



Elements and objectives <i>What do we aim to achieve together?</i>	Enabling factors <i>What can help us achieve the objectives?</i>	Targets <i>Key achievements over 2026.</i>	Key performance measures (KPMs) <i>How do we monitor and review our progress of achievement?</i>	Responsibilities¹ <i>Who contributes to achieving the objectives?</i>	Actions <i>What should we consider doing to achieve the objectives?</i>
Element 1: Safety and Wellbeing – A focus on physical and psychological health, safety and wellbeing.					
Strategic alignment: Safety and Wellbeing (S&W) Plan 2026 – 2028 – Strategic Priority: People. People are a key enabling capability in support of the University's Corporate Plan 2025-2028 . The University's Collective Codesign Roadmap focuses on stability through culture and wellbeing. Applying the University's shared values, behaviours and expectations detailed in the Living Document (outcome of the Nixon Review working group activities).					
<p>Objective (Obj) 1.1: Managers and employees proactively demonstrate behaviours which contribute to a workplace culture which is inclusive, healthy, safe, creative and wellness orientated.</p> <p>Objective 1.2: Leaders proactively demonstrate behaviours which promote a safe and healthy environment within their local areas.</p> <p>Objective 1.3: Health, safety and wellbeing tasks are embedded into University work, teaching and research activities to eliminate or minimise foreseeable WHS risks.</p> <p><i>Reference to a manager also means a supervisor. A person who has responsibilities associated with managing University practices/processes and leading its people (both employees and students).</i></p>	<p>Enabling factors are training/education, knowledge, social, cultural, behavioural, economic, political, or other contributors or conditions which will facilitate the achievement of objectives.</p> <p>Each local area should identify and monitor the enabling factors which support and/or contribute to the local area achieving the objectives as applicable to the local area's operation.</p> <p>Examples of WHS enabling factors include but not limited to these:</p> <ul style="list-style-type: none"> - Leadership commitment to a safe and inclusive workplace - Open communication and consultative practices on WHS matters. - Proactive risk management (see Element 2) - Human factors, such as attitude, capability and capacity, and psychological states. 	<p>Targeted achievements for each objective are based on quarter periods:</p> <p>End Q1: Develop, communicate and implement a local area WHS plan¹ (see end note).</p> <p>End Q2: Leaders, managers and employees collaboratively work together to ensure the workplace is safe, healthy and contributes to personal wellbeing.</p> <p>Start Q3: WHS is a topic for discussion and action in all professional and academic meetings, conferences and/or assemblies.</p> <p>Start Q4: WHS practices are embedded into work, teaching and research activities.</p>	<p>Progress to achieving WHS objectives must be monitored and/or reviewed each quarter in order to report upwards into the University WHS Committee. Examples of monitoring and/or review strategies include:</p> <p>Obj 1.1:</p> <ul style="list-style-type: none"> - Development and dissemination of local area WHS plans. - Minutes of meetings, conferences and/or assemblies record evidence of consultation on WHS matters. - Quarterly due diligence reports record updates on actions in response to current Pulse survey. - Incident and injury data for the University and local areas indicates a downward trend in occurrences over the preceding rolling twelve (12) months. <p>Obj 1.2:</p> <ul style="list-style-type: none"> - Leaders are regularly seen and heard by their teams in promoting and supporting health, safety and wellbeing in the workplace. - Quarterly due diligence reports record the number of safety walks, safety moments and consultative forums chaired by our leaders. - Leaders seek support and advice from S&W Operations (S&W Ops) in relation to leading and managing WHS in the workplace. 	<p>The Dean and/or Head of Division/Portfolio oversees the achievement of WHS objectives and are supported by managers and employees who are responsible for their respective contributions and/or actions in achieving each objective:</p> <p>Obj 1.1:</p> <ul style="list-style-type: none"> - All managers and employees, by fulfilling their WHS duties as a "worker²", will support the achievement of objectives. - Deans and/or Heads of Division/Portfolio lead by example in fostering a positive and inclusive workplace culture. <p>Obj 1.2:</p> <ul style="list-style-type: none"> - Deans and/or Heads of Division/Portfolio proactively demonstrate their due diligence³ obligations. - Managers and supervisors demonstrate a practical approach to managing WHS issues in their local area. <p>Obj 1.3:</p> <ul style="list-style-type: none"> - All managers and employees, including HSRs, contribute to improving WHS practices in all University activities. 	<p>Actions which can be taken by responsible persons include the following (additional actions may be taken specific to a local area):</p> <p>Managers:</p> <ul style="list-style-type: none"> - Completing quarterly due diligence reports to provide a concise snapshot of the status of health and wellbeing for each local area. - Ensure local WHS planning supports achievement of University WHS objectives. - Complete a review of local area WHS practices and implement improvements through consultation with employees and HSRs. - Demonstrate positive behaviours supporting a safe and inclusive workplace. - Seek advice and support from S&W Ops. - Complete available training or development options. <p>Employees:</p> <ul style="list-style-type: none"> - Proactively and constructively participate in WHS consultation and improvement activities. - Complete mandatory and other WHS training in support of operational role(s). - Report all hazards, incidents and/or near miss events to a manager and via Figtree.

