

**Guideline Title:** Work Health and Safety Targets, Measures and Plans Guideline

**Guideline Owner:** Director, Human Resources Services

**Keywords:** Work Health and Safety, Targets, Measures, Improvement, Plan

**This guideline supports the University to operationalise the *Health and Safety Policy [PL139]* and must be complied with.**

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## 1. INTENT

The purpose of this guideline is to outline the process for establishing targets and measures for Work Health and Safety (WHS) risks and continuous improvement opportunities and the development of improvement plans to assist in achieving these targets and measures.

Setting WHS targets, measures and improvement plans supports the continual improvement of WHS performance and requirements of the University planning cycle.

## 2. ORGANISATIONAL SCOPE

This guideline applies to all University Workers performing roles on the University's behalf. University Workers also engaged by or performing roles for other University related entities should take reasonable steps to ensure that WHS performance measures are developed and monitored as part of the establishment and ongoing operations of the relevant entity.

## 3. DEFINITIONS

The [University Glossary](#) and the following definitions apply to this guideline:

Term:	Definition:
Lead Measures	Measurable factors that indicate future development or direction of performance. e.g. Percentage of employee training completed versus expected

Term:	Definition:
Lag Measures	Measures that indicate facts about past incidents e.g. Past incident statistics such as Lost Time Injury rates
Person Conducting a Business or Undertaking (PCBU)	The <i>Work Health and Safety Act 2020 (WA)</i> places the primary duty of care on the PCBU. The term PCBU is an umbrella concept used to capture all types of working arrangements or structures. A PCBU can be a: company; unincorporated body or association; sole trader or self-employed person. Individuals who are in a partnership that is conducting a business will individually and collectively be a PCBU.
QARC	Quality Audit Risk Committee
Risk	The possibility that harm (death, injury, illness, or damage) might occur when exposed to a hazard.
Safety and Employment Relations (SER)	A team that provides advice on health, safety and employment relations, as part of the Human Resources Services Centre.
SMART Principles	A well-established tool commonly used to plan and achieve goals. To make goals clear and achievable each goal should be: <ul style="list-style-type: none"> <li>• S: Specific</li> <li>• M: Measurable</li> <li>• A: Achievable</li> <li>• R: Realistic</li> <li>• T: Timely</li> </ul>
UHSC	University Health and Safety Committee
Worker	Any person who carries out work for a PCBU, including work as an employee, contractor, subcontractor, self-employed person, outworker, apprentice or trainee, work experience student, employee of a labour hire company placed with a 'host employer' and volunteers.

#### 4. GUIDELINE CONTENT

##### 4.1. University WHS Targets, Measures and Improvement Plan

###### a. Development of WHS Targets and Measures

- The Director Human Resources Services is accountable, and the Safety and Employment Relations (SER) Team responsible for the annual development of University WHS targets and measures for the forthcoming year in accordance with the timeframes outlined in *Appendix A– WHS Targets, Measures and Plans Calendar*.
- The University WHS Targets and Measures shall be developed in consultation with the University Health and Safety Committee (UHSC), University Executive (UE)

- and Quality Audit Risk Committee (QARC) and documented on the *University WHS Targets and Measures Template*.
- The Targets and Measures developed should support and be aligned with the WHS performance indicators and commitments documented in relevant policies, plans and other documentation including;
    - ECU Strategic Plan and ECU's Excellence Framework
    - ECU WHS Policy
    - ECU WHS Strategy
    - ECU Annual Report Targets as based upon the Public Sector Commissioner's Circular 2018/03: Code of Practice: Occupational Safety and Health in the Western Australian Public Sector
    - The Australian Higher Education Industrial Association (AHEIA) – University HR Benchmarking Program and Australian University Safety Association (AUSA) OHS Performance Indicators
  - The Targets and Measures should be designed to provide continual improvement in WHS performance, taking into consideration:
    - WHS hazards and risks identified in the ECU WHS Hazard Risk Register
    - Previous WHS performance – audit results, incidents, hazards and the outcome against previous Targets
    - Activities required to maintain compliance with WHS legislation and the University's internal requirements. Availability of resources – personnel, materials and technology.
  - The development of WHS Targets and Measures should be based on the SMART principles and where possible both Lead Measures and Lag Measures should be considered to assist in improved performance.

