

# final report

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## **Update of feedlot sector WH&S program**

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## **Abstract**

This project was undertaken to update the WH&S package for the Australian feedlot industry, to ensure it complies with current legislative requirements in each state. Training materials were also developed for use in a series of workshops, so the updated information could be made available to industry.

The project was successfully completed, and this report provides a detailed summary of the project background, objectives, methodology and results, together with a discussion of recommended strategies to maximise the long term success of the project for sustainable safety outcomes.

## **Executive summary**

This project was initiated as a result of increasing industry awareness and engagement with workplace health and safety requirements and practices, in the pursuit of providing a safe work environment for clients and employees. It encompassed a detailed analysis of the existing WH&S management program for the feedlot industry, and made modifications to the system to ensure its relevance with current legislation for all states.

Further, training has been developed for the delivery of workshops to feedlots across multiple locations offering the opportunity for industry participants to develop a thorough understanding of the use of the WH&S management system.

The project was successfully completed, and this report provides a detailed summary of the project background, objectives, methodology and results, together with a discussion of recommended strategies to maximise the long term success of the project for sustainable safety outcomes.

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# **1 Background**

## **1.1 Project Summary**

In March 2014, Meat & Livestock Australia contracted Australian Business Training Solutions (ABTS) for the review and update of the workplace health and safety program for the feedlot industry.

The purpose of this project was to provide a current and consistent program to feedlot operators, encompassing new legislation across states, to increase their awareness of engagement with WH&S responsibilities, and minimise their risk and productivity loss from safety incidents.

# **2 Objectives**

## **2.1 Project objectives**

The objective of this project was to review and update the current feedlot sector WH&S system CD resources which were originally developed by Farmsafe Queensland in 2004, in order to comply with current legislative requirements in each state, and develop training materials that can be used to make the updated information available to industry through a series of workshops.

ABTS addressed these objectives through the following activities:

1. Completion of a comprehensive review of the current WH&S management system and associated materials, to identify areas for improvement.
2. Update the system in accordance with the review findings, ensuring compliance with the legislative requirements in each state.
3. Development of training materials in line with the revised WH&S management system for delivery at a series of workshops for feedlot operators.

# **3 Methodology**

## **3.1 Project requirements**

### **3.1.1 Detailed Gap Analysis**

A gap analysis was undertaken on the existing WH&S management system, which resulted in the identification of specific updates required to comply with new legislation.

### **3.1.2 Report on legislation changes**

Following the gap analysis, a report was compiled specifying the sections and clauses of the current legislation relevant to the WH&S management system. This information was provided in table format as part of the Milestone 2 Report, and detailed the common sections of WH&S requirements within State and Commonwealth legislation.

### 3.1.3 Update of WH&S management system

From the information gathered during the gap analysis and the compiled WH&S legislation report, revision of the existing WH&S management system was conducted. This revision encompassed all 455 documents on the existing CD package across five states.

These documents maintained their original format to enable familiarity with the package by the feedlot sector.

### 3.1.4 Development of training materials

Training materials were developed in line with the WH&S management system to support the delivery of a series of workshops for lotfeeders.

### 3.1.5 Delivery of training presentation

A series of workshops commenced in June, to provide training in the use of the updated program, as well as an outline of WH&S legislative requirements to feedlot members. These workshops are being delivered in Dalby, Emerald, Tamworth, Wagga Wagga, Moama, Murray Bridge and Narrogin during the June to August period. This training delivery is outside the scope of the original project and is the subject of a separate Agreement.

## 3.2 Milestone 4

Milestone 4 requirements included the provision of the following to MLA:

- updated WH&S Management System
- training manual in print-ready format
- PPT presentation and notes
- Final report, detailing project outcomes.

## 4 Results

### 4.1 Project outcomes

#### 4.1.1 Detailed gap analysis

A detailed gap analysis was conducted to determine what elements of the existing program required amendment in order to be compliant with current WH&S legislation. As a result of this analysis, a number of amendments were made to the WH&S management system, details of which are provided in Appendix 6.1 for each folder. This attached information outlines:

- gaps in legislation that were identified,
- how they were addressed, additional policies and documents that have been included, and
- what their inclusion intends to achieve.

