



Safety partnerships,  
real outcomes





Safety **partnerships,**  
real **outcomes**

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## Foreword

Workplace Health and Safety Queensland (WHSQ) works closely with businesses and the community to reduce work-related injuries and fatalities.

The Injury Prevention and Management (IPaM) program, a joint initiative between WHSQ and WorkCover Queensland, is helping us to achieve this. Introduced by the Queensland Government in 2011, IPaM is an Australian first and in just over four years has helped more than 800 businesses make simple but effective improvements to their health and safety management systems.

IPaM has been so successful that the significant improvements in safety achieved by participating businesses have also led to lower workers' compensation premiums and fewer lost time injuries. Quite simply, IPaM is saving lives and lowering the costs of work health and safety.

This book showcases the achievements of 21 diverse businesses working with IPaM and another of our workplace assistance programs. It's a celebration of the relationships built between our advisors and businesses that are improving productivity by keeping their workers safer.

Work-related deaths and injuries are trending down and Queensland businesses are paying the lowest workers' compensation rates in the country, but there is still more everyone can do. The Queensland Government will continue to invest in IPaM and remains committed to fostering a culture of safety innovation and design, a culture of communication and consultation and a workforce that engages on safety.

My thanks go to the businesses and advisors profiled in this book for their dedication to improving the health and safety of working Queenslanders. I am sure that, like me, you will find their efforts truly inspiring.

**Hon Grace Grace**  
Minister for Employment and Industrial Relations





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“We have attained a level of injury reduction and an understanding of safety that was once perceived as unattainable.”

## National Glass

National Glass is a wholesale supplier and processor of glass products for building and construction.

Working with IPaM and an external auditor, National Glass implemented a more consistent approach to safety and improved safety leadership, communication and consultation. It established a new safety program ‘Beyond Zero’ that embeds safety as a core business priority.

The program focuses on management commitment and support by educating supervisors and managers about their safety responsibilities and providing simple, practical tools to drive and reinforce hazard identification. Staff at all levels are also encouraged and rewarded for improving health and safety, through initiatives such as internal branch safety awards.

National Glass’ average workers’ compensation payments are now less than half the industry average, and its average number of days before an injured worker returns to work has dropped from 53 in 2011-12, to three in 2014-15.

# Compass Group Australia

As a leading food and support services company with 11,000 employees across 650 sites, Compass Group Australia understands the importance of a safe workplace and is committed to continual improvement.

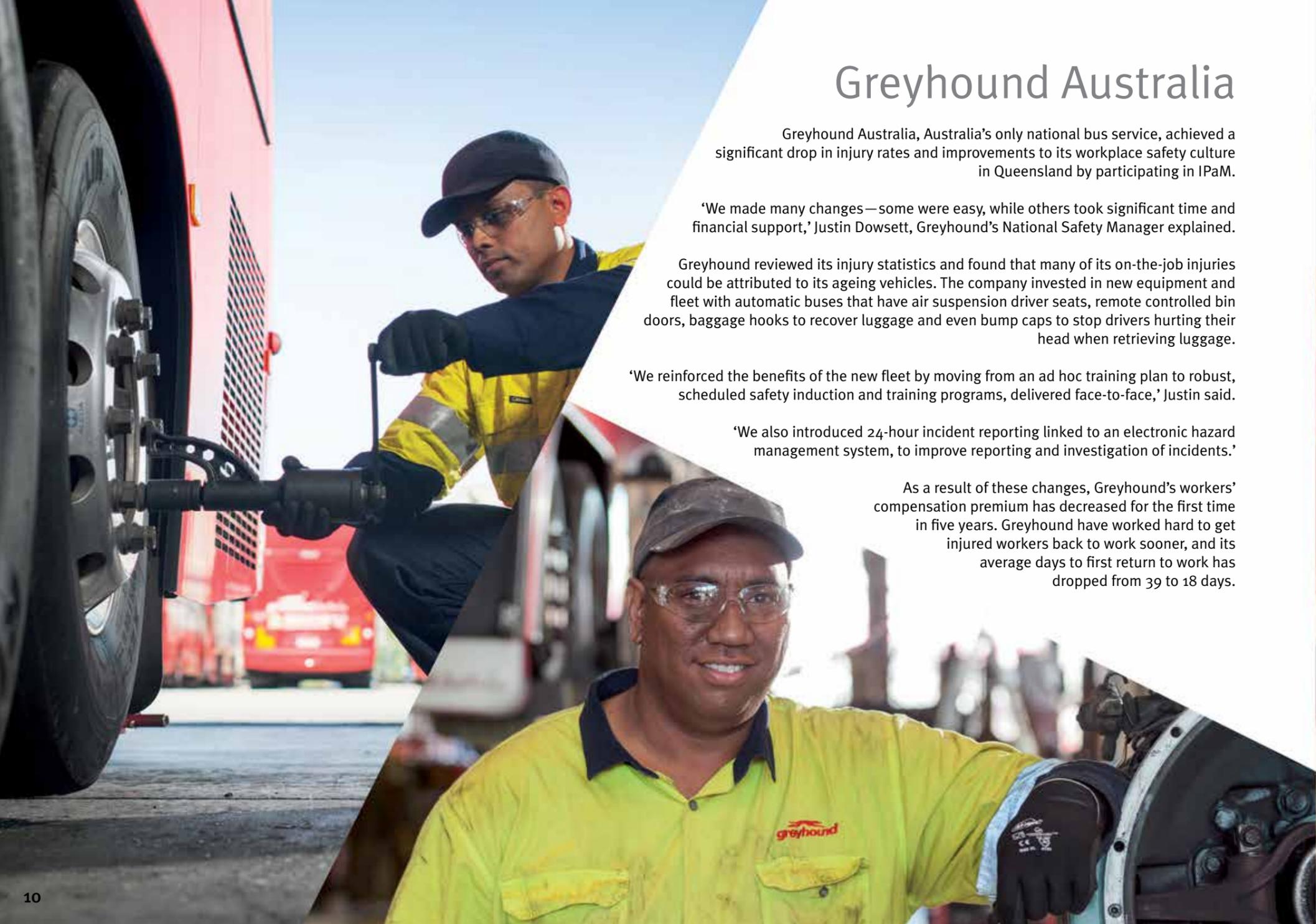
With the support of IPaM in Queensland, Compass conducted a safety climate survey that prioritised safety leadership, coupled with an investment in resources and people. With operations spanning eight different industry sectors, from mining to healthcare, a tailored approach was required. Compass widely consulted with staff, developing site specific safety solutions based on workers' feedback. The company also prioritised staff retention and development, establishing core groups of experienced people at site level, to maintain strong safety systems and create a robust safety culture across the organisation. The results speak for themselves. Compass Group report that a recent mobilisation of six new multi-service sites was associated with an exceptionally low injury rate and labour turnover that outperformed industry averages.