### **b. Development of University WHS Improvement Plan**

- The Director, Human Resources Services is accountable, and the SER team responsible, for annual development of the ECU WHS Improvement Plan for the forthcoming year in accordance with the timeframes outlined in Appendix A – WHS Targets, Measures and Plans Calendar.
- The ECU WHS Improvement Plan shall be developed in consultation with the UHSC.
- The ECU WHS Improvement plan shall include actions to:
  - Support the achievement of the University WHS Targets
  - Eliminate or reduce so far as is reasonably practicable hazards and risks identified on the ECU WHS Hazard Risk Register
  - Address audit findings and recommendations
  - Continually improve the University's WHS Management System and WHS performance.

### **c. Approval and Communication**

- The University's WHS Targets and Measures shall be endorsed by the Senior Deputy Vice-Chancellor and approved by the Vice-Chancellor.
- The University's WHS Improvement Plan shall be endorsed by the Director, Human Resources Services and approved by the Senior Deputy Vice-Chancellor. The approved University WHS Targets and Measures and Improvement Plan shall be communicated to Local School and Centre Health and Safety Committees and

made available on Work Health and Safety pages of the Human Resources Services webpage.

#### d. Review and Reporting

The Director, Human Resources is accountable, and SER Team responsible, for providing the following reports:

- A quarterly summary of the performance status against the University's WHS Targets, Measures and Improvement Plan provided to UE and QARC and summarised for ECU Council to enable the University's Officers to discharge part of their due diligence obligations.
- A quarterly report on University WHS Performance Indicators provided to Deans, Directors and Local HS Committee Chairs
- A biannual summary of School and Service Centre WHS due diligence reporting submissions provided to UHSC, QARC, UE, Deans, Directors and Local School and Centre WHS Committee Chairs as part of the relevant quarter's QARC, UE and Performance Indicator report.
- Reporting to the Risk Incident Management Committee on significant WHS incidents as required.
- Annual University WHS Target reporting to external agencies (e.g. ECU Annual Report, AHEIA)

### 4.2 Local School/Service Centre WHS Targets, Measures and Improvement Plans

#### a. Development of Local School and Centre WHS Targets and Measures

- The Director, Human Resources is accountable, and SER Team responsible, for developing mandatory Local School and Centre WHS Targets and Measures to apply to all local WHS Committees on an annual basis.
- In accordance with the University WHS Consultative Committees Procedure certain members of University Executive and Directors are accountable and the Local WHS Committee Chair is responsible for adopting the Local WHS Targets and Measures and developing any additional School/Centre specific Targets and Measures, in consultation with committee members and School/Centre Executive.
- The WHS Targets and Measures should be developed and documented on the *Local WHS Targets and Measures Template* on an annual basis for the forthcoming year in accordance with the timeframes outlined in *Appendix A– WHS Targets, Measures and Plans Calendar*.
- The Targets and Measures selected should support the achievement of the University's WHS Targets and Measures and be designed to continually improve health and safety performance as noted in section 4.1.a of this guideline.,
- The development of Targets and Measures should be based on the SMART principles and where possible both Lead Measures and Lag Measures should be considered to assist in improved performance.

#### b. Development of Local School and Centre WHS Improvement Plans

- Local WHS improvement plans shall be developed by each local WHS committee on an annual basis in accordance with the timeframes outlined in *Appendix A–*

*WHS Targets, Measures and Plans Calendar*, documented on the *Local WHS Improvement Plan Template* and follow the SMART principles

- In accordance with the University WHS Consultative Committees Procedure certain members of University Executive and Directors are accountable and the Local WHS Committee Chair responsible for developing the WHS Improvement Plan for their local Committee in consultation with the local WHS Committee members and School/Centre Executive.
- The Local WHS Committee improvement plans shall support the achievement of the ECU WHS Targets and further mitigate identified hazards and risks relevant to the School or Service Centre. WHS improvement plans should include actions to:
  - Support the achievement of the Local WHS Committee Targets
  - Eliminate or reduce so far as is reasonably practicable hazards and risks identified on the Local WHS Hazard Risk Register
  - Address audit findings and recommendations
  - Continually improve the University's WHS Management System and WHS performance.
- Those who are accountable for the development of the improvement plan outlined above are also accountable for ensuring adequate resources are provided to enable the plan to be executed.

### **c. Approval and Communication**

- Local WHS Targets and Measures and WHS improvement plans shall be endorsed by the local WHS Committee and approved by the Executive Dean / Dean / Director(s) and WHS Committee Chair.
- Approved local WHS Targets and Measures and WHS Improvement Plans shall be communicated to all School/Service Centre personnel and made available on the local School/Service Centre webpage.

