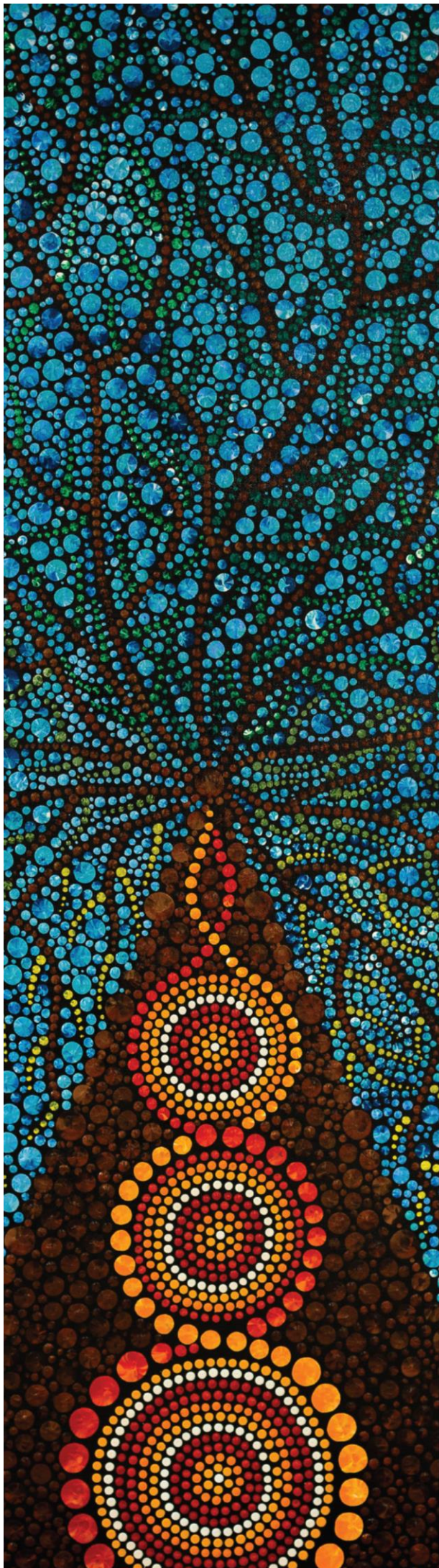




# 19 20

SAFE WORK AUSTRALIA  
ANNUAL  
REPORT



## **Acknowledgement of Country**

Safe Work Australia acknowledges the traditional owners and custodians of country throughout Australia and acknowledges their continuing connection to land, waters and community.

We pay our respects to the people, the cultures and the elders past, present and emerging.

## Letter of transmittal

The Hon Christian Porter MP  
Attorney-General  
Minister for Industrial Relations  
Leader of the House  
Parliament House

CANBERRA ACT 2600

Dear Minister

### **Safe Work Australia Annual Report 2019–20**


I am pleased to present to you the annual report of Safe Work Australia for the financial year ended 30 June 2020 as a record of our achievements and compliance.

This report has been prepared in accordance with section 46 of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act) and section 70 of the *Safe Work Australia Act 2008* (Cth).

The report meets the requirements of the PGPA Act and the Public Governance, Performance and Accountability Rule 2014 (PGPA Rule). Section 46 of the PGPA Act requires that I provide you with a copy of the report for tabling in Parliament by 15 October 2020.

In accordance with section 17AG of the PGPA Rule, I certify that Safe Work Australia has prepared a fraud risk assessment and fraud control plan. Safe Work Australia has appropriate mechanisms in place that meet the specific needs of the agency for preventing, detecting incidents of, investigating or otherwise dealing with, and reporting fraud. Safe Work Australia has taken all reasonable measures to deal appropriately with fraud.

Yours sincerely



24 September 2020

**Michelle Baxter**  
Chief Executive Officer  
Safe Work Australia

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# OUR PURPOSE

## Our vision

### **Healthier, safer and more productive workplaces through improvements to Australian work health and safety and workers' compensation arrangements.**

All workers regardless of their occupation or how they are engaged have the right to a healthy and safe working environment. We believe the effective design of work and work systems, and the systematic management of risks, will allow workers to lead productive working lives.

## Why our work is important

In 2019, 183 workers were killed at work. Each year more than 100,000 are compensated for a serious work-related injury or illness. Work-related fatalities, injuries and illnesses have a devastating impact on workers, their families and the community. Work-related injuries and illness not only cause physical, mental and emotional distress but also impose a significant cost on the Australian economy.

Safe Work Australia is committed to developing policy aimed at reducing the incidence of work-related death, injury and illness, and exposure to hazards and risks in the workplace. We know our work is having an impact, as Australia continues to experience a decrease in work-related injuries and fatalities. In the past decade we have seen work-related fatality rates drop by over 30%.

Through our analysis of data and research we are gaining better insights into future work health and safety (WHS) and workers' compensation challenges. The changing nature of work and workplaces, the shift in workforce demographics and the evolution of new technologies present new risks but also provide us with new opportunities to influence WHS in a changing world.

We work closely with Commonwealth, state and territory governments, unions, industry, business, employer and worker groups, educators, academics and international organisations.

As a national policy body, we do not regulate WHS laws or administer workers' compensation arrangements. The Commonwealth, states and territories have responsibility for regulating and enforcing WHS laws and administering workers' compensation schemes in their respective jurisdictions.



## Our community impact

### **Our model WHS Act and Regulations ...**

- provide a fair, balanced and consistent focus on the health and safety of workers
- help reduce compliance costs for Australian business, and
- improve regulatory efficiency.

### **Our model Codes of Practice and guidance materials ...**

- provide practical guidance on how to comply with WHS laws
- provide effective ways to identify and manage risks, and
- help those who have a duty under the law understand their responsibilities and how these responsibilities can be met.

### **Our national data and research ...**

- provide a reliable evidence base to inform WHS and workers' compensation policy and practice
- create a national picture of work-related injuries, fatalities and diseases, and
- help to identify emerging work-related issues.

### **Our national education and awareness campaigns ...**

- help draw attention to health and safety issues in the workplace
- provide a range of resources, campaign materials and ideas to help organisations plan activities in their workplace, and
- empower workers to speak up about health and safety in their workplaces.

# **PART 1**

# **OVERVIEW**

## Chief Executive Officer's year in review



*This year – our 10th year – I am more proud of the work of the agency than ever before. We've tackled new and significant public health issues through the bushfire season and COVID-19 pandemic head on, and our vision of healthy, safe and productive working lives has never felt more front of mind.*

Safe Work Australia was established as an independent statutory agency in 2009 to develop national policy for work health and safety (WHS) and workers' compensation. We have achieved a lot over the past 10 years, but most importantly we can see real, tangible improvements to health and safety outcomes with significant reductions in the incidence of work-related death, injury and illness. Worker fatality rates have dropped by over 30% and there have also been substantial improvements in health and safety outcomes in priority industries, including agriculture, forestry and fishing; construction; and manufacturing.

Fatalities in the agriculture, forestry and fishing industry, which has the highest rate of worker fatalities of all industries, decreased by over 40% in the past decade. Over the same period, fatalities in the construction industry decreased by over 45% and fatalities in the manufacturing industry by over 30%. Between 2008–09 and 2017–18, the rate of serious workers' compensation claims for work-related injuries and diseases in Australia decreased by 26%.

However, we can't afford to be complacent. Tragically, in 2019, 183 workers were killed at work in Australia; and more than 114,000 serious workers' compensation claims were made for injuries and diseases sustained at work in 2018–19. The personal, social and economic costs of work-related fatality, injury and illness are devastating, and reducing these costs continues to be the key driver of our work.

The challenges we all faced this year as a result of the COVID-19 pandemic make the importance of our work even clearer.

The wide-reaching impacts of the pandemic are like nothing we have seen before, and our response to COVID-19 has undoubtedly been our most challenging yet significant achievement this year, if not in our 10-year history.

Working collaboratively and with agility, the agency and Safe Work Australia Members produced a comprehensive suite of work health and safety guidance and resources, coordinating a national position on issues and developing material and resources to support safe work practices.

Through our informed, practical and timely COVID-19 guidance, we have built Safe Work Australia's profile and reputation in government, industry and the community as a trusted source of WHS information. The challenge of COVID-19 will be with us for some time, and we will continue to work with our Members and key stakeholders to refine and update our materials, and play our part in keeping Australians safe.

In 2019–20 the devastating summer bushfires also presented new WHS challenges. To help keep workers and others safe, we developed new, practical guidance on managing WHS risks from air pollution and bushfires.

Despite the challenges of these emerging issues, we also made good progress on long-term strategic projects.

In particular, we continued an important program of work to review the workplace exposure standards for airborne contaminants. This work is vital to manage workers' exposure to hazardous chemicals in workplaces. During the reporting period, we undertook public consultation on 469 draft evaluation reports for individual chemicals to ensure the standards meet the needs of contemporary Australian workplaces. The workplace exposure standard for respirable crystalline silica was prioritised as part of the review, and WHS ministers, on the recommendation of Safe Work Australia Members, subsequently agreed that the exposure standard would be lowered. This change has now been implemented in most jurisdictions. We also undertook education and awareness activities, including translating guidance on working with silica and silica-containing products into 6 languages other than English.

A core function of the agency's work has continued to be compiling evidence and research to support the development of evidence-based national WHS and workers' compensation policies. We have continued to develop and maintain data to understand national trends, address existing and emerging issues and gain insights to inform WHS and workers' compensation policy and practice. The agency also published a report providing a detailed examination of the causes, impacts and prevention of work-related musculoskeletal disorders.

The *National Return to Work Strategy 2020–2030* came into effect from 1 January 2020. This strategy is a milestone achievement, setting out a 10-year vision for minimising the impact of work-related injury and illness and enabling workers to have a timely, safe and durable return to work.

We also continued to build community awareness and knowledge of WHS and workers' compensation. Through National Safe Work Month and other communication activities we have promoted nationally consistent approaches to managing WHS hazards and risks to a range of audiences. Our communication response to the COVID-19 pandemic saw our website widely used as the trusted source of nationally relevant, timely and practical WHS guidance for Australian workplaces. This was reflected in unprecedented website traffic volumes, with over 5 million page views for our COVID-19 content from January to June 2020.

As we look to the future, we are looking at new ways Safe Work Australia can contribute to healthier, safer and more productive workplaces.

Our achievements in developing high-quality and timely COVID-19 WHS guidance have highlighted an opportunity to review the way we conduct our business within the scope of the *Safe Work Australia Act 2008* (Cth) to ensure this success continues. There is the opportunity for us to harness momentum and build on our success, further raising Safe Work Australia's profile as the national policy body for WHS and workers' compensation.

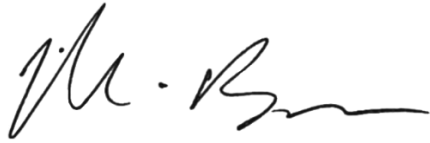
The agency will continue to progress our occupational lung disease work plan, including developing a model Code of Practice for working with engineered stone. Work will also continue on developing strategic policies and advice on emerging issues, including the application of the model WHS laws in the gig economy and guidance on sexual harassment.

The development of a new Australian Work Health and Safety Strategy will also be a key focus for the agency and Safe Work Australia Members looking forward.

We acknowledge that the challenge of COVID-19, and the impact it is having on the way we live and work, will also continue to be a key priority for some time to come.

It is an immense privilege to lead an agency that has made a real positive difference for Australian workers. While I am hugely proud of what we have achieved this past year, there is

always more work to do. Through a collaborative effort with our Members, we will continue to drive improvements in WHS outcomes and workers' compensation arrangements. Together we can make our workplaces as safe as they can be for all Australians.

A handwritten signature in black ink, appearing to read 'M. Baxter', with a long horizontal flourish extending to the right.

**Michelle Baxter**  
Chief Executive Officer  
Safe Work Australia

## Agency overview

### Role and functions

Safe Work Australia is a statutory agency established under the *Safe Work Australia Act 2008* (Cth), and a non-corporate entity under the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act).

We have an important national role to achieve significant and continual reductions in the incidence of work-related death, injury and illness and to improve outcomes for injured workers. Our functions, as set out in section 6 of the Safe Work Australia Act, include:

- developing, evaluating and revising national WHS and workers' compensation policies and strategies
- monitoring and improving the model WHS legislative framework and developing supportive WHS materials
- improving consistency in national workers' compensation arrangements
- collecting, analysing and publishing national data
- conducting and publishing research
- developing national education, communication strategies and initiatives
- working collaboratively with the Commonwealth, states and territories, and other national and international bodies, and
- advising WHS ministers on national WHS and workers' compensation policy matters.

We perform these functions in accordance with our corporate plan and operational plan. These plans are agreed annually by WHS ministers and published on the Safe Work Australia website.

Safe Work Australia does not regulate WHS laws or workers' compensation arrangements. The Commonwealth, states and territories have responsibility for regulating and enforcing WHS laws and administering workers' compensation schemes in their respective jurisdictions.

Safe Work Australia is a tripartite body representing the interests of the Commonwealth, states and territories, as well as those of workers and industry. This collaborative model brings together and recognises varying views and interests to ensure effective national policy and strategies to improve WHS and workers' compensation outcomes.

Safe Work Australia has 15 Members:

- an independent Chair
- Members representing the Commonwealth and each state and territory
- Members representing the interests of workers
- Members representing the interests of employers, and
- the Chief Executive Officer (CEO) of Safe Work Australia.

Part 2 of this report contains more information about Safe Work Australia Members.

Our Members are supported by around 100 Australian Public Service (APS) employees. Our office is located at level 7, Nishi Building, 2 Phillip Law Street, Canberra ACT.

Part 2 of this report contains more information about our agency.

## **Outcome administered by the agency**

Healthier, safer and more productive workplaces through improvements to Australian work health and safety and workers' compensation arrangements.

## **Authority**

Safe Work Australia is a non-corporate Commonwealth entity under the PGPA Act. The Chief Executive Officer, Michelle Baxter, was the Accountable Authority of the entity for the period. She is appointed under the *Safe Work Australia Act 2008* (Cth) and performs her functions in accordance with this Act. Staff who support Safe Work Australia are engaged under the *Public Service Act 1999* (Cth).

## **Funding**

In 2019–20, Safe Work Australia received \$21.041 million in funding. We are jointly funded by the Commonwealth, state and territory governments through the Intergovernmental Agreement for Regulatory and Operational Reform in Occupational Health and Safety.

## **Performance**

We perform our functions in accordance with our corporate and operational plans, which are agreed annually by WHS ministers. Our performance against these targets is described in the Annual Performance Statement (Part 3 of this report).

## Progress on our key projects

**Australian Work Health and Safety Strategy 2012–2022**

<b>October 2012</b> Australian Strategy launched	<b>Yearly (first 5 years)</b> Progress against the Australian Strategy reported to Safe Work Australia Members	<b>Mar – May 2017</b> Public consultation for the mid-term review of the Australian Strategy	<b>August 2017</b> Mid-term review presented to Safe Work Australia Members	<b>October 2017</b> Findings from the mid-term review published	<b>April 2018</b> The Australian Strategy amended and re-published	<b>Yearly (last 5 years)</b> Progress against the Australian Strategy reported to Safe Work Australia Members	<b>2022</b> Completion of the Australian Strategy
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**On Track**

**Review of the model WHS laws**

<b>August 2017</b> WHS ministers agree to terms of reference	<b>November 2017</b> Marie Boland selected to conduct the review	<b>Feb – May 2018</b> Stakeholder consultation	<b>December 2018</b> Review findings presented to Safe Work Australia Members	<b>2019</b> Recommendations presented to WHS ministers on 13 December 2019
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**On Track**

**Review of the workplace exposure standards**

<b>June 2018</b> Methodology published	<b>November 2018</b> Evaluations commenced	<b>February 2019 – March 2020</b> Public comment	<b>March – September 2020</b> Public comment paused due to COVID-19	<b>2021</b> Final, revised workplace exposure standards for airborne contaminants	<b>December 2021</b> Recommendations from Safe Work Australia Members to WHS ministers
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**On Hold**

**Strategy to address occupational lung disease, including silicosis**

<b>October 2019</b> <i>Research:</i> Completed a literature review into effective control measures for dust	<b>March 2020</b> <i>Education &amp; awareness:</i> National guide for working with silica and silica containing products	<b>June 2020</b> <i>Education &amp; awareness:</i> Translations of national guide for working with silica and silica containing products	<b>August 2020</b> <i>Research:</i> Publication of the report <i>Occupational lung diseases in Australia 2006-2019</i>	<b>Sep 2020 – Feb 2021</b> <i>Education &amp; awareness:</i> Developing campaign materials	<b>Feb 2021</b> <i>Data:</i> Pilot Data Linkage Project analysis	<b>March 2021</b> <i>Data:</i> Burden of disease analysis	<b>April 2021</b> <i>Research:</i> Publication of the report Short term exposure limit for respirable crystalline silica
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**On Track**



### Globally Harmonized System of Classification and Labelling of Chemicals

<b>Jan 2019</b> <small>Targeted consultation begins with key stakeholders</small>	<b>July 2019</b> <small>Public consultation begins</small>	<b>Dec 2019</b> <small>Safe Work Australia Members agree to transition to GHS 7 on 1 July 2020</small>	<b>Jan 2020</b> <small>The agency begins preparing updates to the model WHS Regulations and new guidance material</small>	<b>June 2020</b> <small>Due to COVID-19, Safe Work Australia Members agree to delay the transition until 1 January 2021</small>	<b>Aug 2020</b> <small>Updates to the model WHS regulations and new guidance material are published online</small>	<b>1 Jan 2021</b> <small>Transition to GHS 7 commences</small>
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▲  
On Track

### National Return to Work Strategy 2020–2030

<b>2018</b> <small>Development of the Strategy</small>	<b>2019</b> <small>Members and WHS ministers endorse the Strategy Strategy launched</small>	<b>2020</b> <small>Strategy commenced 1 January 2020 Work commenced on the first tranche of national initiatives Measurement framework released</small>	<b>2025</b> <small>Mid-term review</small>	<b>2030</b> <small>Full-term review</small>
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▲  
On Track

### Review of the national assessment instruments for high risk work licensing

Phase 1				Phase 2				
<b>Jan 2019</b> <small>Establish technical working group to revise 13 transport and logistics NAls</small>	<b>Nov 2019</b> <small>Revised NAls drafted</small>	<b>Jan 2020</b> <small>Revised NAls endorsed by Safe Work Australia Members</small>	<b>March 2020</b> <small>Revised NAls come into effect</small>	<b>March 2020</b> <small>Establish 3 technical working groups to revise the remaining 16 NAls</small>	<b>June 2020</b> <small>Commence consultation with technical working groups</small>	<b>April 2021</b> <small>Revised NAls drafted</small>	<b>June 2021</b> <small>Revised NAls endorsed by Safe Work Australia Members</small>	<b>Sept 2021</b> <small>Revised NAls come into effect</small>

▲  
On Track

### Improving support for families impacted by a workplace death, and reporting on achievements

<b>March 2020</b> <small>Targeted consultation begins with key stakeholders including families affected by industrial deaths</small>	<b>May 2020</b> <small>Due to COVID-19, consultations with key stakeholders are completed virtually</small>	<b>July 2020</b> <small>Safe Work Australia Members consider draft reports which summarise targeted consultations</small>	<b>Sep 2020</b> <small>The agency finalises internal scoping for consideration by Safe Work Australia Members</small>	<b>Nov 2020</b> <small>Safe Work Australia Members discuss potential work to further support families affected by industrial deaths</small>
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▲  
On Track

**PART 2**

**OUR MINISTER**

**AND MEMBERS**

## A word from the Chair



This year has been a year like no other. The global COVID-19 pandemic has seen the emergence of new and complex work health and safety risks. Australian workplaces have faced new challenges in the COVID-19 environment which have affected all aspects of their operations, from the new physical distancing, hygiene and cleaning requirements to innovations in the way they do their work. COVID-19 also put a spotlight on other work health and safety risks, most notably from the large increase in numbers of people working in new locations such as from home.

The risks arising from COVID-19 are likely to have changed Australian workplaces forever.

What we've also seen through the COVID-19 pandemic is just how important work health and safety is and the significant role it plays in protecting workers and preventing the spread of COVID-19.

Safe Work Australia Members are proud to have been part of Safe Work Australia's coordinated response to COVID-19. The centrepiece of this response was the development of a central hub of national work health and safety guidance material in the first half of 2020.

Members were integral to the development of this guidance, and our tripartite representation from the Commonwealth, state and territory governments, employer groups and unions ensured that all voices were heard. This is a real strength of Safe Work Australia's collaborative tripartite nature. Informing each other of developments in our jurisdictions and industry sectors meant that Members could remain on the front foot and ensure the agency was responding to emerging issues.

I commend the agency for its proactive response to COVID-19 and driving this work from the outset. It quickly mobilised resources to revamp the Safe Work Australia website and publish comprehensive practical information, tools and guidance along with specific information for multiple industries, workers and small business. Over 1,600 COVID-19 related web pages were published and the Safe Work Australia website received record numbers of page views.

Safe Work Australia was put in the spotlight as the trusted source of COVID-19 work health and safety information. This has significantly raised our profile in relation to the important work we do and the impact we have on Australian workers. All Safe Work Australia Members are important, thoughtful leaders in work health and safety but I wish to acknowledge the special role played by Michelle Baxter, CEO of Safe Work Australia, in ensuring an effective response by the agency during a very different way of working and consulting with stakeholders.

Our strong focus on COVID-19 – both as a membership body and as key leaders in our respective organisations – naturally paused other work as the COVID-19 pandemic evolved. There was, however, good progress on a number of important initiatives.

The *National Return to Work Strategy 2020–2030* was launched, setting out an ambitious 10-year plan to improve return to work outcomes for workers with a work-related injury or illness.

Important guidance was published on the safe use of prefabricated concrete in the construction industry and guidance on managing risks associated with silica and silica-containing products.

Public consultation continued to inform our evaluation of the workplace exposure standards for airborne contaminants to ensure they are based on the highest quality evidence and supported

by a rigorous scientific approach. Members prioritised consultation on the workplace exposure standards for respirable crystalline silica and respirable coal dust before the standards for other chemicals were released for public comment throughout 2019–20. This significant body of work will continue in the year ahead.

As we look to the future, our key activities will progress and we will continue refining our COVID-19 content until the pandemic is resolved. It is vital that work health and safety remains front of mind as we work towards the new normal in a COVID-safe world.

Our response to COVID-19 has demonstrated we can meet new challenges head on and be a world leader in work health and safety and workers' compensation. Safe Work Australia will continue to strive for healthy, safe and productive working lives for all Australians.

A handwritten signature in black ink, appearing to read 'Diane Smith-Gander', with a stylized flourish at the end.

**Diane Smith-Gander AO**

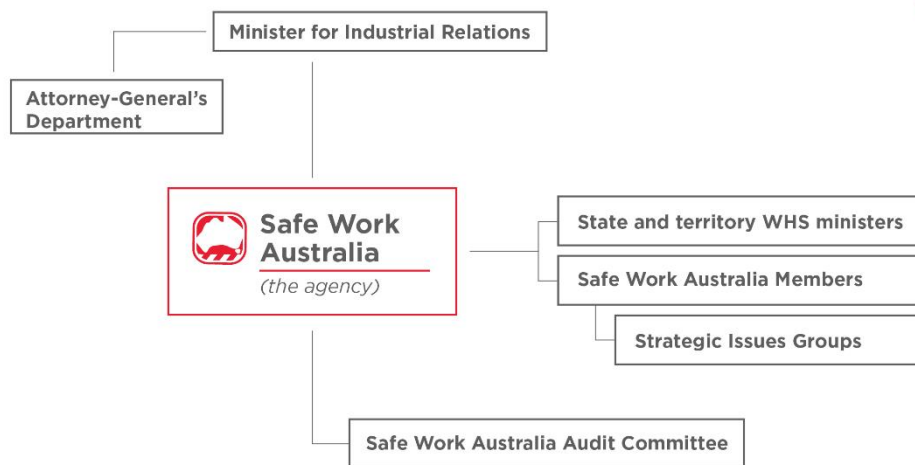
Chair

Safe Work Australia

## Governance structure

# GOVERNANCE STRUCTURE

The governance structure of  
the agency



## Our Minister

Safe Work Australia is part of the Attorney-General's Department portfolio. The Attorney-General's Department delivers programs and policies to maintain and improve Australia's law and justice framework, and to facilitate jobs growth through policies that promote fair, productive, flexible and safe workplaces. Safe Work Australia reports to the Minister for Industrial Relations, the Hon Christian Porter MP.

## Safe Work Australia Members

The *Safe Work Australia Act 2008* (Cth) establishes Safe Work Australia and sets out how our tripartite Members are appointed.

There are 15 Safe Work Australia Members:

- one independent Chair
- one Member representing the Commonwealth
- 8 Members representing each state and territory
- 2 Members representing the interests of workers
- 2 Members representing the interests of employers, and
- the CEO of Safe Work Australia.

Commonwealth, state and territory Members are nominated by and report to their respective WHS ministers. Members representing the interests of workers and employers are nominated by their corresponding authorised body. All nominated Members are appointed in writing by the Minister for Industrial Relations for a maximum term of 3 years.

The Safe Work Australia Act outlines the authority and voting arrangements of Members. Matters **not** relating to the model WHS legislation or model Codes of Practice are decided by a two-thirds majority of the votes of the voting Members present and voting. For matters relating to the model WHS legislation or model Codes of Practice, a decision is made by a two-thirds majority of the votes of the voting Members present and voting **and** a majority of the votes of all the voting Members who represent the Commonwealth, states and territories.

## Our Members



### **Diane Smith-Gander AO – Chair**

Diane Smith-Gander AO was appointed Chair of Safe Work Australia in February 2016 and immediately embraced the role of spokesperson and advocate for WHS. Diane was reappointed Chair in February 2019 for a further 3 years.

Diane has played a vocal role in supporting our vision of creating healthy, safe and productive working lives for all Australians. Diane has inspired audiences with her keynote presentations at a number of WHS conferences, including those hosted by the Australian Institute of Occupational Hygienists and the National Safety Council of Australia in 2017, Comcare in 2018 and the Australian Trucking Association in 2019.

Diane brings a wealth of experience to her position as Chair, with multiple non-executive roles spanning a range of industries. Diane is National Chairman of the Committee for Economic Development of Australia; a director of AGL Energy, Wesfarmers Limited and HBF Health Limited; a board member of the WA government-owned Keystart group of companies and the North Queensland Airports group of companies; and past president of Chief Executive Women.

In June 2018, Diane received the Western Australian of the Year Business Award for her contribution to gender equality and female representation in corporate leadership roles.



### **Jody Anderson – Commonwealth**

Jody Anderson is a First Assistant Secretary at the Attorney-General's Department within the Industrial Relations Group, and is also the Commonwealth representative of the Safety, Rehabilitation and Compensation Commission.

Jody commenced these roles in 2018. Prior to this role, she held a number of senior executive positions within the portfolio, leading strategic policy and implementation.

Jody has over 20 years of industrial relations experience in the public service, including extensive international policy and representational experience, leading Australia's engagement with the International Labour Organization for a number of years. She has also worked as an industrial relations practitioner in the Commonwealth and the ACT Public Service.

Jody has a Bachelor of Arts (Administration) (University of Canberra) and a Graduate Diploma in Employment Relations (University of Canberra).



#### **Rose Webb – New South Wales**

Rose Webb is the Deputy Secretary of the Better Regulation Division in the NSW Department of Customer Service. In this role she is NSW Fair Trading Commissioner and is also responsible for a number of other regulatory functions including SafeWork and Liquor and Gaming NSW.

Immediately before taking up her current position Rose spent 3½ years at the Hong Kong Competition Commission, where she was first Senior Executive Director and then CEO.

Between 2001 and 2008, and again between 2011 and 2014, Rose worked for the Australian Competition and Consumer Commission including as NSW Regional Director and Executive General Manager for Mergers and Adjudication.

Rose has also worked in environmental regulation at the Commonwealth level and was at the Australian Securities and Investments Commission from 1991 to 2001.



#### **Colin Radford – Victoria**

Colin Radford was appointed Chief Executive of WorkSafe Victoria in November 2019. WorkSafe is Victoria's occupational health and safety regulator and workplace injury insurer.

In a 30-year career working in and with the Victorian public sector, Colin has held many senior roles including most recently as CEO of the Victorian Management Insurance Authority, where he oversaw a major cultural and strategic transformation. He has previously served as an



executive at WorkSafe and the Transport Accident Commission and has held senior roles in ministerial offices, advising 3 Victorian premiers and as Chief of Staff to a Cabinet minister.

He spent 7 years as a Partner at Deloitte, where he led the Victorian Government practice and was the National Public Sector Leader for Financial Advisory Services.

A graduate of Columbia Business School (New York) and the Australian Institute of Company Directors, Colin is also a Fellow of the Institute of Public Administration and the Williamson Community Leadership Program. In 2019, Colin was recognised as Australia's CEO Diversity Champion by the Australian Human Resources Institute.



