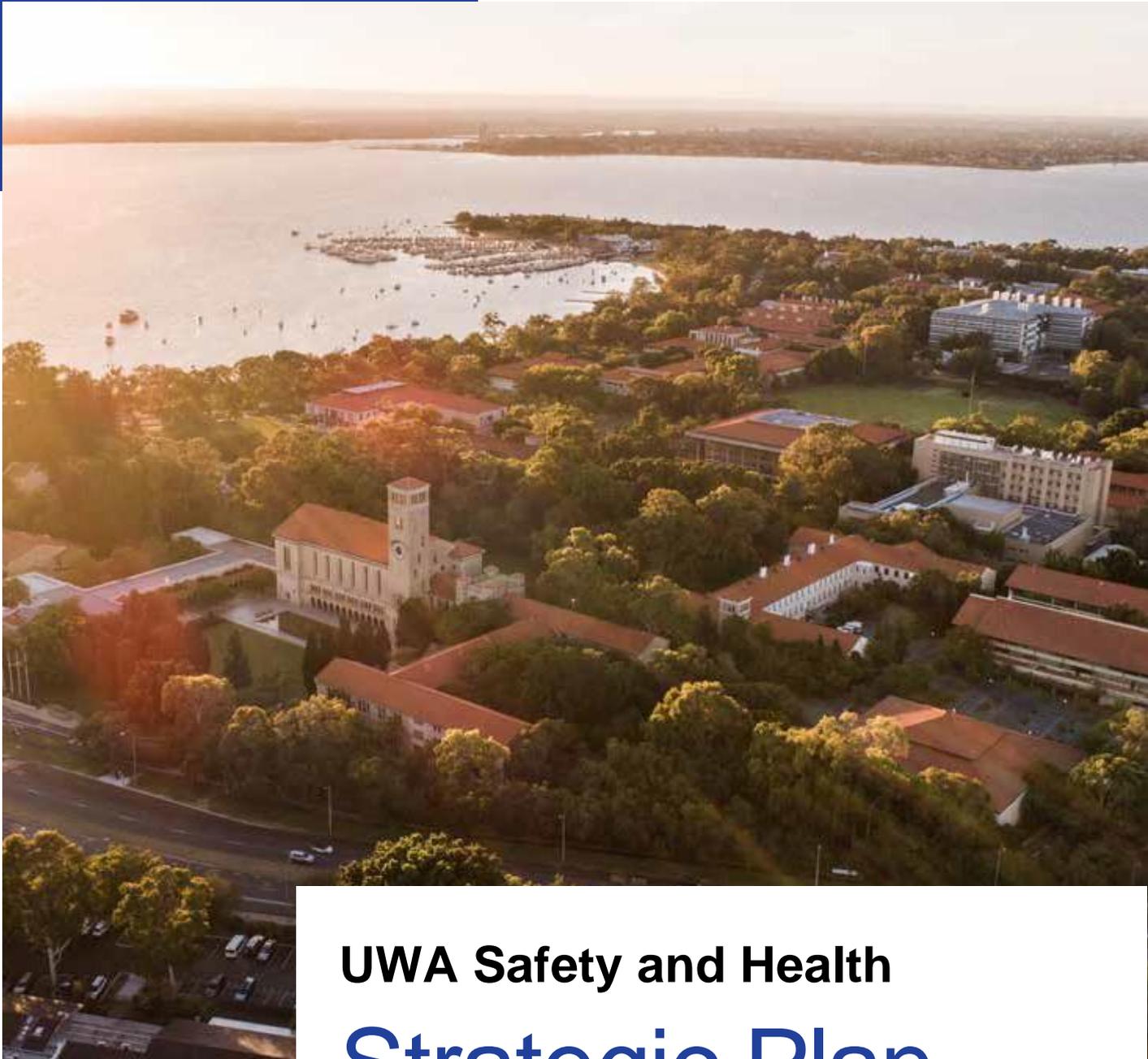




THE UNIVERSITY OF
**WESTERN
AUSTRALIA**



UWA Safety and Health
Strategic Plan
2021-2025

Seek Wisdom and Lead Safely

Vice-Chancellor's Introduction

Dear Staff and Students

It is with great pleasure that I share with you UWA's Safety and Health Strategic Plan 2021 – 2025. This plan will embed a best-practice safety and health culture into all our activities which are central to us achieving our ambition to be a world class university and a great employer. It is an area where we will not compromise on our ambition to be the best.