With the support of IPaM, Compass has created a safer workplace. The number of new injury claims and average paid days have significantly reduced to levels below industry average, with Compass Group estimating savings in workers' compensation costs approaching \$1 million per annum.

“The IPaM program is a catalyst for change. Compass Group is the sixth largest publicly listed employer in the world. We are one of the world's largest food and support services companies. And yet we still benefited hugely from the IPaM program.”



“I'd encourage any business, irrespective of size, to partner with the IPaM team.”



## Greyhound Australia

Greyhound Australia, Australia's only national bus service, achieved a significant drop in injury rates and improvements to its workplace safety culture in Queensland by participating in IPaM.

'We made many changes—some were easy, while others took significant time and financial support,' Justin Dowsett, Greyhound's National Safety Manager explained.

Greyhound reviewed its injury statistics and found that many of its on-the-job injuries could be attributed to its ageing vehicles. The company invested in new equipment and fleet with automatic buses that have air suspension driver seats, remote controlled bin doors, baggage hooks to recover luggage and even bump caps to stop drivers hurting their head when retrieving luggage.

'We reinforced the benefits of the new fleet by moving from an ad hoc training plan to robust, scheduled safety induction and training programs, delivered face-to-face,' Justin said.

'We also introduced 24-hour incident reporting linked to an electronic hazard management system, to improve reporting and investigation of incidents.'

As a result of these changes, Greyhound's workers' compensation premium has decreased for the first time in five years. Greyhound have worked hard to get injured workers back to work sooner, and its average days to first return to work has dropped from 39 to 18 days.



**“Even businesses with mature health and safety systems and behaviours can benefit from the support that IPaM and Workplace Health and Safety Queensland provides.”**



## Hinterland Feijoas

Hinterland Feijoas is an organic feijoa fruit orchard that employs a small, seasonal workforce.

Hinterland Feijoas worked with Workplace Health and Safety Queensland's small to medium enterprise program to strengthen its work health and safety policies and procedures, improve its safety training and incident reporting system and refocus management commitment to health and safety. This included re-working its induction training to be site-specific and implementing simple improvements to address the manual nature of agriculture risks—for example, reducing the size of buckets for fruit picking and placing buckets along the rows so workers don't need to carry them very far. Workers were provided with whistles to wear around their neck to signal distress (for example, heat stress) when working individually on a large orchard, and were provided with hats and sunscreen.

Working with Workplace Health and Safety Queensland has helped Hinterland Feijoas maintain its impressive safety record of no workers' compensation claims during the past five years.

**“Spend whatever time you need to ensure your processes are best practice, focus on continuous improvement, and use Workplace Health and Safety Queensland’s resources to assist you. Involve staff with improvements to the business to ensure everyone goes home the way they came to work.”**





“Our IPaM advisor visited our businesses regularly and engaged our managers with ideas for improving consultation with the team.”

