



FROM PAPERWORK TO WORKING SYSTEMS

Why the businesses that perform best are not just keeping documents — they are building visible, accountable systems.



IN THIS ISSUE

INDUSTRY WATCH

What businesses should be watching this month.

FIELD NOTE

Actions discussed, but not tracked.

RMS BUILD NOTE

Building the software system behind the insight.

LEADERSHIP SNIPPET

The three questions every worker should be able to answer.



A Note from Kev

My name is Kev Hyslop, Business Consultant and Founder-Director of Wellfirst Solutions. I started this publication because I believe business owners and leaders need practical, plain-English insight to help their organisations join the dots between compliance, safety, leadership, culture and performance.

Wellfirst Solutions has grown out of my own journey through business. I began as an engineering tradesperson, later grew and sold a small business, and then spent 16 years in the corporate sector leading and developing a multi-location business through growth, change, greenfield expansion and acquisition. Along the way, I completed an MBA focused on Business Leadership, and continued to learn through experience, study, professional networks and, often, the hard lessons that come from being in the trenches.

That mix of practical trade experience, business ownership, corporate leadership and formal study has shaped the way I see organisations. I believe people and organisations do their best work when they are well first. Culture, work design, leadership, training, safety, compliance and individual circumstances all affect how people engage and how businesses carry risk.

With the increasing focus on psychosocial safety, the inextricable link between compliance, safety and business performance have never been more tangible. How work is designed, how people

are supported, how leaders communicate, and the usability of business systems are not only predictors of future business success or failure, they are factors that are embedded in legislation.

In my conversations with small and medium business owners, managers, safety leaders, people and culture teams, and training managers, I often hear the same question in different forms: where do we even start? Some businesses are trying to get basic systems in place. Others have operated successfully for many years but are now facing growing compliance expectations, fragmented systems and a flood of new solutions that can be difficult to integrate.

The Wellfirst Review is designed to help with that conversation. Each issue will bring together practical industry insights, regulator and compliance updates, leadership reflections, field observations, WellfirstRMS development notes, partner updates and community news. The aim is not to overwhelm people with theory, but to provide useful thinking that helps businesses build systems that actually work.

Thank you for reading this issue of **The Wellfirst Review**. I hope it continues to be a useful monthly resource for business owners and leaders who are working hard to build safer, stronger and more sustainable organisations.

Kev Hyslop
Founder-Director, Wellfirst Solutions

MAIN FEATURE

DOCUMENTS ARE NOT THE SAME AS CONTROL

Businesses should understand that they need policies, procedures, registers and records. These documents matter, but under legislated WHS frameworks they are only one part of a working management system. The real test is whether the business can show that risks are being identified, controlled, reviewed and acted on in practice.

Under the Work Health and Safety Act 2011 (Qld), a person conducting a business or undertaking must, so far as is reasonably practicable, ensure the health and safety of workers. That duty includes providing and maintaining safe systems of work, and providing the information, training, instruction and supervision needed to protect people from risk. For officers, the due diligence duty goes further: they must understand the business, know the hazards and risks, ensure appropriate resources and processes are in place, and verify that those processes are actually being used.

This is where many businesses can become exposed. A business can have a folder full of documents and still have poor visibility over what is actually happening. Risks may be identified but not reviewed. Corrective actions may be discussed but not closed. Training may be recorded but competency may not be verified. Incidents may be reported but not analysed for trends.

The Work Health and Safety Regulation 2011 (Qld) reinforces this practical risk-management approach. It requires duty holders to identify reasonably foreseeable hazards, eliminate risks so far as reasonably practicable, minimise remaining risks using control measures, maintain those controls, and review them to make sure

they remain effective. It also requires workers to receive suitable and adequate information, training, instruction and supervision. Safe Work Australia’s model risk management guidance supports the same point: managing WHS risks is not simply about having paperwork; it is about applying a structured process to identify hazards, assess risks where needed, control those risks, and review controls over time. Safe Work Australia also notes that model Codes of Practice provide practical guidance for duty holders under WHS laws, while businesses must check how those Codes apply in their own jurisdiction.

A practical system does something more useful than store documents. It helps leaders and managers see what needs attention. It gives supervisors clarity about their role. It keeps actions visible until they are completed. It helps workers understand expectations. Most importantly, it creates evidence that the business is managing risk in a structured, active and accountable way.

For business owners, directors and senior leaders, this visibility matters. It is difficult to exercise proper oversight if critical information is spread across folders, emails, spreadsheets, meeting notes and memory. A working system brings the important information forward so decisions can be made earlier, responsibilities can be verified, and the business can demonstrate that its safety and compliance processes are alive, not just documented.

“Good systems should make work clearer, not heavier.”

