

Insight aims to provide useful information, links and tips in the areas of Risk Management, Work Health and Safety, Business Continuity Management, and other areas relating to management systems and corporate governance.

Ensuring appropriate resourcing

QRMC's recent quality and safety management system re-certification process prompted interesting discussion when the Certification Auditor came to checking compliance with Sec 7.1 – Resources.

For safety, ISO 45001 discusses the topic quite briefly, noting that resources should include the human resources / people, infrastructure & technology and financial resources needed for the establishment, implementation, maintenance, and continual improvement of the OHSMS.

However, for quality, ISO 9001 goes into more depth, including considering 'organisational knowledge' (the knowledge necessary for the operation of processes to achieve conformity of products / services).

Assessing this became an interesting process whereby we provided the Auditor with details of how we have ensured our consultants have maintained their currency of qualifications, enhanced their professional development, and kept up-to-date with the changes in legislative and industry requirements.

Obviously, insufficient resourcing can lead an organisation in a downward spiral toward system failures, declines in productivity, and even workplace incidents. But it may not be immediately apparent to executive management that a decline in the quality of output may also be attributed to insufficient knowledge or understanding. While it is important to have the right headcount, it is probably more important to have the right number of 'skilled heads' there to be counted.

After discussion with the Auditor, it was evident that QRMC had approached this in the correct manner, since:

- There was evidence of a resource needs assessment aligned with the products and services we deliver,
- There was evidence that the team has kept up to date with legislative changes and maintained currency of professional skills and knowledge,



- There was evidence of ongoing professional development, and
- There was evidence of assigning the appropriately skilled resource to specific projects.

However, it should be noted that reviewing resourcing is not a one-time activity, nor is it a once-a-year activity — it's an ongoing process that needs to be considered regularly by Management as part of ensuring that they have sufficient skilled personnel and subject matter experts in place to implement the management system and enact the requirements of any improvement strategies. It should be considered within the Management Review process, and it should be considered by the Officers of the organisation as part of their Due Diligence obligations. In addition, if the risk profile or the organisational undergoes a significant change, it should be looked at once again.

Please [contact QRMC](#) for more information.

Challenges Facing WHS Professionals in Australia Over the Next Decade

Looking ahead towards 2035 to consider what challenges WHS professionals are likely to face in the near future, there is an ever-evolving landscape. While technology, social attitudes, and policy frameworks continue to shift, the role of WHS practitioners will grow increasingly more complex. The next decade promises opportunity, but also a set of challenges requiring adaptability, innovation and strategic foresight.



Here are some of those challenges:

1. Adapting to Emerging Technologies

One of the most pressing challenges will be integrating new technologies such as Artificial Intelligence (AI), robotics, wearable tech, and an increasing use of data analytics into WHS systems. These tools offer real-time monitoring and predictive capabilities, but also bring concerns around data privacy, system integration and potential ethical implications. WHS professionals will need to upskill continuously to manage and assess the risks introduced by these tools while leveraging their benefits to enhance workplace safety.

2. Managing Mental Health and Psychosocial Risks

Mental health has gained long-overdue attention in workplace safety discussions. In the coming decade, WHS professionals will be expected to take a proactive approach to managing psychosocial hazards, such as workplace bullying, high job demands, and inadequate support systems. The interface of AI promotes efficiencies, but this also has a mental health impact, with workers feeling like they are continuously tracked and monitored by software that prioritises productivity and threatens job security.

Complying with new regulatory requirements, including the *Code of Practice for Managing Psychosocial Hazards in the Workplace*, will

require WHS practitioners to blend traditional safety approaches with empathy-driven leadership and mental health literacy.

3. Navigating an Evolving Workforce

Australia's workforce is becoming more culturally diverse, multi-generational, and casualised. WHS professionals must design safety systems that address varying needs, from younger tech-savvy workers to older employees facing physical strain. The rise of the gig economy and remote work models also presents logistical challenges in monitoring of, and compliance with, WHS obligations outside conventional workplaces.

4. Regulatory Complexity and Compliance

With each state and territory responsible for implementing its own WHS laws under the national model, compliance remains a challenge, especially for those organisations operating across multiple jurisdictions. Regulatory frameworks are anticipated to become more stringent, with increased penalties for non-compliance. WHS professionals must stay on top of legislative changes and ensure robust systems are in place to meet these evolving standards.

5. Climate Change and Environmental Hazards

Lastly, climate change poses a growing safety threat, through increased heat and heatwaves, bushfire risks, and extreme weather events. WHS professionals will be required to consider environmental hazards more seriously in risk assessments, especially in outdoor and resource-based industries.

Over the next decade, WHS professionals in Australia will need to navigate the dynamic intersection of these technological, social, legal, and environmental challenges. Their ability to respond proactively will be crucial in ensuring safe, inclusive, and resilient workplaces for the future.

Please [contact QRMC](#) for more information.