

STRATEGIC PLAN

2004 – 2008



Occupational
Health, Safety
and
Rehabilitation

OHS&R Mission

The University of Western Sydney is unequivocally committed to ensuring a safe and healthy environment for staff, students, contractors and other individuals. This commitment recognizes that every person has the right to a safe and healthy working environment.

The university considers prevention of injury or ill-health to all individuals foremost in conducting its activities. Therefore, the university is committed to ensuring that all legislative requirements are met and to maintaining a position of excellence through a systematic and preventative approach in handling occupational health, safety and welfare issues affecting its activities.

OHS&R Values

UWS has a shared and explicit set of values which underpin all that it does:

- ethics and accountability
- innovation and creativity
- excellence and quality in all its endeavours
- academic responsibility and freedom
- equity of access and inclusiveness
- scholarly rigour and integrity
- collegiality and participatory decision making
- relevance and responsibility to our communities.

This set of values has guided the formulation of the University OHS&R strategic goals. These strategic goals form the cornerstone of the UWS OHS&R strategic plan 2004-2008.

Environmental Scan

The University of Western Sydney is a complex organization spread over six campuses in Greater Western Sydney. It is culturally diverse, with over 2,000 staff and about 35,000 students drawn from Australia and around the world. A key priority of the University is the development of its research capability.

The University has three Divisions:

Academic and Services which is home to the University's Colleges, a number of important services, including the Library, Finance, Information Technology, the Academic Registrar, the Aboriginal Education Centre and the Sydney Graduate School of Management.

Development and International which includes functions such as Business Development, International Office, Capital Works and Facilities, Research Office and Regional Development.

Corporate Services which includes Departments such as Audit and Risk Management, University Secretary, Legal Counsel, Records and Archives, Human Resources, Marketing and Communication, Planning and Quality Assurance, Professional Development, Social justice and Policy and Governance.

UWS is the University of choice for over 5000 international students every year, with over 3000 of them studying onshore in Australia. UWS has active links with universities throughout Asia, the Pacific, Europe and the USA. These provide a range of opportunities for in-country study, study abroad, and staff and student exchange, as well as academic collaboration and research.

This complex organization operates in an environment of increasing legislative compliance requirements for occupational health and safety and rehabilitation. In New South Wales a new Occupational Health and Safety Act was introduced in late 2001 together with an accompanying Regulation. Both the Act and Regulation are very prescriptive and require compliance by all incorporated organizations operating in the State. Penalties for non compliance are severe.

Occupational health and safety legislation in New South Wales requires that an employer has a duty to take reasonable care of an employee and that “due diligence” should be exercised in carrying out this obligation. Due diligence requires that an employer take every precaution reasonable in the circumstances to protect the health, safety and welfare of all who work in, are contracted to and visit the employer. This involves every person in the work place (e.g. Board of Trustees, Vice Chancellor, Deputy Vice Chancellors, Deans, Heads of School, Divisional Managers, Line Managers, Supervisors and employees) understanding and complying with their duties as set out in the OH&S Act and associated legislation. It also requires that every person in the workplace identify risks to health, safety and welfare, and that these risks be addressed through a properly functioning and documented health and safety management system.

To facilitate compliance with health and safety and rehabilitation legislation, UWS has developed this strategic direction which provides key focus areas, and intent for the university’s health, safety and rehabilitation goals. The plan also provides the strategy by which these goals will be achieved over the next four years.

The university is also designing and implementing an Occupational Health and Safety and Rehabilitation Management System so as to provide an effective framework for compliance to OH&S and rehabilitation legislative requirements.

OHS&R Strategic Goals 2004-2008

Strategic Goal 1:

To develop in all who work in, attend, are contracted to and visit the university, a competent knowledge base, skills, responsibilities /accountabilities and management capability of OHS&R at UWS.

Strategic Goal 2:

To research, design and develop a UWS OHS&R Management System which reflects best practice, promotes continuous improvement and which provides an infrastructure to address OHS&R in a systematic way.

Strategic Goal 3:

To enhance the student experience by ensuring that all students are provided with the necessary advice, information and training to enable them to meet their OHS responsibilities and significantly contribute to the OHS responsibilities of the University.

