Roads and Maritime Services

Work Health and Safety Strategy 2015–19
The Roads and Maritime Services Work Health and Safety Strategy acknowledges the extent of our duty of care, reflects our commitment to safety as our primary value, and sets out how we will create a workplace where everyone goes home safe and healthy every day.

As Chief Executive of Roads and Maritime I affirm my personal commitment to safety as our primary value.

Our vision is to create a workplace where everyone goes home safe and healthy every day.

As an agency, Roads and Maritime aspires to lead better practice in work health and safety, working in partnership with industry.

We acknowledge the moral and legal duty we have to ensure the health and safety of our workers and others who may be affected by our undertakings. Whether working on or using our roads and waterways, people have a right to expect that care has been taken to ensure their health and safety at all times.

We recognise that safety enables efficiency and productivity. Safety drives better business outcomes.

As an agency responsible for enabling safe and efficient journeys throughout New South Wales, Roads and Maritime must continually develop our networks to meet the current and future needs and the expectations of our customers and other stakeholders.

This is not something we can do alone. We must work closely with our industry partners. Only by collaborating can we realise our vision.

We will consult, cooperate and coordinate with our industry partners, working towards eliminating risks wherever ‘reasonably practicable’ to do so and will remain focused on risk management to ensure overall safety performance.

Our collective commitment to work health and safety is critical to Roads and Maritime’s success. I personally look forward to engaging with our workers, our industry partners and our customers as we deliver these commitments for the people of New South Wales.

Ken Kanofski
Chief Executive
Our vision for work health and safety

Our vision is to create a workplace where everyone goes home safe and healthy every day.

The Roads and Maritime Services Strategy 2014–18 is structured around a ‘Why-How-What’ model. It has been developed to succinctly describe why we exist, how we will deliver and what we will do.

The ‘Why-How-What’ model also drives the work health and safety outcomes set out in the policy statement and the strategy. We truly believe that these outcomes can be achieved by practising positive health and safety behaviours in everything we do.

Work Health and Safety Strategy 2015–19

**WHY WE EXIST**

To enable safe and healthy workplaces across our road and maritime networks. Everything we do and the way we do it supports this goal.

**HOW WE DELIVER**

We focus on safety leadership, collaboration, building capability and delivering safer outcomes. These strategic focus areas represent how workers and industry partners can expect us to operate to deliver safer and healthier workplaces.

**WHAT WE DO**

We will:

- maintain a contemporary safety management system that takes account of people's capabilities
- improve the management of risks by implementing effective controls to eliminate hazards, so far as is reasonably practicable
- create and maintain a just and fair culture to encourage the reporting of all hazards and occurrences and enable organisational learning
- consult, cooperate and coordinate with our workers and industry partners, sharing information and lessons learned to ensure all safety risks are managed.
National plan to improve work health and safety


The national strategy is based on two key principles:

1. All workers, regardless of their occupation or how they are engaged, have the right to a safe and healthy working environment.
2. Well-designed, safe and healthy work allows workers to have more productive working lives.

There are four key themes in the Work Health and Safety Act, 2011 (NSW) that give our strategy focus:

1. Our duty of care extends to workers and others we may influence or affect by our business or undertaking.
2. Risk management is crucial to our safety performance. We value sharing and exchanging information that enables us to make considered and informed decisions about work health and safety risks.
3. We will consult, cooperate and coordinate with our industry partners to ensure all safety risks are managed while conducting Roads and Maritime business.
4. Our duty is to eliminate risks wherever reasonably practicable to do so. If we cannot eliminate risks, we will minimise them as far as is reasonably practicable.

Our strategic position

Our policy establishes the work health and safety principles and values of our organisation and the strategy provides the means of putting them into practice. Together these produce a culture which makes health and safety an integral part of everything we do.

Our Work Health and Safety Policy Statement

Creating a safety culture means:

- Executives and managers committing to active leadership and sound safety governance
- Maintaining a contemporary safety management system that takes account of people's capabilities
- Managing risk – elimination before minimisation through early intervention in planning and design
- Creating a just and fair culture that encourages the reporting of hazards and occurrences – near-misses, incidents and accidents – to enable organisational learning
- Empowering workers to participate in creating and maintaining a safe and healthy workplace
- Consulting with workers on health and safety matters
- Consulting, cooperating and coordinating with our industry partners and others to achieve our common health and safety objectives
- Committing to continuous improvement and assurance processes
- Planning, measuring and reviewing our performance against our objectives.
Our focus areas

Our Work Health and Safety Strategy is built around seven key focus areas which reflect Roads and Maritime’s priorities.

