



Wellbeing, Health and Safety Plan 2021-2025

Together we create a positive safety culture underpinned by a workplace that is healthy and safe. We are relentless about preventing injury and illness and creating a workplace where our safety system is leading practice. Our people are engaged and empowered, and we work together to deliver a healthy, caring, and safe place to work.

Themes	Engaged and Empowered People	Informed by Critical Risk	Improved Safety – Well designed, resourced, and planned work	Wellbeing and Health is Core
Goals	<p>A workplace in which ELT, Branch Managers and Coordinators actively participate and lead the effective implementation of a wellbeing, healthy and safety culture.</p> <p>We take accountability, trust each other, promote curiosity, and have the capability and competency to support each other in the workplace.</p> <p>A respectful and safe workplace in which all views are valued, and workers raise ideas, concerns and provide real-time feedback with each other and leaders.</p> <p>We are committed to consulting our workers and other stakeholders through formal and informal mechanisms. We seek their participation in identifying, assessing, and controlling workplace hazards, and when reviewing safety performance. We involve them in decision making where there is an impact on workplace health and safety.</p> <p>All our people are empowered to speak openly, report and raise concerns and ideas, and to collaborate with each other.</p>	<p>We implement risk management processes, through which we actively identify and assess workplace hazards.</p> <p>Our workforce understands the critical risks, the controls that really matter, and they check that these measures have eliminated or reduced the risk.</p> <p>We work with our suppliers and delivery partners to improve health and safety outcomes for shared benefit.</p>	<p>A workplace that aspires for the highest level of wellbeing, health, and safety for all workers.</p> <p>A workplace in which all individuals act and are supported to act in a way that safety is the overriding priority and that safety issues receive the attention warranted by their significance.</p> <p>A workplace in which safety is improved by adopting a systems approach with a focus on learning and prevention.</p> <p>We take the time to design and plan our work, using clear and simple practices, with the right people and tools to deliver the work.</p> <p>We measure what matters and what drives wellbeing, health, and safety in our workplace.</p>	<p>A workplace that supports good health and wellbeing, including physical, mental, and positive and healthy interactions and relationships.</p> <p>A positive culture that directly impacts employee's quality of life.</p> <p>We promote positive mental health, wellbeing and resilience, the prevention of the onset of mental illness and provide support to individuals experiencing mental illness.</p> <p>A workplace where all workers have a responsibility to take reasonable care of their own safety and the safety of others.</p>
KPI	<ul style="list-style-type: none"> At least two safety inspections, audits, observations per month with no reduction from baseline for all leaders Baseline created for employee engagement in wellbeing, health, and safety Each leader has attended at least one WHS development activity per year 	<ul style="list-style-type: none"> 100% Branches have completed critical risk assessment and updated corporate risk register 100% of critical controls designed 100% of critical controls implemented 100% of leaders, Contract Managers and Project Managers who have attended risk management training 	<ul style="list-style-type: none"> Implementation of a near miss and hazard identification program by June 2022 Reduce injury severity 5% reduction in high potential incidents by June 2023 100% of Position Profiles updated to reflect safety responsibility Less than 10% of Cintellate actions overdue At least 90% of audits completed to schedule 	<ul style="list-style-type: none"> At least 70% of employees have attended the general awareness for suicide prevention At least 200 of employees participate in the initial assessment for the My Health for Life program 5% reduction in unplanned leave by June 2023 5% reduction of excessive leave balances by June 2022 and June 2023

2021-22 Actions	Engaged and Empowered People	<ul style="list-style-type: none"> Review the employee survey questions to obtain employee feedback on wellbeing, health and safety, employee consultation, and safety culture. Implement employee survey and identify critical areas requiring improvement and provide open and transparent feedback to employees on survey result. Commence every team meeting with a safety share WHS lawyer to brief ELT and Branch Managers on Officer responsibilities Hold a mock coronial enquiry to demonstrate what due diligence looks like Deliver Human and Organisational Performance program to ELT (2 hours), Branch Managers (1 day) and Health and Safety team (3 days) Twice a year, hold a half day WHS development activity for leaders at all levels Continue the safety module in the Leadership Fundamentals program Skill development to have better safety conversations, audits, safety observations and inspections Share best practice and contemporary safety thinking through leadership learning teams 	Improved Safety – Well designed, resourced, and planned work	<ul style="list-style-type: none"> Review and consult on the WHS Policy Finalise our wellbeing, health and safety vision and define our safety culture and implement with the workforce Complete an external audit of high-risk activities Progressively review and co-design the safety management system based on risk Undertake an annual external audit on safety system maturity Modernise the safety performance management and reporting framework, including an annual safety performance scorecard Implement a new approach to first aid management Review and modernise the incident management framework focusing on the integration of human and organisational performance
	Informed by Critical Risk	<ul style="list-style-type: none"> Co-design with the workforce, and implement critical risk management and a critical control verification framework Deliver training in risk management and contract management Review the operational / project risk management framework Review corporate risk management framework and approach and its inclusion of WHS and critical control management Review and improve the contract management and construction management procedure 	Wellbeing and Health is Core	<ul style="list-style-type: none"> Implement a suicide prevention program Review the FRESH Minds program and update the integrated view of existing resources and activities relating to mental health & wellbeing Deliver the My Health for Life program Deliver a health promotion program including flu vaccinations and skin checks Branch Managers to develop an excessive leave management plan Deliver team canvass and living our values workshops Leaders to have regular conversations about health and wellbeing, specifically in the employee performance process

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