**Craig Allen – Queensland**

Craig Allen is responsible for improving work health and safety and electrical safety performance through the regulatory framework and provision of services; regulatory responsibility and provision of policy advice on workers' compensation matters; and supporting a productive industrial relations framework for the public sector in Queensland.

Craig has held senior management positions for more than 22 years in a government career spanning over 39 years. His previous roles include Commissioner for Public Employment for the Northern Territory Government; Assistant Director-General with the Department of Education, Training and Employment; and Executive Director for Corporate Services with the Department of Corrective Services in the Queensland Government.

Craig has a strong commitment to leading strategy that improves employee engagement, organisational performance and service delivery. In his current role he has a strong commitment to ensuring the work health and safety of all Queensland workers through the implementation of the Best Practice Review recommendations.



**Darren Kavanagh – Western Australia**

Darren Kavanagh is the WorkSafe Western Australia Commissioner. He has more than 20 years' experience in occupational safety and health across diverse high-risk industries. Prior to his

current position he worked with the Estate and Infrastructure Group of the federal Department of Defence. In his 10 years at Defence, Darren's roles included Risk and Compliance Manager for South Australia, Northern Territory and Western Australia; and Work Health and Safety Manager.

Darren previously served as a member of the WorkSafe Commission for a period of 4 years. He also served on the Building and Construction Industry Training Fund Board during this time.



### **Martyn Campbell – South Australia**

Martyn Campbell joined Safe Work Australia representing South Australia in November 2017. He is the Executive Director of SafeWork SA and brings to the board more than 30 years' experience working in compliance, investigation and risk management at executive and senior executive levels in Australia and internationally. Martyn is passionate about providing guidance and support to businesses and workers to help them move beyond minimum regulatory compliance.

Martyn is a Certified Compliance Professional of the Government Risk and Compliance Institute and a Fellow and Chartered OHS Professional with the Safety Institute of Australia.



### **Mark Cocker – Tasmania**

Mark Cocker was the Chief Executive of WorkSafe Tasmania and WHS Regulator, Asbestos Compensation Commissioner and Competent Authority for Dangerous Goods.

He has held senior positions in the Tasmanian Department of Justice for the past 30 years in operational management, strategy, planning and regulatory roles.

From March 2020, Tasmania was represented at meetings by Robyn Pearce, Acting Chief Executive of WorkSafe Tasmania.



### **Stephen Gelding – Northern Territory**

Stephen Gelding was appointed as the Northern Territory Member of Safe Work Australia in September 2014. He held the position of Executive Director of NT WorkSafe and the Northern Territory Work Health Authority from August 2014 to February 2019 and has over 35 years' experience as a clinician and senior manager in the health and community services sector of the Northern Territory Public Service.

Stephen is currently the Director Occupational Licensing and Policy at Licensing NT and retains Safe Work Australia Membership to ensure Northern Territory interests continue to be represented.

During the year, the Northern Territory was represented by Mel Garde as the Acting Executive Director of NT WorkSafe.



### **Michael Young – ACT**

Michael Young was appointed as a Safe Work Australia Member in May 2015. He is the Executive Group Manager of the ACT Government Workplace Safety and Industrial Relations office, where he is responsible for the territory's industrial relations, workers' compensation and work safety regulatory frameworks.

Michael is a personal injury management professional with over 15 years' experience in senior workers' compensation and work safety regulatory roles. He plays an important role in delivering effective return to work and injury management services for the ACT Government.



### **Andrew Dettmer – Australian Council of Trade Unions**

Andrew Dettmer became a Safe Work Australia Member in November 2012. He is National President of the Australian Manufacturing Workers Union, and before this was State Secretary of the Queensland/Northern Territory Branch from 2003 to 2012. Andrew has been campaigning for safe and healthy workplaces at both a national and a state level since 1988.

Andrew has held a number of board positions, including with QMI Solutions, the Queensland Training and Employment Recognition Council, and Construction Skills Queensland. He was also Chair of Manufacturing Skills Queensland and an Australian Council of Trade Unions (ACTU) nominee to the Australian Workforce and Productivity Agency. Andrew is a board member of TAFE Queensland, The Australia Institute, and Australian People for Health, Education and Development Abroad – the ACTU’s overseas aid arm.



### **Sophie Ismail – Australian Council of Trade Unions**

Sophie Ismail is a Legal and Industrial Officer for the ACTU. She has experience in a range of roles providing legal and policy advice and representation to unions, workers and governments on employment, governance, discrimination and workplace health and safety matters.

Sophie has a Bachelor of Arts/Law from the University of Queensland and a Master of Employment and Labour Relations Law from the University of Melbourne. Prior to working at the ACTU, her roles included Principal Lawyer at the Victorian Department of Education, a Senior Associate at Holding Redlich Lawyers and Senior Legal Officer at the Attorney-General’s Department.



### **Jennifer Low – Australian Chamber of Commerce and Industry**

Jennifer was appointed Director, Work Health & Safety and Workers' Compensation Policy at the Australian Chamber of Commerce and Industry (ACCI) in 2017. She acts as an advocate for employers in the design, implementation and operation of Australia's national and state legislative frameworks governing WHS and workers' compensation.

Jennifer represents employers on a number of national committees including the Australian Industrial Chemicals Introduction Scheme Strategic Consultative Committee, the Mentally Healthy Workplace Alliance and Safe Work Australia's Strategic Issues Groups for WHS and workers' compensation. She has previously served as a member of the WorkSafe WA Commission and Ministerial Advisory Panel Resources Safety WA.

With primary qualifications in psychology and safety, prior to joining the ACCI, Jennifer worked as a people and safety consultant, WHS and workers' compensation policy adviser, drug and alcohol research academic, and human factors adviser in the oil and gas sector. She is an Associate Member of the Australian Psychological Society.



### **Tracey Browne – Australian Industry Group**

Tracey Browne is Manager, National Safety and Workers' Compensation Policy and Membership Services for the Australian Industry Group (Ai Group). Tracey commenced her tenure as a Member in 2018 but has represented Ai Group on all of the agency's Strategic Issues Groups since their inception.

Before joining Ai Group, Tracey held senior positions in the manufacturing sector in human resources, WHS and workers' compensation. She has a Bachelor of Business (Personnel Management), a Graduate Diploma in Occupational Hazard Management, and a Master of Applied Science in Occupational Health and Safety.

In her role with Ai Group Tracey provides advice and training to employers in WHS and workers' compensation, across all Australian jurisdictions, and brings her broad range of practical knowledge to her representation role at a national and jurisdictional level.



**Michelle Baxter – Chief Executive Officer, Safe Work Australia**

Michelle Baxter was appointed CEO of Safe Work Australia on 1 November 2015 for a 5-year term. She had held the role for the previous 2 years.

Michelle brings more than 20 years of public sector experience to her positions as a Member of Safe Work Australia and its subsidiary committees; as a Commissioner of the Safety, Rehabilitation and Compensation Commission; and as the Commonwealth member on the Asbestos Safety and Eradication Council.

She has worked in many senior roles across the APS including as Group Manager in the former Department of Education, Employment and Workplace Relations (DEEWR); Group Manager responsible for agency change with the Fair Work Ombudsman; and Group Manager, Council of Australian Governments (COAG) Taskforce with DEEWR.

## Safe Work Australia Member meeting outcomes

During 2019–20 Safe Work Australia Members met 8 times.

The *Safe Work Australia Act 2008* (Cth) requires Safe Work Australia Members to meet a minimum of 3 times over the reporting period; however, the frequency of meetings was increased from March 2020 onwards to plan and discuss the response to the COVID-19 pandemic. The COVID-19 response remained the focus of meetings for the remainder of 2019–20.

The most significant body of work progressed by Members this year has also related to the COVID-19 response. This body of work has included:

- agreeing nationally consistent policy positions on a range of work health and safety matters related to COVID-19
- developing guidance material and resources for persons conducting a business or undertaking, including small businesses, and workers
- developing and responding to FAQs, and
- redeveloping the Safe Work Australia website to serve as a central hub for COVID-19 WHS information.

Over the reporting period Members also achieved a range of other outcomes. These included:

- agreeing to publish guidance material on labour hire duties for persons conducting a business or undertaking
- finalising and agreeing to publish the national guide *Working with silica and silica containing products*
- agreeing to publish the *Work-related musculoskeletal disorders in Australia* report
- agreeing to publish health monitoring guidance
- agreeing to a minimum recommendation on the workplace exposure standards for respirable crystalline silica and respirable coal dust
- agreeing to the *National Return to Work Strategy 2020–2030* initiatives for 2020, and
- agreeing to progress all necessary amendments to the Model Work Health and Safety Regulations (model WHS Regulations) to adopt Revision 7 of the Globally Harmonized System of Classification and Labelling of Chemicals.

## Safe Work Australia Strategic Issues Groups

Safe Work Australia has 2 committees, known as Strategic Issues Groups (SIGs), to assist in the performance of its functions: SIG-WHS and SIG-Workers' Compensation. These groups provide advice and recommendations to assist Safe Work Australia Members. Secretariat support for each SIG is provided by the agency. Each SIG is tripartite and reflects Safe Work Australia's membership.

Matters considered at SIG meetings in 2019–20 included the implementation of the Globally Harmonized System of Classification and Labelling of Chemicals, national WHS research priorities, and oversight of the *National Return to Work Strategy 2020–2030* implementation plan and measurement framework.

### SIG-WHS

SIG-WHS assists Safe Work Australia in performing its functions with regard to WHS matters.

SIG-WHS met twice during 2019–20. A third meeting scheduled for May was cancelled due to Safe Work Australia Members' focus on COVID-19 matters.

**TABLE 1: SIG-WHS MEMBERS AS AT 30 JUNE 2020**

Member	Membership
Vacant (Mark Cocker until March 2020)	Chair
Mr David Cains	Commonwealth
Mr John Tansey	New South Wales
Ms Dmitry Rozkin	Victoria
Ms Andrea Fox	Queensland
Mr Ivor Roberts	Western Australia
Mr Glenn Farrell	South Australia
Ms Robyn Pearce	Tasmania
Mr Stephen Gelding	Northern Territory
Ms Ellen Lukins	Australian Capital Territory
Mr Liam O'Brien	Australian Council of Trade Unions
Dr Deborah Vallance	Australian Council of Trade Unions
Ms Jennifer Low	Australian Chamber of Commerce and Industry
Ms Tracey Browne	Australian Industry Group
Ms Michelle Baxter	Safe Work Australia



## SIG-Workers' Compensation

SIG-Workers' Compensation assists Safe Work Australia in performing its functions with regard to workers' compensation matters.

SIG-Workers' Compensation met 3 times during 2019–20. A fourth meeting scheduled for June was cancelled due to Safe Work Australia Members' focus on COVID-19 matters.

**TABLE 2: SIG-WORKERS' COMPENSATION MEMBERS AS AT 30 JUNE 2020**

Member	Membership
Mr Michael Young	Chair
Ms Kathryn Ries	Commonwealth
Ms Natalie Bekis	Comcare
Mr Darren Parker	New South Wales
Mr Shane O'Dea	Victoria
Ms Janene Hillhouse	Queensland
Mr Chris White	Western Australia
Mr Michael Francis	South Australia
Mr Robyn Pearce	Tasmania
Ms Kerry Barnaart	Northern Territory
Ms Rebecca Parton	Australian Capital Territory
Mr Chris Prast	Australian Council of Trade Unions
Mr Dave Henry	Australian Council of Trade Unions
Ms Jennifer Low	Australian Chamber of Commerce and Industry
Ms Tracey Browne	Australian Industry Group
Ms Bianca Wellington	Safe Work Australia

## Reference groups

### Communications Reference Group

The Communications Reference Group (CRG) is made up of communication officers representing each Safe Work Australia Member. Throughout the year, the CRG shares information on communication activities, awareness-raising campaigns and findings of communication research. The group also explores opportunities to work together to deliver consistent national messages about work health and safety and workers' compensation issues.

Safe Work Australia collaborated with the CRG throughout 2019–20, including on the planning and delivery of activities to build awareness of National Safe Work Month, World Day for Safety and Health at Work, Workers' Memorial Day, and work health and safety guidance relating to COVID-19. The group is also provided regular updates about new Safe Work Australia publications, data reports and research to distribute through its networks.

### Evidence Reference Group

The Evidence Reference Group (ERG) is a strategic forum that shares and collaborates on key evidence activities. The group consists of data and research professionals representing Safe Work Australia Members, as well as representatives from WorkSafe New Zealand.

Its role is to work collaboratively to identify, discuss and address key WHS and workers' compensation evidence requirements and issues. In 2019–20, the agency engaged regularly with the ERG, which contributed to work on a range of issues including:

- the development of a National Work Health and Safety Prosecutions Database
- improvements to work-related fatality reporting, and
- research on work-related musculoskeletal disorders and occupational lung diseases.

The group helps to drive a nationally coordinated and cooperative approach to promote the efficient and effective use of Australia's data and research resources, in line with the *Australian Work Health and Safety Strategy 2012–2022* and the *National Return to Work Strategy 2020–2030*.

## Other contributing roles

Safe Work Australia provides support and representation on a number of important committees, and participates and provide advice in forums including the following:

### **Safety, Rehabilitation and Compensation Commission**

**Commissioner – CEO, Michelle Baxter**

**Deputy Commissioner – Deputy CEO (A/g) and General Counsel, Amanda Johnston**

The Safety, Rehabilitation and Compensation Commission is a statutory body that seeks improvements in work health and safety, rehabilitation and workers' compensation in the Commonwealth jurisdiction.

### **Heads of Workplace Safety Authorities**

**Observer – CEO, Michelle Baxter**

Heads of Workplace Safety Authorities (HWSA) is a group comprising representatives of the jurisdictional bodies responsible for the regulation and administration of WHS in Australia and New Zealand. HWSA mounts national compliance campaigns targeted at specific industries. These campaign initiatives facilitate the development of consistent approaches to nationally recognised priorities.

### **Heads of Workers' Compensation Authorities**

**Observer – CEO, Michelle Baxter**

Heads of Workers' Compensation Authorities (HWCA) is a group comprising representatives of the jurisdictional bodies responsible for the regulation and administration of workers' compensation in Australia and New Zealand. HWCA promotes and implements best practice in workers' compensation arrangements in the areas of policy and legislative matters, regulation and scheme administration.

### **National Dust Diseases Taskforce**

**Member – CEO, Michelle Baxter**

The National Dust Diseases Taskforce will support the development of a national approach to the prevention, early identification, control and management of occupational dust diseases in Australia.

### **Asbestos Safety and Eradication Council**

**Commonwealth member – CEO, Michelle Baxter**

Michelle Baxter is the Commonwealth Member of the Asbestos Safety and Eradication Council (ASEC). Safe Work Australia provides input into the National Strategic Plan on Asbestos Awareness and Management and the overall work of the Asbestos Safety and Eradication Agency (ASEA) through Ms Baxter's role on the ASEC, and provides advice to ASEA on matters related to WHS as needed.

## **Federal Safety Commissioner’s Australian Government Agency Reference Group**

**Representatives – Branch managers (a/g), Meredith Bryant and Bianca Wellington**

The Federal Safety Commissioner’s Australian Government Agency Reference Group (AGARG) was established to promote the sharing of information, facilitate feedback from client agencies and provide advice to the Federal Safety Commissioner on the Australian Government Building and Construction WHS Accreditation Scheme and its operations. AGARG members are drawn from Commonwealth agencies and Commonwealth corporate entities that are major clients of the building and construction industry.

## **Quad Bike Interdepartmental Committee**

**Representatives – Branch managers (a/g), Meredith Bryant and Bianca Wellington**

The Quad Bike Interdepartmental Committee (Quad Bike IDC) was established in 2017 to identify and develop national initiatives to improve quad bike safety. In addition to Safe Work Australia, the Quad Bike IDC includes representatives of Commonwealth policy agencies with responsibilities for or significant interest in quad bike safety (for example, the Attorney-General’s Department and the Australian Competition and Consumer Commission), as well as 3 state and territory WHS regulators nominated by HWSA.

## **G20 Occupational Safety and Health Expert Network**

**Representative – CEO, Michelle Baxter**

The G20 Occupational Safety and Health Expert Network contributes to improving communication, coordination and information-sharing between G20 countries in line with ministerial declarations and leader expectations. The network facilitates better communication among country experts, representatives of international organisations, businesses, and workers.

## **United Nations Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals**

**Vice-Chair – Director, Chemicals Policy, Paul Taylor**

Safe Work Australia is the lead agency for Globally Harmonized System of Classification and Labelling of Chemicals implementation in Australia and provides the Australian delegation on the United Nations Sub-Committee of Experts on the Globally Harmonized System of Classification and Labelling of Chemicals (UNSCEGHS). The Australian delegation presents the agreed Australian Government position on chemicals issues in Australia. The current head of the Australian delegation, Paul Taylor, was appointed Vice-Chair of the UNSCEGHS in December 2018.

## **United Nations Sub-Committee of Experts on the Transport of Dangerous Goods**

**Representative – Director, Chemicals Policy, Paul Taylor**

The United Nations Sub-Committee of Experts on the Transport of Dangerous Goods aims to implement an internationally agreed system for the labelling, packaging and transportation of

dangerous goods, through developing the UN's Model Regulations on the Transport of Dangerous Goods. Australia's dangerous goods transport requirements align with the UN's Model Regulations. Safe Work Australia provides input to the Australian position on matters relevant to the UNSCEGHS.

## **Mentally Healthy Workplace Alliance**

### **Member – CEO, Michelle Baxter**

The Mentally Healthy Workplace Alliance seeks to partner with Australian employers to create mentally healthy workplaces for businesses and workers. It is developing a National Workplace Initiative for mental health which will include a range of resources for businesses and workers.

## **ARC Centre of Excellence in Population Ageing Research**

### **Advisory Board Member – CEO, Michelle Baxter**

The ARC Centre of Excellence in Population Ageing Research was officially launched in October 2018. With funding from the Australian Research Council, the centre is examining the challenges in creating good work for older workers, and seeking to identify the kinds of work that preserve physical and mental capacity among older workers.

## **Suicide Prevention Interdepartmental Committee**

### **Observer – Deputy CEO (A/g) and General Counsel, Amanda Johnston**

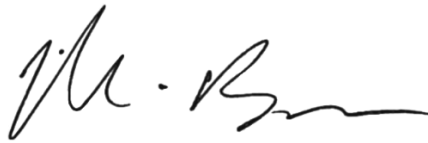
The Suicide Prevention IDC is co-chaired by the Department of the Prime Minister and Cabinet and the Department of Health. It provides joint governance and oversight to support the work of the National Suicide Prevention Adviser and facilitate cooperation on suicide prevention initiatives across Government.

**PART 3**  
**OUR**  
**PERFORMANCE**

## Annual performance statement

### Statement of preparation

I, Michelle Baxter, as the accountable authority of Safe Work Australia, present the agency's 2019–20 annual performance statement, prepared for paragraph 39(1)(a) of the *Public Governance, Performance and Accountability Act 2013* (Cth) (PGPA Act). In my opinion, the annual performance statement is based on properly maintained records, accurately presents the agency's performance in the reporting period 2019–20 and complies with subsection 39(2) of the PGPA Act.

A handwritten signature in black ink, appearing to read 'M. Baxter', with a long horizontal flourish extending to the right.

Michelle Baxter  
Chief Executive Officer  
Safe Work Australia

23 September 2020

## Performance reporting framework

Safe Work Australia's performance is assessed with reference to the *Safe Work Australia Act 2008* (Cth) functions (section 6), the Portfolio Budget Statements (PBS) 2019–20, the Safe Work Australia Corporate Plan 2019–2023 (corporate plan), the Safe Work Australia Operational Plan 2019–20 (operational plan) and the targets in the *Australian Work Health and Safety Strategy 2012–2022* (the Australian Strategy).

The 2019–20 PBS for Safe Work Australia outlined a single program structure with the outcome statement:

*Healthier, safer and more productive workplaces through improvements to Australian work health and safety and workers' compensation arrangements.*

Deliverables against this outcome were identified in the PBS and were developed with reference to the Safe Work Australia Act, the strategies in the corporate plan, the activities in the operational plan, and the Australian Strategy. These deliverables were:

- continue to implement the Members' response to the findings of the mid-term review of the Australian Work Health and Safety Strategy 2012–2022 and coordinate and report on activities undertaken to assist in the achievement of the Strategy's outcomes and targets
- implement the agreed recommendations of the review of the model WHS laws, and continue to develop policy to support the effective and efficient operation of the laws and improvements to safety outcomes
- develop policy proposals and supporting strategies to improve workers' compensation arrangements, with a particular focus on return to work
- collect, analyse and report on relevant data and undertake and disseminate research to identify new priorities and provide evidence for the development or evaluation of policies and supporting strategies
- develop and implement national education and communication strategies and initiatives to build awareness and knowledge of work health and safety and workers' compensation and promote consistency in arrangements, and
- work with other national and international bodies to share data, information and/or knowledge, and represent Australia as appropriate, to improve Australian outcomes.

Safe Work Australia measured its performance against these deliverables for the year using 2 criteria<sup>1</sup>:

- Activities in the operational plan are delivered to the expected quality, on time and within budget.
- Reductions in the incidence of work-related death, injury and illness through:
  - an improved and reformed WHS framework
  - increased WHS awareness and skills

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<sup>1</sup> Safe Work Australia's planned measures and targets for performance are listed in the Portfolio Budget Statements only. Section 27 of Safe Work Australia's enabling legislation, the *Safe Work Australia Act 2018* (Cth), provides that despite section 35 of the PGPA Act, Safe Work Australia's Corporate Plan must only include the outcomes to be achieved by Safe Work Australia and the strategies that are to be followed to achieve those outcomes. Accordingly, performance and other information specified for inclusion in the Corporate Plan by the PGPA Rule 2014 (section 16E) does not apply.



- developing and maintaining an evidence base which informs policy and practice
- reduced exposure to work-related hazards causing injury and illness, and
- improved quality of workplace controls.

The targets for these criteria were:

- 70–80% of Members and the Chair are satisfied the activities in the operational plan are met.
- By 2022:
  - reduce workplace fatalities due to injury by 20% or more
  - reduce the incidence rate of serious workers' compensation claims by 30% or more, and
  - reduce the incidence rate of serious workers' compensation claims for musculoskeletal claims by 30% or more.

These criteria and targets point to both the short-term and long-term performance of Safe Work Australia: short term being achievements against the operational plan (the reporting year), and long term being achievements against the Australian Strategy, which sets out a 10-year plan for reductions in the incidence of workplace death, injury, illness and workers' compensation claims.

## Performance results

Over 2019–2020, Safe Work Australia continued to achieve its intended outcome despite the operational and strategic challenges posed by the COVID-19 pandemic.

For a significant part of the annual performance reporting period, Safe Work Australia played a critical role in leading a coordinated national work health and safety response to the pandemic. Through working collaboratively, the agency and Safe Work Australia Members responded rapidly, by developing comprehensive work health and safety guidance and resources, and reengineering the Safe Work Australia website, to serve as a central hub of trusted information to support safe work practices across Australia.

Although this body of work was not anticipated at the commencement of the reporting period, it was undoubtedly our most significant achievement and demonstrated our ability to perform and deliver on the expectations of Safe Work Australia Members, and more broadly, the Australian public, during a time of national crisis.

Of the 2 formal performance targets set for 2019–2020, we have achieved one and are on track to achieve the other. We have achieved this through close collaboration with Safe Work Australia Members to develop innovative, evidence-based national policy and supporting strategies that improve work health and safety and workers' compensation arrangements and effect change in Australian workplaces.

### Targets for performance criterion 1

**TABLE 3: TARGETS FOR PERFORMANCE CRITERION 1**

<b>Performance criterion</b>	Activities in the operational plan are delivered to the expected quality, on time and within budget.
<b>Target</b>	70–80% of Members and the Chair are satisfied the activities in the operational plan are met.
<b>Result</b>	Achieved

### Targets for performance criterion 2

**TABLE 4: TARGETS FOR PERFORMANCE CRITERION 2**

<b>Performance criterion</b>	Reductions in the incidence of work-related death, injury and illness through: <ul style="list-style-type: none"> <li>· an improved and reformed WHS framework</li> <li>· increased WHS awareness and skills</li> <li>· developing and maintaining an evidence base which informs policy and practice</li> <li>· reduced exposure to work-related hazards causing injury and illness, and</li> <li>· improved quality of workplace controls.</li> </ul>
<b>Targets</b>	By 2022: <ul style="list-style-type: none"> <li>· reduce workplace fatalities due to injury by 20% or more</li> <li>· reduce the incidence rate of serious workers' compensation claims by 30% or more, and</li> <li>· reduce the incidence rate of serious workers' compensation claims for musculoskeletal claims by 30% or more.</li> </ul>
<b>Result</b>	On track

# Performance analysis

## Performance criterion 1

**Activities in the operational plan are delivered to the expected quality, on time and within budget.**

Performance criterion 1 relates to Safe Work Australia's ability to deliver on the activities identified in the operational plan.

Under section 4 of the Safe Work Australia Act, Safe Work Australia is required to prepare an operational plan outlining the activities that are to be undertaken to achieve its outcomes for the year. An agency work plan is also prepared which details the specific projects that will be undertaken in support of the operational plan activities. Both plans are prepared in consultation with Safe Work Australia Members.

In March 2020, with the agreement of Members, Safe Work Australia prioritised its response to COVID-19 and in doing so paused a number of activities on the agreed operational plan. Pausing these activities allowed Safe Work Australia to allocate additional resourcing to support a national WHS approach to the pandemic, central to which has been the rapid development of a hub of guidance and tools for Australian workplaces to help them manage the health and safety risks posed by COVID-19. At the appropriate time, the activities in the operational plan have been, and will continue to be, resumed in consultation with Safe Work Australia Members, taking into consideration each Member's capacity to contribute, and based on each activity's relative priority.

As part of the 2019–20 annual performance reporting cycle, a survey of Safe Work Australia Members and the Chair was undertaken. They were asked to rate their level of satisfaction in relation to Safe Work Australia's achievements against the activities outlined in the operational plan.

Members considered this in the context of both COVID-19 and non-COVID-19 achievements. Of the responses received, 91.6% indicated they were either satisfied or very satisfied with Safe Work Australia delivering on the activities outlined in the operational plan. Members and the Chair also indicated a high level of satisfaction that COVID-19 was appropriately prioritised.

## Performance criterion 2

**Reductions in the incidence of work-related death, injury and illness through:**

- **an improved and reformed WHS framework**
- **increased WHS awareness**
- **developing and maintaining an evidence base which informs policy and practice**
- **reduced exposure to work-related hazards causing injury and illness, and**
- **improved quality of workplace controls.**

The second performance criterion relates to Safe Work Australia's ability to contribute to a reduction in the incidence of work-related death, injury and illness. Safe Work Australia does this by implementing the strategies identified in the corporate plan and completing the activities detailed in the operational plan. The targets for this criterion mirror the national targets outlined in the Australian Strategy.

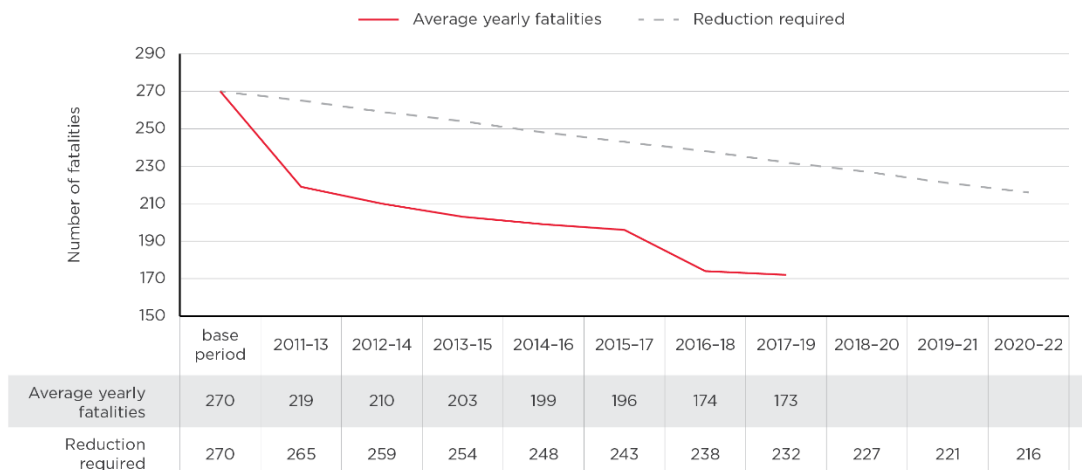
The guide *Measuring progress towards targets: reducing the incidence of work-related death, injury and illness* explains how progress on the Australian Strategy’s targets is measured. Given the nature of the datasets and the processing of workers’ compensation claims, this data generally has a 2-year to 3-year lag.