Achieving our goals requires leadership and our leaders, at every level, are committed, responsible and accountable for maintaining a proactive safety culture for all our staff and students.

The main drivers to move UWA safety forwards to 2025 are outlined in Five Strategic Priorities and Objectives. These will ultimately lead to certification of UWA's Safety Management System under AS / NZS ISO 45001 Standard – OHS Management Systems Requirements. Working towards this certification will promote adoption of Positive Performance Indicators that support the continuous improvement of staff and student safety at UWA.

Working together to realise the goals we have set ourselves in this Strategic Plan will lead to a safer and healthier workplace. Ultimately, we want our staff and students to be able to focus on their education and research activities in a safe and responsive work environment. A robust safety and health culture will, in part, help ensure this.



Vice-Chancellor
Amit Chakma

1 July 2021



“Working together to realise the goals we have set ourselves in this Strategic Plan will lead to a safer and healthier workplace.”

Head of Safety's Message



All staff and students deserve to be safe while at UWA.



On this premise, this document outlines the implementation of UWA's Safety and Health Strategic Priorities and Objectives from 2021 to 2025 as aligned to UWA's mission in providing world class education, research and community engagement.

This Strategic Plan has been written in conjunction with UWA's Safety and Health 'Our Commitment' Poster endorsed by Vice-Chancellor, Amit Chakma.

The overarching aim of this Strategic Plan is to embed a proactive safety culture to lead and guide all staff to deliver and students to achieve their educational, research and community engagement goals – safely.

The following Leadership and Guiding Principles as defined in this Strategic Plan form the starting point for all UWA persons to think and act safely:

- Preparation and Prevention;
- Risk Awareness and Mitigation;
- Communication and Consultation;
- Continuous Improvement; and
- Resource Stewardship.

Together we can maintain a safe workplace by embedding the above safety Leadership and Guiding Principles into UWA's Six Strategic Pillars: Education, Research and Innovation, Global Partnerships and Engagement, Sustainable Environments, People and Culture, and Effective & Sustainable Operations.

The following five key Strategic Priorities in combination with the Six UWA Strategic Pillars have been identified as the main drivers that will move safety at UWA forward to 2025:

1. Reinforcing UWA's S&H Responsibilities and Accountabilities;
2. Strengthening our Safety Management System (SMS);
3. Enhancing UWA's S&H Committees Framework;
4. Promoting S&H Positive Performance Indicators; and
5. Strengthening UWA's Internal and External S&H Audit Program

It is envisaged that before the end of 2025, UWA will seek to have its SMS certified with 'AS / NZS ISO 45001 – OSH Management Systems'. This standard is internationally recognised as the benchmark for safety management systems and is highly regarded throughout industry.

This achievement in its own right will be world class aligning perfectly with UWA's mission as well as its vision of creating value and growth for the next generation of global leaders.

As we embark on our joint 5 year safety and health journey together, to complement how we 'Seek Wisdom' while we spend our time here at UWA. Please consider how you can be a part of UWA's safety success and 'Lead Safely'.

Head of Safety
Michael Janscak

Safety and Health

Leadership and Guiding Principles

To achieve our mission safely, UWA's leaders throughout all levels of our organisation will be committed, responsible and accountable in maintaining a safe workplace.

This commitment involves everyone at UWA understanding their individual safety and health responsibilities.

