

# THE PYRENEES WAY

## Health Safety & Wellbeing Strategy 2021-2024

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## 2 INTRODUCTION

Pyrenees Shire Council is committed to the health, safety and wellbeing of its staff, volunteers, contractors, visitors, and members of the public as stated in its Health, Safety and Wellbeing Policy.

The Pyrenees Shire Council Plan 2021-2024 articulates Council’s strategic objective to be a financially sustainable, high-performing organisation. Achievement of this strategic objective is supported by the strategy: “Provide a safe working environment through the provision of an integrated risk and OH&S management system”. This Strategy & Framework document is designed to directly contribute to achievement of that strategy.

The health, safety, and wellbeing strategy 2021-2024 provides Council with a clear program of improvement to achieve safety objectives, based on the risk profile of the organisation. The strategy is endorsed by the senior leadership group who are committed to the development of a resilient safety culture and encourage all staff and volunteers to commit and help achieve our safety vision and objectives.

## 3 THE PYRENEES WAY

‘The Pyrenees Way’ describes how the Pyrenees Shire Council manages its Health, Safety and Wellbeing obligations-ultimately representing a culture where safe work practices and attitudes, and a speak up culture are reflective of the ‘way we do things at the Pyrenees Shire Council-safely and without harm’.

### 3.1 The case for change and improvement

Our approach to the development of this strategy is underpinned by the evolving environment in which we operate. Some of the current and emerging challenges include:

- **Mental health** – mental injury issues are increasing, while physical injuries are declining. The impact of rolling lockdowns combined with increased isolation due to staff working from home will be an ongoing concern for the organisation in the foreseeable future.
- **An ageing workforce** –impacts from long-term physical activity and increased recovery timeframes (combined with a reduction in acute injuries normally associated with less experienced workers).
- **Concept of work/employment** – due to the pandemic, increased work flexibility and arrangements have been forced to advance exponentially at the Shire. Working from home at least 2 to 3 days per week is now considered part of the norm.
- **Retaining and/or recruiting experienced staff** – with the pandemic came lockdowns, which left people to reconsider their career goals and aspirations. Several long-term members of staff have left the organisation either through retirement or natural attrition, which has resulted in vast experience and knowledge being lost. These staff have been difficult to replace due to a very limited talent pool.
- **Cyber Security** – with the rapid reliance on technology and accessibility, criminal elements are becoming more focussed on capitalising on our new way of working and living.

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#### 4 THE PYRENEES WAY – Five pillars of Health, Safety, and Wellbeing

OHS policies & procedures	Hazard / risk management	Incident management	OHS training & communication	Health & wellbeing
The development and regular review of OHS policies, procedures, work instructions, forms, and checklists to ensure compliance with all legislative requirements and as far as is practicable mitigates the risk of injury to all employees, volunteers, contractors, and visitors.	A systematic approach to the identification, assessment, and control of all the hazards employees may be exposed to. E.g., including risk assessment process, Safe Work Method Statements (SWMS), ergonomics, Personal Protective Equipment (PPE) and after hours / isolated employee welfare.	The provision of a reporting and investigation process to enable the appropriate follow-up of all incidents and injuries. This includes first aid management, emergency response procedures and WorkCover insurance.	The identification and provision of appropriate OHS training as identified by Council’s risk assessment process and training needs analysis. All training identified will be included in an OHS training program. Appropriate processes and resources to facilitate communication and consultation on OHS matters.	The development of strategies to help build a more resilient workforce. This includes physical injury prevention and mental health initiatives.
Ref: Section 5.1	Ref: Section 5.2	Ref: Section 5.3	Ref: Section 5.4	Ref: Section 5.5

#### 5 IMPLEMENTING “THE PYRENEES WAY” AND CONTINUOUS IMPROVEMENT

A 3-year rolling plan is summarised below of the key priorities and deliverables for implementation and improvement of health, safety, and wellbeing initiatives. This rolling plan will be reviewed annually to articulate priorities as they arise or change from year to year. The program will be driven by Council’s Risk Management Team, in collaboration with key staff. An annual action plan will be developed at the start of each financial year to detail implementation of the 3-year rolling plan.

