



Human Resources

Work Health and Safety Strategic Plan

2016-2019

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EXECUTIVE SUMMARY

The Work Health and Safety Strategy sets out the plan for the management and development of WHS programs of work over the period 2016 to 2019 to deliver the capabilities and improvements required to enable the University's Strategic Plan Open to Talent: 2012 onwards.

The Work Health and Safety team commit to lead by example, act with integrity, demonstrate respect and deliver innovative solutions. We believe that success is engaging in a genuine conversation about work health and safety.

The four key enabling programs of work that must be delivered, within the broader strategic framework, are:

- WHS Rebranding & Communications Plan
- Smoke Free Campus Project
- Mental Health & Wellness Plan
- Safety Leadership Program

These four programs of work are significant in body and shall have a fundamental impact on the success of the WHS Strategy.

The implementation of this plan occurs on two levels of the University: The central development of initiatives and programs of work which then cascade to the Organisational Unit level. This will enable a coordinated and consistent approach that supports both the OU level needs as well as the University strategic objectives.

PURPOSE & OBJECTIVES

Our objective is to enable the University Strategic Plan "Open to Talent" by creating a healthy and safe University community.

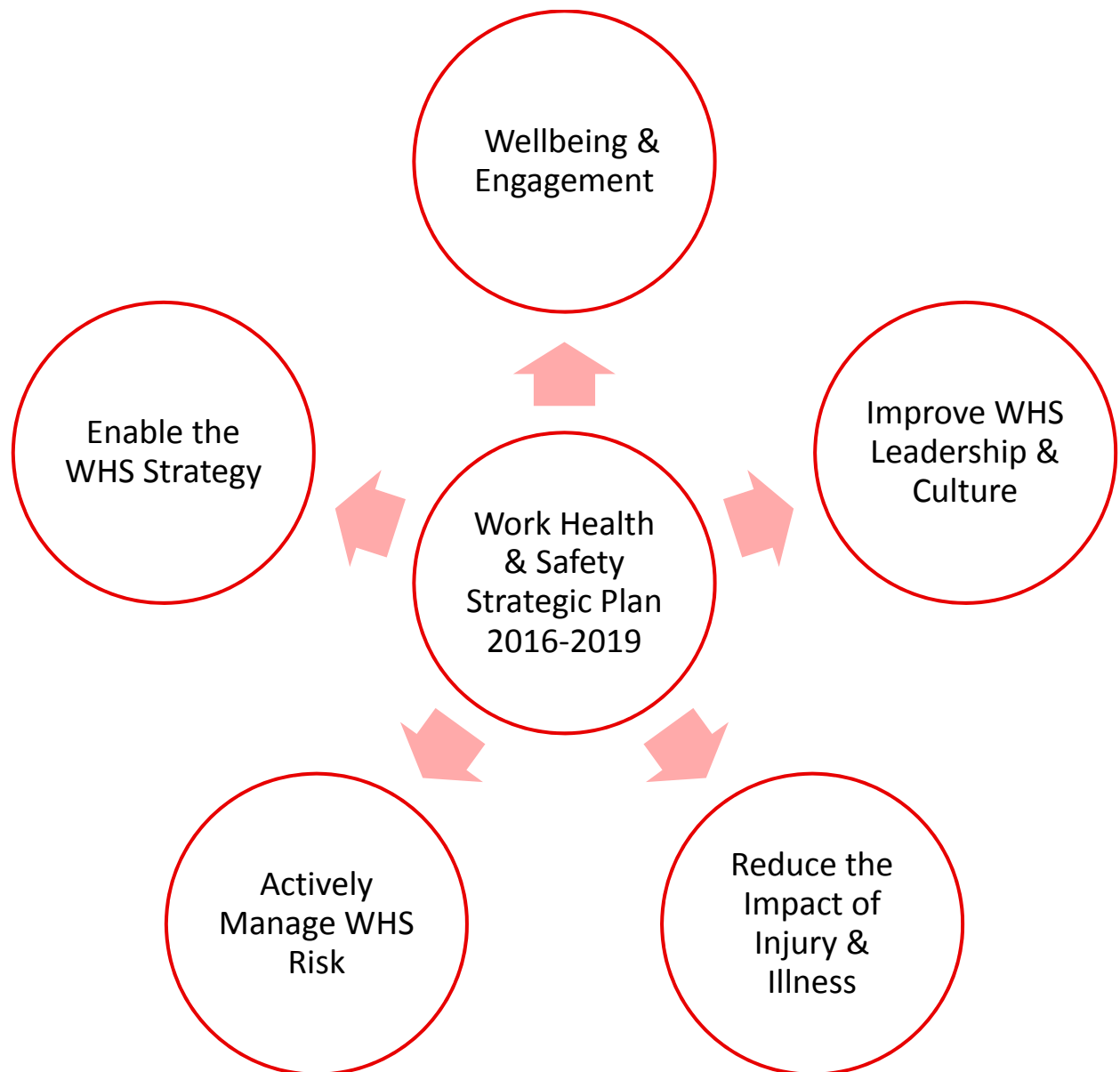
This plan is built on the University of Tasmania Values of honesty, integrity, responsibility, trust and trustworthiness, respect and self-respect and fairness and justice.

