NSW GOVERNMENT | SafeWork NSW

WORK HEALTH AND SAFETY ROADMAP FOR NSW 2022

We believe you should be safe and supported

LET'S TALK SAFETY

Introduction

MINISTER'S MESSAGE

NSW is consistently the nation's leading economy. Our workplaces are the engine room of our state's economic success.

Key to this success is the need to embed a new 'Health and Safety Landscape' in workplaces across NSW. That requires a cultural shift in our state – entrenching the idea that work health and safety is the responsibility of each and every one of us.

This is a key challenge for our state, presented by this Work Health and Safety Roadmap.

The Roadmap demonstrates SafeWork NSW's commitment to 'right touch' regulatory approaches through collaboration, innovation and expertise. It is also an example of the NSW Government's reform agenda: protecting workers from harm whilst increasing the competitiveness and confidence of business.

With a greater focus on innovation and data analytics, SafeWork NSW will be empowered to lead the nation as a smarter and more targeted work health and safety regulator.

This Roadmap outlines a range of initiatives all aimed at making the lives of workers and business owners healthier, safer and more productive. The Government can't do this alone – it is a responsibility of all of us.

I want to thank all those who have had input into this important process and I encourage you to come on this journey and help us meet the challenges ahead.

Hon. Victor Dominello MP,
Minister for Innovation
and Better Regulation

SAFEWORK NSW MESSAGE

In September 2015, SafeWork NSW was created out of the separation of the insurance and regulatory functions of the former WorkCover, with a new identity and a clear focus on work health and safety.

Our aims are to protect against harm, reduce unnecessary compliance costs and secure safety standards. In our first 12 months, we have consulted deeply and widely with stakeholders to agree a path towards our shared vision of healthy, safe and productive lives.

Here we set out the 'Roadmap' that shows the way forward not only for SafeWork NSW, but for every stakeholder, employer and worker in NSW. This collaborative agreement, which keeps safety simple while focusing on the important issues, is a first for our state.

It calls out the critical elements at the heart of a health and safety landscape:

- consultation
- committed leadership
- good safety practices
- safe design and supply chains
- skilled workers who look out for each other.

It's taken effort, but it's an important piece of work.

Thank you to all who gave your time freely to assist us – your efforts to influence the future of work health and safety in NSW will be truly lifesaving.

Peter Dunphy,
Executive Director
for SafeWork NSW

A new Roadmap for work health and safety

PURPOSE OF THIS ROADMAP

This Roadmap will drive statewide activities for improvement in work health and safety in NSW. It is aimed not only at the regulator, but at peak bodies, associations, community leaders, and each employer and worker. The Roadmap has the Vision – 'Healthy, safe, and productive working lives' – and sets out targets to measure success. Three Action Areas will help us achieve these targets. And it is all enabled by a strong commitment from everyone who has an influence on work health and safety in NSW.

OUR VISION FOR WORK HEALTH AND SAFETY

HEALTHY, SAFE AND PRODUCTIVE WORKING LIVES

OUR TARGETS

By 2022 NSW aims to achieve the following results:

20%	30%	30%
Fatalities[1]	**Serious injuries and illnesses**[1]	**Serious musculoskeletal injuries and illnesses**[1]
A 20% decline* in **worker fatalities due to injury**	A 30% decline* in the **incidence rate of claims**[†]	A 30% decline* in the **incidence rate of claims**[†]

While working in partnership...

- with the State Insurance Regulatory Authority to improve return to work practices
- with the Commerce Regulation Program and others to deliver a significant improvement in the ease of doing business in NSW
- within the Department of Finance Services and Innovation to ensure 80% of relevant transactions will be conducted via digital channels by 2022[‡]

Action Area I
Embed the 'Health and Safety Landscape' in NSW workplaces

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Action Area II
Prioritise sectors, harms, workers and workplaces where the most significant WHS risks exist

Action Area III
Build exemplar regulatory services
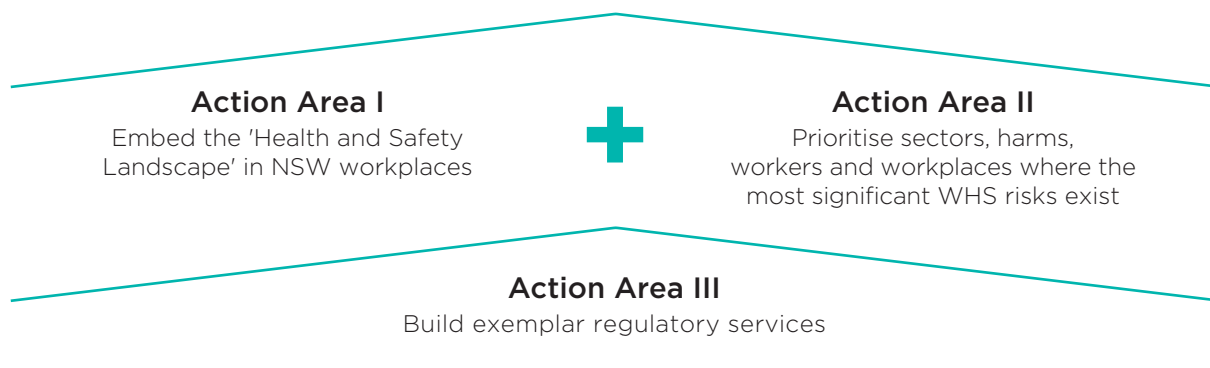
Key Enabler
The sustained commitment to this Vision by peak bodies, associations, community leaders, employers and workers in NSW