##### 5.1 OHS POLICIES AND PROCEDURES – TARGET DELIVERABLES

OHS POLICIES AND PROCEDURES – TARGET DELIVERABLES			
Actions	2021-2022	2022-2023	2023-2024
Document review & development	<p>Review and implement Health and Wellbeing Strategy</p> <p>Review documents and streamline numbers of procedures where possible</p> <p>Review and improve usage and visibility of SWMS documents.</p> <p>Begin consultation regarding S.O. Ps for depots and possibly information centres</p> <p>Ensure all policies/procedures have been assessed for Gender Impacts-update accordingly</p>	<p>Review SWMS and ensure SWMS are in place as needed.</p> <p>Implement S.O. Ps across the Shire</p> <p>Annual review and reporting on strategy achievements to OHS and Risk Management Committees.</p> <p>Develop compliance management framework against OHS-related legislative requirements.</p>	<p>Maintain ongoing document reviews against schedule.</p> <p>Audit usage of SWMS documents against high-risk activities.</p> <p>Annual review and reporting on strategy achievements to OHS and Risk Management Committees.</p> <p>Implement compliance management framework</p>

<b>OHS POLICIES AND PROCEDURES – TARGET DELIVERABLES</b>			
<b>Actions</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
Volunteer safety management	Monitor volunteer inductions and processes. Review if required. Create and implement Online Induction for volunteers	Update Online Induction for volunteers on Intranet, aligning it with current legislation and organisational requirements.	Review volunteer safety management processes.
Contractor safety management	Redevelop contractor safety management framework. Develop and implement process for safety induction for contractors and visitors.	Audit compliance of contractors against contractor safety management framework reviewed in 2021-2022.	Review all contractor management processes and implement recommendations of audit conducted in 2022-2023.
Asbestos management	Monitor compliance to the Asbestos Management Procedure. Conduct asbestos checks and develop register for Council works in non-Council buildings over the next 5 years.	Monitor compliance to the Asbestos Management Procedure. Conduct asbestos checks and develop register for Council works in non-Council buildings over the next 5 years.	Monitor compliance to the Asbestos Management Procedure. Conduct asbestos checks and develop register for Council works in non-Council buildings over the next 5 years.

## **5.2 OHS HAZARD / RISK MANAGEMENT – TARGET DELIVERABLES**

<b>OHS HAZARD / RISK MANAGEMENT – TARGET DELIVERABLES</b>			
<b>Actions</b>	<b>2021-2022</b>	<b>2022-2023</b>	<b>2023-2024</b>
Workplace inspections	Review all inspection documentation and make additions where required. Monitor completion to ensure 100% achievement. Review processes for addressing non-compliances identified. Review usability of AltusERM for management of corrective actions to ensure it continues to meet Council's needs	Develop more streamlined process to ensure records of inspections and actions are stored in central document control.	Review inspection regime and implement identified improvements.
Hazard reporting and corrective actions	Continue monitoring and guidance in completing corrective actions. Manage expectations of reporting staff to achievable and practicable outcomes.	Utilise monitoring outcomes to delivery appropriate refresher training to management on completion of corrective actions.	Review processes around hazard reporting and completion of corrective actions.
OHS hazard / risk register	Annual review of OHS hazard / risk register as part of operational risk register review schedule	Annual review of OHS hazard / risk register as part of operational risk register review schedule	Annual review of OHS hazard / risk register as part of operational risk register review schedule.

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### OHS HAZARD / RISK MANAGEMENT – TARGET DELIVERABLES

Actions	2021-2022	2022-2023	2023-2024
High risk activities	<p>Review usage and visibility of Safe Work Method Statements (SWMS) for high-risk activities.</p> <p>Include specific requirements within contractor safety management processes (i.e., evidence of internal safety process documents and training).</p> <p>Undertake audit of chemicals storage at all Council worksites. Update registers and manifests.</p>	<p>Ensure risk-assessments are conducted for all high-risk activities and ensure appropriate SWMS in place and used.</p> <p>Review procedures around safe use of plant and equipment.</p> <p>Conduct site visits and audit compliance with SWMS and OHS procedures</p> <p>Audit usage of hazardous chemicals and control methods at depots</p>	<p>Audit usage of SWMS against high-risk activities.</p> <p>Review contractor safety management processes.</p> <p>Conduct site visits and audit compliance with SWMS and OHS procedures</p> <p>Review Chemical Management systems</p>

