

Action Planning and Performance Review

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1. Purpose

This procedure outlines the University's approach to planning through setting of appropriate strategies, targets and performance indicators aimed to achieve the objectives of the Health Safety & Injury Management (HS&IM) Policy, the strategic direction of the University and to promote continuous improvement. The development and implementation of annual local action plans provides for regular measurement and evaluation of performance against health and safety key priorities and activities.

2. Definitions

Safety & Injury Management System – is the part of the overall management system which includes organisational structure, planning activities, responsibilities, practices, procedures and resources for developing, implementing, achieving, reviewing and maintaining the Health Safety & Injury Management (HS&IM) Policy and so managing the risks associated with the business of the organisation.

University Strategic Plans – include the Safety & Wellbeing and the Injury Management strategic plans that outline the University's future direction, short and long term goals, objectives, strategies, accountabilities and resources which provide the structural framework in which the University aims to achieve to promote continuous improvement.

Local Action Plan (LAP) – is a formal document cascading down from the Safety & Wellbeing strategic plan. The plan outlines the health, safety and wellbeing activities of the local work area to achieve set objectives and targets. It includes key elements for attention and/or review along with the person who is responsible for action outcomes, the time frames intended for completion and key performance measures.

Key Performance Measures – are measures that demonstrate how effectively a process is operating against the set objectives. These measures can be quantitative or qualitative and the choice is dependent on the type of element they are used to measure, as appropriate to the University and/or the local work area.

Continuous improvement – is the process of enhancing the safety and injury management system to achieve overall improvement performance, in line with the strategic plans and policy.

3. Responsibilities

Individual responsibilities for Work Health and Safety and Injury Management are outlined in the policy document and incorporated within position descriptions.

Safety & Wellbeing Team have responsibility to:

- provide ongoing support and guidance to local areas in implementing LAP priorities within the required timeframes
- provide a quarterly report to Council, SMG and the Audit and Risk Management Committee (ARMC) on the progress of implementing strategic plan priorities

- provide an annual report to the Senior Remuneration Committee (SRC) and the Senior Management Group (SMG) on the performance of local action plan implementation against health and safety key result areas
- submit a periodic report of performance to ReturntoWork SA in accordance with the Performance Standards for Self-Insurers.

4. University Strategic Plans

Safety & Wellbeing and Injury Management strategic plans support the University's key objectives contained within Horizon 2020, the Corporate Plan, the HS&IM Policy and the core areas of teaching and research.

The strategic plans set the overall direction, taking into account university goals, legislative requirements and priority areas for focus during the three (3) year plan period to achieve further improvement. The plans are to be integrated into the business planning cycle where possible ensuring that the University's business objectives are effectively planned.

The strategic plans are developed in consultation with the WHS Consultants, University Health Safety & Injury Management (HS&IM) Committee, subject matter focus groups and approved by the Senior Management Group. The HS&IM Committee oversee implementation of the plans on a quarterly basis.

Monitoring of progress against strategic plan priorities occurs quarterly and performance reported through the Safety & Wellbeing Report. Any key issues and/or continuous improvement strategies raised and discussed are considered and necessary action taken. Adjustments to plans are made accordingly.

5. Local Action Plans

A local action plan (LAP) underpins the strategic plans and is to be customised by each workplace annually in consultation with employees, working groups, HSRs and the campus WHS Consultant. The LAP must be based on the guidance provided in the University LAP master template issued by the Safety & Wellbeing team. The plan must be endorsed by the HOS/Director of Unit/Research Institute/Centre/Division Services for implementation and periodically monitored for progress against activities.

Guidance and support is provided to local areas on an ongoing basis by the campus WHS Consultant. Monitoring and assessment of WHS records maintained on local SharePoint/shared drive/s is undertaken quarterly by the WHS Consultant, with feedback on performance provided, including any shortfalls for focus in order to meet required timeframes for completion. A summary of university progress against the LAP priority criteria is reported quarterly to SMG.

Overall performance achieved is reported annually to each individual workplace, including details of good performance and areas for improvement.

A consolidated summary of performance is reported to the SMG and the Senior Remuneration Committee at the beginning of each year as a Corporate KRA.

Workplaces must review their LAP annually to ensure it continues to reflect new strategic priorities, local business priorities, recommended opportunities for improvement and any new legislative requirements.

6. Internal Evaluation and Corrective Action

Workplace validation of LAP findings may occur where results identify any non-conformances or opportunities for improvement where significant gaps are evident. Corrective actions are addressed either through the LAP or where multiple actions are evident, through the Assurance Services online actions register administered to track and report on progress. Refer to the Internal Evaluation procedure for further detail.

7. Review

A formal review of performance against achieving the overall strategic plan objectives and targets is conducted during the third planning year, prior to the plan end date.

The review is undertaken by a strategic focus group consisting of key representatives and subject matter experts invited from across the university.

The formal review considers an analysis of the following:

- results from internal evaluation of implementing policies, procedures and annual LAP requirements
- results from external evaluations
- corrective and preventative actions
- hazard management program review outcomes
- extent that objectives & targets have been achieved, identifying successes, deficiencies, non-conformances and opportunities for improvement
- continuing suitability of the system
- continuing suitability of the HS&IM Policy
- legislative changes
- incident trends and analysis
- concerns of relevant stakeholders & interested parties
- connection to other university processes
- reporting process to SMG, ARMC and the HS&IM Committee
- contemporary evidence-based practice.

Observations, conclusions and recommendations from the review are documented for action and are used to inform updates to the policy, strategic priorities for the next planning period, changes in procedures and continuous improvement strategies.

8. Continuous Improvement

The concept of continuous improvement is evidenced in the health safety and injury management system. It is achieved by continually evaluating performance against the HS&IM Policy, objectives and targets for the purpose of identifying opportunities for improvement. This process is ongoing as evidenced through the:

- Safety & Wellbeing Due Diligence report to Council, SMG & ARMC
- Safety & Wellbeing and Injury Management Strategic Plans
- Local Action Plans
- Enhancement of existing or development of new programs.

9. Performance Measures

- Strategic plans are monitored and performance reported quarterly.
- Strategic plans are reviewed prior to the conclusion of the three year planning period.
- LAP master template has been used by local areas to guide priority actions and ongoing activities.
- LAP progress is monitored quarterly and performance against KRA's reported annually.

10. Documents/Forms

Further information on action planning and performance review for university workplaces, including supporting documents are available on the Safety & Wellbeing website.

- [Health Safety & Injury Management Policy](#)
- [Safety & Wellbeing Strategic Plan](#)
- [Injury Management Strategic Plan](#)
- [WHS Procedure - Internal Evaluation](#)
- [WHS03 Health and Safety Local Action Plan – master template](#)

11. References

- [Work Health and Safety Act & Regulations 2012 \(SA\)](#)
- [Return to Work Act 2014](#)
- [AS/NZS 4804:2001 Occupational Health and Safety Management Systems – General guidelines on principles, systems and supporting techniques.](#)
- [AS 4801:2001 Occupational Health and Safety Management Systems – Specification with guidance for use.](#)
- [ReturntoWorkSA Self Insurer Performance Standards](#)