Safety at the Synod January 2020–December 2022

Our purpose is to meet the needs of the Uniting Church in Queensland and all its services to help build a proactive organisational safety culture, where health and safety are managed systematically, integrated into business, digitally accessible, measured and continually improving.

Objectives
We need to deliver...

Culture
- a "Just culture" with leaders who champion workplace health and safety at every level and influence positive attitudes and behaviours that value health and safety.
- an informed Synod that understands the obligations and benefits of managing workplace health and safety effectively, with clear lines of authority and answerability.
- A Synod that encourages "well-being" and positive mental health programs and initiatives.

System
- an integrated and responsive health and safety management system that ensures governance, adds value and assists the establishment of a safety culture.
- processes that ensure systematic planning is undertaken to direct strategies, actions and resources to achieve our health and safety objectives and support the forward direction and proactive response of presbyteries.

Risk
- a health and safety risk management resource that provides direction and guidance to enable all workers to respond effectively to various hazards.
- a comprehensive and integrated approach to ensure we identify, consult, evaluate, record and manage all the Synod's health and safety risks.

Communication
- consolidated and high performing workplace health and safety networks and partnerships that provide active conduits for consultation and help to inform evidence-based direction.
- sustainable services, resources, information and data that are accessible, relevant, easy to use, represent value for money, empower us and build resilience in a changing economic and technological landscape.

Risks
We want to prevent...

- a workplace health and safety culture that is not supportive and fails to harness the workforce capabilities we need to sustain the best performance of the Synod.
- a reactive organisation unaware of the duties and responsibilities for managing work, health and safety in a complex environment in a proactive manner.
- a workplace that looks to find someone to blame regarding safety incidents.
- A workplace that exacerbates "mental health" conditions in their staff.

- the inadequacies of a management system that does not unite and coordinate our workplace, health and safety practices into day-to-day viability.
- an unstructured approach that does not provide the framework necessary to ensure initiatives, resources and outcomes are prepared, implemented, monitored and measured accountably.

- an inability to manage the health and safety risks that may arise from hazards in our congregational environment, in a compliant and competent manner.
- uncontrolled or unmanaged risks that may result from an incomplete analysis of all foreseeable hazards, undertaking "high risk" work that is not appropriately controlled, emergency situations, climatic conditions, major disasters or incidents.

- underutilised groups and forums that fail to support and stimulate beneficial and productive workplace health and safety communication among our presbytery regions.
- the poor deployment of services/utilisation of information that impedes the ability of our workplace health and safety program to respond and meet the emerging needs of our people.

Actions
We will achieve this by...

- engaging all persons with innovative programs that raise awareness and equip people with the information they need to make healthy and safe decisions.
- embedding a framework to identify and deliver the processes and proficiency required to achieve "zero harm" and a "Just culture".
- aligning and enforcing accountabilities for workplace health and safety through presbytery committees and key organisational workplace health and safety indicators.
- Introduce well-being and mental health initiatives within the synod and through presbyteries to the wider church community.

- developing, implementing, reviewing and maintaining a workplace health and safety management system that helps deliver measurable and beneficial results.
- promoting best practice with policies, procedures and protocols that are compliant, practical, inclusive and fit for purpose.
- evaluating and reporting lead and lag indicators to assess program governance, performance and information for continuous improvement.

- facilitating the skills and resources necessary for all our people to apply fundamental risk management techniques.
- making certain all hazards and incidents are identified, reported, assessed, investigated, controlled and monitored through consultation, reports, inspections, audits and registers.
- ensuring major threats/risks are identified and managed including contingency plans for all foreseeable emergency and disaster conditions and responses.

- linking into and connecting with UnitingCare Queensland and Wesley Mission Queensland for the promotion, provision and management of workplace health and safety.
- using technology to profile and promote workplace health and safety and provide timely two-way communication with e-material on everything from announcements and procedures to assessments and reporting.
- exploring leading-edge workplace health and safety programs, research, trends and learnings by reviewing/analysing domestic and international sources to foster our own "best practice".