*This decline is measured over ten years from 2012 to 2022.   [†]Resulting in one or more weeks off work.
[‡]Focus on digital forms and payments, digital workplace systems, online advisory and mobile field services and digital evaluation.
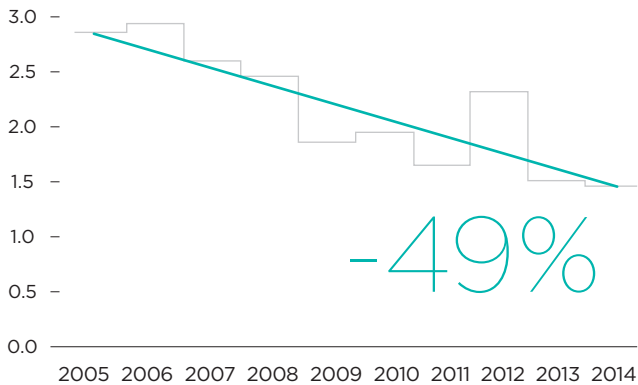
Good progress to date...
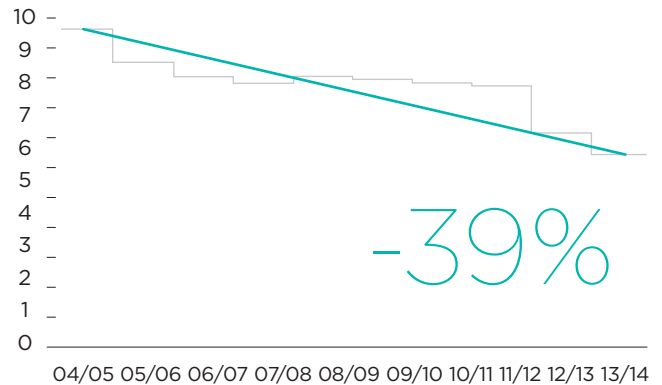
2012-22 TARGETS – ON TRACK ✓

NSW has made good progress in improving work health and safety outcomes. It is on track to meet the targets under the national Australian Work Health and Safety Strategy 2012-2022.
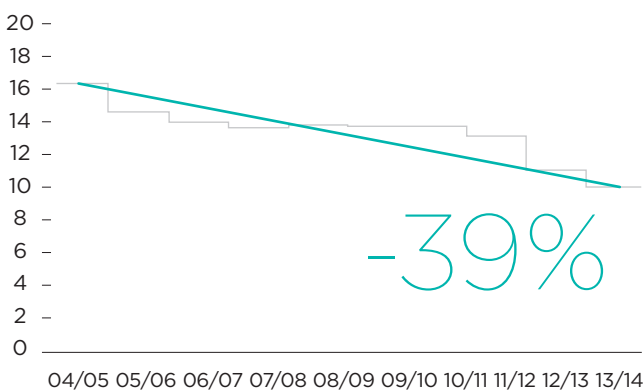
FEWER PEOPLE FATALLY AND SERIOUSLY INJURED

Fatality incidence rates per 100,000 2005–14 [2]

-49%

2005 2006 2007 2008 2009 2010 2011 2012 2013 2014

Serious Musculoskeletal Injuries and Illnesses Incidence Rates per 1,000 2004/05–13/14 [3]

-39%

04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13 13/14

Serious Injuries and Illnesses Incidence Rates per 1,000 2004/05–13/14 [3]

-39%

04/05 05/06 06/07 07/08 08/09 09/10 10/11 11/12 12/13 13/14

Over the last ten years the number of workplace fatalities and serious injuries and illnesses have reduced in NSW workplaces.

These great results are due to many factors:

- The hard work and commitment from everyone involved including peak bodies, associations, community leaders, as well as employers and workers in NSW.

- A continued change in community attitudes regarding work health and safety.

- The development of best practice understandings and methods in work health and safety.

- Continued technology development including automation and safer designs for equipment and structures.

- Delivery of initiatives aligned to the previous 2002/12 National OHS Strategy.

It is important to note that structural changes to industry also have an impact on work health and safety outcomes.

UNDERPINNING REGULATORY IMPROVEMENTS

These results have also been underpinned by changed regulatory approaches including:

- The adoption of new enforcement approaches such as an enforceable undertaking is an alternative to prosecution where a business enters into a legal agreement with SafeWork NSW to undertake specific initiatives that will benefit their workplace, industry and the community. During the last three years this approach has resulted in over $5 million being invested by business on health and safety improvements.[4]

- The establishment of national harmonised legislation in 2012, making it easier for business to operate across borders.

- Over $10.9 million saved in red tape since 2011 in relation to the move to online approaches and streamlining of licensing, registrations, notifications, trainer and assessor processes. It also includes accessible and targeted rebates designed to help businesses comply.[5]

- A focus on high risk sectors and harms targeting the highest frequency, severity, consequence and social and economic costs to the NSW community.

- A greater focus on regional community engagement. This has included significant investment in implementing action plans for the ten highest risk sectors, quad bike research and risk reduction programs, delivering Asbestos Statewide Plan initiatives, Healthy Worker Initiatives, occupational disease and return to work strategies, rolling out regional initiatives in partnership with stakeholders and using online tools and clips to reach more people across NSW.

- Greater investment in evaluating the effectiveness of initiatives resulting in ongoing improvements to approaches.

- Continual improvement in enforcement and prosecution practice to ensure transparent and timely action.

The current state...

Despite this progress, more needs to be done in NSW, as the following statistics demonstrate.