The latest available data demonstrates:

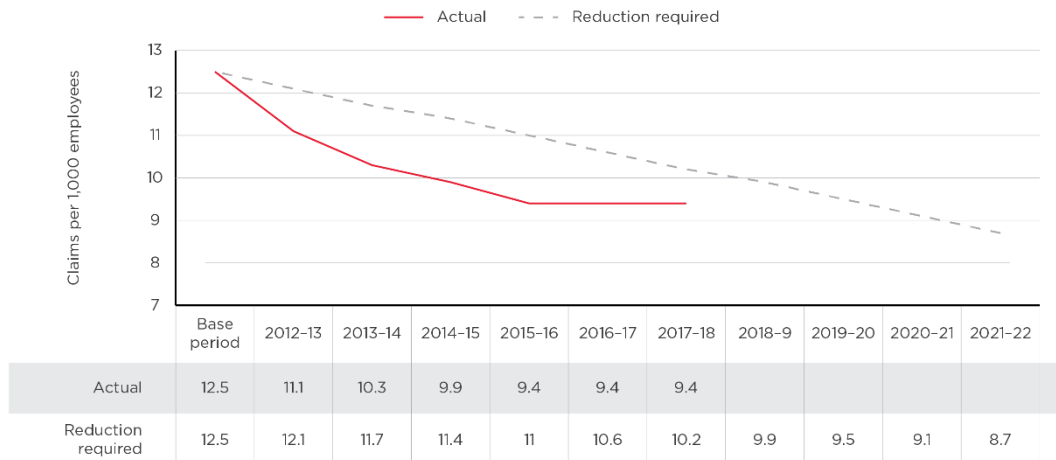
- a **36% decrease** in the number of traumatic injury fatalities (see **Figure 1**), from 270 fatalities in the base period to an average of 173 per year over the 2017–19 period. The target for work-related fatalities was met in 2011–13, and the number of fatalities has continued to fall each year since then. If current trends continue, the reduction in work-related fatalities will exceed the reductions required to meet the target of at least a 20% reduction by 2022.
- a **26% decrease** (see **Figure 2**) in the incidence rate of serious claims between the base period and 2017–18. The current rate is 9.4 serious claims per 1,000 employees, down from 12.5. This decrease is on track to meet the target of at least a 30% reduction by 2022.
- a **31% decrease** (see **Figure 3**) in the incidence rate of musculoskeletal claims between the base period and 2017–18. The current rate is 5.2 claims per 1,000 employees, down from 7.5. The target for musculoskeletal disorders was met in 2017–18 and remains on track for a reduction of at least 30% by 2022.

These decreases are likely to have been influenced by a combination of factors, including legislative and policy reforms, increased awareness of WHS issues and positive changes across a range of industries and workplaces.

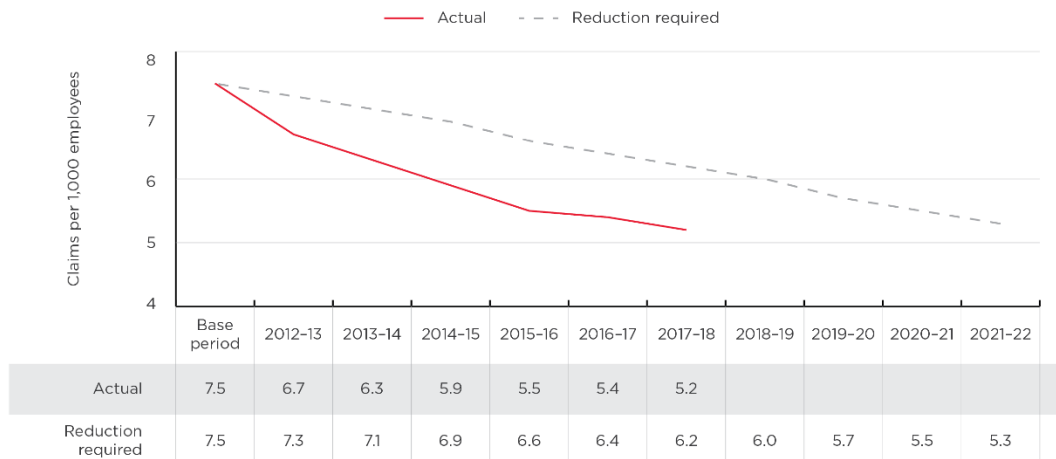
**FIGURE 1: NUMBER OF TRAUMATIC INJURY FATALITIES, AUSTRALIA, BASE PERIOD (2007 TO 2010) TO 2020–22**



**FIGURE 2: INCIDENCE RATE OF SERIOUS COMPENSATED CLAIMS, AUSTRALIA, BASE PERIOD (2009–10 TO 2011–12) TO 2021–22**



**FIGURE 3: INCIDENCE RATE OF SERIOUS COMPENSATED MUSCULOSKELETAL CLAIMS, AUSTRALIA, BASE PERIOD (2009–10 TO 2011–12) TO 2021–22**



**PART 4**  
**OUR**  
**ACHIEVEMENTS**

## National policy and strategy

### COVID-19 WHS guidance

Safe Work Australia has a critical role in leading a coordinated national WHS response to the COVID-19 pandemic.

Safe Work Australia was proactive from the outset of the pandemic in Australia in ensuring that WHS and workers' compensation were key areas of focus, first publishing guidance about managing the risk of COVID-19 in workplaces in January 2020. We have continued to play an important national role in relation to the pandemic, which was formally recognised by the National COVID-19 Safe Workplace Principles agreed by National Cabinet on 24 April 2020. The principles make it clear that Safe Work Australia is responsible for the national repository of guidance and tools for Australian workplaces to address the WHS risks of COVID-19.

#### Highlights

- We published more than 1,600 COVID-19 specific webpages, including case studies, checklists and other practical tools for Australian workplaces.
- We have tailored guidance for 34 industries, small business, workers, and visitors to workplaces.
- We responded to around 700 COVID-19 related enquiries from the public between February and June 2020.

During the pandemic, the agency has worked with Safe Work Australia Members to adjust priorities under a revised Safe Work Australia Work Plan focusing on the immediate needs of government, industry stakeholders and Australian workplaces as a result of COVID-19. A new COVID-19 Response branch was stood up, with other staff across the agency reassigned to work on COVID-19 related issues.

As an agency we proactively engaged not only with our Members but also with relevant government bodies, including the Australian Government Department of Health, the Australian Health Protection Principal Committee and the National COVID-19 Coordination Commission, to ensure WHS was a key consideration in governments' response to the pandemic. We also connected with a wide range of industry and worker stakeholders. This was to ensure that our material catered for the diverse range of workplaces across Australia needing to discharge their WHS duties appropriately when it comes to COVID-19, from the smallest arts organisations through to the biggest corporations.

An important part of this work was the development, in consultation with our Members, of a central hub of WHS guidance and tools made available on the Safe Work Australia website. This comprehensive, and targeted guidance ensured that all WHS duty holders had information available to guide them to identify and manage risks to workplace health and safety posed by COVID-19. It also ensured businesses could play their part in the broader government and community efforts to slow the spread of COVID-19.

Safe Work Australia's guidance covers a range of important health and safety topics affecting Australian workplaces as a result of the COVID-19 pandemic, including physical distancing, hygiene, cleaning, personal protective equipment, mental health, working from home and workers' compensation. The guidance makes it clear that employers must consider COVID-19 in the context of their risk assessment process and includes guidance on industry-specific controls that can be implemented to manage the spread of COVID-19. This guidance has been central in the management of COVID-19 in Australia. It was very well received by all stakeholders

including, importantly, businesses who were seeking simple and clear advice on what to do to protect their workers and their workplaces from COVID-19.

In addition to industry-specific guidance, Safe Work Australia developed general information on COVID-19 for particular groups, such as small businesses. It also provides key information on issues related to the pandemic such as the manufacture of hand sanitiser and how and when to notify WHS authorities if there is a COVID-19 case in the workplace.

A key part of Safe Work Australia's suite of guidance is its COVID-19 resource kit, which includes a range of practical tools and resources that businesses can readily use in their workplaces to help meet their WHS duties regarding COVID-19. The kit includes a template and example COVID-19 risk register, a small business planning tool, a working from home work station set-up guide, signage and posters for businesses to display in their workplace, phone and email scripts for businesses delivering in-house services, and a number of infographics, case studies and checklists.

Safe Work Australia also contributes to a number of industry-specific working groups, such as the Department of Home Affairs' Supermarket Taskforce Safety Working Group, which we work with on matters relating to COVID-19 in supermarkets and shopping centres.

Safe Work Australia will continue to review our COVID-19 guidance to ensure it remains relevant and appropriate to community circumstances, and will produce additional guidance as required.

## The Australian Strategy

### Highlights

- The *Australian Work Health and Safety Strategy 2012–2022* (the Australian Strategy) has contributed to reductions in traumatic injury fatalities, the incidence rate of serious injuries and the incidence rate of musculoskeletal claims.
- A wide range of activities have been undertaken to improve health and safety based on the priorities identified in the Australian Strategy.

### Achievements

Eight years after its launch, the Australian Strategy continues to inform the strategic efforts of WHS regulators, industry, unions, governments and other key organisations. Stakeholder commitment to the vision of supporting *healthy, safe and productive working lives*, along with working towards the identified outcomes and national targets, is clearly having a positive impact on WHS in Australia.

The 2 key principles underpinning the Australian Strategy are:

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

The Australian Strategy has set national targets to be achieved by 2022, including:

- a **20% reduction** in the number of traumatic injury fatalities
- a **30% reduction** in the rate of serious injuries resulting in one or more weeks off work, and
- a **30% reduction** in the rate of musculoskeletal claims resulting in one or more weeks off work.



Data compiled by Safe Work Australia indicates that if current trends continue these targets are achievable by 2022. The latest data shows:

- a **36% decrease** in the number of traumatic injury fatalities
- a **26% decrease** in the incidence rate of serious injuries, and
- a **31% decrease** in the incidence rate of musculoskeletal claims.

During 2019–20, Safe Work Australia continued to progress work in the high priority areas identified in the Australian Strategy, including work-related musculoskeletal disorders, agriculture, occupational lung disease, occupational violence and vulnerable workers. In particular, we:

- completed a detailed examination of the causes, impacts and prevention of work-related musculoskeletal disorders (WMSDs) and published a report outlining the current knowledge of WMSD hazards and risk factors, statistics on incidence and impact, and a review of WMSD interventions in Australia and internationally. The report findings highlighted that a systemic approach is likely to be more effective in preventing WMSDs
- undertook further research on the agriculture industry, including research on the barriers to and enablers of introducing safety measures on farms, and identified a series of strategic questions for future research in agriculture
- progressed research with the Monash University Centre for Occupational and Environmental Health on occupational lung diseases in Australia. A report to be finalised in 2020–21 will outline the current landscape of these diseases in Australia and present changes in their extent and incidence since 2006. The conclusions drawn from the report will be used to further inform the occupational lung diseases work plan and national policy decisions related to occupational lung diseases
- continued to investigate measures to improve data and evidence to better estimate the incidence of occupational lung diseases and understand national data holdings. As part of this, in early 2020 we received agreement from the Australian Institute of Health and Welfare (AIHW) to publish additional burden of disease studies related to silicosis from 2020
- undertook work to assess the application of the model WHS laws in the gig economy for consideration by Safe Work Australia Members in late 2020
- supported the Australian Human Rights Commission’s inquiry into sexual harassment and drafted guidance on sexual harassment for consideration by Safe Work Australia Members in late 2020.

In addition to progressing work under the Australian Strategy, in early 2020 Safe Work Australia commenced planning for the development of the next national WHS strategy. The current strategy concludes in 2022.

## Family support project

In 2019–20, Safe Work Australia commenced work to identify jurisdictional arrangements for providing support to families affected by industrial death and to identify features of best practice in providing this support. This project reflects the agency’s commitment to examining relevant recommendations around family support that were set out in the 2018 Senate inquiry report: *They never came home – the framework surrounding the prevention, investigation and prosecution of industrial deaths in Australia*.

Earlier this year we undertook consultations with a wide range of government stakeholders – including regulators, policy officials, police, paramedics, coronial staff and unions – and with

families affected by an industrial death. Some of the families consulted had recently engaged with the system, while others had lost their loved one several years before or more. This work will highlight family experiences as well as outlining current practice, processes and available supports.

The project is nearing completion and will be finalised in late 2020.

# Model WHS legislative framework and other WHS material

## Implementation of the model WHS laws

In 2011, Safe Work Australia developed a single set of WHS laws to be implemented across Australia. These are known as the model WHS laws. For the model WHS laws to become legally binding, the Commonwealth, states and territories must implement them as their own laws.

The model WHS laws have been implemented in the Commonwealth, New South Wales, Queensland, Tasmania, South Australia, the Northern Territory and the Australian Capital Territory. They are yet to be implemented in Victoria and Western Australia.

Western Australia undertook consultations throughout 2018 on proposed WHS laws based on the model WHS Act. The Work Health and Safety Bill 2019 (WA), introduced on 27 November 2017, is based on the model WHS laws. The Western Australian Legislative Assembly passed the bill on 20 February 2020. It has now been referred to the Standing Committee on Legislation, which is due to report in August 2020.

## Review of the model WHS laws

Ms Marie Boland completed an independent review of the model WHS laws in 2018 (the 2018 Review). The 2018 Review found that the model WHS laws are largely operating as intended and proposed 34 recommendations to improve clarity and consistency.

Safe Work Australia released a Consultation Regulation Impact Statement on 24 June 2019, seeking comments on the recommendations of the 2018 Review. Consultations were open for a 6-week period until 5 August 2019, and the agency received 102 submissions.

Safe Work Australia prepared a Decision Regulation Impact Statement (Decision RIS) analysing regulatory impacts of the recommendations of the 2018 Review and alternative options identified through consultation. The Office of Best Practice Regulation confirmed that the Decision RIS meets the requirements set out in the COAG guidelines on best practice regulation. The Decision RIS was provided to WHS ministers for consideration and decision in December 2019.

## Updates to model Codes of Practice

In 2019–20, Safe Work Australia made minor updates to the following model Codes:

- Model Code of Practice: *How to manage and control asbestos in the workplace*. These updates reflect amendments to the model WHS laws dealing with prohibited asbestos.
- Model Code of Practice: *First aid in the workplace*. The update removes references to specific first aid courses which are no longer current and includes guidance on how to select an appropriate first aid course.

## Chemicals policy

Safe Work Australia develops national policy relating to workplace hazardous chemicals, major hazard facilities and asbestos under the model WHS laws.

This includes the development, revision and maintenance of model Codes of Practice and guidance material to support the operation of the model WHS Regulations.

We also maintain the Hazardous Chemicals Information System and implement the Globally Harmonized System of Classification and Labelling of Chemicals in Australia.

### Prohibited asbestos notices

Amendments to the model WHS Act were published in March 2020 to strengthen the powers available to WHS regulators when dealing with asbestos that was fixed or installed in a workplace after the prohibition on asbestos was introduced at the end of 2003.

The change means that where the regulator reasonably believes that prohibited asbestos is present in a workplace, they must issue a 'prohibited asbestos notice' even if the asbestos is discovered long after any work involving it has been completed.

The notice details the measures that must to be taken to deal with the prohibited asbestos. Importantly, there is flexibility for a regulator to determine what measures must be taken.

While immediate removal of asbestos is the ideal outcome, it may not always be appropriate. For example, there may be circumstances where the prohibited asbestos does not present a risk to health and safety in its current state, but its removal may create a risk to workers or others at the workplace.

Consequential amendments were made to the Codes of Practice *How to manage and control asbestos in the workplace* and *How to safely remove asbestos* to reflect the new powers.

### Globally Harmonized System of Classification and Labelling of Chemicals

We undertook targeted and public consultation processes to seek stakeholder views on the implementation of the 7th revised edition of the Globally Harmonized System of Classification and Labelling of Chemicals (GHS 7) in Australia through the model WHS laws. Implementation of GHS 7 will bring Australia into alignment with major trading partners over the coming years and ensure that users of chemicals are provided with up-to-date hazard classification and communication.

The Australian chemicals industry, particularly the aerosols and industrial gases sectors, was highly supportive of the implementation of GHS 7 under the model WHS laws from both a trade and a health and safety perspective. Based on this strong support from industry, Safe Work Australia Members agreed in November 2019 to implement GHS 7, with a 2-year transitional period commencing on 1 July 2020.

Recognising the potential for the COVID-19 pandemic to lessen the opportunity for the chemicals industry to make full use of the 2-year transitional period, the commencement of the transitional period was delayed until 1 January 2021. To provide maximum flexibility, arrangements have been put in place to allow businesses that had planned to commence transitioning to GHS 7 from 1 July 2020 to do so.

Safe Work Australia will continue to support the implementation of GHS 7 by publishing targeted guidance and undertaking awareness-raising activities in the lead-up to and during the transitional period.

## Flammable liquid storage guide

We developed new guidance on storing flammable liquids safely during 2019–20 to complete a suite of small business focused guidance on storage of hazardous chemicals. We targeted this short guide at small to medium businesses that are not chemicals specialists to help them comply with their work health and safety duties by providing simple, plain English practical advice and examples.

## Occupational hygiene policy

Safe Work Australia develops national policy to assist in the protection of workers from chemical and physical exposures at the workplace. This includes exposures from all routes (inhalation, skin absorption, ingestion, combination) to hazardous chemicals in all forms (dusts, mists, fumes, aerosols).

## Workplace exposure standards

Under the model WHS laws, a duty holder must ensure that workers are not exposed to airborne hazardous chemicals above the concentration listed in the workplace exposure standards (WES) for airborne contaminants. Australia's WES currently include over 700 hazardous chemicals.

Over 2019–20 we continued to progress the review of the workplace exposure standards. Using a methodology published on the Safe Work Australia website in June 2018, we are undertaking a health-based review of the WES including:

- sourcing exposure standard information
- evaluating individual workplace exposure standards and advisory notations, and
- revising the list of chemicals to better reflect Australian workplaces.

The aim of the health-based review is to make sure the WES are supported by the highest quality, most contemporary evidence and a rigorous scientific approach. The methodology underwent a thorough peer review and approval process.

There is also a thorough process that supports establishing a new WES. Each draft evaluation report is prepared following the agreed methodology. It is independently peer reviewed and released for public feedback. This public feedback process aims to gather information on the feasibility and practicalities of the health-based recommendations.

Safe Work Australia Members then consider the health-based recommendations and public feedback as it applies to the WHS framework and contemporary Australian workplaces, including matters of compliance, implementation and feasibility. Following the Safe Work Australia governance process, Safe Work Australia Members make recommendations to WHS ministers. A minimum two-thirds majority of WHS ministers must support the recommendations before changes to the WES can be implemented into the model WHS laws.

We completed this process for 2 priority chemicals: respirable coal dust (RCD) and respirable crystalline silica (RCS). Safe Work Australia Members agreed on 31 July 2019 to recommend reducing WES for RCD and RCS. This recommendation was subsequently agreed by the requisite majority of WHS ministers.

- RCD was reduced to an 8-hour time-weighted average (TWA) of 1.5 mg/m<sup>3</sup>, with a 3-year transitional period, and
- RCS was reduced to a TWA of 0.05 mg/m<sup>3</sup>, with implementation to be no later than 1 July 2020.

WHS ministers also agreed to allow for further investigation into the feasibility of adopting a TWA of 0.02 mg/m<sup>3</sup> for RCS.

Over 2019–20 we released draft evaluation reports for 469 chemicals and received more than 420 submissions through the public comment process. The public consultation process for the review was paused in March 2020. During this time the remaining draft evaluation reports were finalised and independently peer reviewed. The public feedback process is expected to resume in late 2020 or early 2021.

Following the conclusion of the public comment process, Safe Work Australia Members will consider and make further recommendations to WHS ministers.

We also progressed other research projects relevant to the WES review which will be finalised in the second half of 2020, including:

- a report on limitations and solutions to measuring respirable crystalline silica, and
- a report on a short-term exposure limit for respirable crystalline silica.

### Guides for health monitoring

Health monitoring is provided by a person conducting a business or undertaking (PCBU), such as an employer, for a worker. It involves using medical tests to monitor and protect a worker's health because of exposure to hazardous chemicals.

Safe Work Australia Members approved 37 health monitoring guides for hazardous chemicals in November 2019 and we published these guides on our website in February 2020. These include guides for:

- workers
- PCBUs
- registered medical practitioners, and
- monitoring individual hazardous chemicals including crystalline silica.

Advice from key medical and radiological experts was incorporated into the guides to reflect leading practices in health monitoring.

Publication of the guides was supported by a communication strategy including:

- social media promotion
- the creation of a dedicated webpage on the Safe Work Australia website, and
- dissemination through the Communications Reference Group.

### Occupational lung diseases

Occupational lung diseases are conditions of the respiratory system that have occupational exposure as a risk factor for developing the disease. They are a priority condition under the Australian Strategy.

Throughout 2019–20, Safe Work Australia's occupational lung diseases work plan continued to help us:

- increase our understanding of national issues surrounding occupational lung diseases
- raise awareness of the duties and control measures for preventing and managing exposure to dusts that can cause occupational lung diseases, and
- develop a solid evidence base to inform future national policy decisions.

We have engaged with diverse audiences, and provided practical information and strategies that can be used at the workplace to reduce the risk of occupational lung diseases:

- In September 2019, we published the national guide for *Working with silica and silica containing products*. It was later published in 6 languages: Arabic, Chinese (traditional and simplified), Greek, Italian and Vietnamese. The guide is:
  - helping to improve the awareness of duties of PCBUs, and
  - conveying practical information on how to protect the health and safety of workers who work with, and in the vicinity of, silica dust.

We completed a literature review about controlling airborne dust. The findings are informing our practical and targeted advice to a broad range of industries on how to achieve effective dust control in a contemporary workplace and protect workers from airborne dusts. The review provided insights into:

- changes and advances in airborne dust control measures
- work processes to avoid or mitigate exposure, and
- factors that can influence the effectiveness of dust control measures.

We completed a regulator data capture project to understand the scope of data collected, recorded and held by WHS regulators.

As we continue to implement the work plan in 2020–21, we will focus on:

- publishing the report *Occupational lung diseases in Australia 2006–2019*, which
  - outlines the current landscape of occupational lung disease in Australia and presents changes in their extent and incidence since 2006, and
  - identifies the industries and occupations at high risk of occupational lung diseases.
- developing and supporting education and awareness activities, with a focus on micro and small to medium business, to improve compliance with the WHS laws and improve the health and safety of workers, and
- exploring a range of national datasets with the goal of improving evidence on occupational lung diseases.

A key focus in relation to occupational lung diseases in 2020–21 will be the development and implementation of a model Code of Practice for controlling respirable crystalline silica from engineered stone in the workplace. Safe Work Australia Members agreed to the model Code of Practice in November 2019 and it is currently under development.

## High Risk Work and Construction Policy

Safe Work Australia develops national policy relating to managing the risks to health and safety arising in priority industries including construction, agriculture and transport. This includes the development, revision and maintenance of model Codes of Practice and guidance material to support the operation of the model WHS Regulations.

### Revision of high risk work national assessment instruments

The model WHS Regulations require that a person hold a high risk work licence to carry out high-risk work. They set out the 29 classes of work for which high risk work licences are required and the vocational education and training (VET) course qualifications that a candidate must complete to be eligible to apply for a specific licence for high-risk work.

The Commonwealth, state and territory WHS regulators are responsible for issuing high risk work licences. Across all jurisdictions, to be deemed eligible for a high risk work licence candidates must, on completion of the relevant VET course unit of competency, undertake an assessment via the applicable national assessment instrument (NAI).

During 2019–20, Safe Work Australia, with the assistance of WHS regulators and technical experts, revised 13 transport and logistics NAIs to increase their usability, remove errors and ensure consistency with the relevant national units of competency.

The revised documents were endorsed by Members and commenced use on 1 March 2020. A project to revise the remaining 16 NAIs has begun and will be undertaken in 2020–21.

### Heat and solar ultraviolet radiation guidance

In December 2019 and January 2020 Safe Work Australia's existing guidance material for working in heat and ultraviolet radiation (UVR) guidance was updated. The existing working in heat material was supplemented by an infographic and fact sheet to highlight key information for employers and PCBUs on prevention, control measures and the latest statistics for working in heat. A communication strategy was delivered from December 2019 to March 2020 to raise awareness of work-related illness and injury associated with working in heat and bushfire and air pollution in both indoor and outdoor workplaces. A new webpage on bushfire and air pollution was developed to provide resources and advice for those who may be working with polluted air caused by nearby bushfires.

Under the model WHS laws, duty holders must assess and eliminate or minimise the risks of working in heat, so far as is reasonably practicable, to protect worker health and safety. The new infographic and fact sheet provided information on the potential hazards that could arise from working in heat including heat-related illnesses, such as heat stroke, heat cramps, dehydration and fainting. The fact sheet identified methods of protecting worker health and safety through the implementation of controls, such as re-scheduling work to cooler parts of the day, providing cool drinking water and allowing adequate rest breaks. The infographic and fact sheet were published on the agency's website in January 2020 and disseminated through communication channels including social media and as a news item in the subscriber mailout as part of the communication strategy.

The *Guide on exposure to solar UVR* provides practical guidance for PCBUs and workers about managing health and safety risks associated with exposure to solar UVR. The guide contains information on the risks of solar UVR exposure and on the control measures which can be used to eliminate or minimise, so far as is reasonably practicable, a worker's exposure to solar UVR in the workplace. The guide was updated in 2019–20 with some minor changes to ensure the content was relevant and up to date.



## Prefabricated concrete guidance

We developed new guidance for the safe use of prefabricated concrete (also known as precast or tilt-up concrete). Prefabricated concrete is concrete that has been manufactured somewhere other than its final place of installation. It is increasingly widely used in construction activities.

Due to their size and mass, prefabricated concrete elements pose a significant safety risk and can cause workers and others to be seriously injured or even killed. Construction work that involves prefabricated concrete elements is considered 'high risk construction work' and is subject to additional duties under the model WHS laws. Safe design and detailed planning are necessary to manage the health and safety risks associated with the use of prefabricated concrete.

Published in October 2019, the *Guide to managing risk in construction: prefabricated concrete* provides duty holders with practical information on how to eliminate or minimise the health and safety risks associated with the use of prefabricated concrete. It outlines relevant duties under the model WHS laws and provides best practice information on how to work safely with prefabricated concrete elements.

## Workers' compensation

Safe Work Australia's functions in relation to workers' compensation include developing national policy to improve workers' compensation arrangements and support positive return to work outcomes.

### National Return to Work Strategy 2020–2030

Following endorsement by work health and safety ministers, the landmark *National Return to Work Strategy 2020–2030* commenced on 1 January 2020. Its vision is to minimise the impact of work-related injury and illness and enable workers to have a timely, safe and durable return to work.

A positive return to work involves a range of stakeholders working together to support the worker following a work-related injury or illness. The 5 action areas in the strategy aim to help stakeholders to effectively support workers through their recovery and return to work.

Safe Work Australia Members agreed to the first tranche of national initiatives under the strategy, focusing on building knowledge and addressing evidence gaps. This early research will pave the way for national collaboration on future initiatives to support workers, workplaces and employers.

#### Measurement framework

Measuring progress towards the Strategy's 3 strategic outcomes will enable the efficient and effective targeting of resources to monitor and improve return to work outcomes and inform national action under the strategy.

The measurement framework was developed in partnership with government, worker and employer representatives and was informed by the national and international return to work evidence base, expert advice, and insights from stakeholders during the development of the strategy.

#### Evidence base

A core function of Safe Work Australia is developing an evidence base to inform workers' compensation policy and practice. We maintain the National Dataset for Compensation-based Statistics (NDS) and the National Return to Work Survey, which provide insights into workers' compensation claims and experiences in the return to work process. National initiatives and the measurement framework are informed by and will contribute to this evidence base.

Part 4 – Evidence provides more detail on the NDS and National Return to Work Survey.

### Compensation Policy and Return to Work Effectiveness project

The objective of the Compensation Policy and Return to Work Effectiveness (COMPARE) project is to determine how workers' compensation scheme policies affect return to work outcomes. The project's findings contribute to the evidence base that guides development of national workers' compensation and return to work policy.

Phase one of the COMPARE project ran from 2015 to 2018. The Insurance Work and Health Group at Monash University delivered a suite of reports that shaped the *National Return to*

*Work Strategy 2020–2030* and contributed to educating our Members and workers' compensation stakeholders on key return to work research findings.

Safe Work Australia and the Australian Research Council have jointly funded phase 2 of the COMPARE project. Phase 2 builds on the major activities of phase one to create new knowledge to support policy development, monitoring of national trends and further understanding of return to work in specific industry sectors, occupations, injury types and other cohorts.

## **Outlook for 2020–21**

A key focus for Safe Work Australia in 2020–21 is delivering the first research initiatives under the *National Return to Work Strategy 2020–30* and considering their findings in the context of future initiatives.

We will also:

- operationalise the return to work measurement framework and establish a baseline for future improvement against national return to work measures
- continue our involvement in and communication of research findings from phase 2 of the COMPARE project
- release a snapshot update on recent developments in workers' compensation schemes to complement the biennial *Comparison of workers' compensation arrangements in Australia and New Zealand* report
- Continue to ensure the efficient and effective management of the national approach to permanent impairment assessment.