#### 4.1.2 Report on legislation changes

In 2011 under a process of harmonisation of the WH&S Legislation across the jurisdictions QLD and NSW changed their WH&S legislation (effective January 2012) and in 2013 SA did likewise. This meant that the CD produced by Farmsafe in 2005 was now well out of date. Since the 2005 release VIC and WA have also made several amendments which also impacted on the currency of the information.

All template documents have had the legislation updated in line with current requirements.

When reformatting the template documents the legislative references were inserted at the top of the documents to allow for easy cross referencing into the future.

#### 4.1.3 Update of WH&S management system

The WH&S management system was updated to incorporate new legislation, regulations and Codes of Practice, particularly in NSW, QLD and SA which operate under harmonised WH&S legislation requiring the greatest adjustment. The readability and graphic design of the revised documents was also improved. New documents were created to address areas which were not previously included on the WH&S management system CD, including:

- Risk Matrix Tool included in the Hazard Identification / Risk Management chapter.
- Instructions in the use of the WH&S management system.

The WH&SMS provided in 2005 by Farmsafe was in the main a sound system and the ABTS developmental approach was to ensure that revision and updates were made as opposed to starting all over again. The methodology was that it was possible that some feedlots had already commenced developing their WH&SMS based on the 2005 CD thus turning up in 2014 and saying start again would cause unnecessary work and stress. Over the first two deliveries (Dalby and Emerald) evidence is that very few feedlots have a WH&SMS in place.

#### 4.1.4 Development of training materials

A set of detailed workshop notes was produced to allow participants to take away information on the legislation, participate in a practical session on hazard identification and risk management to understand the process and to use the tools that were designed for the new updated WH&SMS and to gain an understanding of the WH&SMS and the information enclosed on the USB.

A PowerPoint deck was developed to allow the workshop to flow and provide a visual learning tool for the presentation of information.

#### 4.1.5 Delivery of training presentation

At the time of this report, delivery has taken place at Dalby with 38 participants and at Emerald with 4 participants. The next delivery is Tamworth and Wagga Wagga.

Feedback regarding the training has been positive. It should be noted, however, that concerns have been raised by individual feedlots regarding the implementation and management of their own WH&S management system. While it appears some feedlots may have disparate parts of a WH&SMS in place, the majority have nothing at all and require further assistance for the development of a system. While they understand the importance of WH&S and that a system is required, participants in general are overwhelmed at the amount of work required to develop the system and need help to get started.

## **4.2 Milestone 4 results**

Aligning with Milestone 4 requirements, the final version of the WH&S Management System has been supplied to MLA, following feedback received on 19 May 2014 from the Advisory Committee.

The Training Manual supporting this final version has been supplied in print-ready format, along with the Presenters PPT presentation and notes. These materials cover the following modules:

- Why WH&S is important and the cost of incidents
- Introduction to selected elements of WH&S Legislation
- Hazard Identification and Risk Management
- Introduction to the MLA WH&S Management System.

## **5 Discussion/conclusions**

### **5.1 Project completion**

#### **5.1.1 Outcomes delivered**

The following outcomes were delivered:

- 1 Completion of the new version of the WH&S management system to allow for development of a USB to replace the original 2005 CD delivery medium.
- 2 Completion of presentation PPT and workshop package to allow for delivery to members as a component of the roll out program.
- 3 Completion of training materials including workbook/presentation and take away notes package for members attending implementation/rollout presentations.
- 4 Review of all the above activities and feedback sought from MLA Advisory Committee.

In completing the requirements for all Milestones, the below deliverables have been achieved.