The priorities were informed and determined by risk management data and through consultation with industry partners to identify shared risks. They will be regularly revised in response to emerging industry trends and risk information.

**Work Health and Safety (WHS) Vision**

*To create a workplace where everyone goes home safe and healthy every day*

**Collaboration (consultation, cooperation and coordination)**

‘Working together’ is an essential component of all our WHS programs and initiatives. Collaboration enables us to benefit from the knowledge and experience of others to deliver better solutions to address shared safety risks and bring about improvements in behaviours and processes.

**Contemporary safety management system (SMS) and human factors**

An overarching focus area, this includes developing the safety management system and addressing the human aspects of work health and safety – applying the knowledge of human performance capabilities and limitations (human factors integration) – as well as promoting safety culture, health and wellbeing, and developing work health and safety capability.

**Safety risk management**

Applying an analytical, evidence-based approach to risk management ensures that we invest our energies where they are most effective. This ensures a clear and consistent understanding of the organisation’s risk profile and controls.

**Top-risk programs**

The top-risk programs focus on our highest-level risks and aim to effect broad-scale change. We will bring together expertise from across Roads and Maritime and from industry representative groups. Collaboration is critical to the success of these programs.

**Safety change risk management**

The safety impacts of any organisational change are continually assessed to ensure that work health and safety risks are managed early in the change process. For this we apply our risk management principle – eliminate before you minimise.

**Safety assurance and investigation**

Safety assurance seeks evidence that the safety management system is working to eliminate risks and improve safety. Safety investigation seeks to learn from occurrences, to improve safety and prevent recurrence.

**Planning and design**

Safety management at the planning and design stage enables us to manage risk at the point of greatest impact, now and for the longer term.
Objectives and benefits

Contemporary safety management system (SMS) and human factors

We will continue to build the SMS to provide the structure for risk management and continuous improvement. We believe that a usable system, designed for the people who use it, is an effective system.

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<tr>
<th>Objectives</th>
<th>Benefits</th>
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<tbody>
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<td>Establish and implement an SMS framework to provide a structured approach to risk management and continuous improvement.</td>
<td>Enables agile, flexible and adaptable responses to changing conditions while supporting business efficiency and effectiveness.</td>
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<tr>
<td>Develop and implement processes to integrate Human Factors principles into safety management.</td>
<td>Ensures that systems are designed for the people who use them.</td>
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<tr>
<td>Develop the work health and safety capability of our people and build safety leadership in our culture that reflects the NSW Public Sector Capability Framework.</td>
<td>Empowers our people with the skills and knowledge to work more safely. Creates a robust and resilient organisation.</td>
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<tr>
<td>Establish and implement a governance framework with clear expectations around accountabilities, responsibilities and decision-making processes.</td>
<td>Ensures that WHS-related decisions are defensible, made by competent duty holders and communicated to all those affected by them.</td>
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<td>Foster a culture of mindfulness and reporting in a just and fair work environment.</td>
<td>Improves efficiency and productivity because safety drives the way we do business.</td>
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<tr>
<td>Improve worker health and wellbeing.</td>
<td>Creates and sustains a healthy, motivated and productive workforce.</td>
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Collaboration (consultation, cooperation and coordination)

We recognise that the best outcomes are achieved when we share knowledge, experience and lessons learned. Positively engaging with our workers and industry partners to address shared safety risks enables us to deliver better safety solutions.

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<td>Formalise the framework for engaging workers, industry partners and stakeholders in initiatives and programs for managing risk and improving health and safety.</td>
<td>Enables us to effectively influence and integrate better practice to keep our workers and others safe and healthy while we deliver improved service to our customers.</td>
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<td>Continuously promote, with our workers and industry partners, a shared commitment to improve safety.</td>
<td>Makes safety solutions more effective.</td>
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Safety risk management

Promoting the reporting of hazards and occurrences and improving risk-information systems to ensure that the risk profile is accurate is critical to success.