## Evidence

Safe Work Australia continues to play a vital role in building, maintaining and promoting the evidence base around WHS and workers' compensation policy and practice in Australia. The data and research we produce keeps a spotlight on the incidence of work-related death, injury and illness in Australia and builds the evidence base for how we may continue to improve outcomes for injured workers and their employers.

We are the custodians of key national WHS and workers' compensation data which provides information on work-related injuries, diseases and fatalities. We compile, analyse and report this data, to support a nationally coordinated and cooperative approach to WHS and workers' compensation policy and practice. In 2019–20 we:

- responded to around 500 requests for statistical information
- published 8 major statistical and research reports
- conducted an evaluation of the 2018 National Return to Work Survey
- developed a new framework to guide our research activities
- developed the National Work Health and Safety Prosecutions Database
- published new data codes to help jurisdictions collect accurate data on COVID-19, and
- supported a range of other COVID-19 work across the agency.

We published a range of evidence-based and research reports, including:

- *Key work health and safety statistics Australia 2019*
- *Australian workers' compensation statistics 2017–18*
- *Work-related traumatic injury fatalities in Australia 2018*
- *Comparative performance monitoring 2019–20*, 21st edition, Parts 1–3
- *Work-related musculoskeletal disorders in Australia*, and
- *Psychosocial health and safety and bullying in Australian workplaces*, 5th edition.

## COVID-19

During the pandemic outbreak, we worked quickly with states and territories to develop new data codes so that COVID-19-related workers' compensation claims could be recorded accurately and consistently across Australia. We have encouraged all jurisdictions to adopt these data codes. This will allow us to report on the impacts of the virus on Australian workers and workplaces in the future.

The impact of COVID-19 meant delaying some stakeholder engagement activities. These included the National Return to Work Survey, a major forum on Safe Work Australia's research priorities, and exposure interviews of mesothelioma patients. Plans are in place to resume these activities when it is safe to do so, or to undertake them in a different format.

## Research framework and priorities

In November 2019, Safe Work Australia Members endorsed a new research framework, aimed at improving the transparency and consistency of our research program, prioritising the most important research and reducing duplication with research led by other organisations. To complement the framework, we are consulting with academics and with government, employer

and employee representatives to identify national research priorities and questions that will guide our research activities over the next 2 to 3 years.

## Work-related musculoskeletal disorders in Australia

We published the *Work-related musculoskeletal disorders in Australia* report in December 2019 to provide a comprehensive overview of the current evidence base on the causes and impacts of these disorders and on related interventions. The report was prepared by leading researchers from La Trobe University.

## National Return to Work Survey

In 2019–20, Safe Work Australia conducted an evaluation of the 2018 National Return to Work Survey to inform development of future surveys.

We began work on the 2020 National Return to Work Survey, which was due to commence in March 2020. However, after considering the impact of the COVID-19 pandemic on the survey outcomes and weighing the significant privacy and ethical risks, we delayed the 2020 National Return to Work Survey until 2020–21.

## Occupational lung diseases

In 2019–20 we sought to address critical evidence gaps related to occupational lung diseases by:

- working with the AIHW, the Australian Bureau of Statistics (ABS) and the Department of Health to investigate data held by the Commonwealth on these diseases
- investigating the feasibility of a pilot data linkage project to identify new cases of work-related silicosis
- seeking agreement from the AIHW to add silicosis to its annual Burden of Disease Study, and
- developing a new proposal for access to occupational disease data held in the National Coronial Information System.

## Our datasets

Safe Work Australia plays a key role in developing evidence-informed policy through the compilation and analysis of 4 national data collections:

- National Dataset for Compensation-based Statistics
- Work-related Traumatic Injury Fatalities
- Comparative Performance Monitoring program, and
- the Australian Mesothelioma Registry (AMR).

These collections draw on a variety of data sources including administrative data provided by jurisdictions, fatality data from the National Coronial Information System and employment data from the ABS. In addition to the 4 main data collections, we access other relevant data sources to supplement current knowledge of work-related injuries, diseases and fatalities. These data sources include disease and injury statistics from the AIHW and survey-based data on work-related injuries from the ABS. We are also working to develop new datasets.

## National WHS prosecutions and enforceable undertakings databases

In 2019–20 the agency developed the National Work Health and Safety Prosecutions Database and began to develop the National Work Health and Safety Enforceable Undertakings Database. These databases are intended to capture information on WHS prosecution cases and enforceable undertakings in all jurisdictions. Reporting to the prosecutions database commenced on 1 January 2020.

## Australian Mesothelioma Registry

The agency funds the AMR, a standalone database compiled by the AIHW that contains information about people with mesothelioma. The AMR annual report published in August 2019 shows that 699 people died in Australia from mesothelioma in 2018.

A key component of the AMR involves interviewing people diagnosed with mesothelioma to better understand their history of asbestos exposure. These interviews were paused in April 2020 due to the impact of COVID-19, but are due to recommence in the second half of the year.

## Statistical enquiries service

One of the ways we make our data accessible is through our statistical enquiries service. In 2019–20 we responded to around 500 statistical enquiries from a range of stakeholders, including governments, journalists, academics and the general public. Our customised responses to these requests inform government policy work, academic research and media reporting.

## Work health and safety statistics

### ***Traumatic injury fatalities in 2019:***

- 183 workers – 1.4 fatalities per 100,000 workers
- 32% reduction in rate of fatalities since 2010

### ***Highest fatality industries in 2019:***

- ***Transport, postal and warehousing:***
  - 58 fatalities – 8.7 fatalities per 100,000 workers
  - 11% increase in rate of fatalities since 2010
- ***Agriculture, forestry and fishing:***
  - 30 fatalities – 9.1 fatalities per 100,000 workers
  - 41% reduction in rate of fatalities since 2010
- ***Construction:***
  - 26 fatalities – 2.2 fatalities per 100,000 workers
  - 46% reduction in rate of fatalities since 2010

### ***Total economic cost of work-related injury and disease:***

- Estimated to be \$61.8 billion (4.1% of GDP) for the 2012–13 reference year

### ***Serious claims in 2018–19:\****

- 114,435 serious claims

- 9.4 serious claims per 1,000 employees

***Change in serious claims between 2008–09 and 2017–18:***

- 12% reduction in number of serious claims
- 26% reduction in incidence rate (claims per 1,000 employees)

*All priority industries under the Australian Strategy have witnessed reductions in the incidence rate of serious claims per 1,000 employees between 2008–09 and 2017–18:*

- 29% agriculture, forestry and fishing
- 32% transport, postal and warehousing
- 26% manufacturing
- 23% construction
- 29% health care and social assistance
- 26% public administration and safety
- 32% accommodation and food services

\*Preliminary data subject to revision in subsequent years as further claims are finalised.

## **Outlook for 2020–21**

Over the next 12 months we are looking forward to leading a range of projects to build a stronger evidence base on preventing work-related injuries, disease and fatalities.

These include:

- continuing to develop a high-quality suite of data and reports
- an increased focus on ensuring our data assets and analysis reflect the current and future Australian workforce
- developing new data communication products
- developing the National Return to Work Employer Survey
- updating our *Cost of Work-related Injuries, Disease and Fatalities in Australia* report, to better understand the economic drivers around WHS and workers' compensation
- leading a range of research priorities, including new research on occupational diseases.

## Education and communication

Safe Work Australia's communication activities aim to build community awareness and knowledge of work health and safety and workers' compensation through communication and engagement that is tailored, integrated, high quality, innovative and strategic.

### COVID-19 communication response

Our most significant communication project over the reporting period has been the delivery of communication and engagement activities to support Safe Work Australia's COVID-19 response.

Working rapidly and collaboratively, we established the Safe Work Australia website ([www.swa.gov.au](http://www.swa.gov.au)) as the national hub for COVID-19 WHS information. We published more than 1,600 pages of WHS guidance on COVID-19, including detailed, specific guidance for 34 different industries. The guidance, including case studies, was tailored for employers, small businesses and workers and covered important topics such as WHS duties, how to conduct risk assessments, physical distancing, personal protective equipment, workplace cleaning and hygiene.

To help users find and navigate the COVID-19 material, new functionality was added to the website, including a new content filtering tool, a search tool, and functions to collate, print and save guidance. The website also houses a suite of practical tools and resources to help educate our audiences and build their awareness and understanding of WHS best practice during COVID-19. This includes a business resource kit, links to posters and signage, checklists, fact sheets and infographics.

To support small businesses, we created a small business hub featuring tailored information and 4 short animations on the key topics of risk assessments, cleaning, hygiene and guidance.

We also published translated fact sheets in 63 languages through the Department of Home Affairs COVID-19 in language hub.

We used our other communications channels including social media, subscriber emails and media to promote our COVID-19 guidance and share important WHS messages. We created a specific COVID-19 email subscriber list, which gained over 6,000 subscribers in less than 3 months.

Our website was widely shared as the trusted source of nationally relevant, timely and practical WHS guidance for Australian workplaces. It received unprecedented traffic volumes, with over 5 million page views for COVID-19 content from January to June 2020. Web traffic peaked with over 340,000 page views in a single day on 6 May 2020 – more than 10 times higher than the daily average page views for the website in 2019.

Our COVID-19 guidance was promoted by the Attorney-General and the Minister for Employment in a media release, as well as by the Prime Minister at several COVID-19 media conferences. It was also widely shared by other Commonwealth agencies, state and territory governments, industry groups and businesses.

### National Safe Work Month 2019

Since 2009, Safe Work Australia has run a national campaign to build community awareness and knowledge of work health and safety. The National Safe Work Month communication campaign is developed in consultation with Safe Work Australia Members and is supported and shared through their own jurisdictional initiatives.



Our *Be a Safety Champion* campaign was held in October 2019 over a 4-week period. We promoted the campaign through the Safe Work Australia website, social media platforms, direct mailouts to our subscriber lists, and various media outlets.

The campaign achieved:

- more than 136,000 web page views on the National Safe Work Month website
- more than 22,500 downloads of the *Be a Safety Champion* campaign kit resources
- more than 6,500 unique video views on our website and YouTube account
- 221,996 organic (non-paid) impressions on social media (Twitter, LinkedIn, Facebook) with engagement meeting and exceeding global benchmarks
- approximately 575 uses of the hashtags #safetychampion and #safeworkmonth on social media
- 159 articles published across 75 media outlets including online work health and safety magazines, TV, radio and print.

A paid social media campaign from 22 September to 3 November attracted over 23,000 clicks. Most jurisdictions supported the *Be A Safety Champion* campaign by running events and providing information and resources on their websites.

The campaign met its objectives of engaging individuals and organisations across a broad range of industries and improving community awareness and knowledge of best practice work health and safety.

## National Return to Work Strategy 2020–2030

In September 2019, we launched the *National Return to Work Strategy 2020–2030* by developing a standalone brand, designing and printing the strategy and posters, and creating webpages, video content and downloadable resources.

Since September the strategy has been accessed and downloaded 6,873 times from our website and the landing page has had 4,599 visits.

In May 2020 we released a suite of short animations that summarise the strategy and its 5 action areas. We will continue to promote the strategy, including the first national research initiatives arising from it and the return to work measurement framework.

## BeUpstanding

Safe Work Australia is a partner of BeUpstanding – a free, evidence-based workplace health behaviour change program designed to address the significant work health and safety and financial costs associated with prolonged sitting.

In 2019, we delivered a communications campaign to promote the BeUpstanding champion toolkit and trial during National Safe Work Month in October.

A mailout to around 24,000 subscribers resulted in over 1,800 clicks to the BeUpstanding website. A series of social media posts published across Safe Work Australia's Facebook, LinkedIn and Twitter accounts resulted in over 30,000 impressions, 5,400 video views and 825 post-link clicks.

The communications we delivered were successful and met the campaign's overall objective of raising awareness of the BeUpstanding program and driving our audiences to the BeUpstanding toolkit and website.

## Quad bike safety

In late 2018, Safe Work Australia Members asked the agency to develop and deliver a national awareness-raising campaign on quad bike safety. The campaign was launched with a media release and a series of paid press and digital advertisements during National Farm Safety Week (21–26 July 2019).

The online advertisements attracted approximately 1,488,157 impressions and an audience reach of 630,433 and the social media posts attracted approximately 511,452 impressions and an audience reach of 2,126. Media placements in work health and safety online publications attracted an audience reach of approximately 48,375.

As a result of the awareness campaign the quad bike information page on the Safe Work Australia website attracted 2,943 web page views during the campaign period.

## Working in heat and air pollution

Over the 2019–20 summer we delivered a communication campaign to educate audiences on the risks from working in heat and air pollution, and to build understanding of how to manage them.

The campaign was originally planned to focus on work-related illness and injury associated with working in heat, but was expanded during Australia's bushfire crisis to include new content addressing the emerging WHS risks from poor air quality.

Communication tactics included a new infographic, fact sheets on working in heat and air pollution, updated website guidance for PCBUs, subscriber emails, and social media messaging.

The highly relevant and timely campaign reached a wide audience, with web content receiving over 26,000 page views and social media posts gaining over 62,000 impressions.

## World Day for Safety and Health at Work and Workers' Memorial Day

Each year, we recognise World Day for Safety and Health at Work and Workers' Memorial Day (World Day) on 28 April. The day raises awareness about the importance of work health and safety and honours those who have died from work-related injury or illness. Our World Day communication activities are guided by the global World Day theme set by the International Labour Organisation. This year, the theme was 'Stop the pandemic: Safety and health at work can save lives', acknowledging the COVID-19 crisis.

The communications we delivered during April and May were successful in driving a high level of traffic to our World Day web page. The web page received a total of 6,150 page views, with an average time of 4 minutes and 27 seconds spent on the page, indicating that the audience was engaged with the information and resources.

Our mailout to subscribers received 6,350 unique opens and 1,319 clicks to links, representing an increase compared to 2019. Our World Day social media post on 28 April received 20,273 total impressions across Facebook, LinkedIn and Twitter, with an accumulative total of 533 engagements including link clicks, likes and reshares.

## Other publication and communication activities

Our publications in 2019–20 included:

- guides on storage of flammable liquids and swimming pool chemicals
- *Labour hire: duties of persons conducting a business or undertaking*
- *Working with silica and silica containing products*, including translations
- *Managing risk in construction: prefabricated concrete*
- *Work-related musculoskeletal disorders in Australia* report
- 33 new and updated health monitoring guides
- reviews of workplace exposure standards
- updates on adopting GHS 7 under the model WHS laws for workplace hazardous chemicals.

We also undertook publication and communication activities relating to the release of the following national data and statistics:

- *Comparative performance monitoring 2019–20*, 21st edition
- *Comparison of workers' compensation arrangements in Australia and New Zealand 2019*
- *Australian workers' compensation statistics 2017–18*
- *Work-related traumatic injury fatalities in Australia 2018*
- *Key work health and safety statistics Australia 2019*.

## Communication channels

### Safe Work Australia website

Our website received over 14 million page views, an increase of 81% from last financial year. A significant proportion of the increase was due to the COVID-19 content that was added to the website from January 2020. However, before this the website was on track for a 20% increase in traffic to our standard content.

A substantial upgrade and migration of Safe Work Australia's web platform occurred in April 2020, moving from GovCMS Drupal 7 (hosted by the former Department of Employment) to GovCMS Drupal 8 (hosted by the Department of Finance).

### Media engagement

We received 154 media enquiries covering a wide range of topics, including COVID-19 and work health and safety, air pollution, GHS 7, and occupational lung diseases.

We provided data and statistics on work-related injuries, illness and workers' compensation to a range of media outlets including the ABC, the *Wall Street Journal* and the *Australian Financial Review*.

Throughout the year Safe Work Australia Chair Diane Smith-Gander AO and other experts conducted media interviews with the *Sydney Morning Herald*, the ABC's *The Drum*, the *Australian* and *Safety Solutions*, among others.

Our largest proactive media campaign was for National Safe Work Month in October 2019, generating 159 media mentions. As part of this campaign we also provided editorials for a number of industry and general magazines including *Build It*, *Lifting Matters* and *Vigour*.

## Social media

Safe Work Australia publishes and promotes work health and safety policy initiatives and communication activities across 3 social media platforms: Facebook, Twitter and LinkedIn.

We have a combined following of 52,722 users across the 3 accounts and post between one and 3 posts a day.

Our current monthly (June 2020) cross-network profile performance average is approximately 223,633 impressions, 6,589 engagements and 3,011 post clicks.

During 2019–20, Safe Work Australia received over 4,700 media mentions across online, radio, television and print media.

# COMMUNICATION CHANNELS

Snapshot 2019–20



**14.7m**

webpage views

↑ 81.47% from 2018-19



**20.4k**

Facebook followers

↑ 13.1% from 2018-19



**23.2k**

visitors to our media centre

↑ 11.5% from 2018-19



**3,258**

Twitter followers

↑ 20.6% from 2018-19



**2,210**

new email subscribers

26.3k total subscribers



**28.4k**

LinkedIn followers

↑ 87% from 2018-19



**2.3m**

resources downloaded from our website

↑ 72.4% from 2018-19



**116.9k**

views of our YouTube channel

↑ 40.9% from 2018-19



**18.8k**

visits to our community engagement platform, Engage<sup>1</sup>

↓ 18.2% from 2018-19



**154**

media enquiries responded to<sup>2</sup>

↓ 16.3% from 2018-19

<sup>1</sup> Consultation put on hold from March 2020 due to COVID-19

<sup>2</sup> BAU enquiries reduced from March 2020 due to COVID-19

## Collaboration

Effective policy development requires robust stakeholder consultation. To deliver strategies that provide the highest level of protection for all working Australians we consult broadly to understand the health and safety risks and challenges faced by workers and by workplaces. We rely on the valuable contributions and expertise of Commonwealth, state and territory governments, unions, industry, employer associations, peak bodies, WHS regulators, workers' compensation authorities, medical and health practitioners, educators, academics, researchers, businesses and workers, and in doing so we enable a truly multilateral consultation approach.

We also lead bilateral consultation with industry representatives to create sector-specific WHS guidance. We specifically target at-risk industries experiencing high rates of workplace death and injury. These priority industries include agriculture, road transport, manufacturing, construction, accommodation and food services, public administration and safety, health care and social assistance. We also ensure we engage with the international WHS community.

Engaging with stakeholders to develop proposals to improve workers' compensation arrangements and strengthen the connection with health and safety outcomes is also a priority. Our diverse stakeholders play a vital role in promoting a nationally consistent approach to workers' compensation arrangements where appropriate, and informing guidance to help workers with an injury or illness achieve optimal recovery and return to suitable work.

## International activities

### GHS implementation

Safe Work Australia leads the GHS implementation in Australia and has completed work to move to GHS 7, which will align us with our international counterparts. We head the Australian delegation on the UNSCEGHS and we present the agreed Australian Government position on chemicals issues in Australia. The sub-committee meets twice annually to revise and update the GHS to reflect national, regional and international experiences in implementing its requirements into laws.

In 2019–20, Dr Paul Taylor, Director, Chemicals Policy, attended the 37th and 38th sessions of the sub-committee, in his role as Head of Australian Delegation. Dr Taylor chaired the 37th session of the sub-committee meeting, as the sub-committee Chair, Ms Maureen Ruskin (USA), was unavailable. As Dr Taylor was chairing the meeting, the Australian delegation was represented by Ms Lana Barbour, Assistant Director (A/g) Chemicals Policy.

At the 38th session, Australia presented a proposal to amend the classification criteria for Category 2 eye irritants, specifically on the approach to sub-categorisation. While the changes were supported, the sub-committee agreed that a broader examination of sub-categorisation in the GHS would be valuable to ensure consistency. The Australian delegation will undertake this work in collaboration with delegates representing the USA and Germany.

### G20 Occupational Safety and Health Expert Network

As part of the G20 Occupational Safety and Health Expert Network, Safe Work Australia is leading a project to develop and promote best practices and principles in the collection of occupational safety and health (OSH) data, including exploring opportunities to build data collection capabilities and to improve the comparability of international data. To date Safe Work Australia has established a network of member data experts and is currently completing a stocktake of international OSH data sources and data collection methodologies.

**PART 5**

**OUR**

**ORGANISATION**

## Achievements in organisational effectiveness

Safe Work Australia is an engaged workplace that prides itself on its commitment to safety, diversity and inclusion. We provide generous terms and conditions, access to flexible working arrangements, a range of health and wellbeing initiatives and access to professional development. We also like to get involved; we participate in a range of corporate and charitable activities. We are a small agency of around 100 people, but our work plays a significant role in the lives of 12.5 million working Australians.

In 2020, like many other workplaces, Safe Work Australia experienced significant disruption from the COVID-19 pandemic and working from home. To enable the agency's rapid transition to remote working, we deployed an agile and adaptive human resources framework specifically for this purpose to assist the agency in its external COVID-19 response.

## Management of human resources

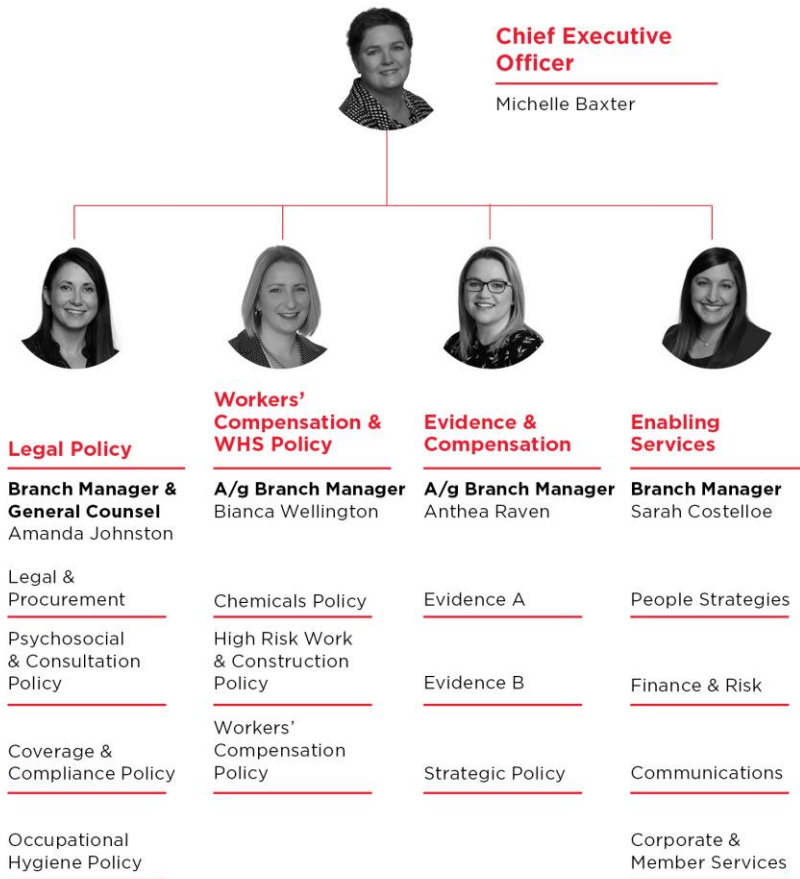
The People Strategies section has primary responsibility for the agency's people management and organisational capabilities functions. The section supports the agency in delivering on its strategic objectives and helps to foster a positive, productive and engaged workplace. The People Strategies section also provides advice on and delivers organisational strategies, workforce planning, employee relations, performance management, recruitment, and learning and development.

To deliver on the strategies and activities in the agency's corporate and operational plans, the People Strategies section supports Safe Work Australia in undertaking broad recruitment activities to fill future vacancies in the agency's policy areas over the forward period. From entry-level development programs to Director-level recruitment, these broad recruitment activities enable the agency to identify the right people with the right skills, and engage them in the right jobs at the right time. Specialised recruitment is undertaken for critical positions or where there is an identified need.

# Organisational structure

## ORGANISATIONAL STRUCTURE

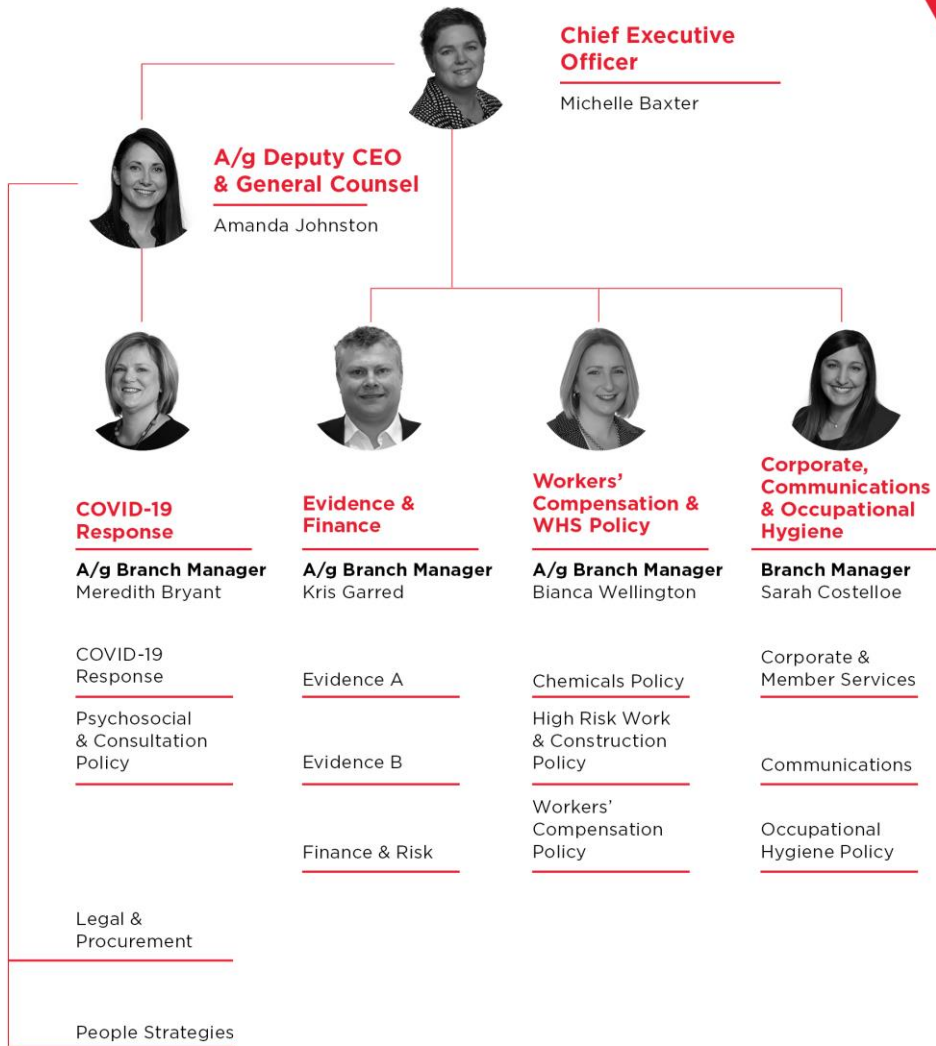
The structure of the agency as at 4 February prior to COVID-19 response





# ORGANISATIONAL STRUCTURE

The structure of the agency as at 30 June



## The Executive Leadership team



### **Michelle Baxter, Chief Executive Officer**

Michelle was appointed CEO of Safe Work Australia on 1 November 2015 for a 5-year term. She had held the role for the previous 2 years.

Michelle brings more than 20 years of public sector experience to her positions as a Member of Safe Work Australia and its subsidiary committees; as a Commissioner of the Safety, Rehabilitation and Compensation Commission; and as a member of the National Dust Disease Taskforce.

She has worked in many senior roles across the APS including as Group Manager in the former Department of Education, Employment and Workplace Relations (DEEWR); Group Manager responsible for agency change with the Fair Work Ombudsman; and Group Manager, Council of Australian Governments (COAG) Taskforce with DEEWR. Michelle has a Bachelor of Laws and a Bachelor of Arts from the Australian National University. She is admitted to practise as a barrister and solicitor in the Australian Capital Territory.



### **Amanda Johnston**

Amanda is Safe Work Australia's Acting Deputy CEO and General Counsel. She oversees the agency's COVID-19 response and is responsible for the in-house legal function. She also has responsibility for the agency's human resources function and policy matters relating to the model WHS framework. Since joining the agency in 2016, Amanda has played a crucial role in all of the agency's major projects, including the national explosives reform project, the workplace exposure standards review and the review of the model WHS laws.

Amanda has over 16 years' experience in the public sector and is an employment and industrial law specialist, having led the Employment Law practice in the Office of General Counsel in the Australian Government Solicitor. Amanda also held a range of positions in the former

Commonwealth Department of Employment, working on key legislative reform projects including the WorkChoices and Fair Work reforms. Amanda has a Bachelor of Arts (Industrial Relations) and a Bachelor of Laws (Hons) from the University of Wollongong and is admitted as a legal practitioner in the Australian Capital Territory. She is also a Deputy Commissioner of the Safety, Rehabilitation and Compensation Commission.