The following safety leadership and guiding principles will embed a proactive safety culture underpinning all university activities:

Preparation and Prevention

All leaders and staff recognise that all hazards and incidents in the workplace are preventable and that regular completion of proactive safety activities such as planned inspections, risk assessments and targeted audits, minimise the chances of incidents occurring.

Risk Awareness and Mitigation

All executives, managers and supervisors are aware of what high frequency and high consequence risks exist in their work area and work collaboratively with locally elected Safety and Health Representatives to ensure implemented risk controls remain effective.

Communication and Consultation

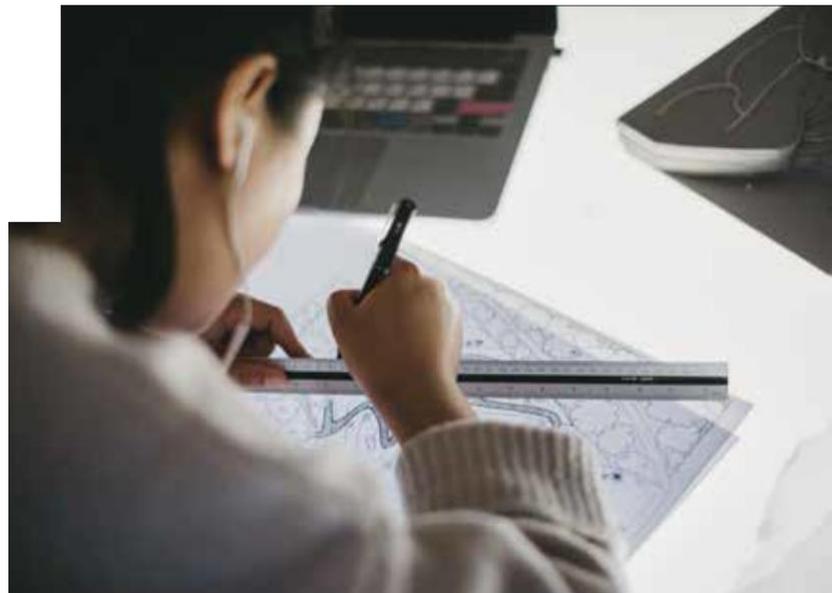
Communication, consultation and collaboration forms the cornerstone of understanding different views and working together to ensure UWA realises its world-class education, research and community engagement mission, safely.

Continuous Improvement

UWA's Safety Management System (SMS) is integrated into all aspects of UWA's 2030 Pillars and is seen as a living entity built on a commitment to improve workplace safety by reviewing processes, materials used, competencies etc. as per continuous improvement principles defined in AZ / NZS ISO 45001.

Resource Stewardship

UWA executives, managers and supervisors actively take into account work task and work environment safety resource needs as a part of strategic and operational planning and execution.



Safety and Health

Strategic Priorities and Objectives 2021 to 2025

Five key strategic priorities and their objectives have been identified as the main drivers to reinforce a proactive safety culture to move UWA safety forwards to 2025.

It is envisaged that before the end of 2025, UWA safety management system will be certified with 'AS / NZS ISO

45001 – OSH Management Systems'. Certification will significantly add value to how UWA operates and is highly regarded by industry.

Certification will also support growth in UWA's research and service offerings as well as increase our reputation with our global partners.

1

Reinforcing UWA's S&H Responsibilities and Accountabilities

Objective: Augment and improve UWA wide S&H Responsibilities and Accountabilities Framework and UWA's S&H Governance Structure.

2

Strengthening our Safety Management System

Objective: Review and redevelop UWA's SMS Framework including all procedures, guidelines, templates, checklists, forms and tools etc. to standardise and provide clear guidance to all managers and staff in how they manage risk.

3

Enhancing UWA's S&H Committees Framework

Objective: Improve UWA wide S&H Committee Structure based on due diligence and continuous improvement principles.