THE IMPACT OF WORKPLACE HARMS IS STILL TOO HIGH

The human and business cost of workplace harms is still too high in NSW:

60
worker fatalities
in NSW in 2015[6]

30,902
workplace injuries and illnesses* in NSW
during 2015/16[7]
* Claims with at least one week of weekly benefit entitlement paid

ECONOMIC COST OF WORK RELATED INJURY AND ILLNESS IN NSW IN 2012/13

$17.3 billion[8] or 3.7% OF GROSS STATE PRODUCT[9]

A SMALL NUMBER OF BUSINESSES ARE HAVING A HIGH IMPACT

Improvements from a relatively small number of businesses would have a big effect on state outcomes:

1,000 EMPLOYERS CONTRIBUTE TO 60% OF CLAIMS[10] 60%
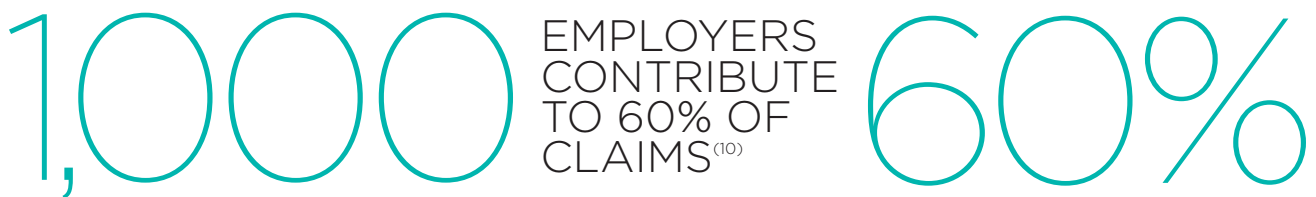
GOVERNMENT STILL NEEDS TO MAKE IT EASIER TO COMPLY WITH MULTIPLE REGULATIONS

68

THERE ARE 68 PIECES OF REGULATION THAT
AFFECT BUSINESSES AND CONSUMERS IN NSW.[11]

with more to be done in NSW

THERE ARE STILL TOO MANY 'HOT SPOTS'

A number of industries still require improvement including agriculture, health care, transport, construction, manufacturing and the government sector[12]*. Also many injuries and illnesses are occurring in relation to manual handling, falls, being hit by objects, exposure to noise and mental stress[13]. In terms of occupational diseases 50 per cent come from just four industries: construction, government sector, health care and social assistance, and manufacturing[14]. In fact, mental diseases account for 32 per cent of the cost of all occupational disease claims[15].

With a strong NSW economy and continued investment in infrastructure, housing and regional development over the next four years there is potential for high levels of activity in the hot spot sectors[16].

THE NATURE OF WORK HAS CHANGED

Many workplaces have five generations working side by side with 22 per cent of NSW workers speaking a language other than English at home[17]. 23 per cent of workers are casually employed with higher levels for those under 30[18]. One in three people undertake some form of volunteering and the workforce is increasingly more mobile[19]. Impacts from technology and the emergence of the collaborative economy mean that the work environment presents new and different challenges[20].

ISSUES AFFECTING BUSINESSES AND WORKERS

We need ways to deal with issues like:

- the drivers of poor mental health at work including workplace bullying, work pressure, exposure to traumatic events and violence[21]
- globalisation of supply chains including more overseas plant, substances and equipment in NSW workplaces[22]
- clarifying legislative requirements and what compliance looks like[22]
- the quality and accessibility of work health and safety training[22]
- challenges for rural and regional areas – like skills shortages, isolation and travel times[22].

HOW WE COMPARE TO OTHER AUSTRALIAN JURISDICTIONS

Number and incidence rate of worker fatalities by jurisdiction 5-year average, 2010 to 2014[23]

Legend:
- Number of workers fatalities
- Fatality rate - deaths per 100,000 workers

Compared to other Australia jurisdictions, NSW had the highest number of fatalities based on a five year average from 2010 to 2014 however over the same period NSW had the 3rd lowest fatality rate behind the ACT and Victoria.

Incidence rate of serious injury and disease claims by jurisdiction[24]

Legend: 2009/10, 2010/11, 2011/12, 2012/13, 2013/14
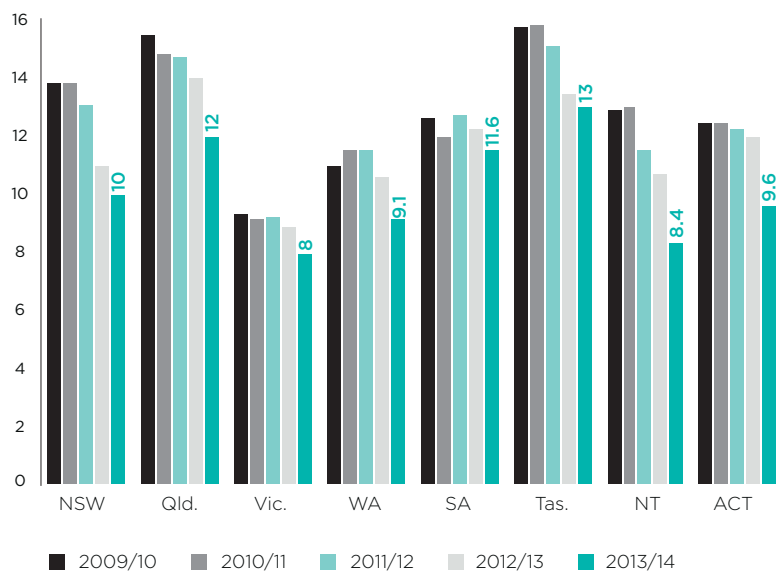
Compared to other Australian jurisdictions in 2013/14 NSW had the 4th highest incidence rate however had the 2nd largest reduction behind the Northern Territory since 2009/10.

*Claims with at least one week of weekly benefit entitlement paid.