### **Sarah Costelloe**

Sarah is the Branch Manager for Enabling Services. In that position she is responsible for leading the delivery of enabling services for the agency, including human resources, corporate and member services, communications and finance and procurement. Sarah is the SES sponsor for the agency's Workplace Inclusion Network, and aided the network in winning the Australian Public Service Commission's network award at the 2018 Diversity and Gender Equality awards. Sarah joined Safe Work Australia in July 2017 as the Branch Manager of the Hazards Branch, where she provided technical policy advice on the model WHS laws related to asbestos, construction and occupational hygiene policy.

Sarah has over 16 years' public sector experience. She is a policy and legal specialist in workplace relations, having held a range of positions in the former Commonwealth Department of Employment and its predecessors, and has ministerial office experience. Sarah has a Bachelor of Laws and a Bachelor of Commerce from the Australian National University and is admitted as a legal practitioner in the Australian Capital Territory.



### **Anthea Raven**

Anthea was the acting Branch Manager of the Evidence and Compensation Branch. In that position she oversaw national data and research to inform WHS and workers' compensation policies and strategies and led the agency's workers' compensation policy effort, with a focus on recovery and return to work.

Anthea joined Safe Work Australia in June 2017. She has more than 14 years' experience in key health and social policy areas of the APS including population health, Aboriginal and Torres

Strait Islander health, aged care reform and family support. Anthea has tertiary qualifications in business and health sciences from James Cook University.



### **Bianca Wellington**

Bianca oversaw the Workers' Compensation and WHS Policy Branch from January 2020 to June 2020. Bianca has been with Safe Work Australia for over 4 years, primarily as the agency's Principal Government Lawyer and Director of Legal and Procurement. Prior to joining Safe Work Australia, Bianca was a lawyer at the Australian Government Solicitor. She has over 15 years' experience in providing strategic legal advice to government. Bianca has a Master of Laws and a Bachelor of Laws (Hons) and Bachelor of Arts from the Queensland University of Technology. Bianca is also admitted as a Solicitor of the Supreme Court of Queensland.



### **Kris Garred**

Kris oversaw the Evidence and Finance Branch from May 2020 to June 2020. Kris has been with Safe Work Australia for 4 years, including in roles managing the agency's data and research functions and our COVID-19 response. He has over 18 years' experience across a range of public policy areas including labour market and workplace relations, national security and emergency management, and work health and safety. Kris has a Master of Arts (International Relations) from Deakin University and a Bachelor of Economics from the University of Queensland.

**Meredith Bryant**

Meredith joined Safe Work Australia in July 2018 and was the acting Branch Manager of the Hazards branch. Meredith was responsible for providing policy advice on the model WHS laws in relation to construction, plant and licensing, national workplace chemicals policy, asbestos and occupational hygiene policy. Meredith represented Safe Work Australia on the Asbestos Interdepartmental Committee and the Federal Safety Commissioner's Australian Government Agency Reference Group.

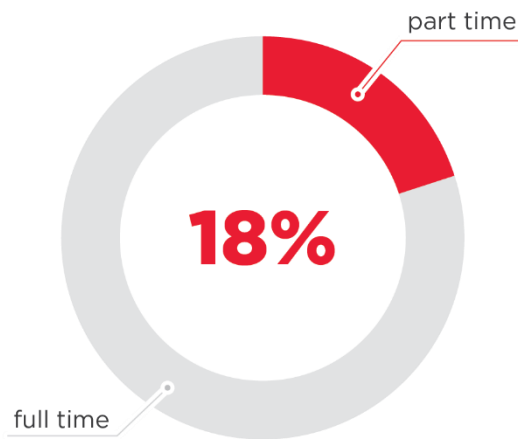
Meredith has over 19 years' public sector experience. She has worked extensively in workplace relations, having held a range of positions in the former Commonwealth Department of Employment and its predecessors. Much of her work in recent years has focused on migrant workers. Meredith has a Bachelor of Science and Masters in Population Studies from the Australian National University.

## Agency employees

As at 30 June 2020 the agency had 94 employees, of whom 91 were engaged on an ongoing basis, one was engaged on a non-ongoing basis and 2 were statutory appointments. At this time the agency also had 2 employees on long-term leave (not to count as service) and 6 employees on temporary transfer to other agencies. There are no employees who identify as Aboriginal or Torres Strait Islander.

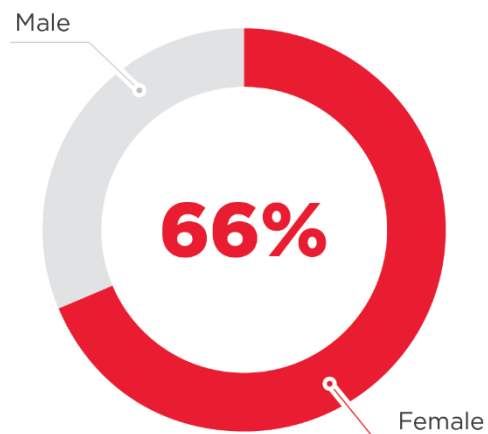
### Part-time staff

The agency continues to support flexible working arrangements, with 18% of employees currently working part time. This has decreased from 23% in 2018–19.

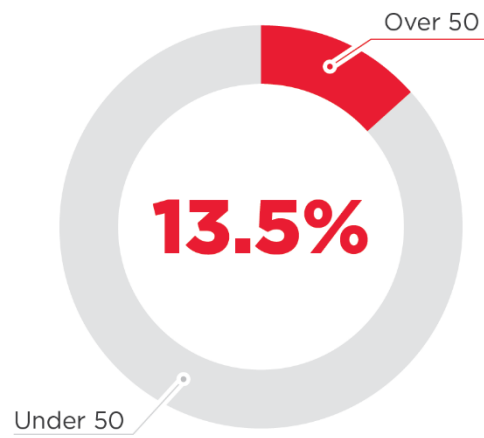


### Agency demographics

Female representation in the agency is 66%, which is almost 10% higher than in the APS as a whole. Women held 63% of management positions and 85% of senior management positions in Safe Work Australia, including a female CEO and a female Chair.



The average age of our workforce is 39. Employees over the age of 50 account for 13.5% of our employees, which is lower than in the APS as a whole.



## Our workforce profile – demographics and statistics

### Management of human resources – all ongoing and non-ongoing employees

TABLE 5: ALL ONGOING EMPLOYEES, CURRENT REPORT PERIOD (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part-time	Total male	Full time	Part-time	Total female	Full time	Part-time	Total indeterminate	
NSW	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	1	0	1	0	0	0	1
Tas	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0
ACT	28	2	30	45	15	60	0	0	0	90
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>28</b>	<b>2</b>	<b>30</b>	<b>46</b>	<b>15</b>	<b>60</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91</b>

TABLE 6: ALL NON-ONGOING EMPLOYEES, CURRENT REPORT PERIOD (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part-time	Total male	Full time	Part-time	Total female	Full time	Part-time	Total indeterminate	
NSW	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	1	0	1	0	0	0	1
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>



TABLE 7: ALL ONGOING EMPLOYEES, PREVIOUS REPORT PERIOD (2018–19)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	1	0	1	0	0	0	1
Tas	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0
ACT	28	2	30	50	22	72	0	0	0	102
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>28</b>	<b>2</b>	<b>30</b>	<b>51</b>	<b>22</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103</b>

TABLE 8: ALL NON-ONGOING EMPLOYEES, PREVIOUS REPORT PERIOD (2018–19)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
NSW	0	0	0	0	0	0	0	0	0	0
Qld	0	0	0	0	0	0	0	0	0	0
SA	0	0	0	0	0	0	0	0	0	0
Tas	0	0	0	0	0	0	0	0	0	0
Vic	0	0	0	0	0	0	0	0	0	0
WA	0	0	0	0	0	0	0	0	0	0
ACT	0	0	0	1	0	1	0	0	0	1
NT	0	0	0	0	0	0	0	0	0	0
External Territories	0	0	0	0	0	0	0	0	0	0
Overseas	0	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

## Management of human resources – Australian Public Service employees

### APS classification and gender

TABLE 9: APS ONGOING EMPLOYEES, CURRENT REPORT PERIOD (2019–20)

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	1	0	1	0	0	0	1
SES 1	1	0	1	3	0	3	0	0	0	4
Principal Government Lawyer (EL 2)	0	0	0	0	1	1	0	0	0	1
EL 2	6	0	6	5	0	5	0	0	0	11
Senior Government Lawyer (EL 1)	2	0	2	2	1	3	0	0	0	5
EL 1	8	1	9	13	5	18	0	0	0	27
APS 6	5	1	6	16	4	20	0	0	0	26
APS 5	5	0	5	5	4	9	0	0	0	14
APS 4	0	0	0	1	0	1	0	0	0	1
APS 3	1	0	1	0	0	0	0	0	0	1
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>28</b>	<b>2</b>	<b>30</b>	<b>46</b>	<b>15</b>	<b>61</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>91</b>

**TABLE 10: APS NON-ONGOING EMPLOYEES, CURRENT REPORT PERIOD (2019–20)**

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	0	0	0	0	0	0
Principal Government Lawyer (EL 2)	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	0	0	0	0	0	0	0
Senior Government Lawyer (EL 1)	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
Government Lawyer (APS 6)	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	1	0	1	0	0	0	1
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

**TABLE 11: APS ONGOING EMPLOYEES, PREVIOUS REPORT PERIOD (2018–19)**

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
<b>SES 3</b>	0	0	0	0	0	0	0	0	0	0
<b>SES 2</b>	0	0	0	0	0	0	0	0	0	0
<b>SES 1</b>	0	0	0	4	0	4	0	0	0	4
<b>Principal Government Lawyer (EL 2)</b>	0	0	0	2	0	2	0	0	0	2
<b>EL 2</b>	8	0	8	3	2	5	0	0	0	13
<b>Senior Government Lawyer (EL 1)</b>	2	0	2	3	1	4	0	0	0	6
<b>EL 1</b>	6	2	8	16	9	25	0	0	0	33
<b>Government Lawyer (APS 6)</b>	1	0	1	0	1	1	0	0	0	2
<b>APS 6</b>	4	0	4	14	6	20	0	0	0	24
<b>APS 5</b>	3	0	3	4	3	7	0	0	0	10
<b>APS 4</b>	1	0	1	1	0	1	0	0	0	2
<b>APS 3</b>	3	0	3	4	0	4	0	0	0	7
<b>APS 2</b>	0	0	0	0	0	0	0	0	0	0
<b>APS 1</b>	0	0	0	0	0	0	0	0	0	0
<b>Other</b>	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>28</b>	<b>2</b>	<b>30</b>	<b>51</b>	<b>22</b>	<b>73</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>103</b>

**TABLE 12: APS NON-ONGOING EMPLOYEES, PREVIOUS REPORT PERIOD (2018–19)**

	Male			Female			Indeterminate			Total
	Full time	Part time	Total male	Full time	Part time	Total female	Full time	Part time	Total indeterminate	
SES 3	0	0	0	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0	0	0	0
SES 1	0	0	0	0	0	0	0	0	0	0
Principal Government Lawyer (EL 2)	0	0	0	0	0	0	0	0	0	0
EL 2	0	0	0	1	0	1	0	0	0	1
Senior Government Lawyer (EL 1)	0	0	0	0	0	0	0	0	0	0
EL 1	0	0	0	0	0	0	0	0	0	0
Government Lawyer (APS 6)	0	0	0	0	0	0	0	0	0	0
APS 6	0	0	0	0	0	0	0	0	0	0
APS 5	0	0	0	0	0	0	0	0	0	0
APS 4	0	0	0	0	0	0	0	0	0	0
APS 3	0	0	0	0	0	0	0	0	0	0
APS 2	0	0	0	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

## APS employment type by full-time and part-time status

**TABLE 13: APS EMPLOYEES BY FULL-TIME AND PART-TIME STATUS, CURRENT REPORT PERIOD (2019–20)**

	Ongoing			Non-Ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	1	0	1	0	0	0	1
SES 1	4	0	4	0	0	0	4
Principal Government Lawyer (EL 2)	0	1	1	0	0	0	1
EL 2	11	0	11	0	0	0	11
Senior Government Lawyer (EL 1)	4	1	5	0	0	0	5
EL 1	21	6	27	0	0	0	27
APS 6	21	5	26	0	0	0	26
APS 5	10	4	14	0	0	0	14
APS 4	1	0	1	1	0	1	2
APS 3	1	0	1	0	0	0	1
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>74</b>	<b>17</b>	<b>91</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>92</b>

**TABLE 14: APS EMPLOYEES BY FULL-TIME AND PART-TIME STATUS, PREVIOUS REPORT PERIOD (2018–19)**

	Ongoing			Non-ongoing			Total
	Full time	Part time	Total ongoing	Full time	Part time	Total non-ongoing	
SES 3	0	0	0	0	0	0	0
SES 2	0	0	0	0	0	0	0
SES 1	4	0	4	0	0	0	4
Principal Government Lawyer (EL 2)	2	0	2	0	0	0	2
EL 2	11	2	13	1	0	1	14
Senior Government Lawyer (EL 1)	5	1	6	0	0	0	6
EL 1	22	11	33	0	0	0	33
Government Lawyer (APS 6)	1	1	2				2
APS 6	18	6	24	0	0	0	24
APS 5	7	3	10	0	0	0	10
APS 4	2	0	2	0	0	0	2
APS 3	7	0	7	0	0	0	7
APS 2	0	0	0	0	0	0	0
APS 1	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0
<b>TOTAL</b>	<b>79</b>	<b>24</b>	<b>103</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>104</b>

## APS employment type by location

**TABLE 15: APS EMPLOYMENT TYPE BY LOCATION, CURRENT REPORT PERIOD (2019–20)**

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	1	0	1
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	90	1	91
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	91	1	92

**TABLE 16: APS EMPLOYMENT TYPE BY LOCATION, PREVIOUS REPORT PERIOD (2018–19)**

	Ongoing	Non-ongoing	Total
NSW	0	0	0
Qld	0	0	0
SA	1	0	1
Tas	0	0	0
Vic	0	0	0
WA	0	0	0
ACT	102	1	103
NT	0	0	0
External Territories	0	0	0
Overseas	0	0	0
<b>Total</b>	103	1	104

## Aboriginal and Torres Strait Islander employment

During 2018–19 and 2019–20 there were no employees who identified as Aboriginal or Torres Strait Islander.



## Remuneration and other terms and conditions

### Chief Executive Officer and Chair of Safe Work Australia

The remuneration and other terms and conditions of appointment of the CEO and the Chair of Safe Work Australia are set by determinations made under subsections 7(3) and (4) of the *Remuneration Tribunal Act 1973* (Cth).

The CEO, Ms Michelle Baxter, was appointed on a full-time basis on 1 November 2015 for a period of 5 years.

The Chair of Safe Work Australia, Ms Diane Smith-Gander AO, was appointed on a part-time basis on 5 February 2016 for a period of 3 years. Diane was reappointed Chair in February 2019 for a further 3 years.

### Senior Executive Service employee terms and conditions of employment

SES employee terms and conditions of employment are set by way of individual determinations made under section 24(1) of the *Public Service Act 1999* (Cth).

Substantive SES employees received a pay increase of 2% on 12 January 2020. New individual determinations were made in February 2020 with future salary increases aligned to be consistent with the salary increases for non-SES employees as set out in the Safe Work Australia Enterprise Agreement 2019–2022 or any successive agreement.

### Executive remuneration

During the reporting period ended 30 June 2020, Safe Work Australia had 6 executives who met the definition of key management personnel (KMP).

**TABLE 17: EXECUTIVE REMUNERATION**

Name	Position	Length of term as KMP
Michelle Baxter	Chief Executive Officer	Full year
Amanda Johnston	General Counsel	Full year
Sarah Costelloe	Branch Manager	Full year
Anthea Raven	Acting Branch Manager	Part year – ceased 3 June 2020
Meredith Bryant	Acting Branch Manager	Part year – ceased 20 December 2019 Recommended 26 March 2020
Bianca Wellington	Acting Branch Manager	Part year – commenced 21 December 2019

**TABLE 18: INFORMATION ABOUT REMUNERATION FOR KEY MANAGEMENT PERSONNEL**

Name	Position title	Short-term benefits			Post-employment benefits	Other long-term benefits		Termination benefits	Total remuneration
		Base salary	Bonuses	Other benefits and allowances	Superannuation contributions	Long service leave	Other long-term benefits		
Michelle Baxter	CEO	380,283	0	1,880	55,134	10,060	0	0	447,356
Amanda Johnston	General Counsel	222,579	0	2,642	42,712	10,245	0	0	278,178
Sarah Costelloe	Branch Manager	211,491	0	2,842	38,002	10,831	0	0	262,166
Anthea Raven	Acting Branch Manager	172,339	0	2,486	29,950	4,255	0	0	209,030
Meredith Bryant	Acting Branch Manager	138,516	0	2,211	20,712	2,567	0	0	164,006
Bianca Wellington	Acting Branch Manager	143,202	0	814	17,129	3,624	0	0	164,769
<b>Total</b>		<b>1,268,410</b>	<b>0</b>	<b>12,873</b>	<b>203,639</b>	<b>41,582</b>	<b>0</b>	<b>0</b>	<b>1,526,504</b>

The reporting of remuneration for key management personnel is set by the PGPA Rule and Resource Management Guide No. 138 *Commonwealth entities executive remuneration reporting guide for annual reports*. The methodology for calculating remuneration for reporting purposes produces figures that differ from the remuneration set by the Remuneration Tribunal.

#### **INFORMATION ABOUT REMUNERATION FOR SENIOR EXECUTIVES AND OTHER HIGHLY PAID STAFF**

All senior executives are included in Table 17 above.

There were no other highly paid staff in 2019–20.

## Non-SES remuneration

As at 30 June 2020, all non-SES employees were covered by the terms and conditions of the Safe Work Australia Enterprise Agreement 2019–2022 (the enterprise agreement).

Non-SES employees received a pay increase of 2% on 22 March 2020, 12 months after the commencement of the enterprise agreement.

## Performance pay

Agency employees do not receive performance bonuses or performance pay. Annual performance ratings provide non-SES employees with the possibility of pay point advancement.

## Salary ranges by classification level

**TABLE 19: APS EMPLOYMENT SALARY RANGES BY CLASSIFICATION LEVEL, CURRENT REPORT PERIOD (2019–20)**

	Minimum salary	Maximum salary
<b>SES 3</b>	0	0
<b>SES 2</b>	0	0
<b>SES 1</b>	191,679	255,274
<b>EL 2</b>	128,283	157,806
<b>EL 1</b>	108,862	134,278
<b>APS 6</b>	88,564	97,689
<b>APS 5</b>	78,843	84,153
<b>APS 4</b>	71,384	76,805
<b>APS 3</b>	65,626	68,348
<b>APS 2</b>	58,770	62,662
<b>APS 1</b>	30,022	54,713
<b>Other</b>	0	0

## Allowances and non-remuneration benefits

During 2019–20, 3 Safe Work Australia employees had individual flexibility arrangements, and 2 of these arrangements were still active at the end of the reporting period. These arrangements were used to provide competitive remuneration for the specialised skills the employees bring to their roles. No employees had arrangements to receive performance pay during the reporting report.

Allowances and non-remuneration benefits provided to non-SES employees under the enterprise agreement include:

- pay point advancement for meeting the criteria of the Performance and Development Scheme
- access to flexible working conditions
- temporary performance loading for performing work at a higher classification for 3 continuous weeks or more
- flexible remuneration and salary packaging

- Christmas close-down from 12.30 pm on the last working day before Christmas Day until the first working day in January
- time off in lieu of overtime for Executive Level employees
- workplace responsibility allowance
- maternity, maternal, supporting partner, primary carer, parental, adoption and foster care leave
- community and Indigenous Australian languages allowance
- overtime meal allowance
- loss, damage and indemnity allowance
- travel allowance and motor vehicle allowances
- relocation assistance
- access to the Employee Assistance Program (EAP)
- support for professional and personal development including the Study Assistance Scheme, and
- emergency duty and additional childcare costs.

The enterprise agreement provides a full list of non-remuneration benefits.

## Employment arrangements of SES and non-SES employees

**TABLE 20: APS EMPLOYMENT ARRANGEMENTS, CURRENT REPORT PERIOD (2019–20)**

	SES	Non-SES	Total
Enterprise agreement	0	90	90
Individual flexibility arrangements	0	2*	2*
Australian workplace agreements	0	0	0
Common law contracts	0	0	0
Determinations under subsection 24(1) of the <i>Public Service Act 1999</i> (Cth)	2	0	2
<b>Total</b>	<b>2</b>	<b>90</b>	<b>92</b>

# Capability development

## Performance and development

We continue to drive positive employee performance and professional development through our Performance and Development Scheme, which centres on setting clear and achievable goals, a shared understanding of what is expected, and ongoing feedback and recognition. This year will be the last of the scheme in its current iteration. The agency is working to develop a new scheme that is simpler, easier to administer and further aligned to corporate priorities, shifting the focus to more authentic feedback and clearer performance expectations for employees.

The changes to the new Performance and Development Scheme will make the performance cycle less onerous, provide greater flexibility for an individual's needs and help drive high performance. Along with a new Performance and Development Scheme, managers and employees will be provided with access to guidance material and ongoing coaching, training and support to help them get the best out of the performance cycle, with a focus on more effective performance conversations.

## Learning and development

The Safe Work Australia Lead and Grow Strategy 2016–2019 finished in December 2019 and we are in the process of scoping a new learning and development strategy. Due to the COVID-19 pandemic, this has been delayed. However, a key element of the previous strategy has been maintained: access for all employees to \$1,500 per calendar year for their professional learning and development. This individual learning and development budget gives each employee the opportunity to undertake learning opportunities relevant to the individual needs identified in their Performance and Development Agreement. This amount is additional to the agency's formal studies assistance program.

In early 2020 the People Strategies section developed a learning and development calendar that offers a range of internal training, including mandatory training and 'Learn from Others' sessions. Two agency-specific management development programs were also developed: one for APS-level employees and one for EL 1 employees. Both programs focus on leadership, development and team management and aim to help employees in the next steps of their career. The development programs run over 3 months and are designed to be highly interactive and practical, using blended learning techniques. These courses have been temporarily suspended due to the COVID-19 pandemic.

We also understand the importance of building the capability of our employees and we continue to provide and engage in various developmental activities such as:

- one-on-one and on-the-job training
- online modules through LearnHub and LinkedIn Learning
- access to leadership capability development through the Australian Public Service Learning Centre
- external leadership programs to meet the specific needs of selected employees identified through the Performance and Development Scheme
- formal study assistance
- delivery of an internal policy development and writing course

- opportunities for temporary transfers and secondments to other APS agencies, where available, and
- access to external conferences and other training sessions.

## Rewards and recognition

In 2019–20 we continued our Rewards and Recognition program, which is designed to foster a workplace culture that promotes and rewards exceptional performance that contributes to achieving Safe Work Australia’s objectives.

Each year our CEO acknowledges outstanding performance of special projects or achievement during the previous calendar year through the presentation of Australia Day Achievement Medallions.

In 2020 we celebrated the presentation of 2 Australia Day Achievement Medallions. The first award was presented to the Decision Regulation Impact Statement (DRIS) section, who were recognised for completing the regulatory impact assessment process on the recommendations from the 2018 Review of model WHS laws. The DRIS section considered a variety of information, including feedback from WHS regulators, data collected by the agency, and 102 submissions from the preceding Consultation Regulation Impact Statement.

The second award was presented to the Workers’ Compensation Policy section, who were recognised for the development of the *National Return to Work Strategy 2020–2030*. This strategy is an ambitious 10-year action plan to improve return to work outcomes for people with a work-related injury or illness. It aims to better support workers through this process, and help stakeholders do the same.

Our current reward and recognition program is being reviewed as part of our review of the agency’s performance and recognition framework.

## 2020 Graduate Program

The Graduate Program is a key element of our talent pipeline and builds organisational capability. The program looks to engage graduates who are highly talented and motivated and who bring a diverse range of skills, knowledge and experience to the workplace.

Throughout the Graduate Program, participants are provided with interesting and challenging work, multiple internal work placements and access to professional development. Our graduates participate in the Australian Public Service Commission (APSC) Graduate Development Program, which gives them the opportunity to experience working on a major project, establish networks with fellow graduates across the APS, and undertake challenging assessment activities.

Along with our own Graduate Program, we participated in the 2020 Indigenous Graduate Pathway Program run by the APSC, helping to provide a pathway for Aboriginal and Torres Strait Islander graduates to enter the APS.

## Diversity and inclusion

In 2019–20, we developed the new Diversity and Inclusion Strategy 2020–2023, to shape and define our direction for diversity and inclusion. The new strategy reaffirms our commitment to creating and maintaining a diverse and inclusive culture. It also demonstrates our drive to have an inclusive workplace where every employee is able to bring their true and whole self to work.

We are proud of our journey so far and will maintain momentum in areas we do well and look for improvement in areas where we could do better, guided by 3 key priorities:

- be a diverse, culturally safe, confident and capable workplace
- embed inclusive practices in the way we work, and
- lead by example.

As part of National Reconciliation Week activities in 2020, we commenced the development of our first Reconciliation Action Plan (RAP) to reinforce our commitment and contribution to reconciliation.

In collaboration with our Workplace Inclusion Network, we have published an Inclusive Language Guide as part of our commitment to inclusion in the workplace. Language is a powerful tool for building inclusion at work, and the guide provides staff with tips and advice on how to use inclusive language in their work. The guide highlights the importance of treating all people, including colleagues, with dignity, recognition and respect, and helps to ensure our spoken and written language is inclusive and respectful.

### Workplace Inclusion Network

Our employee-led Workplace Inclusion Network (WIN) is the driving force behind our inclusive workplace culture, raising the profile of our diversity areas by celebrating days of significance, building our networks with external diversity groups, collaborating with other APS agencies and reviewing our internal policies and procedures through a diversity lens. The WIN meets regularly to discuss diversity, raise issues and share experiences of diversity and inclusion. It is driven by the enthusiasm and passion of employee champions and has the support of our SES sponsor, Sarah Costelloe.

### Disability reporting mechanism

Since 1994, non-corporate Commonwealth entities have reported on their performance as policy adviser, purchaser, employer, regulator and provider under the Commonwealth Disability Strategy. In 2007–08, reporting on the employer role was transferred to the Australian Public Service Commission (APSC) State of the Service reports and the APS Statistical Bulletin. These reports are available at [www.apsc.gov.au](http://www.apsc.gov.au). From 2010–11, entities have no longer been required to report on these functions.

The Commonwealth Disability Strategy has been overtaken by the National Disability Strategy 2010–2020, which sets out a 10-year national policy framework to improve the lives of people with disability, promote participation and create a more inclusive society. A high-level, 2-yearly report will track progress against each of the 6 outcome areas of the strategy and present a picture of how people with disability are faring. The first of these progress reports was published in 2014, and can be found at [www.dss.gov.au](http://www.dss.gov.au).

## Communication and consultation

### Employee intranet

Our intranet was redeveloped as we transitioned to SharePoint Online, which provided a fresh and updated look and feel to the site and made adding content easier. The changes help us to provide more engaging content while maintaining regular and open communication with employees. We recognise that this is an important feature of a positive workplace culture and we continue to use the employee intranet to boost communication and consultation across the agency.

In early 2020 we launched a COVID-19 portal on the intranet to provide information to employees about the pandemic, how to manage their wellbeing, and how to recognise and manage hazards when working from home. The portal was well received by employees, and we continue to update it as more information becomes available.

### Employee Consultative Forum

The Employee Consultative Forum (ECF) was established in March 2016, following the commencement of the previous enterprise agreement. The ECF ensures that the agency meets its requirements under the current enterprise agreement, the *Fair Work Act 2009* (Cth) and the *Work Health and Safety Act 2011* (Cth).

The ECF is committed to communicating and consulting directly with employees. It meets at least 4 times per year to discuss workplace issues, planned changes to employment-related policies and procedures, consultation, and discussion of WHS issues.

In 2019–20, along with its standard functions, the ECF provided a vital link between the agency and employees on changes to the way we work through the COVID-19 pandemic, working from home arrangements and returning to the office safely.



## Work health and safety

### Health and Wellbeing Strategy 2018–2022

The agency's Health and Wellbeing Strategy 2018–2022 (previously the Wellbeing System 2018–2022) takes a holistic approach to WHS and employee wellbeing. It seeks to improve our employees' wellbeing by building on existing practices, with targeted initiatives in 3 important, interrelated action areas:

- WHS
- health and wellbeing, and
- workplace culture.

Investing in the health and wellbeing of our employees provides significant benefits to the agency, including improved employee engagement, motivation and productivity; reduced costs associated with unscheduled absences; and improved culture enabling us to attract and retain good employees.

The Health and Wellbeing Strategy 2018–2022 includes the following initiatives and activities to promote health and wellbeing in the agency:

- access to corporate gym membership rates
- voluntary influenza vaccinations
- promotion and education of healthy eating and good nutrition
- health programs to promote exercise and wellbeing activities, and
- an annual wellbeing reimbursement for activities or therapies to help employees lead a healthy lifestyle.

Implementation of the strategy's actions will continue to 2022 with annual reviews of the initiatives.