4

Promote S&H Positive Performance Indicators

Objective: Advocate UWA wide S&H Positive Performance Indicators relating to the completion of regular School / Research Group / Business Unit led Work Area Inspections, Risk Assessments and Key Risk Audits.

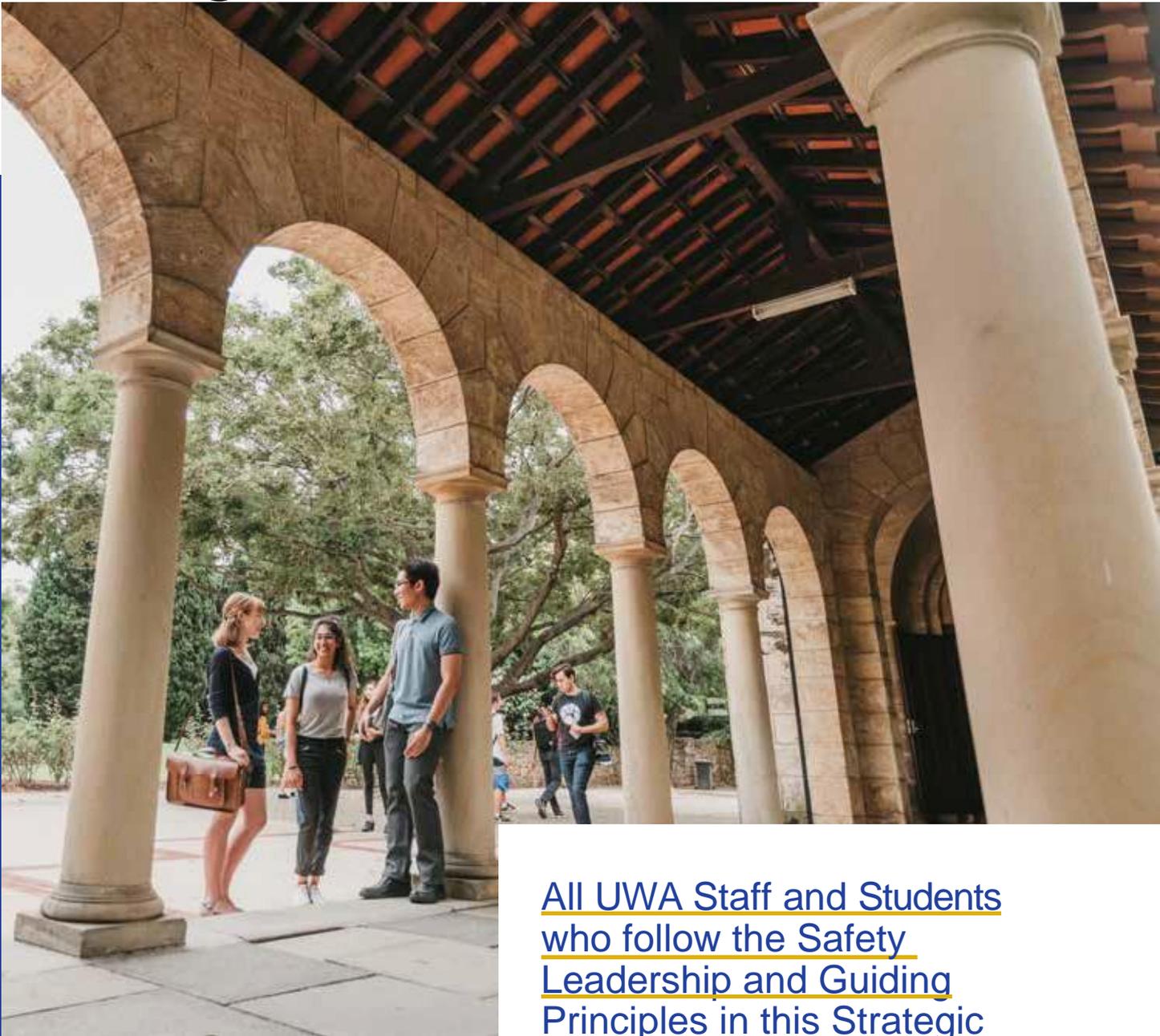
5

Strengthen UWA's Internal and External S&H Audit Program

Objective: Deliver a UWA wide Internal and External S&H Audit Program that fosters continuous improvement as aligned to safety best practice and to monitor School / Research Group / Business Unit compliance with UWA's SMS and WA OSH Legislation.