Strategy

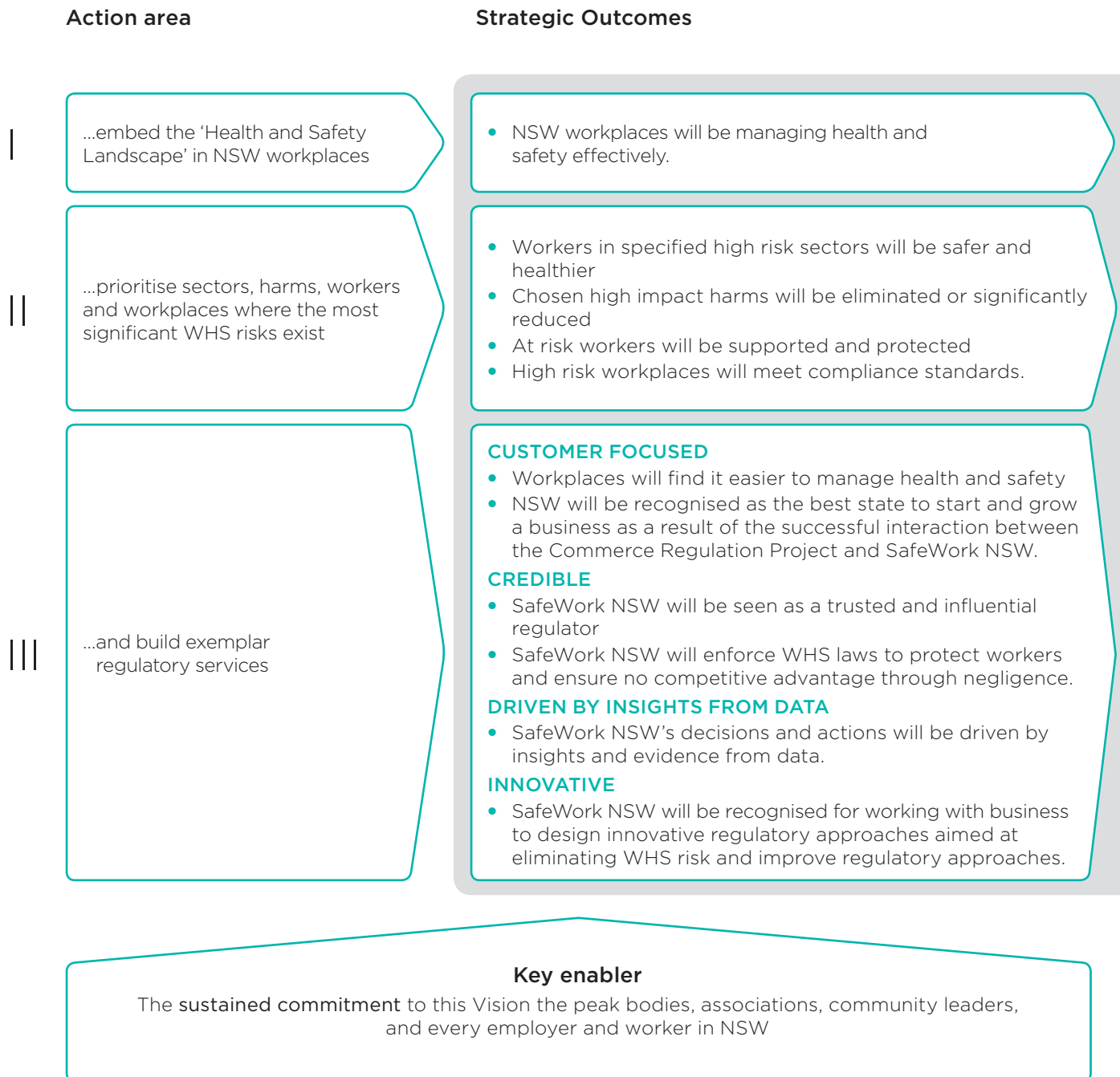The Roadmap's Strategy is set out below. The Strategy has three Action Areas. Each of these Action Areas is focused on delivering a set of Strategic Outcomes. Together these Strategic Outcomes will deliver the Vision.

Action area

I ...embed the 'Health and Safety Landscape' in NSW workplaces

II ...prioritise sectors, harms, workers and workplaces where the most significant WHS risks exist

III ...and build exemplar regulatory services

Strategic Outcomes

- NSW workplaces will be managing health and safety effectively.

- Workers in specified high risk sectors will be safer and healthier
- Chosen high impact harms will be eliminated or significantly reduced
- At risk workers will be supported and protected
- High risk workplaces will meet compliance standards.

CUSTOMER FOCUSED
- Workplaces will find it easier to manage health and safety
- NSW will be recognised as the best state to start and grow a business as a result of the successful interaction between the Commerce Regulation Project and SafeWork NSW.

CREDIBLE
- SafeWork NSW will be seen as a trusted and influential regulator
- SafeWork NSW will enforce WHS laws to protect workers and ensure no competitive advantage through negligence.

DRIVEN BY INSIGHTS FROM DATA
- SafeWork NSW's decisions and actions will be driven by insights and evidence from data.

INNOVATIVE
- SafeWork NSW will be recognised for working with business to design innovative regulatory approaches aimed at eliminating WHS risk and improve regulatory approaches.

Key enabler
The **sustained commitment** to this Vision the peak bodies, associations, community leaders, and every employer and worker in NSW

Vision

Targets by 2022

Healthy, safe and productive working lives

20% **Fatalities**[1]
A 20% decline* in **worker fatalities due to injury**

30% **Serious injuries and illnesses**[1]
A 30% decline* in the **incidence rate of claims**†

30% **Serious musculoskeletal injuries and illnesses**[1]
A 30% decline* in the **incidence rate of claims**†

* This decline is measured over ten years from 2012 to 2022.
† Resulting in one or more weeks off work.

- Better data sharing between icare, the State Insurance Regulatory Authority (SIRA) and SafeWork NSW regarding incidents, claims and return to work outcomes. Working with SIRA to improve return to work practices.
- Working with the Commerce Regulation Program and others to deliver a significant improvement in the ease of doing business in NSW.
- Working within the Department of Finance Services and Innovation to ensure 80% of relevant transactions will be conducted via digital channels by 2022.