### Rehabilitation Management System

We are committed to providing a safe and healthy workplace for all employees. This includes helping employees remain at work or return to work following an injury or illness. The Rehabilitation Management System (RMS) and the supporting policy address the requirements of Comcare's Guidelines for Rehabilitation Authorities 2012 and explain how the agency will meet its responsibilities for workers' compensation claims and rehabilitation under the *Safety, Rehabilitation and Compensation Act 1988* (Cth). In 2019–20 the agency supported a number of employees under the RMS, through graduated return to work programs, early intervention and access to ergonomic equipment.

### Work Health and Safety Officer

The agency's designated WHS Officer works closely with the Health and Safety Representatives (HSRs) and the Emergency Control Organisation (a structured group consisting of Fire Wardens and First Aid Officers) to ensure and promote a safe working environment. The WHS carries out regular workplace inspections to identify and address any WHS issues. This is in addition to regular reporting of incidents and near misses. At its quarterly meetings the Emergency Control Organisation reviews WHS incidents.

## Health and Safety Representatives

The agency has 2 HSRs to represent the health and safety interests of our employees. HSRs, along with the WHS Officer, carry out biannual workplace inspections of our premises to identify any health and safety concerns. HSRs work closely with the WHS Officer and the Business Services team to identify and resolve issues as quickly as possible.

## Mental health at work

We are committed to improving our employees' health and wellbeing. We recognise the benefits of good mental health and wellbeing and we actively promote positive mental health practices. To build our mental health confidence, we now require our Harassment Contact Officers, First Aid Officers and HSRs to undertake mental health first aid training. Safe Work Australia has also established a Mental Health Working Group to develop initiatives and drive policy development to ensure the agency continues to be a mentally healthy workplace.

## Employee Assistance Program

We provide all employees and their immediate families with access to free professional advice through our EAP. The EAP offers short-term telephone and face-to-face coaching and counselling. Telephone support service is available to staff 24 hours a day, 7 days a week. Online support is available through a web platform or an app designed for both Android and iOS devices.

## Workstation assessments

As part of our commitment to providing a safe and healthy workplace, employees have ergonomic assessments of their workstations on commencement, on returning from long-term leave or following an injury. We provide sit-to-stand workstations and encourage regular breaks to minimise the risks associated with sedentary work. Workstation assessments are also undertaken for employees with permanent working from home arrangements and where required as part of a rehabilitation and return to work case.

## Managing unscheduled absences

Unscheduled absences include a number of leave types, specifically where the absence could not have been predicted. We continue to work with employees and management to understand and improve unscheduled absence rates. This financial year has seen an increase in the unscheduled absence rate in the agency to 12.83 days per full-time equivalent (FTE) employee, which is up from 12.34 days per FTE in the 2018–19 financial year. The agency is focused on the wellbeing of its employees and actively encourages employees to access personal leave and carers leave when they or their family are unwell.

## WHS and workers' compensation claims

Under section 35 of the *Work Health and Safety Act 2011* (Cth), the agency is required to notify the Commonwealth WHS regulator, Comcare, of any incidents arising from the conduct of a business or undertaking that result in the death, serious injury or serious illness of a person or involve a dangerous incident. Two incidents were required to be notified in the 2019–20 period.

One workers' compensation claim was lodged with Comcare in the 2019–20 reporting period.

## The WHS Risk Register and Vicarious Trauma Support Trial

The agency's Work Health and Safety (WHS) Risk Register was approved by the CEO on 3 December 2019. The WHS Risk Register captures and includes information about activities and environments that might adversely impact the health, safety and wellbeing of our employees, contractors and visitors. The WHS Risk Register includes identified hazards and risks in our workplace and the actions that the agency will take to eliminate or minimise the hazards and risks. The WHS Risk Register was developed in consultation with our Directors, employees and Employee Consultative Forum. It includes:

- 8 risk categories: hazardous manual tasks; psychosocial; slips, trips and falls; electrical; domestic and international travel; traffic; emergencies; and hazardous chemicals
- 15 risk elements, and 30 additional controls to minimise the hazards and risks identified and ensure the health and safety of workers.

### The Vicarious Trauma Support Trial

The nature of the agency's activities in developing the model WHS laws requires consideration of work-related deaths, injuries and illnesses. Because of this, our employees can be exposed to graphic or distressing content. This has been identified in the agency's WHS Risk Register as a psychosocial risk to the health and safety of our employees.

To address and minimise this risk, the agency ran a pilot workshop on vicarious trauma for employees at most risk of exposure to potentially distressing material in the workplace. The training, delivered by Phoenix Australia as a half-day workshop, aimed to provide participants with an understanding of vicarious trauma, the early warning signs, and strategies to manage stress and trauma exposure.

In addition to the pilot workshop, the agency is trialling a wellbeing check-in program for employees with our EAP provider and has implemented measures in recruitment processes to ensure candidates understand the working environment and the nature of the work prior to commencing in the agency. We are also currently developing guidance material to support employees and managers and increase awareness of vicarious trauma in the workplace.

## Collaboration with other agencies

### Outsourcing key functions

As a small agency, Safe Work Australia leverages arrangements with other Commonwealth agencies to supplement internally resourced corporate functions.

A memorandum of understanding (MoU) with the Department of Education, Skills and Employment (formerly the Department of Jobs and Small Business) commenced in July 2018 to deliver services including IT support, IT infrastructure and storage, telecommunications and mail services. This MoU is in place until 30 June 2021.

The Department of Finance's Service Delivery Office, one of the providers of shared services for Australian Government departments and agencies, provides Safe Work Australia with enterprise resource planning system services and human resource services.

The agency also has an MoU with the Australian Competition and Consumer Commission to sublease premises at Level 7, 2 Phillip Law Street in New Acton, Canberra.

## Corporate governance framework

### Leadership, ethics and culture

All Safe Work Australia employees are required to uphold the Australian Public Service (APS) Values and Employment Principles and the APS Code of Conduct in connection with their employment. Employees are required to undertake training each year in relation to their obligations under the *Public Service Act 1999* (Cth). The agency also commenced developing a Personal Accountability Framework to address the broad compliance framework in the APS, using simple language and a behaviourally informed approach to assist employees to meet their obligations. The framework has a flexible delivery method and can be used pre or post engagement. The new framework will be launched in the 2020–21 period.

During the 2019–20 period, no investigations into suspected breaches of the APS Code of Conduct were conducted.

### Commonwealth Child Safe Framework

Although Safe Work Australia has limited interactions with children and young people, we are committed to providing an environment in which children and young people are safe, protected and respected. Our policies and procedures document how the agency is contributing to the protection of children and young people. For example:

- our staff have completed training to ensure they have the skills, confidence and knowledge to safeguard children
- our Social Media Policy now includes information on how to report online safety issues or breaches of ICT policies, and
- child safety clauses are included in all contracts where the contract is for services to children, or for activities that will involve or may involve contact with children.

### Planning and reporting processes

Planning underpins the work of the agency. Our corporate and operational plans are high-level strategic documents developed with reference to the functions identified in our enabling legislation and the priorities agreed with our Members. These plans are supported at an operational level by work plans, which detail specific projects and key business as usual activities that we will complete throughout the year.

With the agreement of Safe Work Australia Members, our work plans were modified in 2019–20 to allow us to respond to the unprecedented situation arising from the COVID-19 pandemic.

We monitor our performance in delivering on the strategies, projects and activities identified in our plans, and report periodically on our progress to Members. We also prepare an Annual Performance Statement, in accordance with the PGPA Act and our enabling legislation, that details our performance against our legislated outcome.

### Business continuity management

We undertake business continuity planning to ensure we remain prepared to respond quickly and effectively to an emergency situation and maintain a functioning agency. In early 2020 we identified that, as with other entities, our business continuity planning did not specifically anticipate a pandemic scenario. Accordingly, we prepared a COVID-19 specific business continuity plan and successfully implemented it.

## Fraud control

Safe Work Australia complies with section 10 of the PGPA Rule and the Australian Government Fraud Control Policy by minimising the incidence of fraud through the development, implementation and regular review of its Fraud Control Plan and fraud risks. This is undertaken in the context of Safe Work Australia's overarching risk management framework.

We provide annual mandatory fraud awareness training to all staff through an internal online system called LearnHub.

Safe Work Australia continues to remind staff of their responsibility for the prevention and detection of fraud against the Commonwealth, both through training and as part of the induction process for new starters.

No fraud incidents or potential fraud incidents were reported in 2019–20.

## Freedom of information

Safe Work Australia is covered by the *Freedom of Information Act 1982* (Cth) (FOI Act) and is required to publish information to the public as part of the Information Publication Scheme (IPS). Safe Work Australia must display a plan on its website showing what information it publishes in accordance with the IPS. Our 'IPS agency plan' is available on our website (<https://www.safeworkaustralia.gov.au/information-publication-scheme>). Safe Work Australia last reviewed its compliance with the IPS in 2017–18.

Under section 11C of the FOI Act, Safe Work Australia is required to maintain an FOI disclosure log through which information that is released under the FOI Act (excluding personal information and other sensitive information) is made publicly available. Our FOI disclosure log is available on our website.

Safe Work Australia received 15 requests under the FOI Act in 2019–20. These requests were managed in compliance with the FOI Act.

Safe Work Australia did not receive any requests for internal review under the FOI Act during 2019–20. No applications to the Office of the Australian Information Commissioner or the Administrative Appeals Tribunal were made in 2019–20 with respect to any decision made by Safe Work Australia under the FOI Act.

## Public interest disclosure

In accordance with the *Public Interest Disclosure Act 2013* (Cth), Safe Work Australia has established effective and clearly articulated internal procedures for facilitating and responding to public interest disclosures. These procedures are published on our website. Safe Work Australia did not receive any disclosure requests in 2019–20.

## Compliance with the Commonwealth Procurement Rules

Safe Work Australia's approach to procuring goods and services, including consultancies, is consistent with, and reflects the principles of, the Commonwealth Procurement Rules.

Information on significant procurements expected to be undertaken is outlined in our annual procurement plan, available on AusTender.

## Privacy

Safe Work Australia's privacy framework is guided by its privacy policy, which sets out how we deal with personal information in respect of our functions and activities.

The Privacy Commissioner may consider a privacy issue, including breach notifications and complaints, and issue a report or determination. The Privacy Commissioner did not review any privacy complaints involving the agency in 2019–20.

Safe Work Australia has not reported any notifiable data breaches under the Notifiable Data Breaches Scheme under the *Privacy Act 1988* (Cth).

Safe Work Australia prepared a privacy management plan under the *Privacy (Australian Government Agencies) APP Code 2017* for the 2019–20 year. Under this plan, we have:

- reviewed Safe Work Australia's privacy notices under Australian Privacy Principle 5 and updated these notices where appropriate, and
- improved privacy awareness through internal training and internal communications.

Safe Work Australia has reviewed its performance under the privacy management plan and has satisfied its objectives under this plan.

## Intellectual property

In performing its functions, Safe Work Australia creates, acquires and shares a range of intellectual property (IP). We continue to review our internal and external IP practices, as we continue to receive a large number of domestic and international requests to use our copyright material.

## Accountable Authority Instructions

To ensure internal conformance and accountability, Safe Work Australia has in place:

- financial and human resource delegations
- Accountable Authority Instructions (AAIs), and
- supporting policies, procedures and guidelines.

Safe Work Australia's AAIs were published in October 2018. They are based on the Department of Finance's revised model published in July 2016.

## Internal accountability

### Audit Committee

The Safe Work Australia Audit Committee operates in accordance with the requirements of the PGPA Act and PGPA Rule 17 – Audit Committee for Commonwealth Entities.

The Audit Committee provides independent assurance and assistance to the CEO on the integrity of Safe Work Australia's:

- financial data and processes
- risks, controls and compliance framework, and
- external accountability responsibilities.

Further detail on the Audit Committee's functions can be found in the Safe Work Australia Audit Committee Charter: <https://www.safeworkaustralia.gov.au/doc/safe-work-australia-audit-committee-charter-2019>

The Audit Committee members during the period were:

#### **Mathew Ford, Chair**

Mathew Ford is a Certified Practising Accountant and holds a Bachelor of Business degree. Mathew is currently working in the Commonwealth Public Service, where he has held several senior positions, across various portfolios, in the areas of finance, human resources, governance, risk, audit and assurance and strategy. Mathew has also worked in the Victorian Public Service in logistics and emergency management roles.

#### **Alfred Bonggi**

Alfred Bonggi holds formal accounting, economics and mediator qualifications and is a graduate of the Australian Institute of Company Directors. Alfred's career included 36 years' experience in the Australian Public Service, 13 of which were at the Senior Executive level. Alfred also has over 10 years' experience in Commonwealth governance, fraud, audit and risk committees.

#### **Maria Storti**

Maria Storti is a Fellow of the Institute of Chartered Accountants, a Fellow of the Australian Institute of Company Directors and a member of the Australian Institute of Internal Auditors, and holds a Masters in Business Administration and a degree in economics. Maria serves as an independent chair and member of Commonwealth audit committees and is a non-executive director. She is a former Ernst & Young performance advisory partner and early in her career had over 10 years' experience with PwC in their audit and consultancy practices. She has also held senior executive roles in various industries and government.

#### **Anthea Raven**

Anthea Raven was an internal Audit Committee member until June 2020. Further information on Anthea's skills, experience and qualifications is included in 'The Executive Leadership team' in Part 5.



## Remuneration

Remuneration paid to Audit Committee members for the period is set out below.

**TABLE 21: REMUNERATION PAID TO AUDIT COMMITTEE MEMBERS**

	AC34	AC35	AC36	AC37	AC38
	18 Jul 2019	9 Sep 2019	7 Nov 2019	19 Mar 2020	25 Jun 2020
Alfred Bongji	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00	\$3,000.00
Maria Storti					\$3,000.00

The Audit Committee met 5 times during 2019–20, including a September 2019 meeting at which it endorsed Safe Work Australia’s 2018–19 financial statements and annual performance statement.

**TABLE 22: MEETING ATTENDANCE**

	AC34	AC35	AC36	AC37	AC38
Meeting attendance	18 Jul 2019	9 Sep 2019	7 Nov 2019	19 Mar 2020	25 Jun 2020
Mathew Ford	X	X	X	X	X
Alfred Bongji	X	X	X	X	X
Anthea Raven	X	X	X	X	
Maria Storti					X

A number of observers regularly attended these meetings, including members of Safe Work Australia’s Executive team and the Chief Financial Officer, as well as representatives of the internal audit provider, KPMG, and the Australian National Audit Office (ANAO).

## Internal audit

The internal audit program provides assurance to the Audit Committee and the CEO in relation to the efficiency and effectiveness of the policies and procedures of Safe Work Australia.

In 2019–20 the internal audit function was provided by KPMG.

## External accountability

### **Judicial decisions and decisions of administrative tribunals**

No judicial decisions were made by courts or administrative tribunals, and no decisions were made by the Australian Information Commissioner, that had a significant effect on the operations of Safe Work Australia in 2019–20.

### **Commonwealth Ombudsman**

No adverse reports of Safe Work Australia's operations were made in 2019–20 by the Commonwealth Ombudsman.

### **Parliamentary committees**

No adverse reports of Safe Work Australia's operations were made in 2019–20 by the Auditor-General or a parliamentary committee.

**PART 6**

**FINANCIAL**

**PERFORMANCE**

## Financial overview

Safe Work Australia is jointly funded by the Commonwealth, state and territory governments, as set out in the Intergovernmental Agreement for Regulatory and Operational Reform in Occupational Health and Safety. In 2019–20 the agency received \$21.041 million in funding.

In 2019–20, Safe Work Australia had an operating surplus of \$0.933 million.

### Asset management

Safe Work Australia manages assets in accordance with Australian Accounting Standards Board (AASB) standards 116 and 138. The agency maintains a detailed asset register and conducts an annual asset stocktake. Assets are regularly reviewed for any impairment or fair value adjustments.

Purchases of property, plant and equipment are initially recognised at cost in the statement of financial position, except for purchases less than \$2,000 which are fully expensed in the year of purchase.

### Australian National Audit Office access clause

All contracts with a value of more than \$100,000 (inclusive of GST) entered into during 2019–20 contained an ANAO 'access to premises' clause.

### Exempt contracts

Safe Work Australia had no contracts or standing offers with a value greater than \$10,000 (inclusive of GST) that were exempt from being published on AusTender during 2019–20.

### Purchasing

Safe Work Australia makes reasonable enquiries to satisfy itself that a procurement:

- achieves value for money
- encourages competition and is non-discriminatory
- uses public resources in an efficient, effective, economical and ethical manner that is not inconsistent with the policies of the Commonwealth
- facilitates accountable and transparent decision-making
- encourages appropriate engagement with risk, and
- is commensurate with the scale and scope of the business requirement.

The Legal and Procurement section is responsible for coordinating key procurements for the agency, developing and maintaining procurement policies, procedures, templates and forms, and providing advice and support for staff undertaking a procurement process. To promote best practice, the Legal and Procurement section has undertaken a wholesale review of the agency's procurement practices and continues to review and update procurement procedures, templates and guidance material for staff.

## Compliance reporting

The agency monitors compliance with the Commonwealth Resource Management Framework and finance law, and reports regularly to senior management. There were no instances of significant non-compliance during 2019–20.

## Safe Work Australia's support of Indigenous businesses and small and medium enterprises

Safe Work Australia's implementation of the Australian Government's Indigenous Procurement Policy is designed to increase opportunities for businesses owned by Aboriginal and Torres Strait Islander people. The agency works in partnership with Supply Nation in applying this policy and engaging in ongoing monitoring and improvement of our procurement and contracting practices.

Safe Work Australia continues to monitor developments in Commonwealth procurement practices and liaises with the Department of Finance and other agencies to ensure its practices are commensurate with the risks involved and as simple as possible.

The agency generally uses the Department of Finance's Commonwealth Contracting Suite as required and, for other low-risk procurements, enabling the use of a set of terms and conditions that are consistent with those of other agencies that Indigenous businesses and small and medium enterprises (SMEs) would be familiar with.

Safe Work Australia supports small business participation in the Commonwealth Government procurement market. SME and small enterprise participation statistics are available on the Department of Finance's website.

Safe Work Australia recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website.

## Grants

Information on grants awarded by Safe Work Australia during 2019–20 is available on GrantConnect.

## Legal costs

Information required by the Legal Services Directions 2017 on Safe Work Australia's legal services expenditure for 2019–20 will be made available on our website at [www.swa.gov.au/collection/legal-services-expenditure-reports](http://www.swa.gov.au/collection/legal-services-expenditure-reports) by 30 October 2020.

## Consultancy contracts

During 2019–20, 7 new consultancy contracts were entered into, involving total actual expenditure of \$0.642 million. In addition, 6 ongoing consultancy contracts were active during the period, involving total actual expenditure of \$0.602 million.

Safe Work Australia engages consultants when specialist expertise or independent research, review or assessment is required. Consultants are typically engaged to investigate or diagnose a defined issue or problem; carry out defined reviews, evaluations or data collection for research; or provide independent advice, information or creative solutions to assist in Safe Work Australia's decision-making. Prior to engaging consultants, Safe Work Australia considers the

skills and resources required for the task, the skills available internally and the cost-effectiveness of engaging external expertise. The decision to engage a consultant is guided by the requirements of the finance law, the Commonwealth Procurement Rules and associated guides.

Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website.

## Entity resource statement and expenses by outcome

### Safe Work Australia resource statement 2019–20

Section 17AF(1)(b) of the PGPA Rule requires non-corporate Commonwealth entities to summarise the total resources of the entity, and the total payments made by the entity during the reporting period.

This information is provided at Note 3.2 Special Accounts in the financial statements.

### Expenses by outcome

Safe Work Australia has one outcome and one program. These are:

- Outcome 1: Healthier, safer and more productive workplaces through improvements to Australian work health and safety (WHS) and workers' compensation arrangements.
- Program 1.1: Reform of and improvements to Australian WHS and workers' compensation arrangements.

# Independent auditor's report



## INDEPENDENT AUDITOR'S REPORT

To the Minister for Industrial Relations

### Opinion

In my opinion, the financial statements of Safe Work Australia for the year ended 30 June 2020:

- (a) comply with Australian Accounting Standards – Reduced Disclosure Requirements and the *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015*; and
- (b) present fairly the financial position of Safe Work Australia as at 30 June 2020 and its financial performance and cash flows for the year then ended.

The financial statements of Safe Work Australia, which I have audited, comprise the following as at 30 June 2020 and for the year then ended:

- Statement by the Accountable Authority and Chief Financial Officer;
- Statement of Comprehensive Income;
- Statement of Financial Position;
- Statement of Changes in Equity;
- Cash Flow Statement; and
- Notes to the financial statements, comprising an Overview and other explanatory information.

### Basis for opinion

I conducted my audit in accordance with the Australian National Audit Office Auditing Standards, which incorporate the Australian Auditing Standards. My responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of my report. I am independent of Safe Work Australia in accordance with the relevant ethical requirements for financial statement audits conducted by the Auditor-General and his delegates. These include the relevant independence requirements of the Accounting Professional and Ethical Standards Board's APES 110 *Code of Ethics for Professional Accountants (including Independence Standards)* (the Code) to the extent that they are not in conflict with the *Auditor-General Act 1997*. I have also fulfilled my other responsibilities in accordance with the Code. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

### Other information

The Accountable Authority is responsible for the other information. The other information comprises the information included in the annual report for the year ended 30 June 2020 but does not include the financial statements and my auditor's report thereon.

My opinion on the financial statements does not cover the other information and accordingly I do not express any form of assurance conclusion thereon.

In connection with my audit of the financial statements, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work I have performed, I conclude that there is a material misstatement of this other information, I am required to report that fact. I have nothing to report in this regard.



### **Accountable Authority's responsibility for the financial statements**

As the Accountable Authority of Safe Work Australia, the Chief Executive Officer is responsible under the *Public Governance, Performance and Accountability Act 2013* for the preparation and fair presentation of annual financial statements that comply with Australian Accounting Standards – Reduced Disclosure Requirements and the rules made under the Act. The Chief Executive Officer is also responsible for such internal control as the Chief Executive Officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the Chief Executive Officer is responsible for assessing Safe Work Australia's ability to continue as a going concern, taking into account whether the Safe Work Australia's operations will cease as a result of an administrative restructure or for any other reason. The Chief Executive Officer is also responsible for disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the assessment indicates that it is not appropriate.

### **Auditor's responsibilities for the audit of the financial statements**

My objective is to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with the Australian National Audit Office Auditing Standards will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of the financial statements.

As part of an audit in accordance with the Australian National Audit Office Auditing Standards, I exercise professional judgement and maintain professional scepticism throughout the audit. I also:

- identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control;
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of Safe Work Australia's internal control;
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the Accountable Authority;
- conclude on the appropriateness of the Accountable Authority's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on Safe Work Australia's ability to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify my opinion. My conclusions are based on the audit evidence obtained up to the date of my auditor's report. However, future events or conditions may cause Safe Work Australia to cease to continue as a going concern; and
- evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

I communicate with the Accountable Authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.

Australian National Audit Office



Peter Kerr  
Executive Director  
Delegate of the Auditor-General  
Canberra  
22 September 2020

## Statement by the Accountable Authority and Chief Financial Officer

### STATEMENT BY THE ACCOUNTABLE AUTHORITY AND CHIEF FINANCIAL OFFICER

In our opinion, the attached financial statements for the year ended 30 June 2020 comply with subsection 42(2) of the *Public Governance, Performance and Accountability Act 2013* (PGPA Act), and are based on properly maintained financial records as per subsection 41(2) of the PGPA Act.

In our opinion, at the date of this statement, there are reasonable grounds to believe that Safe Work Australia will be able to pay its debts as and when they fall due.



Michelle Baxter  
Chief Executive Officer

22 September 2020



Kris Arnold  
Chief Financial Officer

22 September 2020

## Financial statements

### Statement of Comprehensive Income

For the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>NET COST OF SERVICES</b>				
<b>Expenses</b>				
Employee benefits	1.1A	12,649	12,917	13,041
Suppliers	1.1B	5,966	5,940	7,811
Grants		88	249	140
Finance cost	1.1C	19	-	-
Depreciation and amortisation	2.2A	1,340	549	630
Impairment loss on financial instruments		2	1	-
Write-down and impairment of other assets		4	-	-
<b>Total expenses</b>		<b>20,068</b>	<b>19,656</b>	<b>21,622</b>
<b>Own-Source Income</b>				
<b>Own-source revenue</b>				
Sale of goods and rendering of services	1.2A	10,520	10,269	10,520
Other revenue		59	72	50
<b>Total own-source revenue</b>		<b>10,579</b>	<b>10,341</b>	<b>10,570</b>
<b>Total own-source income</b>		<b>10,579</b>	<b>10,341</b>	<b>10,570</b>
<b>Net cost of service</b>		<b>(9,489)</b>	<b>(9,315)</b>	<b>(11,052)</b>
Revenue from Government	1.2B	10,422	10,231	10,422
<b>Surplus/(Deficit) on continuing operations</b>		<b>933</b>	<b>916</b>	<b>(630)</b>
<b>OTHER COMPREHENSIVE INCOME</b>				
<b>Items not subject to subsequent reclassification to net cost of services</b>				
Changes in asset revaluation surplus		-	(159)	-
<b>Total other comprehensive income</b>		<b>-</b>	<b>(159)</b>	<b>-</b>

The above statement should be read in conjunction with the accompanying notes.

#### Budget Variances Commentary

##### Statement of Comprehensive Income

Supplier expenses: The variance of -\$1.845m (-23.62%) is predominately due to reduced expenditure on key projects, including project delays and re-prioritisation of work in response to the COVID-19 pandemic.

Depreciation and amortisation: The variance of \$0.710m (112.70%) is due to the financial reporting impact of AASB 16 *Leases*, which was not accounted for in the 2019–20 Portfolio Budget Statements.

## Statement of Financial Position

As at 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>ASSETS</b>				
<b>Financial assets</b>				
Cash and cash equivalent	2.1A	17,203	15,492	14,175
Trade and other receivables	2.1B	325	349	456
<b>Total financial assets</b>		<b>17,528</b>	<b>15,841</b>	<b>14,631</b>
<b>Non-financial assets<sup>1</sup></b>				
Buildings	2.2A	2,624	1,462	1,106
Plant and equipment	2.2A	296	59	345
Prepayments		153	207	157
<b>Total non-financial assets</b>		<b>3,073</b>	<b>1,728</b>	<b>1,608</b>
<b>Total assets</b>		<b>20,601</b>	<b>17,569</b>	<b>16,239</b>
<b>LIABILITIES</b>				
<b>Payables</b>				
Suppliers	2.3A	953	751	1,325
Other payables	2.3B	228	334	257
<b>Total payables</b>		<b>1,181</b>	<b>1,085</b>	<b>1,582</b>
<b>Interest bearing liabilities</b>				
Leases	2.4A	1,547	-	-
<b>Total interest bearing liabilities</b>		<b>1,547</b>	<b>-</b>	<b>-</b>
<b>Provisions</b>				
Employee provisions	4.1A	3,335	3,179	3,235
<b>Total provisions</b>		<b>3,335</b>	<b>3,179</b>	<b>3,235</b>
<b>Total liabilities</b>		<b>6,063</b>	<b>4,264</b>	<b>4,817</b>
<b>Net assets</b>		<b>14,538</b>	<b>13,305</b>	<b>11,422</b>
<b>EQUITY</b>				
Contributed equity		5,308	5,209	5,308
Reserves		617	617	776
Retained surplus		8,613	7,479	5,338
<b>Total equity</b>		<b>14,538</b>	<b>13,305</b>	<b>11,422</b>

The above statement should be read in conjunction with the accompanying notes.

<sup>1</sup> A right-of-use asset is included in Buildings.

### Budget Variances Commentary

#### Statement of Financial Position

Cash and cash equivalent: The variance of \$3.028m (21.36%) is primarily a result of Safe Work Australia's surplus for 2019 (\$0.916m) and 2020 (\$0.933m), which was not anticipated when preparing the budget.

Non-financial assets – Buildings: The variance of -\$1.518m (-137%) is due to the financial reporting impact of AASB 16 *Leases* and the recognition of the right-of-use asset.

Supplier payables: The variance of -\$0.372m (-28.08%) is due to the timing of invoices received and payments made at year end, and the overall reduced expenditure compared to the budget.

Interest bearing liabilities – Leases: The variance is due to the financial reporting impact of AASB 16 *Leases*, which was not accounted for in the 2019–20 Portfolio Budget Statements.