## Lagardère Travel Retail

Lagardère Travel Retail operates travel retail stores at six airports across Queensland.

The company focused its work with IPaM on understanding its due diligence obligations, moving from a reactive to a proactive approach to safety, and improving communication and consultation with workers so they are empowered to raise safety issues and concerns.

Lagardère Travel Retail handed control of its safety committee meetings to its staff, appointed ‘safety champions’ at each major airport and regularly shared health and safety metrics and incident information with all employees.

The company also improved return to work practices by making it policy that all injured workers are contacted by the CEO within two days of being injured, to show workers their health and safety is a high priority.

As a result of these initiatives, Lagardère Travel Retail’s average paid days reduced by almost half since 2011-12, at a time of growth during which the company’s wages increased by 25 per cent.





## Zemek Engineering

Zemek Engineering operates a boiler making and fabricating workshop in Mackay, servicing mining companies and heavy industry throughout Queensland.

Consulting with staff and working with an IPaM advisor, Zemek developed its safety leadership and improved its safety culture by employing a dedicated health and safety officer and involving all workers in regular, structured safety training and hazard identification and management processes.

Zemek also focused on redesigning its mechanical systems to improve safety, culminating in the company winning a Queensland Safe Work Award in 2012 for its dipper handle rotation system. This system eliminates the need for multiple mobile cranes in the workshop to rotate and manoeuvre electrical shovel dipper handles, reducing the chance of workers being hit by falling and moving objects, improving traffic management, reducing the level of fumes in the workshop, eliminating the need for work at height and reducing exposure to manual task risks.

Zemek's workers' compensation premium has dropped by nearly 60 per cent since 2011, and is now 30 per cent below the industry rate.



## WorkPac Group

Managing a field team of more than 6000 employees across high risk industries including mining, construction, engineering, oil and gas and healthcare presents some unique work health and safety challenges for labour hire service provider, WorkPac Group.

WorkPac worked with IPaM to critically review its work health and safety management system, culture and performance and implement plans to drive improvement. This included:

- launching CEO-endorsed safety goals and targets
- implementing better consultation mechanisms with key clients to achieve a more coordinated approach to injury management
- making safety reporting more transparent
- producing videos focusing on key health and safety, workers' compensation and injury management activities.

As a result, WorkPac has reduced its workers' compensation premiums and improved safety performance.

**“We have significantly improved client engagement with respect to how we manage injured workers and facilitate their return to work. We have achieved this through introducing scheduled meetings with key clients to review our injury management strategies, and a coordinated approach to managing injured workers on client sites.”**





## Sesame Lane Child Care

Sesame Lane Child Care operates 14 family-owned child care centres in the Moreton Bay Region, with more than 250 staff caring for around 1500 children each day.

As child care is physical by nature, work health and safety has always been top of mind for Sesame Lane. Particular areas of concern were slips and trips, back injuries and the time it took for staff to return to work after an injury.

With the support of IPaM, Sesame Lane implemented its own health and wellbeing program, with dedicated health and safety representatives at each centre responsible for identifying issues, developing and implementing solutions and facilitating staff safety training.

Sesame Lane also improved its injury management processes to support staff to return to work more quickly. The program was also extended to offer rehabilitation opportunities to employees injured outside of work.

These changes have seen Sesame Lane's average days to first return to work reduce from 24 days to 7 days, below the industry average.



**“Employees are no longer apprehensive about disclosing injuries and are still able to be productive in our business.”**

“Our change management and safety improvements have not only saved costs, but increased worker participation, productivity and morale.”



## National Hide Processors

National Hide Processors salt cures and exports cattle hides, employing around 80 predominantly young, male workers at its Brisbane factory.

National Hide joined IPaM to address a growing number of injury claims and an ad hoc approach to safety.

After forming a strong partnership with IPaM, the company developed and implemented two comprehensive business improvement plans and carried out hazard assessments that identified safety shortfalls.

National Hide drove a reform and change management program that included new training materials, and introduced engineering changes to eliminate manual handling issues. The company also embraced the Participative Ergonomics for Manual Tasks (PErforM) program that IPaM delivered.

National Hide has achieved an 80 per cent reduction in new injury claims compared to 2011-12, resulting in workers' compensation payments that are lower than the industry average.



## Holy Cross Laundry

Holy Cross Laundry has provided laundry products and services to various industries since 1889 and employs around 180 people, of whom 40 have an intellectual disability.

In 2014, the company set a new safety standard in the laundry industry. Working with IPaM, it was able to design out many of the risks that existed in its old plant at Woollowin when it moved its operations to Banyo. The changes have turned around its safety performance.

'In the new plant, we have minimised bending, lifting and pulling by redesigning workflows. We've even looked at the loading and unloading of trucks,' Holy Cross Laundry CEO Bob Campbell said.

'We've tried to remove as much manual handling as we can. We've got the largest overhead rail system in Australia, nearly 2 km long, and a trolley tipper now empties the bags onto a conveyor belt, removing the need for workers to lift heavy bags.'