Strategic Goal 4:

To ensure that the University is recognized as a leader for developing, in all who work in and attend the University, an innate safety culture and ongoing commitment to systematically managing health and safety.

Strategic Goal 5:

To reduce the direct and indirect costs associated with workplace injury and illness by committing the resources to effectively develop, implement and maintain an OHS Management System which will successfully identify, eliminate, reduce or control the hazards that are inherent in the work undertaken at the University.

Strategic Goal 1

To develop in all who work in, attend, are contracted to and visit the university, a competent knowledge base, skills, responsibilities/accountabilities and management capability of OHS&R at UWS.

| Priority | Strategies | Performance Indicators | Targets |
|---|--|---|---|
| <p>Develop a UWS OHS & R Strategy.</p> | <ul style="list-style-type: none"> Develop a relevant OHS&R strategy based on current and foreseeable legislative compliance requirements, priorities established by UWS senior management and those of the UWS strategic plan. | <ul style="list-style-type: none"> Comprehensive OHS&R strategy based on new UWS strategic plan format is in place. | <p>Targets have not been set at this development stage. Targets will be set once the general theme and content of the document is accepted.</p> |
| <p>Develop an OHS&R Management Plan.</p> | <ul style="list-style-type: none"> Develop relevant management (action) plans based on priorities established by UWS OHS&R strategy and in consultation with the various UWS stakeholders, e.g. Divisions, Colleges, and Schools. | <ul style="list-style-type: none"> Comprehensive OHS&R management plans (using common template for use by Divisions, Colleges, and Schools) is in place. | |

Strategic Goal 1 Cont'd

To develop in all who work in, attend, are contracted to and visit the University, a competent knowledge base, skills, responsibilities/accountabilities and management capability of OHS&R at UWS.

| Priority | Strategies | Performance Indicators | Targets |
|--|--|---|---------|
| <p>Significantly improve knowledge about OH&S and its legislative requirements of all who work in and are contracted to the university.</p> | <ul style="list-style-type: none"> • Undertake OH&S briefing sessions for Senior Executive, and senior managers in Divisions, Colleges and Schools. • Undertake tailored OH&S training for managers and supervisors in Divisions, Colleges, and Schools. • Develop and implement an OHS induction programme for all employees in UWS, including contract employees. | <ul style="list-style-type: none"> • Course content developed. • Implementation plan determined. • Briefing sessions delivered. • Course content developed. • Implementation plan determined. • Briefing sessions delivered. • Content developed. • Structured implementation plan determined. • Induction sessions delivered. | |

Strategic Goal 1 Cont'd

To develop in all who work in, attend, are contracted to and visit the university, a competent knowledge base, skills, responsibilities/accountabilities and management capability of OHS&R at UWS.

| Priority | Strategies | Performance Indicators | Targets |
|---|--|--|---------|
| <p>Implement systems and procedures for contractor management.</p> | <ul style="list-style-type: none"> • Develop policies and procedures for contractor management. • Implement policies and procedures for contractor management. | <ul style="list-style-type: none"> • Contractor management guide/policies/procedures for Capital Works & Facilities developed. Implementation audited. • Contractor management guide/policies/procedures for Human Resources and IT developed. Implementation audited. | |
| <p>Development of Division, College and Department OHS&R management plans.</p> | <ul style="list-style-type: none"> • Implement a systematic approach to the development of OHS&R management plans in consultation with stakeholders. | <ul style="list-style-type: none"> • Adoption of a common template for OHS&R management planning by Divisions, Colleges and Departments. • OHS&R Management Plans in place for each Division, College and Department. | |

Strategic Goal 1 Cont'd

To develop in all who work in, attend, are contracted to and visit the university, a competent knowledge base, skills, responsibilities/accountabilities and management capability of OHS&R at UWS.