### 5.3 INCIDENT MANAGEMENT – TARGET DELIVERABLES

#### INCIDENT MANAGEMENT – TARGET DELIVERABLES

Actions	2021-2022	2022-2023	2023-2024
Incident reporting and investigation	<p>Review central process for investigation of complaints, incidents, and other matters.</p> <p>Continue monitoring and guidance in the investigation and resolution of incidents.</p> <p>Research alternatives to Altus ERM reporting system to improve reporting functionality</p>	<p>Implement annual refresher training program for Hazard/Incident reporting system.</p> <p>Identify and implement management training needs for conducting investigations.</p> <p>Ensure 100% high risk investigations are closed.</p>	<p>Implement annual refresher training program for Hazard/Incident reporting system.</p> <p>Identify and implement management training needs for conducting investigations.</p> <p>Ensure 100% high risk investigations are closed</p>
Internal Emergency Management	<p>Update internal emergency management booklets for all staff.</p> <p>Confirm membership of Emergency Control Organisation (e.g., Warden's structure)-facilitate refresher training where needed</p> <p>Undertake emergency evacuation drills in (key) Council premises.</p> <p>Annual CPR / First Aid training for First Aiders. Maintain register.</p> <p>Review and update emergency evacuation plans displayed in manned Council premises.</p> <p>Annual first aid kit checks – all kits across Shire</p>	<p>Annual CPR refresher / First Aid training for First Aiders. Maintain register.</p> <p>Undertake emergency evacuation drills in key Council premises.</p> <p>Annual first aid checks – checks of missing and out-of-date items.</p> <p>Source emergency flipcharts for customer service areas</p>	<p>Annual CPR refresher / First Aid training for First Aiders. Maintain register.</p> <p>Conduct annual emergency evacuation drills in key Council premises.</p> <p>Annual first aid checks – checks of missing items only.</p> <p>Review and update internal emergency management processes.</p>

## 5.4 OHS TRAINING AND COMMUNICATION – TARGET DELIVERABLES

OHS TRAINING & COMMUNICATION – TARGET DELIVERABLES			
Actions	2021-2022	2022-2023	2023-2024
OH&S Committee administration and effectiveness	<p>Review of OH&amp;S Committee Terms of Reference.</p> <p>Gain approval of designated workgroup review outcomes.</p> <p>Manage Health &amp; Safety Representative elections / re-appointments to ensure full representation for staff.</p>	<p>Monitor OHS Committee effectiveness via KPIs and action completions.</p> <p>Investigate ways to increase HSR involvement and ownership in OHS processes</p>	<p>Monitor OHS Committee effectiveness via KPIs and action completions.</p> <p>Begin process of HSR elections beginning of 2024</p>
Training needs analysis & plan	<p>Complete training needs analysis, and develop an ongoing schedule with relevant subjects targeted at specific workgroups</p> <p>Investigate simplification of training needs analysis documentation to make it more user friendly</p> <p>Report on OHS training program to the OHS Committee and include as regular agenda item.</p> <p>Begin developing Online OHS training schedule using WorkMetrics system</p>	<p>Deliver training in accordance with the OHS training schedule.</p> <p>Complete development and deliver internal OHS training program to senior leadership team – management OHS responsibilities.</p> <p>Identify refresher training needs.</p>	<p>Review OHS training needs analysis.</p> <p>Deliver training in accordance with training schedule.</p> <p>Identify refresher/initial course training needs.</p>
HSR training and development	<p>Include annual refresher HSR training and full training for new HSRs within budget processes.</p> <p>Facilitate delivery of training as required.</p>	<p>Implement annual refresher internal OHS training program to HSRs.</p>	<p>Implement annual refresher or 5-day initial course internal OHS training program to HSRs.</p>
Consultation and communication flows	<p>Develop program to build HSR capability to channel consultation and communication flows more effectively to their DWGs.</p> <p>Develop strategies to improve OHS communication at key meetings – e.g., Senior Leadership Team.</p>	<p>Continue HSR capability building in OHS consultation and communication flows.</p> <p>Encourage HSRs to regularly meet with DWGs for OHS discussion purposes, and to record all communications</p>	<p>Continue HSR capability building in OHS consultation and communication flows.</p> <p>Encourage HSRs to regularly meet with DWGs for OHS discussion purposes, and to record all communications</p>