Our plan identifies five guiding principles (right) which underpin all initiatives within this strategy.



OUR WORK HEALTH AND SAFETY STRATEGIC PILLARS

There are five key pillars that underpin all of the programs of work identified to realise the Work Health and Safety Strategic Plan 2016-2019. This strategic plan shall be reviewed on an annual basis to ensure that the objectives and programs of work still align with the overall University of Tasmania vision and strategic objectives.



WORK HEALTH AND SAFETY STRATEGY ACTION PLAN

STRATEGIC PILLAR	PROGRAMS OF WORK	HIGH LEVEL ACTIONS	MEASURES OF SUCCESS
1. Enable the WHS Strategy	1.1 Strategic Plan Endorsement	<ul style="list-style-type: none"> Presentation of strategic plan to WHS Committee, SMT and Sen Ex KPIs relating to safe performance at a Senior Management Level. 	<ul style="list-style-type: none"> Endorsement of WHS Strategy and funding of budget to enable strategy.
	1.2 WHS Reporting & Metrics	<ul style="list-style-type: none"> Align WHS objectives to University of Tasmania KPI's. Business Intelligence and reporting of WHS lead and lag indicators. Implementation of a work health and safety management system. 	<ul style="list-style-type: none"> Quarterly reporting from Faculties, Divisions and Institutes to the WHS Committee. WHSMS implemented to enable reporting.
	1.3 WHS Rebranding and Communication Plan	<ul style="list-style-type: none"> Create communication plan, implement recommended actions and methods. Market and promote WHS strategy using identifiable branding. 	<ul style="list-style-type: none"> Brand familiarisation through informal survey. Regular communications and publications to promote WHS effort and offering.
2. Wellness & Engagement	2.1 Mental Health & Wellness Plan	<ul style="list-style-type: none"> Develop and implement a Mental Health and Wellness Plan. Develop and execute a training plan. Strategic partnerships with established providers. Integrate mental health and wellbeing inclusions in our community engagement plan. Promote and support research in the area of workplace mental health. 	<ul style="list-style-type: none"> Implementation of a tool for the assessment of psychosocial risk factors. Implement education and preventative programs on psychological resilience and risk. Active participation in mental health and wellbeing initiatives by staff and students.
	2.2 Smoke Free Campus Project	<ul style="list-style-type: none"> Smoke Free Campus Project Plan developed and implemented. Partner with State Government and Healthy U to deliver the program. Consult and engage with student and staff representation. 	<ul style="list-style-type: none"> Smoke free status by end 2016.
	2.3 Physical Health and Wellness Plan	<ul style="list-style-type: none"> Healthy U Partnership- staff engagement survey. Identify and make available to OUs physical health and wellbeing programs. 	<ul style="list-style-type: none"> Increased participation from staff in Healthy U offering. Senior Leaders actively engage in health and wellbeing activities.
	2.4 Worksafe Tasmania Month Program	<ul style="list-style-type: none"> Partner arrangement with Worksafe Tasmania for 2016. A program of events for University Staff and students to be developed. Initiate an annual University of Tasmania safety award. Seek nomination from OUs for the external WorkSafe Tasmania awards. 	<ul style="list-style-type: none"> Events hosted on campus and attended by University staff and students. University of Tasmania recognised as a supporter of WorkSafe Tasmania month. Reward and recognition for safety achievements influencing WHS engagement.
3. Improve WHS Leadership & Culture	3.1 Safety Leadership Program.	<ul style="list-style-type: none"> Develop and implement a health and safety leadership program for all managers, including SenEx and SMT. Officers and Senior Managers are regularly informed of changes impacting work health and safety. 	<ul style="list-style-type: none"> 100% Program attendance for identified Managers. Publish a quarterly update to officers and senior managers. 100% of all workplace inspections completed.
	3.2 Build Staff and Student WHS knowledge and capability.	<ul style="list-style-type: none"> Work Health and Safety Inductions refreshed University wide. Develop appropriate WHS information for students. Provision of WHS information and awareness by academic and technical staff at the commencement of classes, laboratory work and field work. Provide opportunity for engagement and learning for managers, officers, HSRs and staff regarding key WHS issues and strategic priorities. 	<ul style="list-style-type: none"> University WHS induction for staff, students and contractors reviewed and relaunched by end 2016. All student course outlines identify WHS accountabilities by the end of 2017. WHS 'Master Class' scheduled implemented by end 2016. Program and delivery of a HSR Conference in 2016.