'There's a beautiful new kitchen area, an outdoor alfresco area and larger spacious change rooms—it's all about mental health and wellbeing too.'

Holy Cross achieved a 45 per cent reduction in its workers' compensation premium to now sit below the gazetted rate. They have also halved average paid days and reduced average first return to work days from 49 days in 2011-12 to 13 days in 2014-15.



# Cook Medical Australia

Cook Medical Australia manufactures and distributes medical devices and equipment including aortic stents and grafts and equipment used for IVF.

Facing a workers' compensation premium more than 60 per cent higher than the industry rate in 2011-12, Cook Medical worked with IPaM to establish a framework around work health and safety. This included a policy statement, risk management procedures, communication mechanisms, and updated job descriptions that included safety as a core responsibility. Cook Medical also consulted with workers and health professionals to include their views on practical, sustainable solutions to manual task risks.

Cook Medical has improved productivity and profitability as a result. Its workers' compensation premium is now 35 per cent below the industry rate, and its average paid days rate has been consistently under the industry average for the past five years.

“WHS change takes time and it is often the simple things that can help, such as being open and honest about issues and opportunities, responding honestly to questions and consulting transparently, and providing prompt follow up and feedback.”



# Daryl Dickenson Transport

Daryl Dickenson Transport is a family owned business, employing 34 drivers to transport steel locally, intrastate and interstate.

Dickenson Transport began its safety journey in 2004 when a family member was injured out on a job. This compelled business owners Daryl and Tracie Dickenson to begin learning about their health and safety responsibilities to employees working off-site. They also focused on how to prevent injuries to young and inexperienced workers, who form a large proportion of their workforce.

A turning point for Dickenson Transport was completing its first IPaM safety culture survey, which Tracie calls ‘the best thing that has happened to us safety-wise’.

‘Before that, we didn’t know how we were going—the culture survey established a benchmark for our safety performance and whether our safety messages were getting through to workers,’ Tracie said.

Since joining IPaM, Dickenson Transport’s stay-at-work rate has improved from half the industry average in 2011-12, to double the industry average. The company is also performing better than the industry average for average paid days and average days to first return to work.



“IPaM provided a fresh set of eyes to go over our systems and procedures and make suggestions for how we could improve. Workplace Health and Safety Queensland also put us in touch with our local transport safety network, where we can workshop safety issues and share solutions with industry.”



“Management need to lead by example, and you need to promote that everyone in the organisation has ownership and responsibility for making the workplace safe.

Workers, management, suppliers, and medical and rehabilitation professionals need to work together to create a cohesive, collaborative approach to managing risk.”

## Gay Constructions

Gay Constructions is a Brisbane-based steel fabricator involved in commercial, industrial, defence, mining and infrastructure projects.

Gay Constructions' senior management worked with IPaM to review its safety and injury management systems and survey workers about safety. Out of this process, the company developed an action plan that included establishing positive safety performance indicators, improving the incident investigation process, training staff on the use of personal protective equipment, identifying and controlling manual task risks, and improving consultation and accountability. Gay Constructions also introduced a system for reporting incidents immediately to the general manager. For a company that operates at night and on weekends, this sent a clear message that safety is a top priority.

These improvements have started to pay off for Gay Constructions. The company's total yearly claims have fallen to approximately one-fifth of the 2011-12 amounts, and the number of new claims is continuing to reduce each year. Gay Constructions has also improved days between injuries from 31 in 2011-12, to 84 in 2014-15.

This has resulted in cost savings along with other benefits including improved staff productivity, accreditation for its safety system, and successfully tendering for, and winning, more contracts.





**“To engage workers we needed to increase the level of consultation and input from the teams, which in turn built a strong sense of ownership and accountability for safety. Although IPaM was only implemented in our signage solutions business, the learnings from the program have impacted all of our businesses within the group.”**

## CV Services

CV Services Group provides electrical construction, electrical infrastructure, sign design, manufacturing and printing, and asset maintenance services.

Working with IPaM, CV Services improved safety communication and consultation programs and targeted repetitive injuries in its signage solutions business. The company:

- consulted with workers at safety forums and toolbox talk programs
- implemented the 'Back fit, stay fit' program in conjunction with the Spinal Injuries Association and an occupational therapist
- further enhanced their safety induction program
- developed an electrical safety and compliance manual
- made policy changes to reduce eye injuries and lacerations, including making it mandatory to wear gloves, glasses and long sleeves and pants
- carried out regular onsite inspections and annual audits.

CV Services report that these initiatives led to significant improvements in performance and the lost time injury frequency rate reducing from 27.7 per million working hours in 2009-10 to zero per million working hours in 2013-14.





## Depco Drilling

Depco Drilling is a privately owned drilling company based in Rockhampton.

