

SAFE MINDS INDEX | CASE STUDY

# Yarra Trams: Leading the Way in Psychosocial Safety

How standardised psychosocial risk intelligence transformed board-level safety governance for Melbourne's tram network

CLIENT

Yarra Trams

INDUSTRY

Public Transport

LOCATION

Melbourne, Victoria

ENGAGEMENT

December 2025

# Yarra Trams

Yarra Trams operates Melbourne's iconic tram network – the largest lightrail network in the world. With a large, diverse workforce spanning drivers, maintenance teams, depot operations, and corporate functions, the organisation is deeply committed to the safety and wellbeing of both its people and the communities it serves.

<p><b>250km</b> NETWORK The world's largest lightrail network</p>	<p><b>24</b> ROUTES Across metropolitan Melbourne</p>	<p><b>200M+</b> TRIPS / YEAR Annual passenger boardings</p>	<p><b>2,600+</b> WORKFORCE Diverse roles across operations</p>
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THE CHALLENGE

## Navigating New Psychosocial Safety Obligations

With the introduction of Victoria's OHS (Psychosocial Health) Regulations 2025, organisations became legally required to proactively identify, assess, and manage psychosocial hazards in the workplace. Yarra Trams recognised the importance of understanding their current position relative to these new obligations and sought a clear, evidence-based roadmap to strengthen their approach to psychosocial safety.

**Regulatory Context**

Victoria's OHS (Psychosocial Health) Regulations 2025, effective 1 December 2025, require employers to systematically identify psychosocial hazards, assess associated risks, implement control measures, and maintain support structures – mirroring the rigour expected for physical safety management.

THE APPROACH

## A Phased Project Starting with the Safe Minds Index™

InCheq partnered with Yarra Trams to conduct a multi-phase project, starting with a comprehensive Psychosocial Safety Gap Analysis and Maturity Assessment, evaluating the organisation's current capabilities across ten compliance domains and benchmarking against industry standards. InCheq's industry-leading approach produces the **Safe Minds Index™** – an evidence-based and standardised measure of Psychosocial Health and Safety Maturity. The Safe Minds Index™ is aligned with WorkSafe Victoria's OHS Regulation (Psychological Health), SafeWork Australia's Model Code of Practice, and ISO45003.

### Phase 1 – Work Conducted

- 1 Gap Analysis**  
Assessed current policies, systems, and practices against regulatory requirements across all compliance domains.
- 2 Maturity Assessment**  
Evaluated organisational maturity using a five-level framework, from initial/ad-hoc through to optimising.
- 3 Industry Benchmarking**  
Compared Yarra Trams' position against sector benchmarks to identify relative strengths and priorities.
- 4 Strategic Roadmap**  
Developed a phased transformation plan with clear milestones, quick wins, and long-term capability building.

### Regulatory Alignment

Victorian OHS (Psychological Health) Regulations 2025	WorkSafe Victoria Compliance Code	Safe Work Australia Model Code of Practice
ISO 45003:2021		

## Strengths Identified

The assessment revealed that Yarra Trams had already built a strong foundation through its existing safety culture and infrastructure – providing significant advantages in extending coverage to psychosocial safety.



### Mature Safety Culture

Well-established physical safety systems, visible leadership commitment, and embedded safety conversations across the organisation.



### Comprehensive Support Systems

Existing EAP, return-to-work coordination, Mental Health First Aiders, and dedicated trauma leave provisions.



### Extensive Policy Framework

Policies covering flexible work, fatigue management, workplace adjustments, and inclusion.



### Active Consultation Mechanisms

Established HSR networks and OHS Committee structures enabling genuine worker voice.

Several domains exceeded industry benchmarks, reflecting Yarra Trams' longstanding investment in worker safety and wellbeing.



*“The assessment gave us a clear, practical view of where we stand and what we need to strengthen. InCheq's approach was straightforward, evidence-based, and grounded in how our operations actually work. The roadmap they delivered gives us confidence that we're heading into the new regulations with the right focus and a solid plan.”*

**Michael Newton**

Director of Absence Management & Return to Work, Yarra Trams

## Measurable Results, Clear Direction

InCheq's assessment delivered actionable intelligence that enabled Yarra Trams to integrate psychosocial hazard management into these existing systems, enabling the organisation to build capability efficiently.

- ✓ A clear understanding of the organisation's psychosocial safety position relative to new regulatory requirements
- ✓ A phased transformation roadmap endorsed by the Senior Leadership Team
- ✓ Board paper approved by the Safety First Committee, committing to implementation
- ✓ Organisation positioned to proceed to the next phase of psychosocial risk assessment and capability building in 2026

# Phase 2 — Psychosocial Risk Assessment

Phase 2 commenced in Q1 2026 and comprises a comprehensive psychosocial risk assessment.

## Employee Survey

Capturing the experience of Yarra Trams' workforce in the context of common psychosocial hazards.

## Mixed Methodology Risk Assessment

Blending quantitative survey data with qualitative feedback from worker and HSR consultation.

- ✓ **Phase 1 — Gap Analysis & Maturity Assessment**  
December 2025 — Completed
- 2 **Phase 2 — Psychosocial Risk Assessment**  
Q1 2026 — In progress

ABOUT INCHEQ

# Psychosocial Risk Intelligence for Enterprise Organisations

InCheq is a psychosocial risk intelligence company. The Safe Minds Index™ delivers a standardised maturity score (0–100) built from data organisations already collect. Led by Dr Angie Montgomery, the platform integrates claims, HR, safety, and operational data to give boards, executives, and safety leaders the objective evidence they need to manage psychosocial risk systematically.

The InCheq platform is purpose-built for Australia's evolving psychosocial hazard regulatory environment — converting regulatory obligations into measurable, auditable maturity ratings and risk indicators that provide boards, executives, and safety teams with the evidence required for governance oversight, officer due diligence, and the continuous improvement cycle that ISO 45003:2021 and Australian WHS codes of practice now demand.

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### Continuous Improvement Framework

The only psychosocial H&S platform built on the Plan-Do-Check-Act cycle. Not a point-in-time audit — a maturity model that evidences progression.

### Independence by Design

InCheq provides the intelligence and intelligence based on industry data and workforce profiling.

### No Surveys Required

Built from data you already collect — claims, HR, safety, and operational systems. The Safe Minds Index™ is designed to be generated at regular intervals, showing how your efforts are resulting in changes to existing organisational metrics.