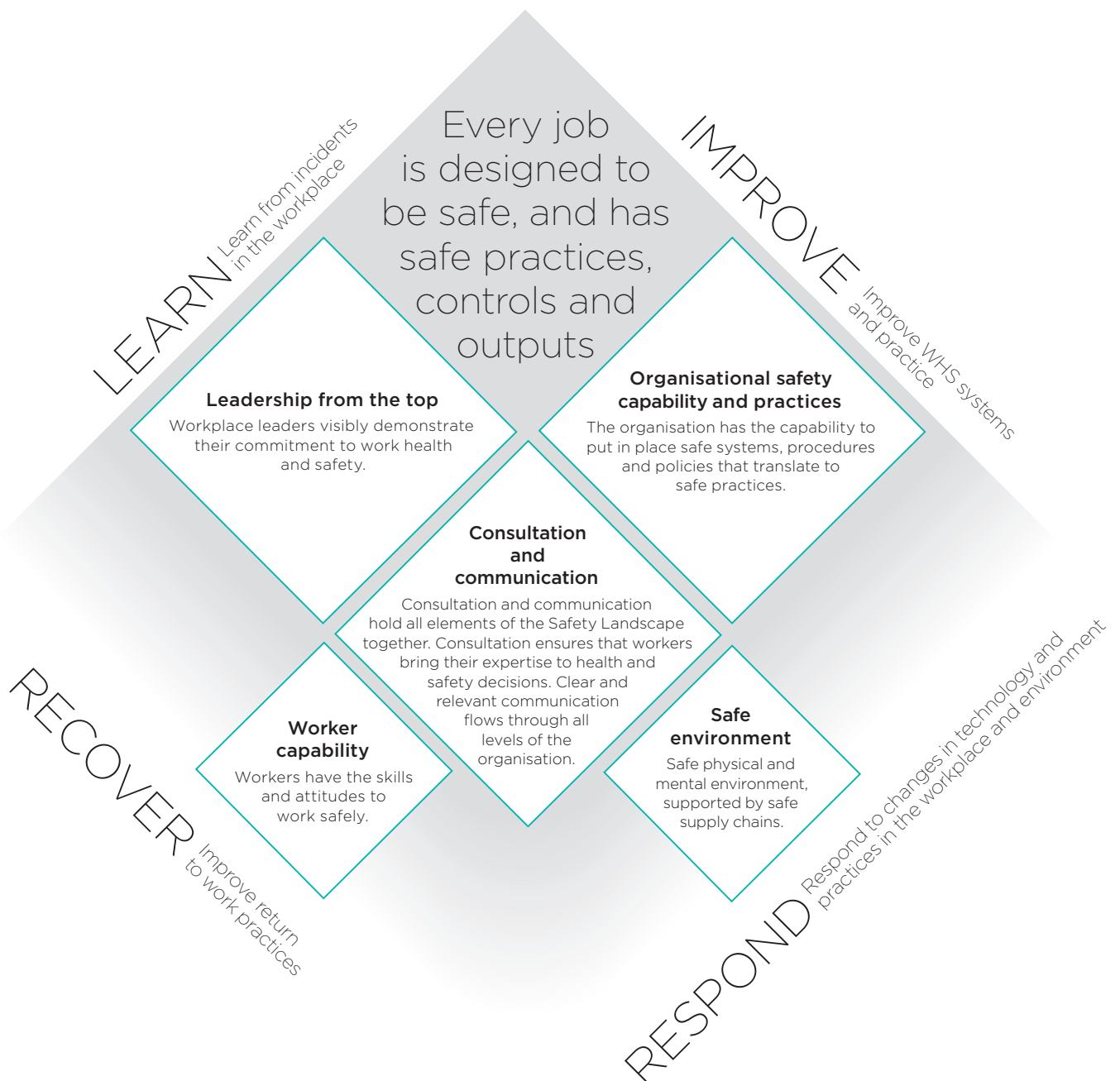# Action Area 1 – Embed the 'Health and Safety Landscape' in NSW workplaces

Action Area 1
Embed the 'Health and Safety Landscape' in NSW workplaces

Strategic outcomes
- NSW workplaces will be managing health and safety effectively.

A 'Health and Safety Landscape' consists of a number of key elements, all of which are critical to achieve excellence in work health and safety practice.

Every job is designed to be safe, and has safe practices, controls and outputs

LEARN — Learn from incidents in the workplace

IMPROVE — Improve WHS systems and practice

RECOVER — Improve return to work practices

RESPOND — Respond to changes in technology and practices in the workplace and environment

Leadership from the top
Workplace leaders visibly demonstrate their commitment to work health and safety.

Organisational safety capability and practices
The organisation has the capability to put in place safe systems, procedures and policies that translate to safe practices.

Consultation and communication
Consultation and communication hold all elements of the Safety Landscape together. Consultation ensures that workers bring their expertise to health and safety decisions. Clear and relevant communication flows through all levels of the organisation.

Worker capability
Workers have the skills and attitudes to work safely.

Safe environment
Safe physical and mental environment, supported by safe supply chains.

ACTIVITIES

Over the next six years to 2022, SafeWork NSW will:

ACTIVITY	DESCRIPTION
Engage widely to develop initiatives which help workplaces of all sizes and types to embed the Landscape	• Undertake productive engagement and collaboration with peak bodies, associations, and community leaders, so that they support their members to embed the Landscape. • Launch communications and advertising campaigns to increase the awareness of the Landscape in the general community, and amongst employers and workers. • Develop tailored products and services for specific industries and different sized businesses to explain the Landscape and help them embed it into their workplaces.

Support workplaces to put in place each element of the 'Health and Safety Landscape'	Engage with relevant stakeholders, including workplace leaders, peak bodies, associations, training providers, employers and workers to encourage and support:
	
	• Health and safety leadership at the top of organisations.
	
	• Effective health and safety capabilities within organisations.
	
	• The adoption of meaningful communication and consultation practices in workplaces.
	