| Priority | Strategies | Performance Indicators | Targets |
|--|---|--|---------|
| <p>Communicate the OHS & R Strategic Plan to the university community.</p> | <ul style="list-style-type: none"> • Contents of OHS&R Strategic Plan to be included in all OHS&R management briefing and training sessions. • OHS&R Strategic Plan to be communicated to all levels of staff throughout UWS. | <ul style="list-style-type: none"> • Timetable for management briefing and training. • Strategic plan on UWS Web | |
| <p>Develop and maintain a culture of accountability for ensuring health, safety and welfare at UWS.</p> | <ul style="list-style-type: none"> • Ensure that the requirements of OHS&R Management Plans are consistently applied in all UWS work environments. • OHS&R is included in individual's performance management criteria. | <ul style="list-style-type: none"> • All who work in, attend, are contracted to and visit the university are seen to be ensuring the health safety and welfare of themselves and others at UWS. • Individual OHS&R KPIs are in performance agreements. | |

Strategic Goal 2

To research, design and develop a UWS OHS&R Management System which reflects best practice, promotes continuous improvement and which provides an infrastructure to address OHS&R in a systematic way.

| Priority | Strategies | Performance Indicators | Targets |
|--|---|---|---------|
| <p>Research, design and develop an OHS&R Management System for application throughout the whole university.</p> | <ul style="list-style-type: none"> • Develop appropriate OH&S policies and procedures in consultation with relevant university stakeholders. • Ensure that the UWS OHS&R Management System continually reflects legislative requirements. • Research and develop an appropriate OHS Consultation Model for application throughout the university. • Research and develop an appropriate OHS hazard identification, risk assessment and control process for application throughout the university. | <ul style="list-style-type: none"> • All necessary policies and procedures on the Web are current and meet legislative compliance requirements. • Annual Review of OHS&R Management System. • Agreement by Senior Executive on consultation model to be adopted. • Agreement by Senior Executive on OHS hazard identification, risk assessment and control process to be adopted. | |

Strategic Goal 3

To enhance the student experience by ensuring that all students are provided with the necessary advice, information and training to enable them to meet their OHS responsibilities and significantly contribute to the OHS responsibilities of the University.

| Priority | Strategies | Performance Indicators | Targets |
|---|--|---|---------|
| <p>Promote student cooperation and compliance with the UWS OHS&R strategic goals and aims.</p> | <ul style="list-style-type: none"> • Develop appropriate OHS&R information for students throughout the University. • Provide OHS&R information to students in both hard copy and on line versions of the university calendar. • Ensure that academics and technical staff provide basic safety awareness requirements to students at the beginning of each new course. • Develop and disseminate throughout the University appropriate OHS information to students, e.g. student web, student advisory service, discussions etc. | <ul style="list-style-type: none"> • Sign off on information to be provided. • OHS&R information included in the current University Calendar. • OHS&R information included in student web and printed in hard copy and available in student advisory offices. • Spot audit academic and technical staff OHS&R student training. • OHS information relevant to the risks students are likely to be exposed to during a course being documented. | |

Strategic Goal 3 Cont'd

To enhance the student experience by ensuring that all students are provided with the necessary advice, information and training to enable them to meet their OHS responsibilities and significantly contribute to the OHS responsibilities of the University.

| Priority | Strategies | Performance Indicators | Targets |
|--|------------|--|---------|
| Cont'd Promote student cooperation and compliance with the UWS OHS&R strategic goals and aims. | | Cont'd <ul style="list-style-type: none">• System for reporting hazards, incidents and injuries in hard copy and on the Web.• Incidents and injuries involving students are reported using the UWS reporting procedures. | |

Strategic Goal 4

To ensure that the University is recognized as a leader for developing, in all who work in and attend the University, an innate safety culture and ongoing commitment to systematically managing health and safety.

| Priority | Strategies | Performance Indicators | Targets |
|--|---|---|---------|
| <p>The University is seen, by all who work at, visit and come in contact with the University to be committed to a strong OHS ethos.</p> | <ul style="list-style-type: none"> • Include, where appropriate, reference to the university's health and safety initiatives in written material, presentations, meetings and speeches. • Include performance reports of OHS&R in all senior management meetings of Divisions, Colleges, Schools and Departments. • Incorporate best practice techniques and continuous improvement in all OHS&R endeavours by the University. • Graduates of UWS are confident and competent in fulfilling their OHS accountabilities and responsibilities in community work environments. | <ul style="list-style-type: none"> • Frequency of references to OHS&R in university reports and senior management meetings. • Documentation of performance reports. • Evidence in OHS audits that OHS solutions involve the use of best practice solutions and that these solutions are change according to the University's requirements. | |