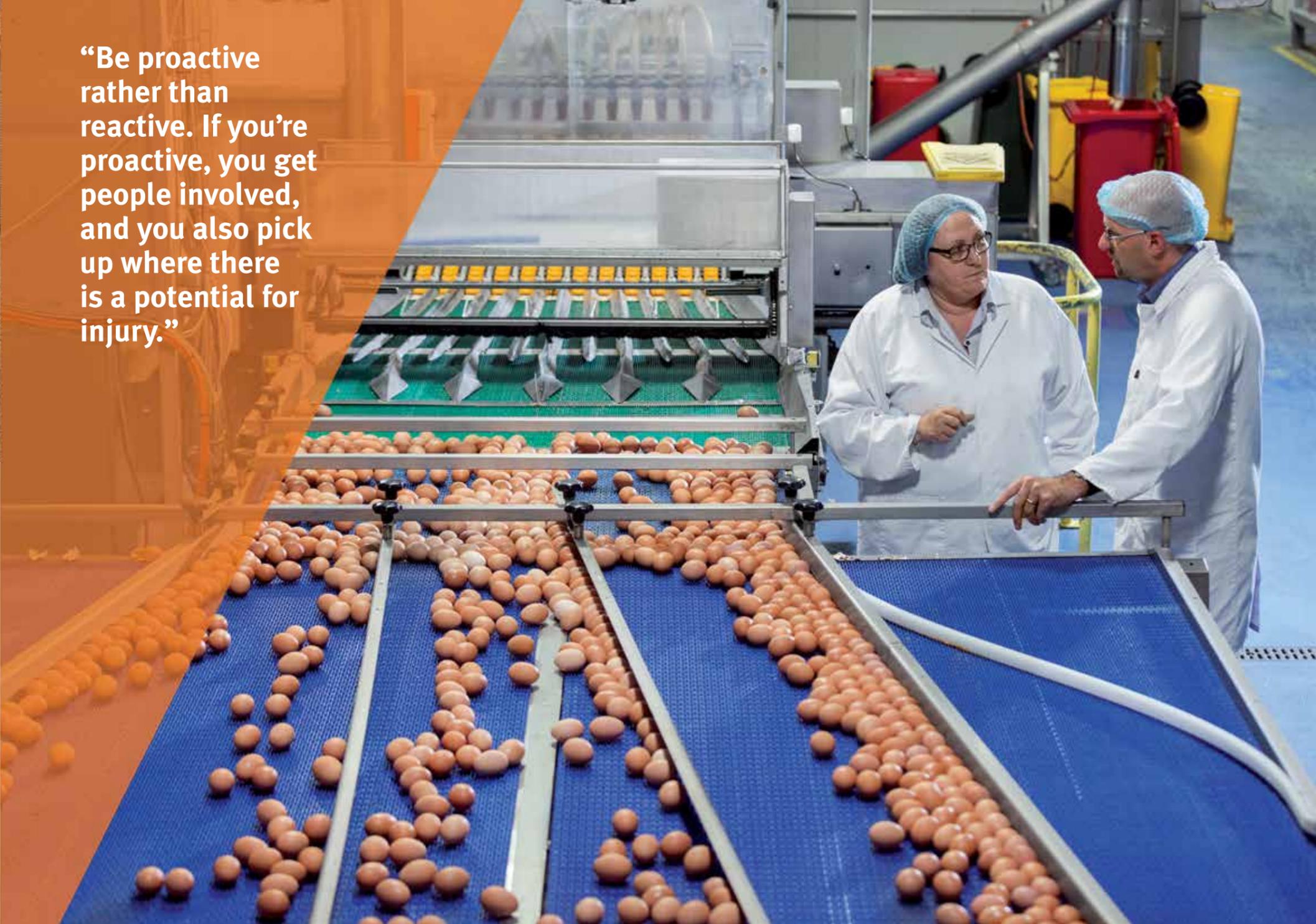
When Depco joined IPaM at the height of the mining boom, there was an entrenched belief in the company that work health and safety was simply 'red tape and paper pushing'.

IPaM worked with Depco to prioritise safety alongside production, by securing top-down support for a fresh approach to safety. Workers were encouraged to raise safety concerns, and supervisors began to take a more hands-on role on the drill rigs to gain a better appreciation of daily safety challenges.

As a result, Depco has achieved a continued improvement in the number of days between injuries, from seven in 2011-12 to 50 days in 2014-15. Depco has also achieved an 85 per cent decrease in new claims while participating in IPaM.



**“Our biggest achievement was breaking down barriers and misconceptions about safety. Our employees are not afraid to talk about safety or discuss it on a more personal level.”**



“Be proactive rather than reactive. If you’re proactive, you get people involved, and you also pick up where there is a potential for injury.”

## McLean Farms

Pittsworth-based business McLean Farms employs around 200 staff. Their activities include cattle, sheep and poultry farming, complemented by sorghum farming and milling.