Indicators
Our success will be...

Our key deliverables in the next three years:
- a health and safety management system.
- a digital platform for our health and safety program.
- a health and safety risk management resource kit.
- a hazardous manual tasks musculoskeletal disorder campaign.
- a "Just culture" motivated and connected on workplace health and safety matters/responsibilities.
- monthly workplace health and safety themes.
- annual workplace health and safety month events.
- training up to 30 persons to Cert IV WHS certification.
- The introduction of a staff well-being program.

Quarterly reports (short term)
- 100 per cent implementation of the safety management system on project milestones.
- 100 per cent completion of incident prevention reviews and timely incident reporting.
- 100 per cent of training delivered according to training register.
- 100 per cent correction of hazards on workplace health and safety risk registers within specified timeframes.
- 100 per cent completion of scheduled annual audits and inspections.

Annual reports (medium term)
- 100 per cent of performance management reviews undertaken defining health and safety provisions for each level.
- Ten per cent reduction in the number of lost time injury claims.
- Seven per cent reduction in the number of significant claims (WORKCOVER lodged).
- Ten per cent reduction in the number of significant musculoskeletal claims.

Premiums (long term to 2022)
- 20 per cent reduction in the WORKCOVER premium.
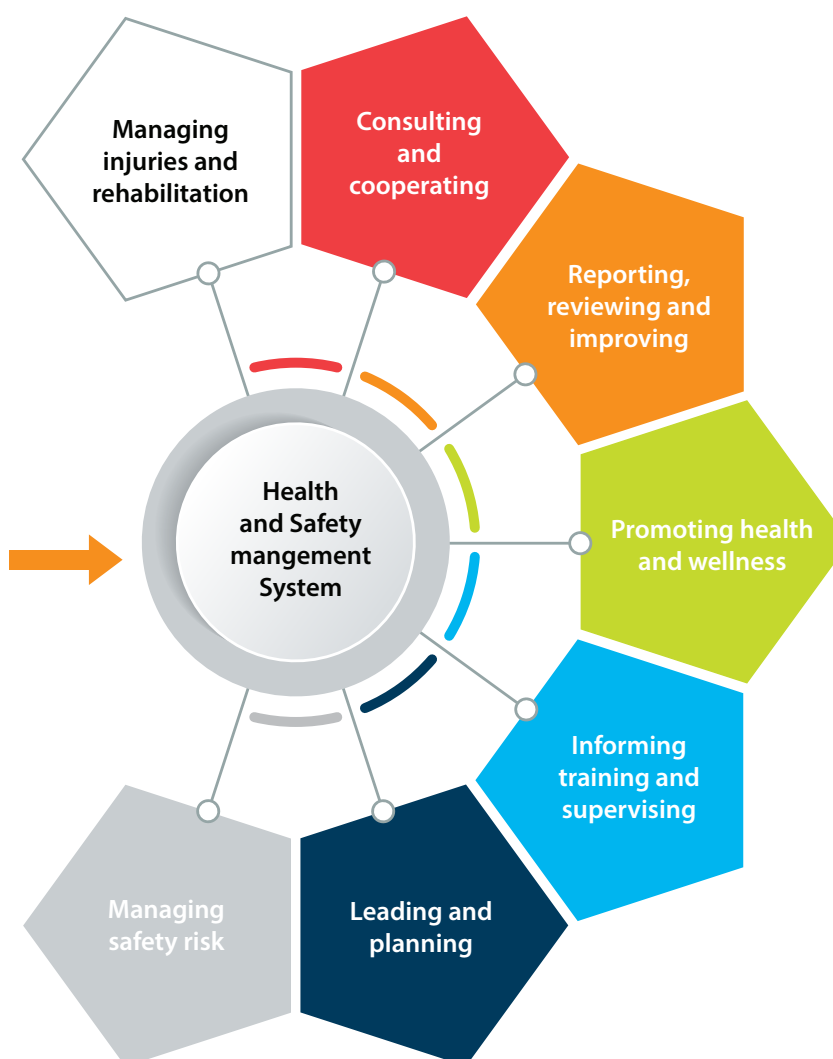
Synod Strategic plan 2018-2021
Foster a culture of enterprise risk management across all Synod entities by partnering to:
- develop risk appetite statements
- develop consistent and practical frameworks tailored to the business.
- leverage entity skills to build internal capability.