¹ The University's WHS governance framework and responsibilities are set out in Procedure: Work health and safety responsibilities (ANUP_015820).

² See Section 28 of the [Work Health and Safety Act 2011 \(Cth\)](#) (WHS Act)

³ See Section 27 of the WHS Act



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			<p>Obj 1.3:</p> <ul style="list-style-type: none"> - Local risk assessments confirm all stakeholders impacted by identified hazards have been consulted on measures to eliminate or minimise the risk of harm. - Records of management, team and WHS Committee meetings confirm consultation has occurred across employee, HSR and student cohorts impacted by WHS hazards/risks and/or changes in the workplace. - Completion of quarterly due diligence reports to confirm consultative activities, hazard management and other WHS matters. - Work processes, teaching notes and research project guidance set out clear instructions for workers and students to identify and manage WHS risks. These instructions mimic the control measures recorded in corresponding risk assessments. 		<p>Safety and Wellbeing:</p> <ul style="list-style-type: none"> - Provide timely and qualified WHS advice and support to local areas. - Improve the WHSMS Handbook based on feedback, WHS performance outcomes and regulatory changes. <p>HR Business Partners:</p> <ul style="list-style-type: none"> - Support management cohorts with professional development of skills and knowledge to proactively lead improvements in WHS practices.



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Element 2: Proactive WHS Risk Management – A focus on applying practical WHS risk management in all work, teaching and research activities.					
Strategic alignment: Safety and Wellbeing Plan 2026 – 2028 – Strategic Priority: Capability. People, as a key success factor to the University’s Corporate Plan 2025-2028 , will be developed academically and professionally to the highest performance standard. The University’s Collective Codesign Roadmap focuses on stability through productivity and performance.					
<p>Objective 2.1: Managers and employees assess and respond to WHS risks associated with any work, teaching or research activity, in a timely manner.</p> <p>Objective 2.2: Managers take steps to ensure WHS hazards within their local area are either eliminated or the risk of harm is minimised, in so far as is reasonably practicable.</p> <p>Objective 2.3: Managers and employees proactively consult and collaborate on identifying and responding to psychosocial risks in the workplace.</p>	<p>Examples of enabling factors include but not limited to these:</p> <ul style="list-style-type: none"> - Management (academic and professional) support for simplifying and strengthening WHS practices. - Open communication and consultative practices. - WHS capability of managers and employees, linked to training/education and/or knowledge. - Pragmatic approach to planning and implementing WHS improvements. 	<p>Targeted achievements for each objective are based on quarter periods:</p> <p>End Q1: Team training and/or information sessions planned for completion in Q2 related to practical risk management including identifying and responding to psychosocial hazards.</p> <p>End Q2: Managers have completed appropriate training in practical risk management and WHS management responsibilities.</p> <p>Start Q3: Team and local area WHS Committee meetings proactively consider current, emerging and potential WHS issues in the workplace.</p> <p>Start Q4: Workplace inspections enhanced to consider evidence of practical risk management being embedded into work, teaching and research activities.</p>	<p>Progress to achieving WHS objectives must be monitored and/or reviewed each quarter in order to report upwards into the University WHS Committee. Examples of monitoring and/or review strategies include:</p> <p>Obj 2.1:</p> <ul style="list-style-type: none"> - Meeting notes and/or team communication provide evidence of discussions and/or reporting of WHS issues by the team or local area. - Quarterly due diligence reports provide updates on local area WHS risk management. - WHS performance reporting over the preceding rolling twelve (12) month period indicates a reduction in incident and hazard occurrence but an increase in hazard and near miss event reporting. - Incidents, hazards and near miss events are reported as soon as practical (to a supervisor and Figtree) and immediately to S&W for notifiable incidents. - Incident investigations are completed within: <ul style="list-style-type: none"> - 20 days for Level 2/3 - 45 days for Level 4/5 - Corrective actions are closed out within: <ul style="list-style-type: none"> - 4 weeks for high risk - 8 weeks for medium risk - 12 weeks for low risk. 	<p>The Dean and/or Head of Division/Portfolio oversees the achievement of WHS objectives and are supported by managers and employees who are responsible for their respective contributions and/or actions in achieving each objective:</p> <p>Obj 2.1:</p> <ul style="list-style-type: none"> - All managers and employees complete available training in practical WHS risk management. - All managers and employees ask for assistance to ensure WHS risks are managed effectively. - S&W Ops provide timely and qualified WHS advice and support to line managers. <p>Obj 2.2:</p> <ul style="list-style-type: none"> - All managers ensure WHS issues and/or risks are responded to in a timely and reasonable manner. <p>Obj 2.3:</p> <ul style="list-style-type: none"> - Meeting agenda include pragmatic conversations about psychosocial issues in the workplace. - HSRs are consulted during psychosocial risk management activities. - Training and support options are proactively sought from S&W Ops. 	<p>Actions which can be taken by responsible persons include the following (additional actions may be taken specific to a local area):</p> <p>Managers:</p> <ul style="list-style-type: none"> - Enhance personal understanding of practical risk management for local area. - Maintain a focus on preventative measures in aiming to eliminate WHS risk. Focus areas include: physical workplace design, curriculum design, ergonomics, maintenance, environmental management and emergency preparedness; psychosocial - work task design, communication systems, leadership capability, supportive culture, flexibility, application of policy. - Guide team discussions on WHS issues to identify the hazard (risk), decide on reasonable action to mitigate the risk and share lessons learnt. <p>Employees:</p> <ul style="list-style-type: none"> - Proactively and constructively participate in WHS risk management activities. - Complete mandatory and other WHS training related to WHS risks in local area. - Report all hazards, incidents and/or near miss events to a manager so as to promote a pragmatic approach to WHS risk management.