## Statement of Changes in Equity

For the period ended 30 June 2020

Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>CONTRIBUTED EQUITY</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	5,209	5,117	5,209
<b>Adjusted opening balance</b>	<b>5,209</b>	<b>5,117</b>	<b>5,209</b>
<b>Transactions with owners</b>			
Departmental capital budget	99	92	99
<b>Total transactions with owners</b>	<b>99</b>	<b>92</b>	<b>99</b>
<b>Closing balance as at 30 June</b>	<b>5,308</b>	<b>5,209</b>	<b>5,308</b>
<b>RETAINED EARNINGS</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	7,479	6,563	5,968
Adjustment on initial application of AASB 16	201	-	-
<b>Adjusted opening balance</b>	<b>7,680</b>	<b>6,563</b>	<b>5,968</b>
<b>Comprehensive income</b>			
Surplus/(Deficit) for the period	933	916	(630)
<b>Total comprehensive income</b>	<b>933</b>	<b>916</b>	<b>(630)</b>
<b>Closing balance as at 30 June</b>	<b>8,613</b>	<b>7,479</b>	<b>5,338</b>
<b>ASSET REVALUATION RESERVE</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	617	776	776
<b>Adjusted opening balance</b>	<b>617</b>	<b>776</b>	<b>776</b>
<b>Comprehensive income</b>			
Other comprehensive income	-	(159)	-
<b>Total comprehensive income</b>	<b>-</b>	<b>(159)</b>	<b>-</b>
<b>Closing balance as at 30 June</b>	<b>617</b>	<b>617</b>	<b>776</b>
<b>TOTAL EQUITY</b>			
<b>Opening balance</b>			
Balance carried forward from previous period	13,305	12,456	11,953
Adjustment on initial application of AASB 16	201	-	-
<b>Adjusted opening balance</b>	<b>13,506</b>	<b>12,456</b>	<b>11,953</b>
<b>Comprehensive income</b>			
Surplus/(Deficit) for the period	933	916	(630)
Other comprehensive income	-	(159)	-
<b>Total comprehensive income</b>	<b>933</b>	<b>757</b>	<b>(630)</b>
<b>Transactions with owners</b>			
Departmental capital budget	99	92	99
<b>Total transactions with owners</b>	<b>99</b>	<b>92</b>	<b>99</b>
<b>Closing balance as at 30 June</b>	<b>14,538</b>	<b>13,305</b>	<b>11,422</b>

The above statement should be read in conjunction with the accompanying notes.

### Accounting Policy

#### Equity Injections

Amounts appropriated which are designated as 'equity injections' for a year (less any formal reductions) and departmental capital budgets are recognised directly in contributed equity in that year.

### Budget Variances Commentary

#### Statement of changes in Equity

Total Comprehensive Income: the variance of \$1.563m (248.10%) is primarily due to the agency achieving a surplus in both the current and previous financial years. See the Statement of Comprehensive Income.

## Cash Flow Statement

For the period ended 30 June 2020

	Notes	2020 \$'000	2019 \$'000	Original Budget \$'000
<b>OPERATING ACTIVITIES</b>				
<b>Cash received</b>				
Appropriations		10,422	10,231	10,422
Sale of goods and rendering of services		11,558	11,469	11,572
Other		-	6	-
<b>Total cash received</b>		<b>21,980</b>	<b>21,706</b>	<b>21,994</b>
<b>Cash used</b>				
Employees		12,303	13,222	12,988
Suppliers		6,353	6,598	8,634
Grants		88	249	154
Interest payments on lease liabilities		19	-	-
Net GST paid		549	599	218
<b>Total cash used</b>		<b>19,312</b>	<b>20,668</b>	<b>21,994</b>
<b>Net cash from operating activities</b>		<b>2,668</b>	<b>1,038</b>	<b>-</b>
<b>INVESTING ACTIVITIES</b>				
<b>Cash used</b>				
Purchase of plant and equipment, and computer software		389	71	99
<b>Total cash used</b>		<b>389</b>	<b>71</b>	<b>99</b>
<b>Net cash from (used by) investing activities</b>		<b>(389)</b>	<b>(71)</b>	<b>(99)</b>
<b>FINANCING ACTIVITIES</b>				
<b>Cash received</b>				
Contributed equity		176	71	99
<b>Total cash received</b>		<b>176</b>	<b>71</b>	<b>99</b>
<b>Cash used</b>				
Principal payments of lease liabilities		744	-	-
<b>Total cash used</b>		<b>744</b>	<b>-</b>	<b>-</b>
<b>Net cash from (used by) financing activities</b>		<b>(568)</b>	<b>71</b>	<b>99</b>
<b>Net increase in cash held</b>		<b>1,711</b>	<b>1,038</b>	<b>-</b>
Cash and cash equivalents at the beginning of the reporting period		15,492	14,454	14,175
<b>Cash and cash equivalents at the end of the reporting period</b>	2.1A	<b>17,203</b>	<b>15,492</b>	<b>14,175</b>

The above statement should be read in conjunction with the accompanying notes.

### Budget Variances Commentary

#### Cash Flow Statement

Cash used – Suppliers: the variance of -\$2.278m (-26.38%) is predominately due to reduced expenditure on key projects, including project delays and re-prioritisation of work in response to the COVID-19 pandemic.

Cash used – Principal payments of lease liabilities: The variance is due to the financial reporting impact of AASB 16 *Leases*, which was not accounted for in the 2019–20 Portfolio Budget Statements.

## Overview

### Objectives of Safe Work Australia

Safe Work Australia is a not-for-profit, Australian Government controlled entity. Safe Work Australia is responsible for delivering national work health and safety and workers' compensation policy, evidence and communication initiatives. Safe Work Australia was established as a statutory agency by the *Safe Work Australia Act 2008* (Cth).

### The Basis of Preparation

The financial statements are general purpose financial statements and are required by section 42 of the *Public Governance, Performance and Accountability Act 2013*.

The financial statements have been prepared in accordance with:

- (a) *Public Governance, Performance and Accountability (Financial Reporting) Rule 2015* (FRR); and
- (b) Australian Accounting Standards and Interpretations – Reduced Disclosure Requirements issued by the Australian Accounting Standards Board (AASB) that apply for the reporting period.

The financial statements have been prepared on an accrual basis and in accordance with the historical cost convention, except for certain assets and liabilities at fair value. Except where stated, no allowance is made for the effect of changing prices on the results or the financial position. The financial statements are presented in Australian dollars.

### Significant Accounting Judgements and Estimates

Safe Work Australia has made assumptions or estimates in the following areas that have the most significant impact of the amounts recorded in the financial statements:

- The fair value of buildings, plant and equipment is assessed at market value or depreciated replacement cost as determined by an independent valuer and is subject to management assessment in between formal valuations
- Leave provisions involve assumptions on the expected tenure of existing staff, patterns of leave claims and payouts, future salary movements and future discount rates, and
- The right of use asset and lease liability recognised under AASB 16 Leases, which has been disclosed below.

No accounting assumptions or estimates have been identified that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next reporting period.

### New Accounting Standards

AASB 16 *Leases* became effective 1 July 2019. This new standard has replaced AASB 117 *Leases*, Interpretation 4 *Determining whether an Arrangement contains a Lease*, Interpretation 115 *Operating Leases—Incentives* and Interpretation 127 *Evaluating the Substance of Transactions Involving the Legal Form of a Lease*.

AASB 16 provides a single lessee accounting model, requiring the recognition of assets and liabilities for all leases, together with options to exclude leases where the lease term is 12 months or less, or where the underlying asset is of low value. AASB 16 substantially carries forward the lessor accounting in AASB 117, with the distinction between operating leases and finance leases being retained.

The details of the changes in accounting policies, transitional provisions and adjustments are disclosed below and in the relevant notes to the financial statements.

#### *Application of AASB 16 Leases*

Safe Work Australia adopted AASB 16 using the modified retrospective approach, under which the cumulative effect of the initial application is recognised in retained earnings at 1 July 2019. Accordingly, the comparative information presented has not been restated, that is, it is presented as previously reported under AASB 117 and related interpretations.

As a lessee, Safe Work Australia previously classified leases as operating or finance leases based on its assessment of whether the lease transferred substantially all of the risks and rewards of ownership. Under AASB 16, the agency recognises right-of-use assets and lease liabilities for most leases.

On the adoption of AASB 16, the agency recognised a right-of-use asset and lease liabilities in relation to its leased office space, which had previously been classified as operating leases.

The lease liability was measured at the present value of the remaining lease payments, discounted using the Commonwealth incremental borrowing rate as at 1 July 2019. The incremental borrowing rate is the rate at which a similar borrowing could be obtained from an independent creditor under comparable terms and conditions. The rate applied was 0.0817%.

The right-of-use asset was measured at an amount equal to the lease liability, adjusted by the amount of any prepaid or accrued lease payments.

	1 July 2019 \$'000
<b>Impact on Transition of AASB 16</b>	
<b>Departmental</b>	
<b>Assets</b>	
Right-of-use assets - Building	2,354
Prepayments	(63)
<b>Liabilities</b>	
Lease liability	2,291
Other payables	(201)
<b>Equity</b>	
Retained earnings	201

The following table reconciles the Departmental minimum lease commitments disclosed in the entity's 30 June 2019 annual financial statements to the amount of lease liabilities recognised on 1 July 2019:

Minimum operating lease commitment at 30 June 2019	<u>2,628</u>
<b>Undiscounted lease payments</b>	<u>2,628</u>
Less: goods and services tax included in minimum operating lease commitment at 30 June 2019	(239)
Less: prepayment as at 30 June 2019	(63)
Less: effect of discounting using the incremental borrowing rate as at the date of initial application	<u>(35)</u>
<b>Lease liability recognised on 1 July 2019</b>	<u>2,291</u>

#### Taxation

Safe Work Australia is exempt from all forms of taxation except Fringe Benefits Tax (FBT) and Goods and Services Tax (GST).

#### Events After the Reporting Period

There were no subsequent events that had the potential to significantly affect the ongoing structure and financial activities of Safe Work Australia.

#### COVID-19

In preparing the financial statements, the impacts of COVID-19 have been considered in the assumptions and estimates used in impairment testing of financial and non-financial assets, fair value measurements and other areas of the financial statements. Although there have been events and conditions related to COVID-19 that have impacted Safe Work Australia, they do not culminate in material uncertainty about the agency's ability to continue as a going concern. Safe Work Australia will continue to monitor this assessment as changes occur in its operating environment.



## Financial performance

This section analyses the financial performance of Safe Work Australia for the year ended 30 June 2020

### 1.1 Expenses

	2020	2019
	\$'000	\$'000
<b>1.1A: Employee Benefits</b>		
Wages and salaries	8,966	8,564
Superannuation		
Defined contribution plans	1,079	1,028
Defined benefit plans	628	1,029
Leave and other entitlements	1,951	1,913
Separation and redundancies	25	383
<b>Total employee benefits</b>	<b>12,649</b>	<b>12,917</b>

#### Accounting Policy

Accounting policies for employee related expenses are contained in the People and relationships section.

#### 1.1B: Suppliers

##### Goods and services supplied or rendered

Consultants	3,063	2,060
Contractors	150	99
Travel	190	240
IT services	337	138
Recruitment and training	195	368
Advertising	152	183
Office supplies	64	50
Venue hire/ guest speaker	17	8
Subscriptions	289	311
Corporate costs	750	883
Property costs	240	213
Sponsorships	6	39
Other	463	560
<b>Total goods and services supplied or rendered</b>	<b>5,916</b>	<b>5,152</b>

Goods supplied	160	16
Services rendered	5,756	5,136
<b>Total goods and services supplied or rendered</b>	<b>5,916</b>	<b>5,152</b>

##### Other suppliers

Operating lease rentals	16	745
Workers compensation expenses	34	43
<b>Total other supplier</b>	<b>50</b>	<b>788</b>
<b>Total suppliers</b>	<b>5,966</b>	<b>5,940</b>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1C, 2.2A and 2.4

#### Accounting Policy

The discount rate used is the interest rate implicit in the lease. Leased assets are amortised over the period of the lease. Lease payments are allocated between the principal component and the interest expense.

Operating lease payments are expensed on a straight-line basis which is representative of the pattern of benefits.

	2020	2019
	\$'000	\$'000
<b>1.1C: Finance costs - unwinding of discount</b>		
Interest on lease liabilities	19	-
<b>Total finance costs</b>	<b>19</b>	<b>-</b>

The above lease disclosures should be read in conjunction with the accompanying notes 1.1B, 2.2A and 2.4

## 1.2 Own-Source Revenue and Gains

	2020 \$'000	2019 \$'000
<b>Own-Source Revenue</b>		
<b>1.2A: Sale of Goods and Rendering of Services</b>		
Rendering of services	10,520	10,269
<b>Total sale of goods and rendering of services</b>	<b>10,520</b>	<b>10,269</b>

### Accounting policy

#### Revenue from rendering of services – state and territory contributions

State and territory contributions are recognised over the course of the year as work is completed. All contributions are deemed as being earned at the reporting date. Contribution amounts are received in accordance with the Inter-Governmental Agreement for Regulation and Operational Reform in Occupational Health and Safety.

#### Other revenue from rendering of services

Other revenue from rendering of services is recognised by reference to the stage of completion of contracts at the reporting date. The revenue is recognised when:

- a. the amount of revenue, stage of completion and transaction costs incurred can be reliably measured, and
- b. the probable economic benefits associated with the transaction will flow to Safe Work Australia.

The stage of completion of contracts at the reporting date is determined by reference to the proportion of costs incurred to date compared to the estimated total costs of the transaction.

Receivables for goods and services, which have 30-day terms, are recognised at the nominal amounts due less any impairment allowance account. Collectability of debts is reviewed at the end of the reporting period. Allowances are made when collectability of the debt is no longer probable.

### 1.2B: Revenue from Government

Departmental appropriations	10,422	10,231
<b>Total revenue from Government</b>	<b>10,422</b>	<b>10,231</b>

### Accounting policy

#### Revenue from Government

Amounts appropriated for departmental appropriations for the year (adjusted for any formal additions and reductions) are recognised as Revenue from Government when Safe Work Australia gains control of the appropriation, except for certain amounts that relate to activities that are reciprocal in nature, in which case revenue is recognised only when it has been earned. Appropriations receivable are recognised at their nominal amounts.

## Financial position

This section analyses Safe Work Australia's assets used to conduct its operations and the operating liabilities incurred as a result. Employee related information is disclosed in the People and relationships section.

### 2.1 Financial Assets

	2020 \$'000	2019 \$'000
<b>2.1A: Cash and Cash Equivalents</b>		
Cash at bank	372	302
Cash in the special account	16,831	15,190
<b>Total cash and cash equivalents</b>	<b>17,203</b>	<b>15,492</b>

#### Accounting policy

Cash is recognised at its nominal amount. Cash and cash equivalents include cash on hand, and cash in special accounts.

### 2.1B: Trade and Other Receivables

#### Goods and services receivable

Goods and services	268	210
<b>Total goods and services receivable</b>	<b>268</b>	<b>210</b>

#### Other receivable

GST receivable	59	62
Appropriation receivable	-	77
<b>Total other receivable</b>	<b>59</b>	<b>139</b>
<b>Total trade and other receivables (gross)</b>	<b>327</b>	<b>349</b>

#### Less impairment loss allowance

	(2)	-
<b>Total trade and other receivables (net)</b>	<b>325</b>	<b>349</b>

Credit terms for goods and services were within 30 days (2019: 30 days).

#### Accounting policy

##### Trade and other receivables

Trade and other receivables that have fixed or determinable payments and that are not quoted in an active market are classified as receivables. Receivables are measured at amortised cost using the effective interest method less impairment.

## 2.2 Non-Financial Assets

### 2.2A: Reconciliation of the Opening and Closing Balances of Property, Plant and Equipment and Computer Software for 2020

	Buildings \$'000	Plant and equipment \$'000	Total \$'000
<b>As at 1 July 2019</b>			
Gross book value	1,462	141	1,603
Accumulated depreciation, amortisation and impairment	-	(82)	(82)
<b>Total as at 1 July 2019</b>	1,462	59	1,521
Recognition of right of use asset on initial application of AASB 16	2,354	-	2,354
<b>Total as at 1 July 2019</b>	3,816	59	3,875
<b>Additions</b>			
Purchase	104	285	389
Depreciation and amortisation	(511)	(44)	(555)
Depreciation on right-of-use assets	(785)	-	(785)
Write-down and impairment of assets	-	(4)	(4)
<b>Total as at 30 June 2020</b>	2,624	296	2,920
<b>Total as at 30 June 2020 represented by</b>			
Gross book value	3,920	369	4,289
Accumulated depreciation, amortisation and impairment	(1,296)	(73)	(1,369)
<b>Total as at 30 June 2020</b>	2,624	296	2,920
<b>Carrying amount of right-of-use assets</b>	1,569	-	1,569

No indicators of impairment were found for buildings, plant and equipment.

No buildings, plant and equipment are expected to be sold or disposed of within the next 12 months.

#### Revaluations of non-financial assets

All revaluations were conducted in accordance with the revaluation policy stated at Note 5.3. An independent valuer conducted the revaluation as at 30 June 2019. An annual assessment was undertaken by management for 2019–20, which determined that the carrying amount of the assets did not differ materially from fair value at 30 June 2020.

#### Contractual commitments for the acquisition of buildings, plant and equipment

Safe Work Australia has no significant contractual commitments for the acquisition of buildings, plant and equipment.

**Accounting policy**

Assets are recorded at cost on acquisition except as stated below. The cost of acquisition includes the fair value of assets transferred in exchange and liabilities undertaken. Financial assets are initially measured at their fair value plus transaction costs where appropriate.

Assets acquired at no cost, or for nominal consideration, are initially recognised as assets and income at their fair value at the date of acquisition, unless acquired as a consequence of restructuring of administrative arrangements. In the latter case, assets are initially recognised as contributions by owners at the amounts at which they were recognised in the transferor's accounts immediately prior to the restructuring.

Asset recognition threshold

Purchases of buildings, plant and equipment are recognised initially at cost in the statement of financial position, except for purchases costing less than the thresholds listed below for each class of assets, which are expensed in the year of acquisition (other than where they form part of a group of similar items which are significant in total).

Leasehold Improvements: \$20,000

Plant and Equipment: \$2,000

The initial cost of an asset includes an estimate of the cost of dismantling and removing the item and restoring the site on which it is located.

Leased Right of Use (ROU) Assets

Leased ROU assets are capitalised at the commencement date of the lease and comprise of the initial lease liability amount, initial direct costs incurred when entering into the lease less any lease incentives received. These assets are accounted for by Commonwealth lessees as separate asset classes to corresponding assets owned outright, but included in the same column as where the corresponding underlying assets would be presented if they were owned. Following initial application, an impairment review is undertaken for any right-of-use lease asset that shows indicators of impairment and an impairment loss is recognised against any right-of-use lease asset that is impaired. Lease ROU assets continue to be measured at cost after initial recognition in Commonwealth agency, GGS and Whole of Government financial statements.

Revaluations

Following initial recognition at cost, buildings, plant and equipment (excluding ROU assets) are carried at fair value (or an amount not materially different from fair value) less subsequent accumulated depreciation and accumulated impairment losses. Valuations are conducted with sufficient frequency to ensure that the carrying amounts of assets did not differ materially from the assets' fair values as at the reporting date. The regularity of independent valuations depended upon the volatility of movements in market values for the relevant assets. Revaluation adjustments are made on a class basis. Any revaluation increment is credited to equity under the heading of asset revaluation reserve except to the extent that it reversed a previous revaluation decrement of the same asset class that was previously recognised in the surplus/deficit. Revaluation decrements for a class of assets are recognised directly in the surplus/deficit except to the extent that they reversed a previous revaluation increment for that class. Any accumulated depreciation as at the revaluation date is offset against the gross carrying amount of the asset and the asset is restated to the revalued amount.

Depreciation

Depreciable buildings, plant and equipment assets are written-off to their estimated residual values over their estimated useful lives to the entity using, in all cases, the straight-line method of depreciation.

Depreciation rates (useful lives), residual values and methods are reviewed at each reporting date and necessary adjustments are recognised in the current, or current and future, reporting periods, as appropriate.

Depreciation rates applying to each class of depreciable asset are based on the following useful lives:

Leasehold Improvements: Lease term (2019: Lease term)

Plant and Equipment: 3 to 20 years (2019: 3 to 20 years).

The depreciation rates for ROU assets are based on the commencement date to the earlier of the end of the useful life of the ROU asset or the end of the lease term.

**Accounting policy (continued)**Impairment

All assets were assessed for impairment at 30 June 2020. Where indications of impairment exist, the asset's recoverable amount is estimated and an impairment adjustment made if the asset's recoverable amount is less than its carrying amount.

The recoverable amount of an asset is the higher of its fair value less costs of disposal and its value in use. Value in use is the present value of the future cash flows expected to be derived from the asset. Where the future economic benefit of an asset is not primarily dependent on the asset's ability to generate future cash flows, and the asset would be replaced if the entity were deprived of the asset, its value in use is taken to be its depreciated replacement cost.

De-recognition

An item of plant and equipment is derecognised upon disposal or when no further future economic benefits are expected from its use or disposal.

### 2.3 Payables

	2020 \$'000	2019 \$'000
<b>2.3A: Suppliers</b>		
Trade creditors and accruals	953	751
<b>Total suppliers</b>	<b>953</b>	<b>751</b>
<b>2.3B: Other Payables</b>		
Salaries and wages	167	76
Superannuation	27	13
Lease	-	201
Other	34	44
<b>Total other payables</b>	<b>228</b>	<b>334</b>

### 2.4 Leases

Safe Work Australia has applied AASB 16 using the modified retrospective approach and therefore the comparative information has not been restated and continues to be reported under AASB 117.

	2020 \$'000	2019 \$'000
<b>2.4A: Leases</b>		
Lease liability		
Buildings	1,547	-
<b>Total leases</b>	<b>1,547</b>	<b>-</b>

#### Accounting policy

##### Lease

Refer Overview section for accounting policy on leases.

## Funding

This section identifies Safe Work Australia's funding structure from the Australian government.

### 3.1 Appropriations

#### 3.1A: Annual Appropriations ('Recoverable GST exclusive')

##### Annual appropriations for 2020

	Annual Appropriation <sup>1</sup> \$'000	Total appropriation \$'000	Appropriation applied in 2020 (current and prior years) \$'000	Variance \$'000
<b>Departmental</b>				
Ordinary annual services	10,422	10,422	10,422	-
Capital budget <sup>2</sup>	99	99	176	(77)
<b>Total departmental</b>	<b>10,521</b>	<b>10,521</b>	<b>10,598</b>	<b>(77)</b>

1. During 2020, there were no appropriation amounts withheld under section 51 of the PGPA Act or quarantined for administrative purposes.

2. Departmental Capital Budgets are appropriated through Appropriation Acts (No. 1, 3). They form part of ordinary annual services, and are not separately identified in the Appropriation Acts.



**3.1B: Unspent Annual Appropriations ('Recoverable GST exclusive')**

	2020 \$'000	2019 \$'000
<b>Departmental</b>		
Appropriation Act (No. 1) 2018-19 - Departmental Capital Budget	-	77
<b>Total departmental</b>	-	77

**3.2 Special Accounts**

	Safe Work Australia Special Account	
	2020 \$'000	2019 \$'000
<b>Balance brought forward from previous period</b>	<b>15,492</b>	<b>14,454</b>
<b>Increases</b>		
Appropriation credited to Special Account	10,422	10,231
Capital Injection - Departmental Capital Budget	176	71
Revenue from services	11,558	11,469
Other receipts	-	6
<b>Total increases</b>	<b>22,156</b>	<b>21,777</b>
<b>Available for payments</b>	<b>37,648</b>	<b>36,231</b>
<b>Decreases</b>		
<b>Departmental</b>		
Payment made to suppliers	8,142	7,517
Payment made to employees	12,303	13,222
<b>Total departmental</b>	<b>20,445</b>	<b>20,739</b>
<b>Total decreases</b>	<b>20,445</b>	<b>20,739</b>
<b>Total balance carried to the next period</b>	<b>17,203</b>	<b>15,492</b>
<b>Balance represented by:</b>		
Cash held in entity bank accounts	372	302
Cash held in the Official Public Account	16,831	15,190
<b>Total balance carried to the next period</b>	<b>17,203</b>	<b>15,492</b>

Appropriation: *Public Governance, Performance and Accountability Act 2013*, section 80.

Establishing Instrument: The Safe Work Australia Special Account was established in accordance with section 64 of the *Safe Work Australia Act 2008*.

Purpose: To provide a source of finance to resource Safe Work Australia.

### 3.3 Net Cash Appropriation Arrangements

	2020 \$'000	2019 \$'000
<b>3.3A: Net Cash Appropriation Arrangements</b>		
<b>Total comprehensive income less depreciation/amortisation expenses previously funded through revenue appropriations</b>	<b>1,529</b>	<b>1,465</b>
Plus: depreciation/amortisation expenses previously funded through revenue appropriation	(555)	(549)
Plus: depreciation right-of-use assets	(785)	-
Less: principal repayments - leased assets	<u>744</u>	<u>-</u>
<b>Total comprehensive income - as per the Statement of Comprehensive Income</b>	<b><u>933</u></b>	<b><u>916</u></b>

From 2010-11, the Government introduced net cash appropriation arrangements where revenue appropriations for depreciation/amortisation expenses ceased. Entities now receive a separate capital budget provided through equity appropriations. Capital budgets are to be appropriated in the period when cash payment for capital expenditure is required.

The inclusion of depreciation/amortisation expenses related to ROU leased assets and the lease liability principle repayment amount reflects the cash impact on implementation of AASB 16 Leases, it does not directly reflect a change in appropriation arrangements.

## People and relationships

This section describes a range of employment and post-employment benefits provided to our people and our relationships with other key people.

### 4.1 Employee Provisions

	2020 \$'000	2019 \$'000
<b>4.1A: Employee Provisions</b>		
Leave	3,335	3,179
<b>Total employee provisions</b>	<b>3,335</b>	<b>3,179</b>
<b>Employee provisions expected to be settled</b>		
No more than 12 months	1,290	1,197
More than 12 months	2,045	1,982
<b>Total employee provisions</b>	<b>3,335</b>	<b>3,179</b>

#### Accounting policy

Liabilities for short-term employee benefits and termination benefits expected within 12 months of the end of reporting period are measured at their nominal amounts.

Other long-term employee benefits are measured as the net total of the present value of the defined benefit obligation at the end of the reporting period minus the fair value at the end of the reporting period of plan assets (if any) out of which the obligations are to be settled directly.

#### Leave

The liability for employee benefits includes provision for annual leave and long service leave.

The leave liabilities are calculated on the basis of employees' remuneration at the estimated salary rates that will be applied at the time the leave is taken, including the entity's employer superannuation contribution rates to the extent that the leave is likely to be taken during service rather than paid out on termination.

The liability for long service leave has been determined by reference to the Standard Parameters issued by the Department of Finance. The estimate of the present value of the liability takes into account attrition rates and pay increases through promotion and inflation.

#### Separation and redundancy

Provision is made for separation and redundancy benefit payments. The entity recognises a provision for termination when it has developed a detailed formal plan for the terminations and has informed those employees affected that it will carry out the terminations.

#### Superannuation

The entity's staff are members of the Commonwealth Superannuation Scheme (CSS), the Public Sector Superannuation Scheme (PSS), or the PSS accumulation plan (PSSap), or other superannuation funds held outside the Australian Government.

The CSS and PSS are defined benefit schemes for the Australian Government. The PSSap is a defined contribution scheme.

The liability for defined benefits is recognised in the financial statements of the Australian Government and is settled by the Australian Government in due course. This liability is reported in the Department of Finance's administered schedules and notes.

Safe Work Australia makes employer contributions to the employees' defined benefit superannuation scheme at rates determined by an actuary to be sufficient to meet the current cost to the Government. Safe Work Australia accounts for the contributions as if they were contributions to defined contribution plans.

## 4.2 Key Management Personnel Remuneration

Key management personnel are those persons having authority and responsibility for planning, directing and controlling the activities of Safe Work Australia, directly or indirectly. Safe Work Australia has determined the key management personnel to be the Chief Executive Officer and Branch Managers. Key management personnel remuneration is reported in the table below:

	2020 \$'000	2019 \$'000
Short-term employee benefits	1,281	1,221
Post-employment benefits	204	189
Other long-term employee benefits	42	37
<b>Total key management personnel remuneration expenses<sup>1</sup></b>	<b>1,527</b>	<b>1,447</b>

There are six key management personnel included in the above table (2019: six key management personnel).

1. The above key management personnel remuneration excludes the remuneration and other benefits of the Portfolio Minister. The Portfolio Minister's remuneration and other benefits are set by the Remuneration Tribunal and are not paid by Safe Work Australia.

## 4.3 Related Party Disclosures

### Related party relationships:

Safe Work Australia is an Australian Government controlled entity. Related parties to Safe Work Australia are key management personnel, their close family members, and the Portfolio and Cabinet Ministers.

### Transactions with related parties:

Given the breadth of Government activities, related parties may transact with the government sector in the same capacity as ordinary citizens. These transactions have not been separately disclosed in this note.

Giving consideration to relationships with related entities, and transactions entered into during the reporting period by Safe Work Australia, it has been determined that there are no related party transactions to be disclosed.

## Managing uncertainties

This section analyses how Safe Work Australia manages financial risks within its operating environment.

### 5.1 Contingent Assets and Liabilities

At 30 June 2020 Safe Work Australia has no contingent assets or contingent liabilities. Safe Work Australia is unaware of any quantifiable, unquantifiable or significant remote contingencies.