Safety and Health

Alignment to UWA's Strategic Pillars



All UWA Staff and Students who follow the Safety Leadership and Guiding Principles in this Strategic Plan which is aligned to UWA's Six Strategic Pillars will ensure that safety at UWA remains front of mind and continuously improves.

SIX STRATEGIC PILLARS	S&H MEANING	WHAT SUCCESS LOOKS LIKE
1. Education	UWA's SMS integrated into UWA's educational experience by all staff.	<ul style="list-style-type: none"> • Students participate in School / Research Group / Business Unit specific safety inductions. • Students included in risk assessments as a part of education activity planning. • Safety fundamentals are built into course curriculum as reflective of identified risks.
2. Research and Innovation	Safe systems of work integrated into how students / staff lead / facilitate research and strive for innovation at UWA.	<ul style="list-style-type: none"> • Managers are aware of the operational risks in their work area and take proactive actions to ensure adequate controls are in place. • UWA's SMS templates are tailored by managers to support researchers achieve innovation safely. • Researchers are aware of their S&H responsibilities and work collaboratively with academic supervisors to control risk.
3. Global Partnerships and Engagement	UWA SMS and approach to ongoing continuous improvement as aligned to AZ / NZS ISO 45001 is acknowledged by Global Partners as being world class.	<ul style="list-style-type: none"> • UWA SMS has been developed in line with industry and global partner expectations and best practice. • Global partners are positively influenced by the way safety is managed at UWA. • Global partners identify UWA as the best place to collaborate on research activities with the added assurance that it will be undertaken safely as per international standards.
4. Sustainable Environments	Decisions relating to sustainable environments at UWA are made in conjunction with UWA's Strategic S&H Leadership and Guiding Principles.	<ul style="list-style-type: none"> • UWA is recognised as having fit for purpose buildings and infrastructure that are safe and sustainable. • UWA Safety is actively consulted from concept and design phase of all projects through to completion and operation. • UWA waste and recycling is handled safely and sustainably.
5. People and Culture	Staff and students feel safe at UWA and are empowered to proactively identify and manage hazards in their area or in other parts of the University.	<ul style="list-style-type: none"> • Executives, managers and supervisors proactively champion the leadership and consultation of safety in their area. • Staff proactively control hazards and report their actions to their manager / supervisor. • Staff complete all mandatory safety training as per their role requirements and delegated responsibilities. • Students are trained and mentored by staff in how to effectively manage risks.
6. Effective and Sustainable Operations	<p>UWA's SMS is built on continuous improvement and quality management principles with the purpose of :</p> <p>1) Embedding proactive safe systems of work to support all staff and students to work safely; and</p> <p>2) Adding value and growing UWA's service offerings.</p>	<ul style="list-style-type: none"> • UWA's SMS templates, forms and tools are actively used by managers to develop tailored procedures for their work area. • Staff, students and researchers as led by their manager / supervisor, understand and apply UWA's SMS as specific to their activities. • Positive Performance Indicators are defined and an Internal/ External audit program has been implemented to support ongoing continuous improvement. • UWA's SMS and Safety Team members are seen as vital in contributing to UWA's Business Model and growing revenue streams.

Positive Performance, Reinforcement and Ongoing Continuous Improvement

To ensure that a proactive safety culture becomes embedded in all activities, UWA will seek to promote and advocate Positive Performance Indicators (PPI) commencing in 2021 that provide maximal impact in driving a conscientious safety culture.

