The University Of Queensland

AUSTRALIA

CREATE CHANGE

Health, safety and wellness strategy 2022-26

Message from the Vice-Chancellor

We work in an environment that's full of talented people, doing amazing things.

We innovate, work with leading edge technology, and we interact with a huge array of materials.

It's exciting and extremely valuable work that contributes to our vision of knowledge leadership for a better world.

Our people are fundamental to our success. We are committed to protecting the health, safety, and wellbeing of all in our community.

To me, this is more than a legal responsibility.

It is a moral and ethical responsibility, too.

This strategy will take UQ beyond compliance, embed health and safety in our operations and decision making, enhance the wellness of all in our community, and increase our safety capability.

Together, we can inspire a culture where it's simply not acceptable for anyone to be harmed or injured as a result of their work, discovery or learning endeavours with UQ.

Professor Deborah Terry AO
Vice-Chancellor and President

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Our vision

Inspiring a culture committed to the health, safety and wellness of the UQ community.

What we do and want to achieve

Working together with courage, respect and integrity, our core purpose at The University of Queensland is to deliver for the public good.

Health and safety is integral to our mission, empowering our people to achieve excellence in education and research, enriching our communities and partners, both local and global.

We encourage a culture of genuine care for all in our community and want our campuses to be safe, healthy, and inspiring places to work and study.

Objectives

Leaders demonstrate their accountability and personal commitment to our core health, safety and wellness principles.

Supervisors recognise they influence the safety culture in their work areas and that their behaviour is key to ongoing improvement.

All in our community are confident that their health, safety and wellbeing is protected at UQ and is given the highest priority.

Our people feel safe to raise concerns and speak truthfully about matters that impact their health, safety and wellbeing.

People make informed and innovative decisions to prevent harm without constraining our core business of learning, discovery and engagement.

We examine what goes well and any issues that arise and use both as an opportunity for learning and continuous improvement.

How we work together

Enduring principles underpin our approach to the delivery of health, safety and wellness

Health, safety and wellness is a moral and ethical responsibility

Everybody has personal responsibility for protecting the health, safety and wellness of themselves and others

Leadership commitment to the health, safety and wellness of our people is essential and expected

Management is accountable for driving health, safety and wellness in the workplace

It is unacceptable for people to be harmed in the course of their endeavours at UQ

Our values guide our behaviour and are, therefore, the foundation of our culture.

We strive for **creativity** *and* **excellence**

Truth *is central to what we do*

We work together with **integrity, courage, respect and inclusivity**

Our priorities

Enhancing wellness and community

Healthy universities implement holistic and integrated initiatives that acknowledge the multi-layered nature of organisational and individual wellbeing.

We will deliver programs to support and empower the members of our community to enhance their wellness.

Why this matters

By encouraging a culture of genuine care we provide our people with the opportunity to improve their physical and mental wellbeing.
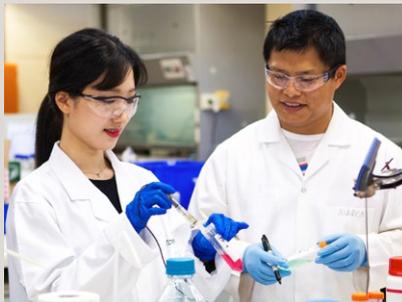
Empowering culture and capability

We strive for excellence, in everything that we do. To ensure our people can safely meet those expectations we will invest in supporting and developing our health and safety capability.

To strengthen our culture and capability we will focus on our leaders' commitment to be accountable, inquisitive, consultative and visible in HSW matters.

Why this matters

Building capacity and culture empowers our people to be agile and innovative by placing them at the center of solutions.

Quality risk management

To ensure we continue to apply risk management strategies effectively in our dynamic working environments, we will consider health and safety risks at all stages of the work lifecycle, including in the design of our workplaces, work processes and workforce.

Why this matters

Incorporating higher-order risk management controls at all stages of the work lifecycle optimises processes and workforce capacity, and reduces the potential for harm.

Integrated systems and decision making

We shall strive to integrate health, safety and wellness into the fabric of decision making and daily business practices. We will encourage effective and proportionate health, safety and wellness processes are embedded throughout all University systems and operations.

Why this matters
Managing safety as a part of normal business, rather than by exception, improves efficiencies, promotes collaboration and supports risk-based decision making.

Beyond compliance

Beyond the baseline of ensuring regulatory compliance, proportionate to our risks and risk appetite, we will build on our health and safety systems and processes to establish best practice.

Why this matters
Innovating beyond compliance maximises people's capacity, enhances performance and creates adaptive people and processes.

Enhancing wellness and community

Objectives

An environment that encourages physical and psychological wellbeing, and supports individuals to develop and thrive.

A collaborative approach to the delivery of health and wellbeing programs that maximises the benefits to our people.

A positive workplace culture that facilitates a sense of community through organisational engagement in health and wellbeing strategies.

A supportive workplace that provides our people with opportunities to adopt healthy lifestyle behaviours.

Strategies

Collaborate with key stakeholders to deliver an evidence-based, holistic and accessible wellness program that enhances the health, happiness and personal effectiveness of our people.

Maintain and develop the UQ Wellness Ambassador Network to enrich the UQ Wellness Program.

Implement psychosocial risk management processes to identify and address work related factors influencing the psychological health and wellbeing of our people.

Develop and implement methodology to track, measure and promote safety culture and wellbeing in the workplace.

Indicators of success

Wellness initiatives that support positive health outcomes are developed and delivered in collaboration with relevant partners and stakeholders.

The UQ community actively engages with the wellness program and feels supported toward achieving enhanced personal health and wellbeing.