STRATEGIC PILLAR	PROGRAMS OF WORK	HIGH LEVEL ACTIONS	MEASURES OF SUCCESS
4. Reduce the impact of injury and illness	4.1 Prevention of muscular skeletal and overuse injuries.	<ul style="list-style-type: none"> Proactive manual handling and ergonomics training. Stretching and mobility workshops delivered to office based workers. 	<ul style="list-style-type: none"> Reduction in muscular skeletal injury rates resulting in claims by at least 10% year on year. Reduction in overuse injuries resulting in claims by at least 10% year on year.
	4.2 Improve the reporting of injuries and expedite the return to work of injured persons.	<ul style="list-style-type: none"> Early intervention guidelines developed. Extension of Return to Work Coordinator network. Increase the rate of suitable duties being offered to injured workers. 	<ul style="list-style-type: none"> 10% reduction in workers compensation claim numbers from the past years results. Reduction in the claims duration rate. 80% of claims closed within 26 weeks. 20% reduction in the number of employees totally unfit for work for one week or more.
	4.3 Noise management and hearing conservation program	<ul style="list-style-type: none"> Establish guidelines for workplace noise surveys and assessments. Train WHS Advisors to facilitate preliminary hazard identification. Selection of preferred supplier for noise assessment reporting. 	<ul style="list-style-type: none"> 100% of workplaces who identify noise as a hazard have completed noise management plans.
5. Actively Manage WHS Risk	5.1 Establish a WHS Risk Management Framework	<ul style="list-style-type: none"> Develop and document the framework. Develop a university wide risk register for inclusion at OU level. Training to staff and students in the performance of risk assessments. 	<ul style="list-style-type: none"> Established risk registers for all Faculties/ Divisions and Institutes that incorporate WHS risk by the end of 2017.
	5.2 University of Tasmania Strategic Diving Plan	<ul style="list-style-type: none"> Develop strategy for safe diving. Implement strategy, consult and engage. Monitor diving activities for compliance. 	<ul style="list-style-type: none"> Safe and compliant diving activities verified by internal audit by the end of 2016.
	5.3 Third Party & Contractor Interface Management	<ul style="list-style-type: none"> Identify third party and contractor groups, prioritise by risk and implement a review of current management tools. Identify and make recommendations to actively manage the risk associated with contractors and third parties consistently across the enterprise. 	<ul style="list-style-type: none"> Reduction in contractor related incidents. Execution of contract obligations. Reduction in risk exposure through contracted works.