	• The establishment of transparent supply chains, so that workplaces are healthier and safer. Initiatives to include:
	
	  — Engaging with designers, manufacturers, importers and suppliers to build improved supply chain practices and accountability
	
	  — Influencing workplaces to improve purchasing practices and to install new plant and equipment safely, identifying any dangers with supplied materials and chemicals
	
	  — Ensuring organisations 'up-stream' in the supply chain are designing and supplying safe products, substances and processes for 'downstream' users
	
	  — Engaging across NSW Government so that departments model and drive sound health and safety practices throughout their supply chains.
	
	• Engaging with key parties to develop clear guidance on what a *competent person* looks like, while ensuring the appropriate regulatory approach is used for those who do not comply.
	
	• A consistently high standard of widely accessible work health and safety education so that workers have the knowledge, skills and attitudes to work safely.

Improve return to work practices	• Led by the SIRA, develop programs to monitor and improve return to work practices.
Embed the Landscape within SafeWork NSW	• SafeWork NSW will model best practice by embedding the Landscape into its own organisation.

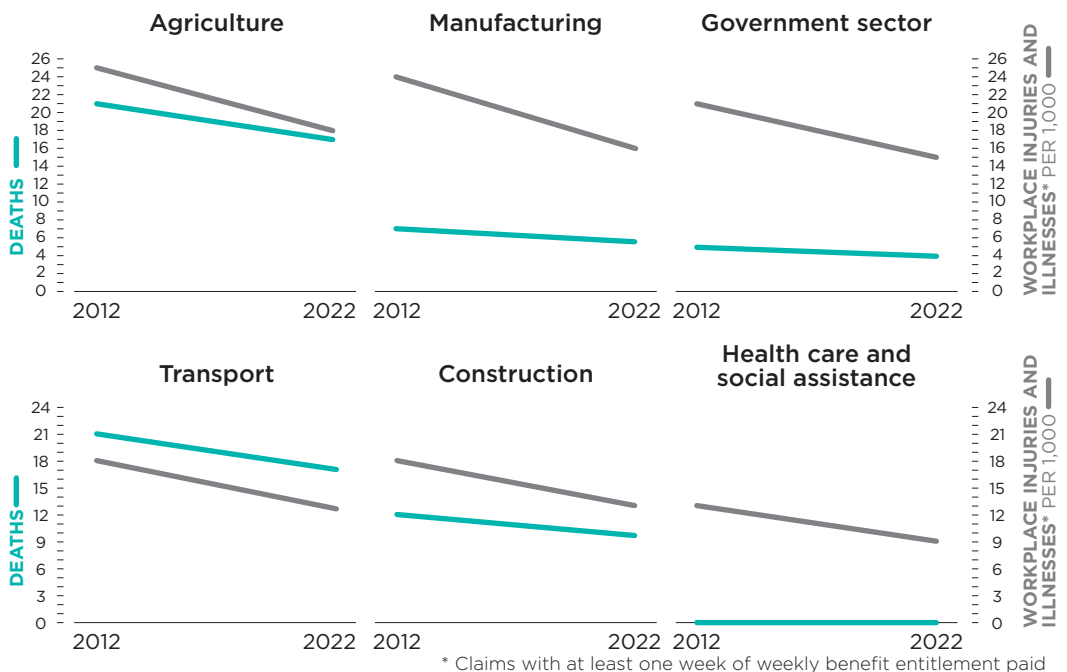# Action Area II – Focus on key priority areas...

Action Area II

Prioritise sectors, harms, workers and workplaces where the most significant WHS risks exist

Strategic outcomes

Workers in specified high risk sectors will be significantly safer and healthier

Key indicators

The 2011/12 rates for fatalities and workplace injuries and illnesses in the sectors shown below are too high. These rates will be significantly reduced by 2022[25]:

Agriculture — Manufacturing — Government sector

DEATHS / WORKPLACE INJURIES AND ILLNESSES* PER 1,000

2012 — 2022

Transport — Construction — Health care and social assistance

DEATHS / WORKPLACE INJURIES AND ILLNESSES* PER 1,000

2012 — 2022

* Claims with at least one week of weekly benefit entitlement paid

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Chosen high impact harms will be eliminated or significantly reduced

By 2022 no-one should be seriously injured or killed in NSW due to the following high risks:

	2022
Falls from heights*	
Quad bikes and forklifts	TOWARDS ZERO
'Working live' electric shocks/electrocutions	
Traumatic injury from poorly guarded machinery	

By 2022 the incidence rate of serious injuries and illnesses will have fallen by 30%, with a focus on:
- serious mental health disorders
- exposure to hazardous chemicals and materials.

By 2022 the incidence rate of serious musculoskeletal injuries and illnesses** will have fallen by 30%.

*Specific categories of falls from heights will be targeted over the course of the six years of this Roadmap.
**Claims resulting in one or more weeks off work

Strategic outcomes	Key indicators
At risk workers will be supported and protected	At risk groups include: • workers from culturally and linguistically diverse backgrounds • migrant workers • young workers • workers engaged through labour hire organisations. From 2017: insight research and analytics and engagement with key representatives undertaken to establish a baseline to measure improvements in health and safety outcomes for at risk workers. From 2017: evidence informed initiatives designed at risk groups to bring about substantial improvements in WHS.
High risk workplaces will meet compliance standards	Compliance standards will be met in all targeted workplaces where: • indicators of compliance are poor or • the nature of the work entails very high risks.

ACTIVITIES

Action Area II provides extra focus on areas that need it most, while Action Area I is rolling out the Landscape more broadly.