INDUSTRY WATCH

- What businesses should be watching this month.
- Queensland WHS duties remain centred on active risk management, not document storage.
 - Officer due diligence requires visibility over resources, processes and verification.
 - Consultation, training, incident notification and risk review should be visible in the system.

REFERENCES

QUEENSLAND LEGISLATION AND REGULATION

Work Health and Safety Act 2011 (Qld), s 19 — Primary duty of care.
Work Health and Safety Act 2011 (Qld), s 27 — Duty of officers / due diligence.
Work Health and Safety Act 2011 (Qld), ss 47–49 — Consultation with workers.
Work Health and Safety Act 2011 (Qld), s 38 — Duty to notify notifiable incidents.
Work Health and Safety Regulation 2011 (Qld), ss 34–38 — Identifying hazards, managing risks, hierarchy of control, maintaining and reviewing control measures.
Work Health and Safety Regulation 2011 (Qld), s 39 — Provision of information, training, instruction and supervision.

SAFE WORK AUSTRALIA / REGULATOR GUIDANCE

Safe Work Australia — Model Code of Practice: How to manage work health and safety risks.
Workplace Health and Safety Queensland — adopted Codes of Practice and WHS guidance for Queensland duty holders.

COMMUNITY SPOTLIGHT

WELLFIRSTKIDS

Practical, early support for children, families, schools and the wider systems around them.

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WELLFIRSTKIDS SPOTLIGHT

INTRODUCING WELLFIRSTKIDS

WellfirstKIDS was created from a simple belief: children do better when the adults around them are supported well. It extends the broader Wellfirst conviction that people, families and organisations do better when support starts early.

After more than 20 years working across education, counselling, child protection and family support, founder Bianca Hyslop recognised a growing need for practical, accessible support that bridges the gap between schools, families and allied health.

Throughout her career as a Guidance Officer, Special Education Teacher, Child Safety Officer and Counsellor, Bianca worked alongside children experiencing anxiety, developmental delays, learning differences, trauma, disability and social-emotional challenges. Many families were left waiting months for services or unsure where to begin, so WellfirstKIDS was established to provide

early, practical support before children fall further behind.

Today WellfirstKIDS offers child and adolescent counselling, early developmental screening, school readiness assessment, parent coaching, NDIS therapeutic supports, school collaboration and evidence-informed resources for families and professionals.

Like Wellfirst Solutions, WellfirstKIDS believes meaningful change happens when families, schools and support systems work together, and that investing early creates stronger outcomes for everyone.

Our focus isn’t simply identifying challenges. It’s helping children build confidence, resilience and the skills they need to participate successfully at home, at school and in life.



PRACTICAL TOOL OF THE MONTH

WORKING SYSTEM HEALTH CHECK

Use this checklist to test whether your safety and compliance system is simply storing documents, or whether it is helping the business manage risk in practice.

1

RISK VISIBILITY

Can leaders quickly see the main risks across the business?

- Are key operational risks recorded in one place?
- Are risk controls clearly assigned?
- Are high-risk activities reviewed regularly?
- Are changes in work, people, equipment or environment triggering risk reviews?
- Can managers see which risks need attention now?

2

ACTION TRACKING

Can the business show what actions have been raised and whether they have been completed?

- Are corrective actions recorded?
- Does each action have an owner?
- Does each action have a due date?
- Is evidence of completion attached or recorded?
- Are overdue actions reviewed by management?
- Is there a clear process for closing the loop?

3

TRAINING AND COMPETENCY

Can the business show that people are trained and competent for the work they perform?

- Are training records current?
- Are high-risk roles linked to required training?
- Is competency verified, not just attendance recorded?
- Are refresher dates visible?
- Are supervisors aware of training gaps in their teams?

4

INCIDENT AND ISSUE MANAGEMENT

Can the business show that incidents, hazards and issues are being reviewed and learned from?

- Are incidents reported consistently?
- Are notifiable incidents understood and escalated correctly?
- Are investigations proportionate to the risk?
- Are corrective actions linked to incidents?
- Are trends reviewed over time?
- Are lessons communicated back to workers?

5

CONSULTATION AND COMMUNICATION

Can the business show that workers are being consulted on matters that affect their health and safety?

- Are workers asked about risks and controls?
- Are consultation outcomes recorded?
- Are safety issues raised by workers tracked?
- Are changes communicated before they are implemented?
- Are supervisors equipped to have safety conversations?
- Are workers told what happened after they raised an issue?

6

MANAGEMENT OVERSIGHT

Can directors, owners and senior leaders verify that the system is being used?

- Are safety and compliance matters reviewed at management level?
- Are overdue actions visible to senior leaders?
- Are critical risks reported regularly?
- Are training gaps escalated?
- Are audit findings tracked through to completion?
- Can leaders see whether the system is improving over time?

