July 2015 and 30 June 2018.
8. Includes transport, postal and warehousing.
9. Includes agriculture, forestry and fishing.
10. ABS denominator data on the Tasmanian Workforce (2016/17 figures most current)
11. ABS denominator data on the Tasmanian Workforce (2016/17 figures most current)
12. Calculated as total days lost / number of lost time injuries
13. Myriad Research Community Survey, 2018
14. Safe Work Australia: <https://www.safeworkaustralia.gov.au/collection/return-work-survey-2018-australia-and-new-zealand>
15. Safe Work Australia: [https://www.safeworkaustralia.gov.au/system/files/documents/1702/national\\_compliance\\_and\\_enforcement\\_policy.pdf](https://www.safeworkaustralia.gov.au/system/files/documents/1702/national_compliance_and_enforcement_policy.pdf)
16. Department of Jobs and Small Business: <https://www.jobs.gov.au/australian-government-regulator-performance-framework>

# Administered Legislation

---

## Work health and safety

*Dangerous Goods (Road and Rail Transport) Act 2010*

*Explosives Act 2012*

*Mines Work Health and Safety (Supplementary Requirements) Act 2012*

*Security-sensitive Dangerous Substances Act 2005*

*Work Health and Safety Act 2012*

*Work Health and Safety (Transitional and Consequential Provisions) Act 2012*

## Compensation schemes

*Asbestos-Related Diseases (Occupational Exposure) Compensation Act 2011*

*Workers' (Occupational Diseases) Relief Fund Act 1954*

*Workers Rehabilitation and Compensation Act 1988*

## Workplace relations

*Construction Industry (Long Service) Act 1997*

*Industrial Relations Act 1984*

*Industrial Relations (Commonwealth Powers) Act 2009*

*Local Government (Building and Miscellaneous Provisions) Act 1993 [Part 7]*

*Long Service Leave (State Employees) Act 1994*

*Long Service Leave Act 1976*

*Shop Trading Hours Act 1984*

*Statutory Holidays Act 2000*

**1300 366 322**  
[www.worksafe.tas.gov.au](http://www.worksafe.tas.gov.au)

For more information contact

Phone: 1300 366 322 (within Tasmania)  
(03) 6166 4600 (outside Tasmania)

Fax: (03) 6173 0206

Email: [wstinfo@justice.tas.gov.au](mailto:wstinfo@justice.tas.gov.au)