Over the next six years to 2022, SafeWork NSW will:

ACTIVITY	DESCRIPTION
High risk sectors	Engage with relevant peak bodies and associations to develop sector plans for chosen high risk sectors. These plans will be designed to reduce fatalities and serious injuries.
NSW Government	Work with all NSW Government departments to support them as they deliver work health and safety initiatives.
High impact harms	Engage with peak bodies, associations, community leaders, employers and workers, spanning all sectors, to develop plans to: • address fatalities and injuries from: — falls from heights — quad bikes and forklifts — 'working live' electric shocks/electrocutions — traumatic injury from poorly guarded machinery • reduce the incidence and severity of musculoskeletal injuries • reduce the impacts and causes of mental health disorders with a focus on workplace bullying, workplace violence, and mental health promotion to reduce workplace stress in alignment with the SafeWork NSW Mentally Healthy Workplaces Strategy, launched in May 2016 • establish a baseline in 2016/17 for exposure to hazardous chemicals and materials in the workplace (via survey/inspection) and then put in place mechanisms to reduce exposure • revise and launch the new Statewide Asbestos Plan.
At risk workers	Engage with peak bodies, associations, community leaders, employers and workers, spanning all sectors, to develop plans to reduce fatalities and serious injuries for at risk workers.
High risk workplaces	Work with high risk workplaces to ensure compliance standards are met.

Action Area III
– Exemplar regulator...

Background: On 1 September 2015 WorkCover NSW was split into three organisations:

1. SafeWork NSW the independent work health and safety regulator
2. State Insurance Regulatory Authority (SIRA) which regulates the workers' compensation legislation in NSW.
3. Insurance & Care NSW (icare) a single customer-focused insurance and care service provider.

The changes have been designed to deliver a faster, simpler, and more engaging experience for employers, workers and others. SafeWork NSW is committed to becoming an 'exemplar regulator' as part of these reforms.

A key part of this is implementing Action Area III. This Action Area outlines how SafeWork NSW will change its frameworks and approaches to support the achievement of Action Areas I and II.

Action Area III
Build exemplar regulatory services

Strategic outcomes	Key indicators
CUSTOMER FOCUSED • Workplaces will find it easier to manage health and safety. • NSW will be recognised as the best state to start and grow a business as a result of the successful interaction between the Commerce Regulation Program and SafeWork NSW.	• Continued reduction in unnecessary regulatory burden from 2015/16 baseline. • Increase in the ease of doing business in NSW as a result of the successful interaction between SafeWork NSW and the Commerce Regulation Program. • 70% of transactions will be conducted via digital channels by 2019 and 80% by 2022. Focus on digital forms and payments, digital workflow systems, online advisory services, mobile field services and digital evaluation. • Improved customer experience across all channels, targeting an increase in Customer Satisfaction from the current 88% to 95%.
CREDIBLE • SafeWork NSW will be seen as a trusted and influential regulator. • SafeWork NSW will enforce WHS laws to protect workers to ensure no competitive advantage through negligence	• Peak bodies, employer and employee associations, community leaders, and businesses trust SafeWork NSW and are actively engaging and collaborating with SafeWork NSW. • SafeWork NSW is recognised as fair and consistent. • Government departments take into account the work health and safety implications of any policy change. • Provide advice and support and rigorous enforcement when necessary.
DRIVEN BY INSIGHTS FROM DATA • SafeWork NSW's decisions and actions will be driven by insights and evidence from data.	• Increased investment into targeted work health and safety research and analytics. • Improved translation of research, data and evaluation into regulator decisions and community practice. • Increased promotion and active release of work health and safety research and data, in real time through digital channels, under Open Data principles. • Partnerships established with other research and data organisations that leverage capabilities.
INNOVATIVE • SafeWork NSW will be recognised for working with business to design innovative regulatory approaches aimed at eliminating WHS risk and improve regulatory approaches.	• New approaches are developed in collaboration with peak bodies, associations, community leaders, employers, and workers. • New approaches to problems are tried quickly on a 'fail fast' basis. • SafeWork NSW fosters health and safety innovation in workplaces through supportive regulatory approaches.

ACTIVITIES

Over the next six years to 2022 SafeWork NSW will undertake initiatives in the following areas:

CUSTOMER FOCUS

- Uphold the ease of customer experience as a key design principle for all initiatives.

- Work with key parties to ensure the provision of quality and accessible work health and safety training that supports improved worker capability.

- Aligned to the IPART Framework, assess work health licences to ensure licences are appropriate, well designed, administered effectively and the best regulatory response.[26]

- Ensure a continued focus on making it easier to do business and stay in business in NSW.

- Ensure the Better Regulation Division review of the WHS Act supports effective health and safety approaches in NSW workplaces.

- Advocate for policy positions that enable better health and safety outcomes in NSW workplaces.

- Ensure that SafeWork NSW products and services provide clarity on what compliance looks like.

CREDIBILITY

- Clarify and promote SafeWork NSW's regulatory, advisory and enforcement approach to ensure expectations are understood.

- Develop authentic and productive engagement approaches with the NSW community.

- Continue to build credibility within NSW Government to ensure work health and safety consequences of policy decisions are front of mind.

DATA AND INSIGHTS

- Substantially improve the comprehensiveness, timeliness, and accuracy of data collated by SafeWork NSW.

- Build improved insight through the establishment of a NSW Centre for Work Health and Safety with a particular emphasis on collaborative research, analytics and promotion.

- Support Open Data principles by publishing a wide range of data.

- Increase the real-time accessibility of a wide range of data through the use of digital media.

- Engage with other data and analytic centres to leverage capabilities.

- Improve data sharing between icare, SIRA and SafeWork NSW regarding incidents, claims and return to work outcomes.

- Establish mechanisms to share and benchmark work health and safety data with other national and international work health and safety regulators.

- Build sector and harm data profiles to enable the design and delivery of evidence informed programs.