- Gap Analysis
- Report on WH&S Legislation changes
- Updated WH&S management system
- Training manual
- Training presentation



### 5.1.2 Further requirements identified

Feedback received during initial training workshops has revealed a further requirement for assistance to feedlots for the development and implementation of individual WH&S management systems. While it appears some feedlots may have disparate parts of a WH&SMS in place, the majority have nothing at all and require further assistance for the development of a system. While they understand the importance of WH&S and that a system is required, participants in general are overwhelmed at the amount of work required to develop the system and need help to get started.

Participants have requested further support in the form of on-site assistance to customise safety documentation, develop their WH&S management system, provide follow up on-site inspections to ensure correct ongoing usage of the system, and the conduct of short on-site discussions with workers to reiterate the importance of maintaining safe practices in their workplace.

## 6 Appendix

### 6.1 Detailed gap analysis results

- All elements of the package from the 2005 CD were amended to provide a consistent font, page layout and style. Spelling and grammatical errors fixed.
- Read first file - updated to reflect new process and amended from CD to USB.
- New WH&SMS map inserted to provide a graphical display of the entire WH&SMS

#### Folder 1:

- CD: Had 4 documents including Responsibilities for WH&S, WH&S Policy and two documents on auditing
- USB: Updated to now have 3 documents relating to company commitment statement/policy, a WH&S Plan and responsibilities.

#### *Additional policies and documents included:*

- WH&S Plan developed as there was none originally; and without a Plan the system is flawed from the start
- Auditing files moved to separate folder

#### *What does their inclusion intend to achieve?*

- Compliance and a linkage of the system to the commitment statement

#### Folder 2:

- CD: Policy on LOTE
- USB: Folder 2 now Induction.
  - Updated to now have 6 documents relating to worker induction.

#### *Additional policies and documents included:*

- Inserted position descriptions for: Head Stockman, Feedlot Manager, Feed Team Supervisor, Feed Mill Operator, Livestock person/Induction Hand, Administration, Feedlot Compliance Coordinator, Workshop/Maintenance Supervisor, Farm Hand, Stock Hand, Machinery Operator, Maintenance Person

#### *What does their inclusion intend to achieve?*

- Provide template for each position to allow induction processes to flow

#### Folder 3:

- CD: Had 4 documents relating to accident and Injury reporting
- USB: Folder 3 now LOTE.
- Updated to now have 1 document relating to this topic.

#### *Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Movement of folder numbering allows logical flow from Plan to Induction

**Folder 4:**

- CD: Had 10 documents relating to Rehabilitation and Return to work
- USB: Updated to now have 9 documents relating to Rehabilitation and Return to work.

*Additional policies and documents included:*

- One letter removed as was double up

*What does their inclusion intend to achieve?*

- Reduce confusion

**Folder 5:**

- CD: Had 8 documents relating to hazard identification
- USB: Updated to now have 9 documents relating to hazard identification.

*Additional policies and documents included:*

- Stock Yard safety inserted

*What does their inclusion intend to achieve?*

- Stock yards are a large hazard component of the workplace and had no WH&S supplied on CD

**Folder 6:**

- CD: Had 1 document relating to purchasing
- USB: Folder 6 now Hazard Action Plan.

- Updated to now have 3 documents relating to hazard advice.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Change of folder allows system to flow easier and links to Folder 5

**Folder 7:**

- CD: Had 6 document relating to worker induction and one of these documents was about position descriptions and was blank
- USB: Folder 7 now Purchasing.

- Updated to now have 1 document relating to purchasing.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Aids system flow

**Folder 8:**

- CD: Had 2 documents relating to training
- USB: Updated to now have 2 documents relating to Training.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 9:**

- CD: Had 4 documents relating to contractors
- USB: Updated to now have 4 documents relating to contractors

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 10:**

- CD: Had 4 documents relating to visitors
- USB: Updated to now have 3 documents relating to company commitment statement/policy, a WH&S Plan and responsibilities.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 11:**

- CD: Had 3 documents relating to drugs, alcohol and sexual harassment in the workplace
- USB: Updated to now have 8 documents relating to Personnel Policies.