SIMPLE SCORING GUIDE

- 1 — **Not in place:** The process is missing or informal.
- 2 — **Partly in place:** Some documents or processes exist, but they are inconsistent.
- 3 — **Functional:** The process exists and is used, but visibility or follow-up could improve.
- 4 — **Strong:** The process is active, visible and regularly reviewed.
- 5 — **Embedded:** The process is part of normal business rhythm and supports better decisions.

Reflection Question: If a regulator, auditor, director or client asked for evidence tomorrow, could you show that your risks are being actively managed — or only that your documents exist?

Contact us now!



COMMON GAP FROM THE FIELD

ACTIONS DISCUSSED, BUT NOT TRACKED

One of the common gaps we see is that actions are often raised in meetings, site conversations or inspections, but they are not always tracked through to completion.

This creates a risk because leaders may believe an issue has been addressed when it is still open. It also makes it difficult to prove what was done, who was responsible, and whether the control was effective.

A better approach is simple:

- Assign an owner
- Set a due date
- Record the required action
- Keep evidence of completion
- Review and follow up overdue items
- Close the loop with management

If an action is important enough to discuss, it is important enough to track.

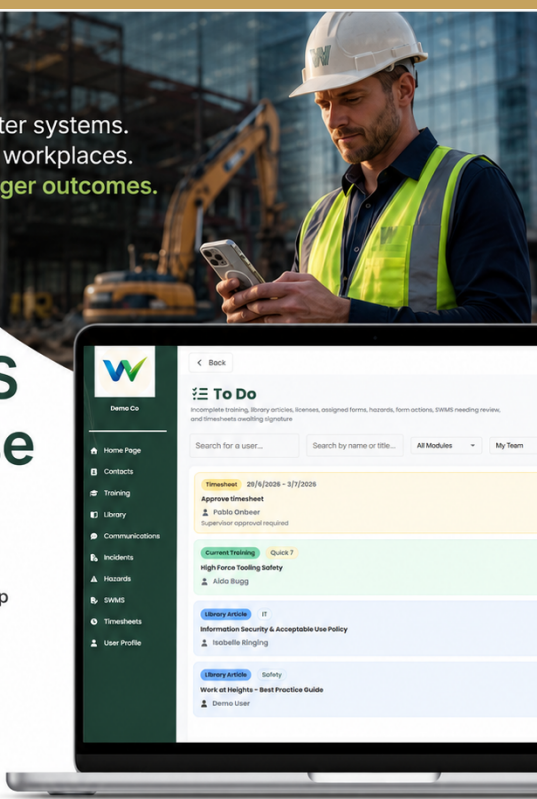


Smarter systems.
Safer workplaces.
Stronger outcomes.

WellfirstRMS Early Release Program

Become an Early Access Partner and help shape a smarter way to manage safety, compliance and operational records.

WellfirstRMS is being developed to bring training, incidents, hazards, SWMS, forms, actions and evidence into one connected platform. We're inviting a select group of early access partners to preview the system, provide practical feedback and experience the platform before wider release.



Why become an Early Access Partner?

- 

Preview the platform early
Be among the first to explore new features and experience the future of WellfirstRMS.
- 

Help shape real-world functionality
Your feedback will influence the tools and workflows that matter most.
- 

Connect records and actions in one place
Experience a unified system that simplifies compliance and drives better outcomes.
- 

Access guided onboarding and support
Receive hands-on support to get the most from the platform during early access.



Register your interest for early access

Partner with us in the early release phase of WellfirstRMS.

EXPRESS YOUR INTEREST TODAY →

Limited early partner places available.

LEADERSHIP SNIPPET

THE THREE QUESTIONS EVERY WORKER SHOULD BE ABLE TO ANSWER

Strong businesses create clarity. Three simple questions can help leaders test whether their people have that clarity. Role clarity is an important element of psychological safety in the workplace. So when the question gets asked, 'where do we start with Psychosocial safety?', at the risk of oversimplifying, start with these three questions:

What is my role?

People need to understand what is expected of them, where their responsibility starts and stops, and how their work connects to the broader business.

How am I going in my role?

Regular feedback helps people understand performance, safety expectations, behaviour, capability and development needs.

What does my future look like?

People are more likely to stay engaged when they can see direction, opportunity and honest communication about what comes next.

Recognition of source

I have followed the work of Martin Moore and his Your CEO Mentor organisation for a long time. I encourage business leaders to follow his work. This is a practical takeaway from interpretations of his No Bulls#!+ Leadership Podcast.

STRUGGLING TO LIFT YOUR LEADERSHIP PERFORMANCE?

ELEVATE YOUR LEADERSHIP TODAY



INDUSTRY LEADERSHIP RESOURCE

YOUR CEO MENTOR

For leaders looking to keep developing practical leadership capability, Your CEO Mentor is a valuable resource created around the leadership insights of Martin G. Moore, former CEO of a multi-billion dollar company.