#### Accounting policy

Contingent assets and contingent liabilities are not recognised in the statement of financial position but are reported in the notes. They may arise from uncertainty as to the existence of an asset or liability or represent an asset or liability in respect of which the amount cannot be reliably measured. Contingent assets are disclosed when settlement is probable but not virtually certain and contingent liabilities are disclosed when settlement is greater than remote.

### 5.2 Financial Instruments

	2020 \$'000	2019 \$'000
<b>5.2A: Categories of Financial Instruments</b>		
<b>Financial assets at amortised cost</b>		
Cash and cash equivalents	17,203	15,492
Goods and other receivables	268	210
<b>Total financial assets at amortised cost</b>	<b>17,471</b>	<b>15,702</b>
<b>Total financial assets</b>	<b>17,471</b>	<b>15,702</b>
<b>Financial Liabilities</b>		
<b>Financial liabilities measured at amortised cost</b>		
Suppliers	953	751
Other payables	228	334
<b>Total financial liabilities measured at amortised cost</b>	<b>1,181</b>	<b>1,085</b>
<b>Total financial liabilities</b>	<b>1,181</b>	<b>1,085</b>

#### Accounting policy

The classification and measurement of financial assets under AASB 9 is determined by Safe Work Australia's business model for managing its financial assets and the contractual cash flow characteristics of those assets.

#### Financial assets

Safe Work Australia's financial assets are comprised of trade and other receivables that are held for the purposes of collecting the contracted cash flows.

Safe Work Australia classifies its financial assets as 'financial assets at amortised cost'.

Safe Work Australia derived no interest income from financial assets in either the current or prior year.

#### Financial liabilities

Financial liabilities are also measured at amortised cost.

#### Impairment

Safe Work Australia has assessed the trade receivables at the reporting date to determine whether any indicators of impairment exist in accordance with the requirements of AASB *Financial Instruments*. Due to the nature of Safe Work Australia's receivables, a nil loss allowance has been calculated.

### 5.3 Fair Value Measurement

#### Accounting policy

Safe Work Australia engaged the services of the Jones Lang LaSalle Advisory Services Pty Ltd (JLL) to conduct a detailed external valuation of non-financial assets as at 30 June 2019. JLL provided written assurance to Safe Work Australia that the models developed are in accordance with AASB13 *Fair Value Measurement*, AASB 116 *Property, Plant and Equipment*, and the Public Governance, Performance and Accountability (Financial Reporting) Rule.

An annual assessment was undertaken to determine whether the carrying amount of assets differed materially from the fair value

Carrying amounts are reviewed every year to determine if an independent valuation is required. The regularity of independent valuations depends on the volatility of movement in the market value for the relevant assets.

#### 5.3A: Fair Value Measurements

	Fair value measurements at the end of the reporting period	
	2020 \$'000	2019 \$'000
<b>Financial assets</b>		
Cash and cash equivalents	17,203	15,492
Goods and other receivables	268	210
<b>Non-financial assets</b>		
Buildings	1,055	1,462
Plant and equipment	296	59
<b>Financial liabilities</b>		
Suppliers	953	751
Other payables	228	334

## Other information

### 6.1 Aggregate Assets and Liabilities

	2020 \$'000	2019 \$'000
<b>6.1A: Aggregate Assets and Liabilities</b>		
<b>Assets expected to be recovered in:</b>		
No more than 12 months	17,681	16,048
More than 12 months	<u>2,920</u>	<u>1,521</u>
<b>Total assets</b>	<u>20,601</u>	<u>17,569</u>
<b>Liabilities expected to be settled in:</b>		
No more than 12 months	2,471	2,112
More than 12 months	<u>3,592</u>	<u>2,152</u>
<b>Total liabilities</b>	<u>6,063</u>	<u>4,264</u>

# **PART 7**

# **APPENDICES**



## Appendix 1 – Corporate Plan 2019–2023

Safe Work Australia was established under the *Safe Work Australia Act 2008*, and operates in accordance with the *Public Governance, Performance and Accountability Act 2013*. Where the two Acts are inconsistent with respect to the corporate plan requirements, Safe Work Australia's enabling legislation prevails.

Accordingly, this corporate plan covers a four-year period from 2019–2023 and deals only with the outcomes to be achieved by Safe Work Australia and the strategies for achieving those outcomes.

### Outcome

Healthier, safer and more productive workplaces through improvements to Australian work health and safety (WHS) and workers' compensation arrangements.

### Our role in achieving the outcome

Safe Work Australia was established as an inclusive tripartite forum representing the interests of the Commonwealth, states and territories, as well as workers and employers in Australia to:

- collaborate on national WHS and workers' compensation matters
- lead the development of evidence-based policies and supporting strategies, and
- promote consistency in WHS and workers' compensation arrangements.

Together, we work collaboratively to:

- achieve significant reductions in the incidence of work-related death, injury and illness, including improving support for families impacted by a workplace death
- improve outcomes for injured workers and their employers
- use our collective influence to increase knowledge and awareness of WHS and workers' compensation, and
- be a key source of WHS and workers' compensation research, evaluation and data.

### Our strategies to achieve the outcome

Over the 2019–2023 period we have seven high-level strategies that will help us achieve our outcome, they are:

1. Support the objectives of the Australian Work Health and Safety Strategy 2012–2022 (the Australian Strategy) and the ongoing implementation of the Members' response to its mid-term review.
2. Develop and support a national WHS strategy beyond the current Australian Strategy term.
3. Review, evaluate and improve the model WHS laws in Australia, including implementing the agreed findings of the independent review of the model WHS laws.
4. Identify opportunities to improve workers' compensation arrangements, including finalising the national return to work strategy.

5. Support the development of evidence based policy, programs and practice through the collection, analysis and dissemination of national WHS and workers' compensation data and research.
6. Increase community awareness and knowledge of WHS and workers' compensation, including promoting consistent approaches to managing WHS hazards and risks.
7. Cooperate and share information, expertise and experience with other national and international bodies.

## Appendix 2 – Operational Plan 2019–2020

Safe Work Australia was established under the *Safe Work Australia Act 2008* (the Act). In accordance with the Act, this operational plan details the activities to be undertaken by Safe Work Australia and the planned expenditure for the year.

This plan is consistent with the Corporate Plan 2019-2023, and it does not deal with the allocation of resources for the performance of Safe Work Australia's functions.

### Our purpose

Safe Work Australia has an important national role to achieve significant and continual reductions in the incidence of work-related death, injury and illness and to improve outcomes for injured workers and their employers. It is an inclusive tripartite forum representing the interests of the Commonwealth, states and territories, as well as workers and employers in Australia to:

- collaborate on national work health and safety (WHS) and workers' compensation matters
- lead the development of evidence-based policies and supporting strategies, and
- promote consistency in WHS and workers' compensation arrangements.

This collaborative model brings together and recognises varying views and interests to ensure effective national policy and strategies to improve WHS and workers' compensation outcomes.

This plan describes the activities to be undertaken by Safe Work Australia in performing its statutory functions during 2019–2020, within the total operating budget of \$21.0m.

### The activities we will undertake in 2019-2020

The activities we will undertake in 2019-2020 support the strategies outlined in the Safe Work Australia Corporate Plan 2019–2023 and reflect the priorities agreed by Safe Work Australia Members. These activities include:

- implementing the Members' response to the review of the Australian Work Health and Safety Strategy 2012–2022
- implementing the agreed recommendations arising from the independent review of the model WHS laws, including undertaking a regulation impact analysis
- finalising the review of workplace exposure standards
- progressing the agreed strategy to address occupational lung disease, including silicosis
- developing a national WHS prosecutions database
- adopting a latter revision of the Globally Harmonised System of Classification and Labelling of Chemicals
- finalising and promoting a national return to work strategy
- finalising the review of the National Assessment Instruments for high risk work licensing, and
- implementing the relevant recommendations from the Senate Committee report, *They never came home* – the framework surrounding the prevention, investigation and prosecution of industrial deaths in Australia, relating to improving support for families impacted by a workplace death, and to report on achievements.

We will also continue our core work of:

- developing accessible, effective and practical material to support the model WHS legislative framework which aids understanding and compliance, particularly for small business
- improving outcomes for injured workers and their employers
- collecting, analysing and disseminating high quality evidence
- collaborating with our national and international counterparts, and
- generating awareness through the Virtual Seminar Series and National Safe Work Month.

## **How we will measure our performance**

The effectiveness of these activities in assisting to reduce death, injury and disease and meet the outcome of healthier, safer and more productive workplaces will be measured through systematic review and evaluation.

Performance will be measured against the Key Performance Indicators included in the *2019–2020 Safe Work Australia Budget Statements* and reported in the *Safe Work Australia Annual Report*.

## Appendix 5 – Advertising

During 2019–20, Safe Work Australia conducted the following advertising and advertising campaigns:

**TABLE 23: ADVERTISING COSTS**

<b>Cost (including GST where applicable)</b>	<b>Provider</b>	<b>Reason</b>
\$38,312.64	Universal McCann	National Safe Work Month
\$39,227.02	Universal McCann	Quad Bike Safety
\$2,636.00	Australian Public Service Commission	APS Gazette recruitment advertising
\$615.75	Telstra Corporation Limited	White Pages directory listing
<b>TOTAL \$80,791.41</b>		

## Appendix 6 – Ecologically sustainable development and environmental performance

Section 516A of the *Environmental Protection and Biodiversity Conservation Act 1999* (Cth) requires that government organisations report annually on their environmental performance and contribution to ecologically sustainable development. Safe Work Australia’s environmental policy outlines the agency’s commitment to minimising the environmental impact of its operations. Safe Work Australia does this by:

- operating a paper, plastic, glass and cardboard recycling program
- effective use of electricity by using energy-efficient office machinery
- toner cartridge and waste toner recycling
- using energy-efficient computer monitors
- using low-wattage lights in the office
- operating lighting via motion sensors to reduce energy consumption
- reducing paper usage by centralising printers and setting them to double-sided printing as a default, and
- using office paper that is carbon neutral, is recycled and/or has an environmental sustainability rating.

**PART 8**

**REFERENCES AND**

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## Abbreviations and acronyms

Abbreviations and acronyms	Meaning
AAIs	Accountable Authority Instructions
a/g	acting
ABS	Australian Bureau of Statistics
ACCI	Australian Chamber of Commerce and Industry
ACTU	Australian Council of Trade Unions
AIHW	Australian Institute of Health and Welfare
AMR	Australian Mesothelioma Registry
ANAO	Australian National Audit Office
APS	Australian Public Service
APSC	Australian Public Service Commission
BAU	business as usual
CEO	Chief Executive Officer
COAG	Council of Australian Governments
COMPARE	Compensation Policy and Return to Work Effectiveness
corporate plan	Safe Work Australia Corporate Plan 2019–2023
CRG	Communication Reference Group
Cth	Commonwealth
EAP	Employee Assistance Program
ECF	Employee Consultation Forum
EL	Executive Level
enterprise agreement	Safe Work Australia Enterprise Agreement 2019–2022
ERG	Evidence Reference Group
FOI Act	<i>Freedom of Information Act 1982</i> (Cth)
GDP	gross domestic product
G20	Group of Twenty
GHS	Globally Harmonized System of Classification and Labelling of Chemicals
GHS 7	7th revised edition of the Globally Harmonized System of Classification and Labelling of Chemicals
GST	Goods and Services Tax
HSR	Health and Safety Representative
HWCA	Heads of Workers' Compensation Authorities
HWSA	Heads of Workplace Safety Authorities
ICT	information and communications technology
IDC	Interdepartmental Committee
IT	information technology
KMP	key management personnel
MoU	Memorandum of Understanding
NAI	national assessment instrument



NDS	National Dataset for Compensation-based Statistics
operational plan	Safe Work Australia Operational Plan 2019–20
PBS	Portfolio Budget Statements
PCBU	person conducting a business or undertaking
PGPA Act	<i>Public Governance, Performance and Accountability Act 2013 (Cth)</i>
PGPA Rule	Public Governance, Performance and Accountability Rule 2014
RCD	respirable coal dust
RCS	respirable crystalline silica
SES	Senior Executive Service
SIG	Strategic Issues Group
SME	small or medium enterprise
TWA	time-weighted average
UNSCEGHS	United Nations Sub-Committee of Experts for the Globally Harmonized System of Classification and Labelling of Chemicals
UVR	ultraviolet radiation
VET	vocational education and training
WES	workplace exposure standards
WHS	work health and safety
WMSD	work-related musculoskeletal disorder

## Glossary

Term	Description
2018 Review	The independent review of the model WHS laws, completed by Marie Boland in 2018.
airborne contaminant	A contaminant in the form of a fume, mist, gas, vapour or dust (includes micro-organisms).
Annual Performance Statement	A requirement under the <i>Public Governance, Performance and Accountability Act 2013</i> (Cth), taking effect from 1 July 2015. The statement is designed to provide a line of sight between planned non-financial performance outlined in the agency's planning documents and actual performance over the reporting period.
<i>Australian Work Health and Safety Strategy 2012–2022</i> (Australian Strategy)	A framework to help improve work health and safety in Australia. Its vision is healthy, safe and productive working lives. It promotes collaboration between the Commonwealth, state and territory governments, industry, unions and other organisations to reach the vision.
corporate plan	Safe Work Australia is required by the <i>Safe Work Australia Act 2008</i> (Cth) each year to prepare a corporate plan covering a 4-year period which deals only with the outcomes to be achieved by Safe Work Australia and the strategies that are to be followed to achieve those outcomes.
duty holder	Any person who owes a work health and safety duty under the WHS Act, including a person conducting a business or undertaking (PCBU), designer, manufacturer, importer, supplier, installer of products or plant used at work (upstream duty holders), an officer and workers.
Group of Twenty (G20)	The premier international forum for cooperation on global economic governance. The members of the G20 are Argentina, Australia, Brazil, Canada, China, France, Germany, India, Indonesia, Italy, Japan, Republic of Korea, Mexico, Russia, Saudi Arabia, South Africa, Turkey, United Kingdom, United States, and European Union. G20 members account for about 86% of the world economy, 78% of global trade, and two-thirds of the world's population, including more than half of the world's poor.
Globally Harmonized System of Classification and Labelling of Chemicals (GHS)	A global method of classifying chemicals and preparing labels.
model Codes of Practice	Practical guides to achieving the standards of health, safety and welfare required under the WHS Act and the WHS Regulations in a jurisdiction. To have legal effect in a jurisdiction a model Code of Practice must be approved as a code of practice in that jurisdiction.
model WHS Act	The model WHS Act establishes WHS duties requiring the elimination or minimisation of risks arising from work and provides for worker consultation, representation and participation

	relating to WHS matters. It enables compliance with and enforcement of the model WHS laws through the regulator and provides for the making of model WHS Regulations and Codes to support the objectives of the model WHS Act.
model WHS framework	Any model Act, model regulations or model codes of practice relating to WHS, as amended from time to time, developed by Safe Work Australia for adoption by the Commonwealth, the States and the Territories.
model WHS laws	The model WHS laws consist of the model WHS Act, supported by model WHS Regulations, model Codes of Practice and a National Compliance and Enforcement Policy.
model WHS Regulations	The model WHS Regulations specify the way in which some duties under the model WHS Act must be met by setting out detailed requirements that must be applied to specific work activities and hazards. The model WHS Regulations also prescribe procedural or administrative requirements to support the model WHS Act (for example, requiring licences for specific activities and the keeping of records).
<i>National Return to Work Strategy 2020–2030</i> (National RTW Strategy)	A national strategy to drive and leverage national action to improve return to work outcomes for workers with a work-related injury or illness. It promotes collaboration between the Commonwealth, state and territory governments, industry, unions and other organisations to achieve the vision of minimising the impact of work-related injury and illness and enabling workers to have a timely, safe and durable return to work.
occupational dust diseases	Occupational dust diseases are conditions of the respiratory system that have occupational exposure to dust as a risk factor for developing the disease.
occupational lung diseases	Occupational lung diseases are conditions of the respiratory system that have occupational exposure as a risk factor for developing the disease. These diseases may be acute, sub-acute or chronic, and either malignant, non-malignant or infectious in nature.
operational plan	Safe Work Australia’s operational plan describes the activities Safe Work Australia will undertake in performing its statutory functions during a financial year. The activities give effect to the strategies outlined in the corporate plan.
Person conducting a business or undertaking (PCBU)	The model WHS Act places the primary duty of care on the PCBU. The term PCBU is an umbrella concept used to capture all types of working arrangements or structures. A PCBU can be a company, an unincorporated body or association, a sole trader or a self-employed person. Individuals who are in a partnership that is conducting a business will individually and collectively be a PCBU.
Portfolio Budget Statements (PBS)	Budget-related papers detailing budget initiatives and explanations of appropriations specified by

	outcome and program by each agency within a portfolio.
serious claim	An accepted workers' compensation claim for an incapacity that results in a total absence from work for one working week or more. It includes claims that receive common-law payments. Claims that arise from a journey to or from work, or during a recess period, are not compensable in all jurisdictions and are excluded, as are compensated fatalities.
Virtual Seminar Series	The Virtual Seminar Series is a micro-site of the Safe Work Australia website which broadcasts a range of seminars to the public. The seminars are designed to showcase the latest thinking, research, developments and best practice in WHS.
WHS ministers	Commonwealth, state and territory ministers with responsibility for WHS.
WHS regulators	WHS regulators enforce WHS laws and provide advice on the WHS regulations in their jurisdictions.
Workers' compensation authorities	Workers' compensation authorities are responsible for the regulation and administration of workers' compensation in their jurisdiction.
work-related musculoskeletal disorders	Work-related musculoskeletal disorders include a wide range of inflammatory and degenerative conditions affecting the muscles, tendons, ligaments, joints, peripheral nerves and supporting blood vessels incurred in the course of work.
workplace exposure standards	A workplace exposure standard for a particular chemical sets out the legal concentration limit of that chemical that must not be exceeded.

## List of requirements

PGPA Rule Reference	Part of Report	Description	Requirement	Page
<b>17AD(g)</b>	<b>Letter of transmittal</b>			
17AI	Letter of transmittal	A copy of the letter of transmittal signed and dated by accountable authority on date final text approved, with statement that the report has been prepared in accordance with section 46 of the Act and any enabling legislation that specifies additional requirements in relation to the annual report.	Mandatory	1
<b>17AD(h)</b>	<b>Aids to access</b>			
17AJ(a)		Table of contents.	Mandatory	2–3
17AJ(b)		Alphabetical index.	Mandatory	153–162
17AJ(c)		Glossary of abbreviations and acronyms.	Mandatory	144–146
17AJ(d)		List of requirements.	Mandatory	147–153
17AJ(e)		Details of contact officer.	Mandatory	163
17AJ(f)		Entity's website address.	Mandatory	163
17AJ(g)		Electronic address of report.	Mandatory	163
<b>17AD(a)</b>	<b>Review by accountable authority</b>			
17AD(a)		A review by the accountable authority of the entity.	Mandatory	9
<b>17AD(b)</b>	<b>Overview of the entity</b>			
17AE(1)(a)(i)		A description of the role and functions of the entity.	Mandatory	12
17AE(1)(a)(ii)		A description of the organisational structure of the entity.	Mandatory	70–71
17AE(1)(a)(iii)		A description of the outcomes and programmes administered by the entity.	Mandatory	13
17AE(1)(a)(iv)		A description of the purposes of the entity as included in corporate plan.	Mandatory	6
17AE(1)(aa)(i)		Name of the accountable authority or each member of the accountable authority.	Mandatory	13
17AE(1)(aa)(ii)		Position of the accountable authority or each member of the accountable authority.	Mandatory	13
17AE(1)(aa)(iii)		Period as the accountable authority or member of the accountable authority within the reporting period.	Mandatory	13
17AE(1)(b)		An outline of the structure of the portfolio of the entity.	Portfolio departments - mandatory	N/A
17AE(2)		Where the outcomes and programs administered by the entity differ from any Portfolio Budget Statement, Portfolio Additional Estimates Statement or other portfolio estimates statement that was prepared for the entity for the period, include details of variation and reasons for change.	If applicable, Mandatory	N/A

<b>17AD(c) Report on the Performance of the entity</b>			
<b>Annual performance Statements</b>			
17AD(c)(i); 16F	Annual performance statement in accordance with paragraph 39(1)(b) of the Act and section 16F of the Rule.	Mandatory	37–43
<b>17AD(c)(ii) Report on Financial Performance</b>			
17AF(1)(a)	A discussion and analysis of the entity's financial performance.	Mandatory	106–109
17AF(1)(b)	A table summarising the total resources and total payments of the entity.	Mandatory	114
17AF(2)	If there may be significant changes in the financial results during or after the previous or current reporting period, information on those changes, including: the cause of any operating loss of the entity; how the entity has responded to the loss and the actions that have been taken in relation to the loss; and any matter or circumstances that it can reasonably be anticipated will have a significant impact on the entity's future operation or financial results.	If applicable, Mandatory.	N/A
<b>17AD(d) Management and Accountability</b>			
<b>Corporate Governance</b>			
17AG(2)(a)	Information on compliance with section 10 (fraud systems)	Mandatory	100
17AG(2)(b)(i)	A certification by accountable authority that fraud risk assessments and fraud control plans have been prepared.	Mandatory	1
17AG(2)(b)(ii)	A certification by accountable authority that appropriate mechanisms for preventing, detecting incidents of, investigating or otherwise dealing with, and recording or reporting fraud that meet the specific needs of the entity are in place.	Mandatory	1
17AG(2)(b)(iii)	A certification by accountable authority that all reasonable measures have been taken to deal appropriately with fraud relating to the entity.	Mandatory	1
17AG(2)(c)	An outline of structures and processes in place for the entity to implement principles and objectives of corporate governance.	Mandatory	99–101
17AG(2)(d) – (e)	A statement of significant issues reported to Minister under paragraph 19(1)(e) of the Act that relates to non-compliance with Finance law and action taken to remedy non-compliance.	If applicable, Mandatory	N/A
<b>Audit Committee</b>			
17AG(2A)(a)	A direct electronic address of the charter determining the functions of the entity's audit committee.	Mandatory	102
17AG(2A)(b)	The name of each member of the entity's audit committee.	Mandatory	102

17AG(2A)(c)	The qualifications, knowledge, skills or experience of each member of the entity's audit committee.	Mandatory	102
17AG(2A)(d)	Information about the attendance of each member of the entity's audit committee at committee meetings.	Mandatory	103
17AG(2A)(e)	The remuneration of each member of the entity's audit committee.	Mandatory	103
<b>External Scrutiny</b>			
17AG(3)	Information on the most significant developments in external scrutiny and the entity's response to the scrutiny.	Mandatory	104
17AG(3)(a)	Information on judicial decisions and decisions of administrative tribunals and by the Australian Information Commissioner that may have a significant effect on the operations of the entity.	If applicable, Mandatory	104
17AG(3)(b)	Information on any reports on operations of the entity by the Auditor-General (other than report under section 43 of the Act), a Parliamentary Committee, or the Commonwealth Ombudsman.	If applicable, Mandatory	104
17AG(3)(c)	Information on any capability reviews on the entity that were released during the period.	If applicable, Mandatory	N/A
<b>Management of Human Resources</b>			
17AG(4)(a)	An assessment of the entity's effectiveness in managing and developing employees to achieve entity objectives.	Mandatory	69
17AG(4)(aa)	Statistics on the entity's employees on an ongoing and non-ongoing basis, including the following:  (a) statistics on full-time employees;  (b) statistics on part-time employees;  (c) statistics on gender;  (d) statistics on staff location.	Mandatory	76–86
17AG(4)(b)	Statistics on the entity's APS employees on an ongoing and non-ongoing basis; including the following:  Statistics on staffing classification level;  Statistics on full-time employees;  Statistics on part-time employees;  Statistics on gender;  Statistics on staff location;  Statistics on employees who identify as Indigenous.	Mandatory	76–86
17AG(4)(c)	Information on any enterprise agreements, individual flexibility arrangements, Australian workplace agreements, common law contracts and determinations under subsection 24(1) of the <i>Public Service Act 1999</i> .	Mandatory	87–90

17AG(4)(c)(i)	Information on the number of SES and non-SES employees covered by agreements etc identified in paragraph 17AG(4)(c).	Mandatory	90
17AG(4)(c)(ii)	The salary ranges available for APS employees by classification level.	Mandatory	89
17AG(4)(c)(iii)	A description of non-salary benefits provided to employees.	Mandatory	89–90
17AG(4)(d)(i)	Information on the number of employees at each classification level who received performance pay.	If applicable, Mandatory	89
17AG(4)(d)(ii)	Information on aggregate amounts of performance pay at each classification level.	If applicable, Mandatory	89
17AG(4)(d)(iii)	Information on the average amount of performance payment, and range of such payments, at each classification level.	If applicable, Mandatory	89
17AG(4)(d)(iv)	Information on aggregate amount of performance payments.	If applicable, Mandatory	89
<b>Assets Management</b>			
17AG(5)	An assessment of effectiveness of assets management where asset management is a significant part of the entity's activities.	If applicable, Mandatory	106
<b>Purchasing</b>			
17AG(6)	An assessment of entity performance against the <i>Commonwealth Procurement Rules</i> .	Mandatory	100
<b>Consultants</b>			
17AG(7)(a)	A summary statement detailing the number of new contracts engaging consultants entered into during the period; the total actual expenditure on all new consultancy contracts entered into during the period (inclusive of GST); the number of ongoing consultancy contracts that were entered into during a previous reporting period; and the total actual expenditure in the reporting year on the ongoing consultancy contracts (inclusive of GST).	Mandatory	107–108
17AG(7)(b)	A statement that <i>"During [reporting period], [specified number] new consultancy contracts were entered into involving total actual expenditure of \$[specified million]. In addition, [specified number] ongoing consultancy contracts were active during the period, involving total actual expenditure of \$[specified million]"</i> .	Mandatory	107
17AG(7)(c)	A summary of the policies and procedures for selecting and engaging consultants and the main categories of purposes for which consultants were selected and engaged.	Mandatory	107–108
17AG(7)(d)	A statement that <i>"Annual reports contain information about actual expenditure on contracts for consultancies. Information on the value of contracts and consultancies is available on the AusTender website."</i>	Mandatory	108



17AG(8)	If an entity entered into a contract with a value of more than \$100 000 (inclusive of GST) and the contract did not provide the Auditor-General with access to the contractor's premises, the report must include the name of the contractor, purpose and value of the contract, and the reason why a clause allowing access was not included in the contract.	If applicable, Mandatory	N/A
<b>Exempt contracts</b>			
17AG(9)	If an entity entered into a contract or there is a standing offer with a value greater than \$10 000 (inclusive of GST) which has been exempted from being published in AusTender because it would disclose exempt matters under the FOI Act, the annual report must include a statement that the contract or standing offer has been exempted, and the value of the contract or standing offer, to the extent that doing so does not disclose the exempt matters.	If applicable, Mandatory	N/A
<b>Small business</b>			
17AG(10)(a)	A statement that " <i>[Name of entity] supports small business participation in the Commonwealth Government procurement market. Small and Medium Enterprises (SME) and Small Enterprise participation statistics are available on the Department of Finance's website.</i> "	Mandatory	107
17AG(10)(b)	An outline of the ways in which the procurement practices of the entity support small and medium enterprises.	Mandatory	107
17AG(10)(c)	If the entity is considered by the Department administered by the Finance Minister as material in nature—a statement that  <i>"[Name of entity] recognises the importance of ensuring that small businesses are paid on time. The results of the Survey of Australian Government Payments to Small Business are available on the Treasury's website."</i>	If applicable, Mandatory	N/A
<b>Financial Statements</b>			
17AD(e)	Inclusion of the annual financial statements in accordance with subsection 43(4) of the Act.	Mandatory	112-134
<b>Executive Remuneration</b>			
17AD(da)	Information about executive remuneration in accordance with Subdivision C of Division 3A of Part 2-3 of the Rule.	Mandatory	87–88
<b>17AD(f)</b>	<b>Other Mandatory Information</b>		
17AH(1)(a)(i)	If the entity conducted advertising campaigns, a statement that " <i>During [reporting period], the [name of entity] conducted the following advertising campaigns: [name of advertising campaigns undertaken]. Further information on</i>	If applicable, Mandatory	139

	<i>those advertising campaigns is available at [address of entity's website] and in the reports on Australian Government advertising prepared by the Department of Finance. Those reports are available on the Department of Finance's website."</i>		
17AH(1)(a)(ii)	If the entity did not conduct advertising campaigns, a statement to that effect.	If applicable, Mandatory	N/A
17AH(1)(b)	A statement that " <i>Information on grants awarded by [name of entity] during [reporting period] is available at [address of entity's website]."</i>	If applicable, Mandatory	107
17AH(1)(c)	Outline of mechanisms of disability reporting, including reference to website for further information.	Mandatory	93
17AH(1)(d)	Website reference to where the entity's Information Publication Scheme statement pursuant to Part II of FOI Act can be found.	Mandatory	100
17AH(1)(e)	Correction of material errors in previous annual report.	If applicable, mandatory	N/A
17AH(2)	Information required by other legislation.	Mandatory	95–97

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