*Additional policies and documents included:*

- Templates were updated to comply with legislation
- Aggression
- Bullying
- EEO
- Grievance
- Issue resolution flow chart

*What does their inclusion intend to achieve?*

- Compliance
- Added common issues information to allow management to respond if required

**Folder 12:**

- CD: Had 6 documents relating to a variety of issues including working alone, radio communications, signage, emergency procedures, restricted activities and Feedlot layouts
- USB: Updated to now have 4 documents relating to communications.

*Additional policies and documents included:*

- Working alone
- Radio communications
- Restricted activities
- Feedlot layouts

*What does their inclusion intend to achieve?*

- Removes emergency information which is not communications and which now resides in own folder

**Folder 13:**

- CD: Had 7 documents relating to a variety of high risk work activities (Manual handling, hazardous substances, work at height, confined spaces and noise)
- USB: Updated to now have 16 documents relating to high risk activities.

*Additional policies and documents included:*

- Templates were updated to comply with legislation
- Consolidated high risk components into one folder
- Hazardous Substance Register
- Hazardous Substance Risk Assessment Template
- Registrable Plant Register

*What does their inclusion intend to achieve?*

- Compliance
- Reduces confusion by consolidating high risk activity information into one folder

**Folder 14:**

- CD: Had 2 documents relating to vehicle and bike operations
- USB: Updated to now have 2 documents relating to vehicle and bike operations.

*Additional policies and documents included:*

- updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 15:**

- CD: Had 1 document relating to machinery operations
- USB: Folder now Incident Management.

- Updated to now have 3 documents relating to company commitment statement/policy, a WH&S Plan and responsibilities.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 16:**

- CD: Had 5 documents relating to animal handling
- USB: Updated to now have 5 documents relating to animal handling.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 17:**

- CD: Had 7 documents relating to a variety of high risk activities (chain saws, weapons, asbestos) plus first aid and electrical
- USB: Folder now Signage.

- Updated to now have 1 documents relating to workplace safety signage.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 18:**

- CD: Had 1 document relating to PPE
- USB: Updated to now have 1 document relating to PPE.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

**Folder 19:**

- CD: Had 1 document relating to fire prevention
- USB: Folder now Emergency. Updated to now have 4 documents relating to emergency Management.

*Additional policies and documents included:*

- Templates were updated to comply with legislation
- Consolidation of all emergency documents into one folder
- First Aid Register

*What does their inclusion intend to achieve?*

- Compliance
- Reduce confusion

**Folder 20:**

- CD: Had 1 document relating to human health
- USB: Updated to now have 2 documents relating to health.

*Additional policies and documents included:*

- Templates were updated to comply with legislation
- Fatigue Management

*What does their inclusion intend to achieve?*

- Compliance

**Folder 21:**

- CD: Had 4 documents relating to Health and Safety Committees

- USB: Updated to now have 4 documents relating to Health and Safety Committees.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

#### **Folder 22:**

- CD: Had 2 documents relating to hazard advice
- USB: Folder now Auditing. Updated to now have 2 documents relating to WH&S Auditing.

*Additional policies and documents included:*

- Templates were updated to comply with legislation

*What does their inclusion intend to achieve?*

- Compliance

#### **Folder ancillary:**

- CD: Had 6 documents relating to manual covers, manual index, State legislation
- USB: Updated to now have 4 Folders relating to:

- Covers, Feedlot Maps, Index, State Legislation

*Additional policies and documents included:*

- Templates were updated to comply with legislation
- State legislation replaced to most current version for 2014 at time of workshop delivery
- Covers and Manual spines updated
- New Index

*What does their inclusion intend to achieve?*

- Compliance
- Index changed to comply with new layout of Folders

#### **Folder library**

- CD: Nil
- USB: 59 templates and documents relevant to WH&S in the workplace.

*Additional policies and documents included:*

- All new as was not on 2005 CD

*What does their inclusion intend to achieve?*

- To provide the workers with a ready reference library of applicable materials