Strategic Goal 5

To reduce the direct and indirect costs associated with workplace injury and illness by committing the resources to effectively develop, implement and maintain an OHS Management System which will successfully identify, eliminate, reduce or control the hazards that are inherent in the work undertaken at the University.

| Priority | Strategies | Performance Indicators | Targets |
|---|--|--|---------|
| Implement and promote ownership of an OHS&R Management System throughout the university community. | <ul style="list-style-type: none"> • Provide systematic training and advice to Divisions on the application of the OHS&R Management System. | <ul style="list-style-type: none"> • Conducting audits and reviews of the application of policies and procedures in OHS&R Management System. | |
| Apply the agreed university wide method of hazard identification, risk assessment and control. | <ul style="list-style-type: none"> • Implement the approved approach through a planned roll-out in Divisions, commencing with the most hazardous areas/activities. | <ul style="list-style-type: none"> • All Divisions Colleges, Schools and Departments implement the approved approach to OHS&R management. | |
| Adopt an agreed university wide approach to consultation. | <ul style="list-style-type: none"> • Implement the agreed consultative approach through Divisions. | <ul style="list-style-type: none"> • The number of Divisions, Colleges, Schools and Departments implementing approved approach. | |
| Ensure that UWS premises are designed, constructed and maintained in a safe manner. | <ul style="list-style-type: none"> • Medium and longer term plans are in place for the systematic design, construction and maintenance of premises in all campuses. | <ul style="list-style-type: none"> • Buildings are fully compliant with legislative requirements at all stages of design, construction and maintenance. Spot audits confirm this. | |

Strategic Goal 5 Cont'd

To reduce the direct and indirect costs associated with workplace injury and illness by committing the resources to effectively develop, implement and maintain an OHS Management System which will successfully identify, eliminate, reduce or control the hazards that are inherent in the work undertaken at the University.

| Priority | Strategies | Performance Indicators | Targets |
|---|--|--|---------|
| <p>Ensure that UWS plant, equipment and substances are maintained, installed, operated and disposed of in a safe manner.</p> | <ul style="list-style-type: none"> • Medium and longer term plans in place for the systematic maintenance and development of plant and equipment on all campuses. | <ul style="list-style-type: none"> • Reports on hazardous conditions are acted on in a timely manner. • Spot audits confirm a systematic approach. | |
| <p>Implement systems and procedures for effective management of workplace injury and rehabilitation.</p> | <ul style="list-style-type: none"> • Develop policies and procedures, in consultation with stakeholders, for workplace injury management and rehabilitation. • Process workers compensation claims in a timely manner. • Return to work plans are in place and are managed. | <ul style="list-style-type: none"> • Reduction in worker's compensation costs. • Early return to work of injured employees. • Return to work support mechanisms are utilised by injured employees. • There is a raised general awareness of injury management protocols. | |

Strategic Goal 5 Cont'd

To reduce the direct and indirect costs associated with workplace injury and illness by committing the resources to effectively develop, implement and maintain an OHS Management System which will successfully identify, eliminate, reduce or control the hazards that are inherent in the work undertaken at the University.

| Priority | Strategies | Performance Indicators | Targets |
|---|---|---|---------|
| <p>Cont'd</p> <p>Implement systems and procedures for effective management of workplace injury and rehabilitation.</p> | <p>Cont'd</p> <ul style="list-style-type: none"> • Relevant stakeholders are actively involved and consulted in return to work plans. • Return to work plans are kept under review in consultation with Rehabilitation Coordinators. • Regular review of claim costs in consultation with insurer takes place. • Regular reporting to stakeholders on status of claims takes place. | <p>Cont'd</p> <ul style="list-style-type: none"> • Return to work meetings are conducted regularly are attended by all stakeholders. | |