Working with IPaM in the egg handling and packing facility, McLean Farms focused on changing workers’ attitudes to safety and building a perception that safety is a high priority. The company employed a full-time WHS officer and arranged for an occupational therapist to visit once a fortnight. It also established regular safety toolbox talks and safety committees with a direct line to management.

McLean’s improved its return to work systems, focusing on getting injured workers back to work as quickly as possible performing suitable alternative duties during their recovery. As a result, its average days to first return to work and average paid days are now below the industry average.

McLean Farms has also achieved a 50 per cent reduction in its workers’ compensation premium rate since 2011 and now sits below the gazetted rate.



**“Improving our safety culture and engaging staff on the floor was key. Once we had their buy-in, developing controls and embedding them in the business was effortless.”**

## Toxfree Solutions

Toxfree Solutions provides environmental, waste management and industrial services.

IPaM worked with Toxfree to address a high rate of strain and sprain injuries occurring at the company’s industrial services site in Brisbane and out delivering services. This included:

- implementing engineering controls to eliminate manual tasks wherever possible
- reviewing task design and implementing new processes to reduce exposure to manual tasks
- introducing a ‘Take 5’ process where the operator stops, reviews the task, identifies hazards and risks, then implements controls
- making training for manual tasks mandatory.

Toxfree also increased the number and visibility of rehabilitation and return to work coordinators on site and implemented an integrated safety management system that achieved triple certification for quality (ISO 9001), environment (ISO 14001) and safety (AS 4801).

As a result, Toxfree reports achieving a 90 per cent reduction in manual task injuries and a consequent reduction in its workers’ compensation premium — from 20 per cent above the industry average in 2011-12 to 45 per cent below the industry rate. Applying engineering controls to eliminate manual tasks risks has also reduced preparation time and improved productivity.



# Seapal Pallets and Crates

Seapal is a small, locally-owned family business, specialising in manufacturing and transporting custom-made pallets and crates.

Facing common law claims for minor injuries over a number of years, Seapal worked with IPaM to address the root causes of these claims.

Seapal established a framework to identify hazards before they caused an injury.

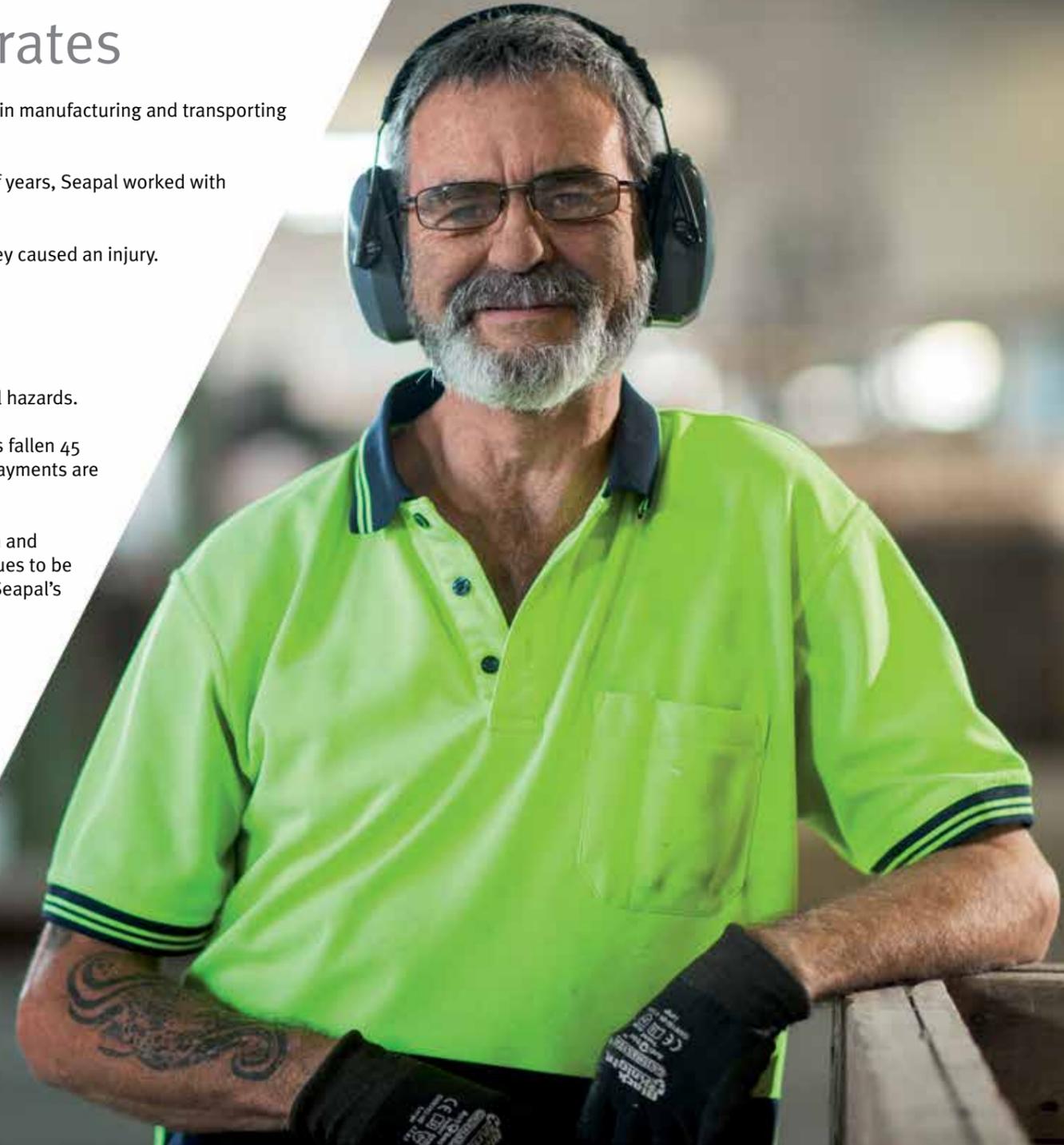
This included:

- carrying out systematic risk assessments with all workers
- holding regular toolbox safety training sessions
- employing an on-site physiotherapist to educate staff
- making incident reporting mandatory
- broadening its scope to include near misses and potential hazards.

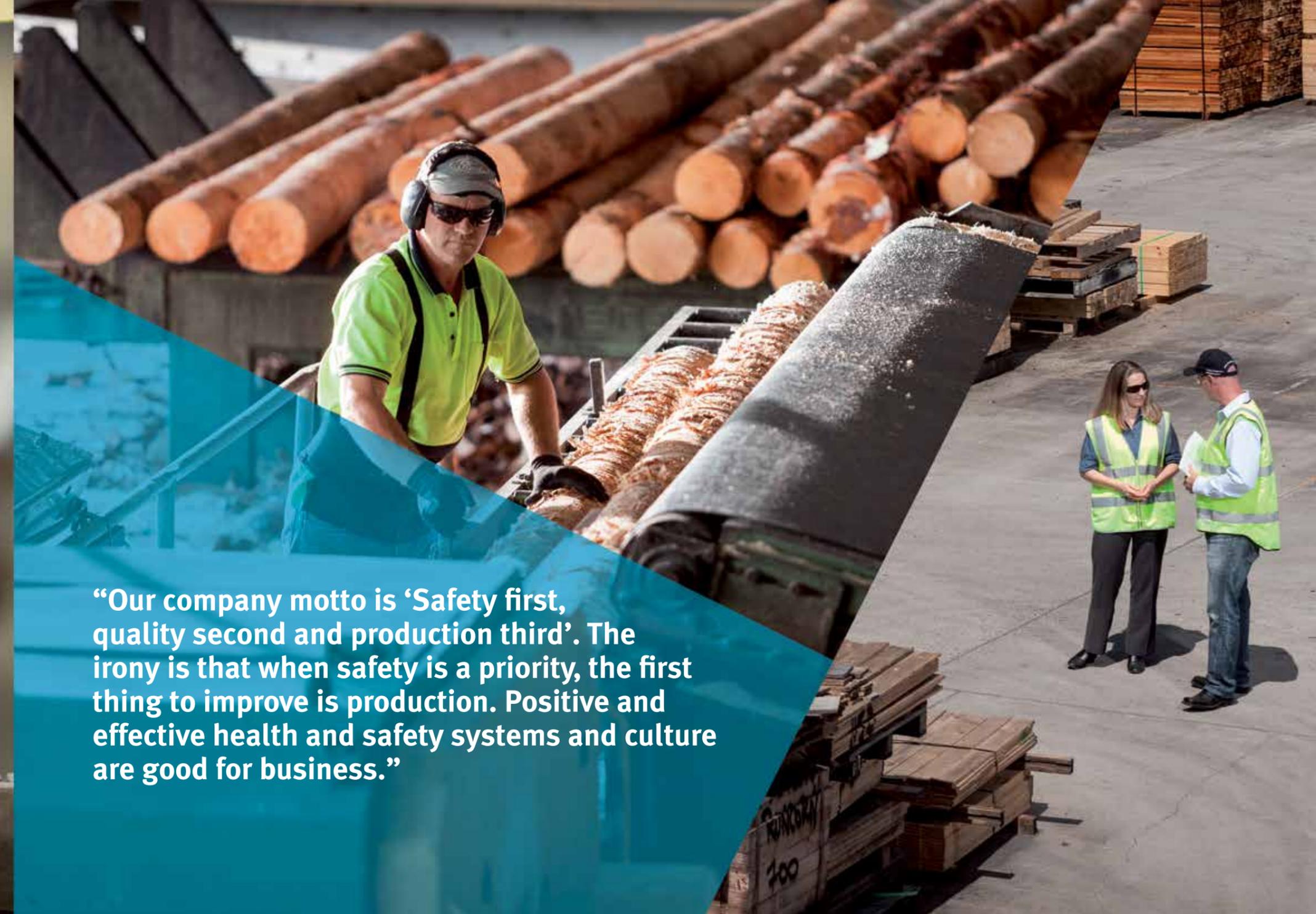
As a result, Seapal's workers' compensation premium rate has fallen 45 per cent since 2011, and its average workers' compensation payments are significantly below the industry average.