OUR CURRENT POSITION

WHAT WE HAVE ACHIEVED

The Work Health and Safety Strategy 2012-2015 outlined the goals to include:

- The University of Tasmania academic and professional staff, students, contractors, and members of the public visiting our facilities return home healthy and safe at the end of each day.
- All legal obligations are met to provide the highest level of protection for the University of Tasmania workers including staff, students, contractors and the community in which we operate.

The 2012-2015 WHS Strategy was a foundation strategy that was focussed on the delivery of systems and physical safety basics. The success of that strategy is underpinned by the 9 key priorities, which were:

1. Leadership and Accountability
2. Staff consultation and participation in WHS
3. Key OHS Risks
4. Management of risks impacting on students
5. Proactive occupational health and wellbeing programs
6. Management of Return to Work and Workers Compensation claims
7. National WHS Strategy – Priority Industries
8. Volunteers
9. Contractors

Key achievements over this time included:

- Annual incremental improvement in the CSA Audit Process. Currently 3.7 at the end of 2015, improved from 3.2 in 2014.
- Sustained HSR network of over 80 staff.
- Work Health and Safety Committee schedule active and effective.
- Resourcing of WHS team – currently a team of 6 supporting University wide operations.
- Definition and guidance for Faculty/ Division and Institute WHS Committee roles and functions.
- Delivery of a higher than sector average safety risk management culture. ¹ University of Tasmania – WHS Risk Management Internal Audit – July 2017.
- Reduction in the average workers compensation claims cost to \$5428.
- Reduction of annual policy cost from \$419,000- 2012 to \$122,000 – 2015 ² as at 31 October 2015. Fourth quarter policy premium deferred for two consecutive years.
- A 49% reduction in lost time injury's from 2014 to 2015.
- Establish functioning consultation forums via WHS led groups including:
 - Building users groups
 - Chemical Safety
 - Radiation Safety Officers
 - Large vessel safety committees
 - Institutional Biosafety Committee

CURRENT STATE ASSESSMENT

There are ongoing programs of work from the 2012-2015 WHS Safety Strategy that have been included in this current approach.

The Strategic priorities in Open to Talent: Research, Students, Community, People and Culture, Campuses and Infrastructure and Resources and Planning are the guide for the WHS Strategic Plan and specifically include a desire to improve or maintain:

- The mental and physical health and wellbeing of the University's staff, students and visitors.
- The provision of a safe place to work and study.
- The ongoing compliance with legislative and sector requirements.
- The engagement with students at the early stage of their career pathway to ensure an embedded understanding of health and safety.
- The safe delivery of the Campus Transformation Projects.

Risks to the success of this strategic plan include:

- A lack of ownership and commitment from managers and staff.
- The strategy identifies processes that do not ensure the engagement of both staff and students.
- That we experience increased financial pressures.
- A more disparate appreciation and awareness of health and safety risk in light of an increase in the number of international students.

EXCLUSIONS

Things that will not form part of this strategic plan will generally relate to 'Business as Usual' matters and include:

- Incident and hazard reporting and investigations and inspections.
- Audits and risk assessments.
- Radiation Safety Management Plan governance, including audits and annual returns.
- Established WHS Committees and sub committees i.e. Large Vessel, IBC.
- Workers compensation and return to work in accordance with established practices.
- Additional programs of work identified throughout the life of the strategic plan. They shall all be assessed on the basis of importance, resources and capacity and the programs of work adjusted accordingly.