Objectives | Benefits
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Establish and implement a safety risk management framework. | Demonstrates objectively that the organisation is managing risk.
Establish and maintain an organisational safety risk register. | Enables well-informed risk management decision making.
Set targets for injury reduction and develop strategies to achieve them. | Reduces the costs and consequences of injuries.
Improve injury management processes. | Reduces the costs and consequences of ineffective injury management.
Improve hazard and occurrence reporting. | Enables early preventive action and informs better decision-making.
Improve the safety risk information system. | Encourages and facilitates hazard and occurrence reporting. Provides better functionality and user experience.

Safety change risk management

Identifying the safety impacts of any change within the organisation – through the change assessment process – ensures that risks are eliminated early.

Objectives | Benefits
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Establish and implement a safety change risk management framework. | Reduces the negative impact on safety when system and organisational changes are made.

Top-risk programs

These include, but are not limited to: working near traffic, working with moving plant and working near utilities. Our top risk programs may change as the understanding of our risk profile matures. We determine our top risks – those of most concern to Roads and Maritime and to industry – through occurrence management and risk analysis.

Objectives | Benefits
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Optimise management of our top WHS risks through a series of intensive programs involving Roads and Maritime, industry partners and stakeholders. | Protects workers from the top risks.
Foster better-practice risk management industry-wide. | Provides Roads and Maritime with the opportunity to demonstrate and facilitate safety leadership.
**Safety assurance and investigation**

Continually monitoring processes and the operating environment for changed conditions assures us that these do not introduce risks or lead to the failure of risk controls. It assures us that the safety management system (SMS) is operating according to expectations and requirements.

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<td>Establish and implement a safety assurance framework that examines hazards and their controls to gauge how confident we are that controls are effective.</td>
<td>Provides evidence on the level of effectiveness to which the SMS is managing risk.</td>
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<td>Establish and implement a framework to investigate the factors contributing to occurrences; to understand and reduce risks.</td>
<td>Ensures that occurrence investigation is thorough, systematic and risk-based and that there is a clear course of action to prevent recurrence.</td>
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<td>Ensure that hazards and occurrences – near-misses, incidents and accidents – are reported and responded to appropriately, promptly and effectively.</td>
<td>Minimises the injury and damage that may result from occurrences. Makes better use of the information provided on the nature and types of risks the organisation faces.</td>
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<td>Gather and process information on safety performance indicators.</td>
<td>Enables us to identify trends and take early action to address foreseeable risks.</td>
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<td>Establish and implement safety action tracking to ensure actions are specific, measurable, assignable, realistic and time-bound and have responsibility assigned.</td>
<td>Provides assurance that safety actions are being completed in a timely manner and the evidence trail is preserved.</td>
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<td>Establish and implement a top-risk controls framework for testing the effectiveness and robustness of critical risk controls.</td>
<td>Provides assurance that critical controls are in place, are working, and are effective.</td>
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<td>Establish and implement a compliance framework.</td>
<td>Provides assurance that we comply with legislative and other requirements and sets a base level to take performance beyond compliance.</td>
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**Planning and design**

Planning and design focuses on whole-of-asset-lifecycle safety assurance, safety in design and safety in procurement. Considering safety at the planning phase enables us to invest in risk management early, where it has the most effect – both in terms of safety and economy.

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<td>Develop and implement processes to periodically assess projects at key milestones in the asset lifecycle to ensure current and future safety risks are identified and managed.</td>
<td>Supplements regular management processes to provide assurance that risks are being managed.</td>
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<td>Develop and implement safety-in-design processes to manage risks at the design stage, reducing reliance on less effective controls and ensuring that all design incorporates WHS considerations.</td>
<td>Creates the opportunity to eliminate hazards early and at all stages of the project lifecycle. Simplifies the risk tracking process throughout the infrastructure lifecycle.</td>
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<td>Develop and implement processes to ensure that procurement includes effective hazard control principles and that purchased or hired goods and services conform to WHS standards.</td>
<td>Reduces the work health and safety risk of procured goods, services, plant, materials and equipment.</td>
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