The platform includes the **No Bullsh!t Leadership** podcast, practical free resources, leadership programs and tools focused on lifting leadership performance and building stronger teams.

EXPLORE: [YOURCEOMENTOR.COM](https://yourceomentor.com)

INTRODUCING WELLFIRSTRMS

BUILDING THE SOFTWARE
SYSTEM BEHIND THE INSIGHT

Wellfirst Solutions is currently developing WellfirstRMS, a practical risk management software system designed to help businesses move from scattered paperwork to visible, accountable systems.

The idea behind WellfirstRMS has grown from real conversations with business owners, managers, safety professionals, supervisors and training leaders. A common theme keeps coming through: businesses are not short of documents. Many are short of visibility.

Important records are often spread across folders, spreadsheets, emails, meeting notes and different software platforms. Actions are raised but not always tracked. Training is recorded but not always linked clearly to role requirements. Incidents are reported but not always connected to corrective actions, trend review or management oversight.

WellfirstRMS is being built to help address that gap.

The system is being developed around practical business needs, including:

- WHS and risk registers
 - Incident reporting
 - Contractor management
 - Management visibility
 - Practical reporting for leaders
- Corrective actions
 - Training and competency records
 - Audit findings
 - Evidence of completion

The aim is not to create another complex platform that adds administrative burden. The aim is to build a system that helps businesses see what matters, act earlier, and keep evidence in one connected place.

This is a slow launch. That is intentional. Rather than rushing a product to market, WellfirstRMS is being shaped through practical feedback, audit activity, client conversations and real-world business use cases. Each month, The Wellfirst Review will include a short development update on what we are building, what we are learning, and what problems the platform is being designed to solve.

WELLFIRSTRMS DEVELOPMENT LOG

This Month’s Focus: Actions and Accountability

The first development focus is simple but important: action tracking.

In many businesses, actions are raised in meetings, inspections, audits or informal conversations, but they are not always followed through to completion. WellfirstRMS is being designed to make those actions visible.

The system needs to help businesses answer:

- What action was raised?
 - When is it due?
 - Has it been completed?
 - Has management reviewed overdue items?
- Who owns it?
 - What risk or issue is it linked to?
 - What evidence shows completion?

This may sound basic, but it is one of the clearest differences between paperwork and a working system. When actions are visible, accountability improves. When actions are tracked, leaders can verify progress. When evidence is recorded, the business can show what was done. That is the foundation WellfirstRMS is being built on.

PARTNER UPDATE

Wellfirst Solutions is continuing to build relationships with industry partners who share a practical commitment to safer work, better systems and stronger business performance.

Our aim is to work alongside people and organisations who bring value to business owners and leaders — including safety professionals, training providers, HR and people specialists, legal and governance advisors, accountants, technology providers, insurers and industry consultants.

Future issues of The Wellfirst Review will include partner updates, short interviews, practical insights and opportunities for collaboration.

The goal is not simply to promote services. The goal is to connect useful expertise with businesses that are trying to improve.



WELLFIRSTKIDS UPDATE

BUILDING
CONFIDENCE
Before challenges
become barriers

This month marks another exciting step forward for WellfirstKIDS as we continue developing practical services and resources to support children, families, carers and schools across Queensland.

Alongside counselling and therapeutic support, we are expanding our range of non-diagnostic developmental screeners. These are designed to help identify a child’s strengths, learning needs and areas where additional support may be beneficial—providing parents and educators with practical information without relying on lengthy assessment pathways.

We are also developing resources for wellbeing workers, carers and families, recognising that children achieve better outcomes when the adults around them understand their needs and use consistent strategies across home, school and care environments.

WellfirstKIDS works with children and young people whose developmental pathways have not

always been straightforward, including those experiencing placement changes, foster or kinship care, disability support needs or challenges that do not fit neatly within a label.

Our role is not to diagnose. Our role is to understand how the child is functioning and help the adults around them respond effectively.

Over the coming months, we will release practical parent guides, wellbeing resources and tools that translate complex developmental and behavioural information into clear, everyday language.

Whether working with a family, school, support coordinator or community organisation, our goal remains the same: to provide practical guidance, genuine connection and early support that helps children build confidence and thrive.

Helping children thrive by supporting the adults who care for them.
Bianca Hyslop — Founder, WellfirstKIDS

www.wellfirstKids.com

CLOSING THOUGHT

Paperwork has its place. Documents matter. Records matter. Policies matter. But the businesses that perform best are not just keeping documents. They are building visible, accountable systems that help people lead well, work safely and make better decisions. That is the shift we are interested in at Wellfirst Solutions. From paperwork to working systems.

BOOK A SYSTEMS
REVIEW

REGISTER FOR
RMS