Leaders support psychosocial risk management initiatives, including the UQ People@Work program, and facilitate implementation within their areas.

Improved perceptions of workplace culture and leadership commitment to worker wellbeing.

Wellbeing metrics are used to inform decision making, support innovation and reduce health and wellbeing risks.

Empowering culture and capability

Objectives

Our leaders are accountable, inquisitive, consultative and visible in HSW matters, fostering ongoing enhancement of UQs health and safety culture.

Workers are included in decision making and empowered to contribute to innovative health and safety solutions, reflecting our values as a university.

A supported and capable network of Work Health and Safety Coordinators ensure a consistent approach to the delivery of a high quality HSW function across the University.

Strategies

Strengthen leadership capability by supporting UQ leaders in their HSW responsibilities through advice, products and tailored programs, and grow their awareness of the importance of role-modelling behaviours.

Build the capability of our people to meaningfully contribute to decision making by embedding HSW accountabilities and responsibilities in recruitment, onboarding and annual performance and development processes.

Deliver a capability development program that strengthens the capacity of UQs Safety Network to drive excellence in the delivery of the HSW strategy.

Indicators of success

Leaders conduct genuine and regular safety walks through their areas of responsibility.

Managers and leaders engage in meaningful conversation with their teams on health and safety matters.

All UQ workers, volunteers, students and contractors receive appropriate induction and training to safely perform their function.

Our people feel empowered to raise concerns and contribute to discussions about decisions that impact their health, safety and wellbeing.

Work Health and Safety Coordinators are valued by their colleagues, and support leaders with analysis and insight about system gaps and opportunities for process improvements.

Quality risk management

Objectives

Comprehensive understanding of the UQ HSW risk position.

A workplace culture that proactively identifies and implements higher-order risk controls at all stages of the work lifecycle.

A proactive hazard and incident reporting culture.

Strategies

Align the Health and Safety Top Risks Framework with the UQ Enterprise Top Risks Framework.

Implement Organisational Unit HSW Risk Registers and develop action plans that reflect the UQ Risk Appetite Statement.

Review operational processes to ensure HSW risk management is considered throughout all stages of the work lifecycle (including the design, planning and recruitment phases), across all University operations.

Enhance the UQSafe risk management and incident reporting system to maximise engagement and improve effectiveness.

Indicators of success

Top Health and Safety Risks align with Enterprise Risk reporting.

HSW Risk Registers inform managers and decision makers of the status of significant risks within their area of responsibility.

Higher-order controls are used to manage risk across all stages of work, as reflected in effective risk assessments.

Leaders encourage a proactive reporting culture that triggers reflection, learning and continual improvement.

Integrated systems and decision making

Objectives

HSW is an integrated part of strategy and considered as part of organisational planning and resourcing decisions.

HSW is embedded in University operations, and links with key functional processes.

Safety systems leverage enterprise-wide connectivity and efficiencies through integration with corporate platforms.

Digital systems and data are trusted and provide oversight and assurance on HSW for leaders and managers, driving agility and supporting risk-based decision making

Strategies

Embed health and safety workflows into core business operations, focusing on process improvements that align HSW programs with the UQ strategy.

Integrate HSW requirements into daily decision making by embedding in corporate governance systems and processes.

Review operational, risk and business continuity planning to ensure HSW is embedded.

Invest in solutions that streamline HSW systems and processes and maximise digital integration opportunities.

Develop an online reporting dashboard that supports performance monitoring and evidence-based decision making.

Indicators of success

HSW is embedded in all operations and aspects of work, rather than treated as a separate activity.

HSW requirements are included in recruitment and procurement workflows to guide decision making and resource allocation.

HSW is included in operational policies, procedures and guidelines.

HSW systems and databases are fully integrated with UQ enterprise systems and databases.

HSW data is trusted, accessible and integrated into decision-making.

Beyond compliance

Objectives

An enabling environment that rewards innovative health, safety and wellness solutions.

Leaders strive for best practice, implementing risk reduction strategies beyond the minimum of regulatory compliance.

A proactive safety culture that aligns HSW objectives with UQs strategy, and keeps ahead of regulatory change by embedding a values-based culture across the University.

A risk proportionate HSW audit and inspection program that is insightful, proactive and future-focused.

An organisation that self-insures for workers compensation, to promote best outcomes for our staff and community.

Strategies

Invest in strategies and technologies that strengthen safety efforts, improve efficiencies and drive engagement with HSW programs.

Maintain positive engagement with regulators through proactive communication and timely notification.

Implement risk-based HSW audit and inspection programs that drive consistency and improve standards through action tracking.

Ongoing review and enhancement of UQ's safety management, injury prevention and rehabilitation practices to support a healthy, engaged and productive workforce.

Indicators of success

Nominations put forward in the mental and physical health, safety and wellness category of the UQ Excellence Awards.

Rated as a 'low risk' self-insurer by the Workers Compensation Regulator.

HSW audit and inspection programs provide assurance of effective governance and performance, and facilitate ongoing improvements to work health and safety.

Benchmark favourably against the Queensland workers compensation scheme.

Delivering our 2026 vision

The HSW Strategy provides a framework for health and safety governance, and supports the core strategic aims of the University.

Development and endorsement

An investment in the delivery of our 2026 vision, this document was developed by the UQ Safety Network in consultation with key stakeholders across the University. The strategy has been endorsed by the Vice-Chancellor's Risk and Compliance Committee and approved by the Vice-Chancellor.

Measuring success

A set of annual key performance indicators (KPIs) will be developed as the measures of success that translate our strategic vision into practical delivery. The heads of each organisational unit have responsibility for integrating the strategic priorities into their local operations and management plans, and for reporting on the associated KPIs annually to collectively deliver this strategy.