## 5.5 HEALTH AND WELLBEING – TARGET DELIVERABLES

HEALTH & WELLBEING – TARGET DELIVERABLES			
Actions	2021-2022	2022-2023	2023-2024
Health monitoring	<p>Conduct scheduled reviews of employee health, e.g.:</p> <ul style="list-style-type: none"> <li>• Hearing Checks</li> <li>• Immunisation offers</li> <li>• Skin cancer checks</li> </ul>	<p>Conduct scheduled reviews of employee health, e.g.:</p> <ul style="list-style-type: none"> <li>• Hearing Checks</li> <li>• Immunisation offers</li> <li>• Skin cancer checks</li> </ul>	<p>Conduct scheduled reviews of employee health, e.g.:</p> <ul style="list-style-type: none"> <li>• Hearing Checks</li> <li>• Immunisation offers</li> <li>• Skin cancer checks</li> </ul>
Injury prevention – manual handling	<p>Arrange Manual Handling training internally, targeted toward needs of individual workgroups</p>	<p>Monitor Manual Handling incident reports</p> <p>Spot checks on Manual Handling techniques and practices</p>	<p>Monitor Manual Handling incident reports</p> <p>Spot checks on Manual Handling techniques and practices</p>
Injury prevention – ageing workforce	<p>Plan and develop a program aimed at maintaining workability throughout working life.</p>	<p>Start implementation of the program – target 35 yo+ onwards</p>	<p>Continue implementation of the program.</p>
Mental Health	<p>Review Mental Health policy and associated documents.</p> <p>Further develop the mental health program</p> <p>Begin reporting of Mental Health trends to Risk Management Committee</p> <p>Develop Psychosocial Risk Assessment with Mental Health teams</p> <p>Encourage managers/supervisors to undergo Mental Health awareness training</p>	<p>Conduct Psychosocial Risk Assessment</p> <p>Review Psychosocial Risk Assessment data and consult on corrective actions and improvements needed</p> <p>Review Mental Health policy and associated documents.</p> <p>Continue implementation of the mental health program</p> <p>Provide refresher training for Mental Health First Aiders</p>	<p>Conduct Psychosocial Risk Assessment</p> <p>Review Psychosocial Risk Assessment data and consult on corrective actions and improvements needed</p> <p>Review Mental Health policy and associated documents.</p> <p>Continue implementation of the mental health program</p>
<p>Incident prevention:</p> <ul style="list-style-type: none"> <li>• Working alone</li> <li>• Authorised Officers</li> <li>• Remote working</li> </ul>	<p>Review SafeTCARD contract and investigate possible alternatives</p> <p>Monitor and audit fire safety kits in Council pool vehicles (fire extinguishers, blankets etc).</p>	<p>Update and refresh risk assessment document relating to the safety of Authorised Officers.</p> <p>Monitor and audit fire safety kits in Council pool vehicles (fire extinguishers, blankets etc).</p>	<p>Monitor and audit fire safety kits in Council pool vehicles (fire extinguishers, blankets etc).</p>
EAP provider	<p>Monitor trends in health and wellbeing issues with provider-include data in reporting</p>	<p>Monitor trends in health and wellbeing issues with provider-include data in reporting</p>	<p>Monitor trends in health and wellbeing issues with provider-included data in reporting</p>

HEALTH & WELLBEING – TARGET DELIVERABLES			
Actions	2021-2022	2022-2023	2023-2024
Organisational resilience	Review Mental Health policy and procedures Facilitate training for managers/supervisors in Mental Health First Aid Facilitate wellbeing workshops for staff Conduct Organisational Resilience Health Check and provide a report with recommendations and 3 - year plan	Review Mental Health policy and procedures Facilitate wellbeing workshops for staff Organise Mental Health First Aiders refresher training Review progress of Organisational Resilience plan	Review Mental Health policy and procedures Facilitate wellbeing workshops for staff Review progress of Organisational Resilience plan

## 6 REFERENCES - INTERNAL

- Health, Safety and Wellbeing Policy and Strategy
- Contractor Safety Management Framework (under re-development)
- The AltusERM risk management system
- Procedures, guidelines and working instructions developed as part of the Health, Safety and Wellbeing Framework (OHS Management System).
- The Health, Safety and Wellbeing Intranet Site.
- Education and support programs designed to promote wellbeing and mental health; and
- The Pyrenees Shire Council's Code of Conduct for staff.

## 7 APPLICABLE LEGISLATION AND REGULATION

- *Occupational Health and Safety Act 2004 (Vic)*
- *Occupational Health and Safety Regulations 2017(Vic)*
- Dangerous Goods Act 1985
- Accident Compensation Act 1985
- Accident Compensation (Occupational Health and Safety) Act 1996
- Workplace Injury Rehabilitation and Compensation Act 2013
- Workers Compensation Act 1958
- Aged Care Act 1997
- Charter of Aged Care Rights
- Aged Care Quality Standards
- Equipment (Public Safety) Act 1994
- Workplace Injury Rehabilitation and compensation Regulations 2014
- Workplace Injury Rehabilitation and Compensation (Savings and Transitional) Regulations 2014
- Equipment (Public Safety) Regulations 2017
- Dangerous Goods (Storage and Handling) Regulations 2012

## 8 DOCUMENT HISTORY

Version Number	Issue date	Description of change
1.0	2018	Initial release
2.0	October 2021	Full Review
2.1	18/1/2022	Minor changes (references)

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