PPIs include:

UWA Leader Safety Inspections

UWA Leaders undertake as a minimum a yearly walkthrough inspection of at least one part of the areas for which they are responsible and provide feedback to their management teams.

Work Area Inspections

Managers / Supervisors supported by their Safety and Health Representatives undertake regular quarterly inspections of their work area and document key actions identified for attention and closure.

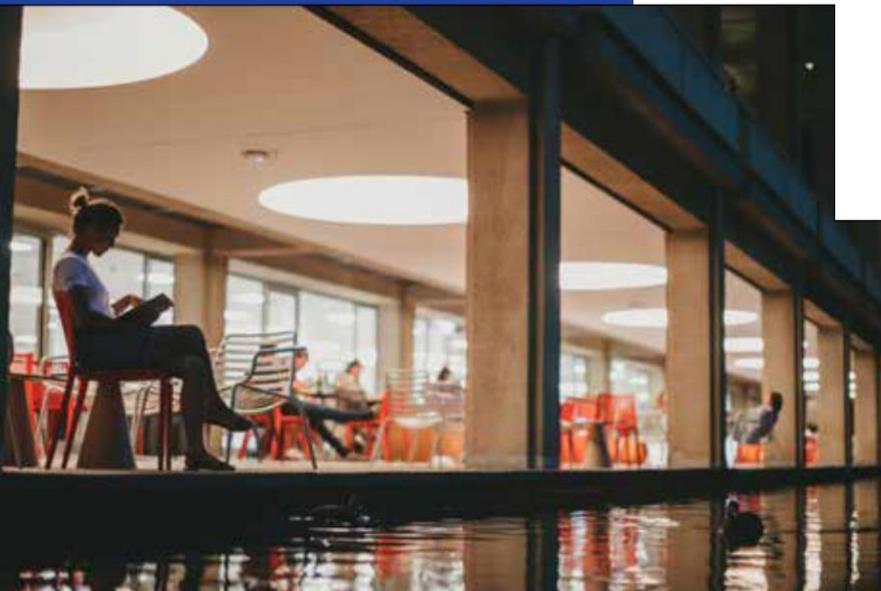
Risk Assessments

Managers / Supervisors supported by their Safety and Health Representatives undertake risk assessments of work tasks and proposed activities to ensure high consequence risks have been identified and that adequate controls are in place.

Key Risk Audits

Managers / Supervisors participate in targeted audits of risks that they manage within their area to ensure conformance with UWA's SMS and compliance with relevant WA occupational safety and health legislation.