### **d. Review and Reporting**

- The Local WHS Committee Chair is responsible for ensuring the progress against the School/Service Centre WHS Targets, Measures and improvement plans is reviewed and evaluated by local WHS committees on a quarterly basis. This activity should be included as a standard item on WHS committee agendas. Any change impacting the achievement of the approved Targets, Measures and WHS improvement plans, requires review and approval from the original approver(s).
- The results of the quarterly review of the WHS Improvement Plan must be documented on the WHS improvement plan template. The results of the targets review shall be documented on in the WHS committee meeting minutes.
- In accordance with the University WHS Consultative Committees Procedure certain members of UE and Directors are accountable and the Local WHS Committee Chair responsible for ensuring a progress status report is provided to the SER team as part of mid-year and annual WHS due diligence reporting submissions as outlined in *Appendix A*.

Further information on Due Diligence reporting requirements is available on the Work Health and Safety pages of the Human Resources Services webpage.

#### **4.3 Radiation Biosafety and Hazardous Substances Committee (RBHSC) Improvement Plan**

##### **a. Development of RBHSC Improvement Plan**

- The RBHSC improvement plan shall be developed by each financial year in accordance with the timeframes outlined in *Appendix A* of this document. The RBHSC Chair is accountable for the development of a Radiation Biosafety Hazardous Substances Improvement plan and the Senior Health and Safety (HS) Advisor – Radiation Biosafety and Hazardous Substances (RBHS) is responsible for drafting the RBHSC plan. The plan will be finalised ready for endorsement in consultation with the members of the RBHSC.
- The RBHSC improvement plan will assist to further mitigate identified radiation, biosafety/biosecurity and hazardous substances hazards and risks relevant to ECU research, teaching and general operational activities. The RBHSC improvement plan will include:
  - Hazards and risks requiring mitigation or management
  - Activities required to maintain compliance with WHS and other legislation e.g. inspections, training
  - Resources required (specialists, personnel, facilities, equipment and / or financial)
  - Clear timeframes and milestones, including action completion and review dates
  - Actions that incorporate deliverables that demonstrate successful completion of the plan
  - Overall responsibility for the management and completion of the action
  - Regular review of the status of the action
  - A record of personnel who were involved in the developing and reviewing the plan

##### **b. Endorsement and Communication**

- The annual RBHSC improvement plan shall be submitted to the RBHSC Chair for approval prior to being submitted to the Senior Deputy Vice Chancellor and the Deputy Vice Chancellor (Research) for endorsement. This shall occur both at the commencement of the plan and following the end of year outcome.
- The approved and endorsed RBHSC Improvement Plan shall be communicated to members of the RBHSC.

##### **c. Review and Reporting**

- The RBHSC Chair is accountable, and Senior Health and Safety Advisor RBHS responsible for, providing various reports on the progress against the RBHSC improvement plan.



- The reports are reviewed and evaluated by RBHSC at each of the three scheduled meetings during the year, as a standard agenda item. The RBHSC also provides a report at each of UHSC's meetings on a quarterly basis. This report includes any completed actions from the RBHSC improvement plan. The RBHSC also provides a similar update in the QARC report quarterly. Any change impacting the achievement of the endorsed RBHSC improvement plan requires review and approval from the original approver(s).
- The results of any periodic review of the RBHSC improvement plan are documented on the plan and noted on relevant committee's meeting minutes.
- RBHSC members are responsible for communicating progress updates of the RBHSC improvement plan at their Local WHS Committee.

#### **4.4 WHS Management in Contracts**

- Contract Managers are responsible for ensuring Work Health and Safety measures are incorporated in contracts and other agreements and are monitored as part of the contract management process.

#### **4.5 Document Management**

- The agreed and endorsed University and Local WHS Targets, Measures and improvement plans and RBHSC Improvement Plan should be maintained as a record and be stored in the University's records management system.

### **5 ACCOUNTABILITIES AND RESPONSIBILITIES**

The Guideline Owner the Director, Human Resources Services has overall responsibility for the content of these guidelines.

The Safety and Employment Relations Team is responsible for currency of information and provision of advice relating to these guidelines.

A RASCI matrix is attached at Appendix B outlining the specific accountabilities and responsibilities in relation to this guideline.