- Undertake targeted evaluation studies that provide insight on the merit and worth of work health and safety programs and supports evidence informed decision making.
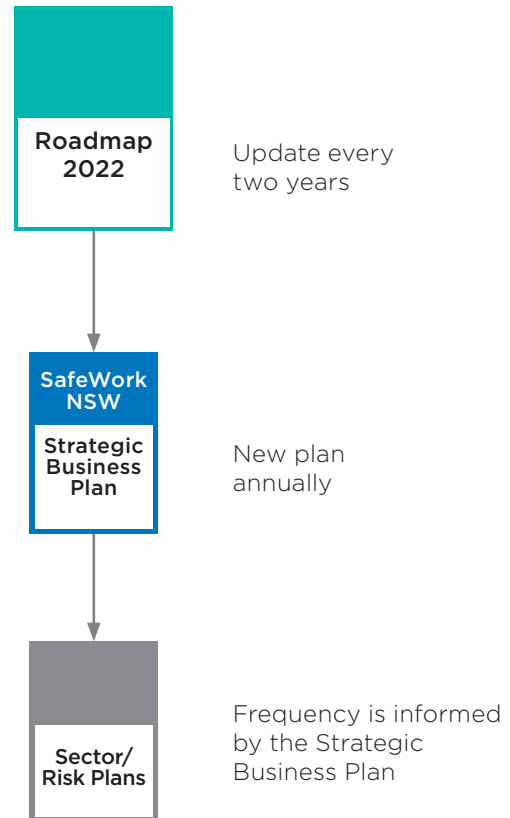
INNOVATION

- Adopt a 'human centred design' philosophy (or similar) in the development of key initiatives. Elements of such a philosophy to include:
  - deep understanding of relevant stakeholder experiences and needs
  - strong engagement with relevant peak bodies, associations, and community leaders
  - a prototyping process to allow for 'failing fast' and rapid iteration of ideas.

- Adopt an approach that encourages workplace innovation in health and safety.

Implementation and review

This Roadmap spans 2016-2022 but it will be refreshed and released every two years to ensure it stays relevant.

Every year SafeWork NSW will develop a new Strategic Business Plan to outline which of the Roadmap's strategic outcomes it will prioritise over those 12 months, and the specific initiatives it will undertake to meet them. Detailing those initiatives will enable us to clearly monitor and report on our progress.

Sector and risk plans with actions to address particular hot spots will then be developed in consultation with stakeholders.

Roadmap 2022 → Update every two years

SafeWork NSW Strategic Business Plan → New plan annually

Sector/ Risk Plans → Frequency is informed by the Strategic Business Plan

Sources

1. These reductions will be measured against the baselines in the National Strategy. For fatalities the baseline is the average of the four calendar years 2007 to 2010. For serious injuries and illnesses and serious musculoskeletal injuries and illnesses the baseline is the average of the relevant incidence rate for the three financial years 2009/10 to 2011/12.

2. Safe Work Australia, October 2015, *Work related traumatic injury fatalities, Australia, 2014* p23.

3. National Data Set, data provided by Safe Work Australia, June 2016.

4. Over $5m has been invested in workplace improvement by NSW businesses since December 2013 as a result of SafeWork NSW enforceable undertaking activities (source – internal SafeWork NSW data).

5. Red tape savings $10.9 m in total from 1st September 2011 to 30 June 2015.
Source: Department of Premier and Cabinet. http://www.dpc.nsw.gov.au/programs_and_services/better_regulation/red_tape_reduction (Final six months of data 1 January 2015 to 30 June 2015 - sourced from internal SafeWork NSW figures).

6. Traumatic Injury Fatalities, data provided by Safe Work Australia, July 2016.

7. Preliminary data for 2015/16, NSW Workers' Compensation Claims Data.

8. Safe Work Australia *The cost of work-related injury and illness for Australian Employers, workers and the community 2012/13*, p41, Published October 2015.

9. Gross State Product estimate of $471bn in 2012/13 sourced from *ABS Australian National Accounts – State Accounts 2012–13*, p11.

10. 1,000 under performing employers (compared to WorkCover scheme average) account for about 60% of claims (source internal iCare figures, 2016).

11. Source: NSW Commerce Regulation Program.

12. These are the top sectors for fatalities and major injuries and illnesses, by incidence rate, for the three years 2011/12 to 2013/14. Source: NSW Workers' Compensation Claims Data.

13. These are the top causes for major injuries and illnesses, by total number, for the three years 2011/12 to 2013/14. Source: NSW Workers' Compensation Claims Data.

14. 50% figure comes from *WorkCover NSW Annual Report 2014/15* p5.

15. Statistical Bulletin 2013-14 – NSW Workers' Compensation Statistics.

16. *NSW Intergenerational Report, 2016*, NSW Treasury p54.

17. 2011 Australian Census Data shows that 680,000 people working in NSW (or 22%) speak a language other than English at home.

18. Kryger, A (20/1/2015), *Casual employment in Australia: a quick guide*, Parliamentary Library, Research Paper Series, 2014-15.

19. *Key facts and statistics about volunteering in Australia* 16 April 2015 – Volunteering Australia

20. Park, Young Ah; Fritz, Charlotte; Jitz,Steve M October 2011 *Relationships between work-home segmentation and psychological detachment from work: The role of communication technology use at home*. American Psychological Association.

21. Average of three years: 2011/12 to 2013/14 for accepted mental disease claims. Source: *NSW Workers' Compensation Claims Data*.

22. Stakeholder discussion workshops held by SafeWork NSW in between October 2015 and April 2016.

23. Safe Work Australia, October 2015. *Work related traumatic injury fatalities, Australia, 2014*. The data includes all persons killed while working including unpaid volunteers and family workers, persons undertaking work experience and defence force personnel killed within Australian territories or territorial waters or travelling for work (worker fatalities).

24. Safe Work Australia, October 2015. Comparative Performance Monitoring Report, 17th Edition

25. Starting points for fatality numbers and injuries and illnesses incidence rates are from the year 2011/12. Sources are as follows: for injury and illness data – NSW Workers' Compensation Claims Data, accessed May 2016; for fatalities data – Safe Work Australia, Traumatic Injury Fatalities dataset. Fatalities are reduced by 20% to get the end figure in 2022. Injuries and illnesses are reduced by 30% to get the end figure in 2022.

26. *Reforming Licensing in NSW – Review of licence rational and design – Regulation Review – Final Report Sept 2014* - IPART