'IPaM has empowered those who are passionate about health and safety in our workplace, by providing a platform for safety issues to be addressed with the full support of management,' Dot Carter, Seapal's co-owner said.

**“We have turned around our safety culture, from workers being reluctant to discuss health and safety, to being constantly engaged and proactive in addressing issues.”**



**“Our company motto is ‘Safety first, quality second and production third’. The irony is that when safety is a priority, the first thing to improve is production. Positive and effective health and safety systems and culture are good for business.”**





## RSPCA Queensland

RSPCA Queensland is Australia's leading animal welfare organisation, with a team of 295 staff and more than 3000 volunteers.

Working with IPaM, RSPCA Queensland developed a work health and safety improvement strategy to move the organisation from a reactive to a proactive and sustainable approach to safety. It included developing an online hazard and risk management system that promoted injury prevention as the main objective, along with more rigorous claims management.

'The online safety management system is easy to use, identifies possible risks and control strategies, and allows hazards to be reported in a central place where all staff can access the information,' Todd Franks, RSPCA Queensland's Executive Manager for People Services, explained.

The system is paying off, eliminating many risks and minimising others that are unavoidable during contact with animals. As a result, RSPCA Queensland's average paid days and average monthly workers' compensation costs are significantly below the industry average. While staff wages have increased by 30 per cent since 2011, its yearly workers' compensation costs have remained almost constant, indicating an improvement in injury prevention and management practices.



**“All areas of the organisation identify and control hazards within their area of responsibility. The incidence and cost of new claims has been drastically reduced. Management commitment to safety and staff training and consultation have dramatically improved.”**



**“We saw more workers participating in addressing workplace issues, particularly relating to safety.”**

## Cagemaker Australia

Cagemaker manufactures reinforced steel cages for the building, construction and road-building industries, employing 23 welder fabricators at its assembly and storage site on the Gold Coast.

Over five years, Cagemaker’s workers’ compensation premium had increased to double the industry average. Implementing a complete safety system for its diverse workforce was proving to be a challenging proposition for the business.

IPaM worked with Cagemaker to identify their key hazards and health exposures and improve their safety systems and culture. Cagemaker’s focus on culture led to improved communication between all levels of the business, including workers delivering toolbox talks on their choice of safety topics.

Cagemaker has achieved a 35 per cent drop in its workers’ compensation premium since 2011.



“[Safety is] an easy thing for us now...everything is in place. We’re even providing mentoring to our clients and others within the industry.”



## Shred-X Secure Destruction

Shred-X Secure Destruction provides secure destruction services, from paper shredding to digital media destruction.

Shred-X Secure Destruction reviewed how it delivered safety training by exploring innovative ways to provide training in short bursts during downtime (for example, online training using tablets), and using interpreters to translate procedures for workers from non-English speaking backgrounds. Shred-X Secure Destruction explored ways to ‘design out’ safety issues by building a new mezzanine level to separate workers from moving equipment, installing adjustable work platforms and adding fatigue matting.

All initiatives were driven by senior management and incorporated into the Shred-X Secure Destruction national safety plan, giving branch and departmental managers clear responsibility and accountability for work health and safety.

Shred-X Secure Destruction is now reporting productivity and economic benefits, including increased production, more success in winning contracts, and lost time injuries at a six-year low. Additionally, the number of new workers’ compensation claims have reduced to 40 per cent below industry average.



## Glossary

### **Average days to first return to work**

Average number of days before a worker returns to work following an injury.

### **Average paid days**

Average number of paid working days an injured worker is away from work.

### **Lost time injuries**

Incidents that result in a fatality, permanent disability or time lost from work.

### **Lost time injury frequency rate**

The number of lost-time injuries per million hours worked.

### **Stay at work rate**

The total number of injured workers who stay at work divided by the total number of injury claims accepted by WorkCover Queensland each year.



## Resources

For more information about the Injury Prevention and Management program, as well as all Workplace Health and Safety Queensland's workplace assistance programs, visit or call:

[worksafe.qld.gov.au](http://worksafe.qld.gov.au)  
1300 362 128

There are also a range of tools and resources to help you improve safety in your workplace, including:

**Organisational systems benchmarking tool** – allows you to compare your business's safety performance with other businesses across similar industry sectors and sizes.

**Injury cost calculator** – assists businesses to calculate the initial and often overlooked and uninsured costs of real and potential workplace injuries.

Visit [worksafe.qld.gov.au](http://worksafe.qld.gov.au) to find out more.



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