### **6 RELATED DOCUMENTS**

#### **Legislation**

- *Work Health and Safety Act 2020 (WA)*
- *Occupational Health and Safety Act 1984 (WA)*
- *Occupational Health and Safety Regulations 1996 (WA)*

#### **Australian Standards**

- AS/NZS 4804: Occupational health and safety management systems - General guidelines on principles, systems and supporting techniques.
- AS 9001: Quality management systems;
- ISO 45001:2018 Occupational health and safety management systems - Requirements

**Policies**

- Health and Safety Policy PL139

**Operational documents and resources**

- Available from the Work Health and Safety pages of the Human Resources Services Centre website:
  - ECU Work Health and Safety Improvement Plan
  - [University WHS Targets and Measures Template](#)
  - [Local WHS Targets and Measures Template](#)
  - [Local WHS Improvement Plan Template](#)

**7 CONTACT INFORMATION**

For queries relating to this document please contact:

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**8 APPROVAL HISTORY**

Guideline approved by:	Director Human Resources Services
Date guideline first approved:	May 2015
Date last modified:	December 2021
Revision history:	Version 2.0 – updated for WHS legislation transition and to include ECU WHS Improvement plan. Updated Guideline template.  Version 1.2 – minor updates to references Version 1.1 – updated to reflect change in organisational structure, removal of Faculties and calendar timeframe changes.
Next revision due:	December 2024
HPCM file reference:	HSMS/25



**Appendix A – WHS Targets, Measures and Plans Calendar of Activities**

<p><b>Quarter 1 (Jan – Mar)</b></p>	<p>Review and report on final University WHS Targets and Measures and improvement plan outcome</p> <p>Develop and consult on proposed University and local WHS Targets and Measures and WHS Improvement plans</p> <p>Approve and communicate University and local WHS Targets and Measures and WHS improvement plans.</p>	<ul style="list-style-type: none"> <li>▪ UHSC</li> <li>▪ Local WHS committees</li> <li>▪ SER team</li> </ul>
<p><b>Quarter 2 (Apr- Jun)</b></p>	<p>Review progress against University WHS Targets and Measures and improvement plan</p> <p>Review progress against local WHS Targets and WHS improvement plans</p> <p>Review progress against RBHSC improvement plan</p>	<ul style="list-style-type: none"> <li>▪ UHSC</li> <li>▪ SER Team.</li> <li>▪ Local WHS committees</li> <li>▪ RBHSC</li> </ul>
<p><b>Quarter 3 (Jul-Sept)</b></p>	<p>Review progress against University WHS Targets and Measures and improvement plan</p> <p>Review progress against local WHS Targets and WHS improvement plans</p> <p>Develop, consult and endorse RBHSC Improvement plan</p> <p>Review progress against RBHSC improvement plan</p>	<ul style="list-style-type: none"> <li>▪ UHSC</li> <li>▪ SER Team.</li> <li>▪ Local WHS committees</li> <li>▪ RBHSC</li> </ul>
<p><b>Quarter 4 (Oct – Dec)</b></p>	<p>Review and report upon final outcome against local WHS Targets and WHS improvement plans</p> <p>Review progress against RBHSC improvement plan</p>	<ul style="list-style-type: none"> <li>▪ SER Team</li> <li>▪ UHSC</li> <li>▪ Local WHS committees</li> <li>▪ RBHSC</li> </ul>

### Appendix B – RASCI Matrix

<b>RASCI MATRIX</b>																
HS Targets, Measures and Improvement Plan Guideline Requirements	ECU Officers						Deans & Directors	Director Human Resources Services	Associate Deans, Managers & Supervisors	Safety and Employment Relations (SER) Senior Advisor RBHS	Local VHS Committee Chair	RBHSC Chair	RBHSC Committee	University Health and Safety Committee	Local VHS Committees OSH representatives	Workers
	Chancellor Council QARC Academic Board	Vice-Chancellor	Senior Deputy Vice-Chancellor	Deputy Vice-Chancellor (Research)	Chancellery	Executive Deans										
Develop, communicate and monitor ECU VHS Targets and Measures and Improvement Plan	C	C	C		C	C	C	A	C	R	C, I			C, I	C, I	C, I
Approve ECU VHS Targets and Measures and Improvement Plan	I	A	A					R		R	I			I	I	I
Undertake VHS reporting	I	I			I	I	I	A		R	I			I	I	I
Develop, communicate and monitor local VHS Targets and Measures and Improvement Plan	I	I			A	A	A	S, I	S, C	S, C	R				S, C	I
Approve ECU VHS Targets and Measures and Improvement Plan	I	I			A	A	A	S, I	S, C	S, C	R				I	I
Submit mid-year and annual VHS due diligence reporting	I	I			A	A	A	S, I	S, C	S, C	R				S, C	I
Develop, communicate and monitor RBHSC Improvement Plan	I	I	C	C	I	I	I	S, I	I	R	I	A	S, C	I	I	I
Approve RBHSC Improvement Plan	I	I	S, C	S, C	I	I	I	S, I	I	S	I	A, R	I	I	I	I