Synod Workplace Health and Safety Program
Building a strong safety culture for the Synod, presbyteries and congregations

Health and Safety mangement System

- Managing injuries and rehabilitation
- Consulting and cooperating
- Reporting, reviewing and improving
- Promoting health and wellness
- Informing training and supervising
- Leading and planning
- Managing safety risk

Human error

Product of our current system design and behavioural choices
Manage through changes in:
- Choices
- Processes
- Proceedures
- Training
- Design
- Environment

Console

At-risk behaviour

A choice: risk believed insignificant or justified
Manage through:
- Removing incentives for at-risk behaviours
- Creating incentives for healthy behaviours
- Increasing situational awareness

Coach

Reckless behaviour

Concious disregard of substantial and unjustifiable risk
Manage through:
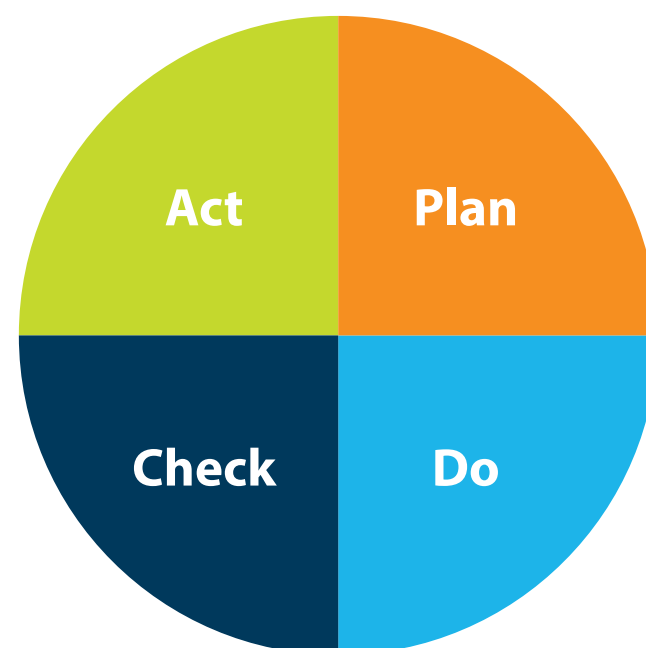- Remedial action
- Punitive action

Punitive action

Take actions to continually improve
- Review risk register
- Review action plans
- Review training requirements
- Review risk assessments
- Review incident register and investigations
- Revisit WHS self assessment checklist

Monitor and measure
- Inspections, audits
- Incident reporting flowchart
- Incident register
- WHS plan or activities calendar
- Asbestos plans and registers
- Key events and activities

Act | **Plan** | **Check** | **Do**

Plan for safety in your activities
- WHS policy
- WHS self assessment
- WHS plan or activity calendar
- WHS risk register
- Assign responsibilities
- Church council leadership
- Communication and consultation

Implement processes
- Maintenance schedule
- Inspection program
- Emergency drill, plan and proceedures
- Inductions and training
- Contractor management
- Activity risk assessments
- Location specific proceedures
- Hazardous chemicals register
- Illness/injury management

Did you know?
In Queensland, one worker's compensation claim is accepted every six minutes. That's why we support stay at work!

Research shows if a worker is off work for more than:
- 20 days the chance of ever returning to work is 70 per cent.
- 45 days the chance of ever returning to work is 50 per cent.
- 70 days the chance of ever returning to work is 35 per cent.

Long-term periods off work are one of the greatest known risks to public health. The evidence is compelling; working improves general health and wellbeing and reduces psychological distress.

Signed

Date 20 January 2020