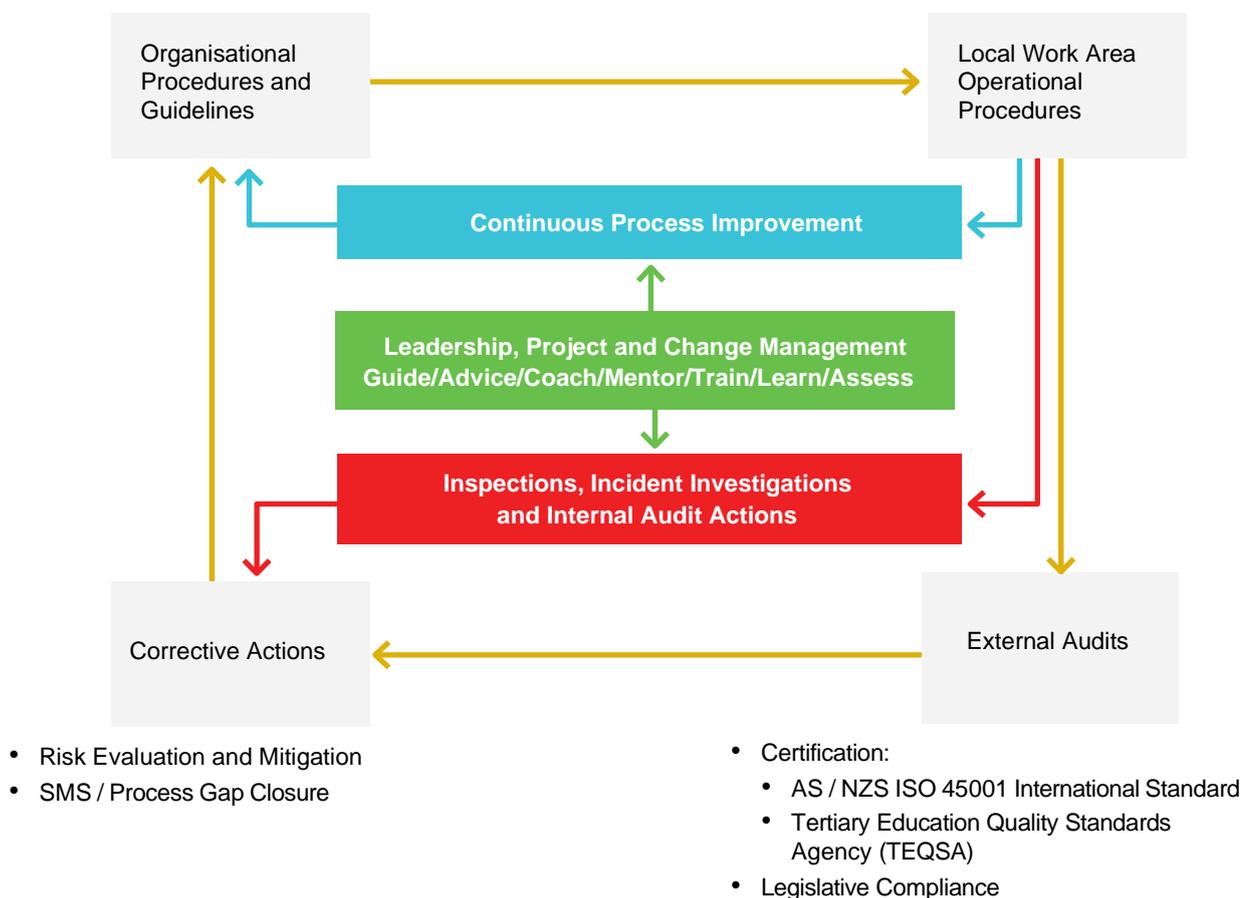
UWA will recognise work area leaders who consistently reinforce positive safety performance and drive continuous improvement.



UWA Safety Management System (SMS) and Continuous Improvement

Holistically UWA’s Safety Management System is made up of a combination of a proactive commitment to safety, safety leadership and guiding principles, strategic priorities, engagement and capability reinforced with positive performance indicators.

The below diagram shows the sum of all parts of UWA’s Safety Management System and the approach for continuous improvement that will drive safety through to 2025.





Annual UWA Safety and Health Operational Plan

Value and Growth Creation

Key components of this Strategic Plan, specifically the five Safety and Health Strategic Priorities and their integration with the Six UWA Strategic Pillars will guide the development of UWA's Annual Safety and Health Operational Plan. This Plan will define key actions and enablers to drive safety performance and measure progress.

By working together and improving safety at UWA we are not only maintaining a safe workplace that we all deserve, but we are supporting our staff to foster and students to become the next generation of global leaders.

We do this when we continuously improve processes in the workplace by making them safer and more efficient and thus creating value and growth. This in turn allows staff and students to focus on their activities, improving their experience and supporting them to achieve their education, research and community engagement goals.



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UWA Safety and Health
The University of Western Australia
M458, 35 Stirling Highway
Crawley WA 6009 Australia
Tel: +61 8 6488 3938
Email: safety@uwa.edu.au
safety.uwa.edu.au