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			<p>Obj 2.2:</p> <ul style="list-style-type: none"> - WHS performance reporting over the preceding rolling twelve (12) month period indicates a reduction in incident and hazard occurrence but an increase in hazard and near miss event reporting, at University and local area levels. - WHS issues are escalated to the Uni WHS Committee through quarterly due diligence reporting. <p>Obj 2.3:</p> <ul style="list-style-type: none"> - Team, local area and WHS Committee meetings record consultation on actions to identify and respond to psychosocial hazard. - Changes in workplace culture, visible and audible indicators. - Quarterly due diligence reports record updates on actions in response to current Pulse survey, specifically actions which focus on identifying and responding to psychosocial hazards. 		<p>Safety and Wellbeing:</p> <ul style="list-style-type: none"> - Provide timely advice and support on WHS risk management. - Rollout an eLearning module and in-person sessions on applying WHS risk management in a practical sense. <p>HR Business Partners:</p> <ul style="list-style-type: none"> - Support managers to lead positive change in the workplace.



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Element 3: Safety Management System – A focus on ensuring work, teaching and research activities align with the guidance provided in the University’s WHSMS Handbook					
Strategic alignment: Safety and Wellbeing Plan 2026 – 2028 – Strategic Priority: Systems Services, systems and processes are a capability in support of the University’s Corporate Plan 2025-2028 . The University’s Collective Codesign Roadmap focuses on stability through productivity and performance.					
<p>Objective 3.1: Simplify and strengthen the University’s WHS management system (WHSMS) through improvements to guidance information in the WHSMS Handbook (HB). Note: Each employee has a degree of control over WHS systems due to the operational role they perform in either managing or working in a safe a manner.</p> <p>Objective 3.2: Implement enhanced WHS performance reporting which is used by managers and employees to drive improvements in health, safety and wellbeing.</p> <p>Objective 3.3: Implement a WHS service delivery model which ensures active participation and contribution by all managers and employees (and students where appropriate) to a safe and healthy workplace, which contributes to everyone’s wellbeing. Note: Renew ANU has provided the opportunity to enhance the University’s operating model, including the management of WHS. Revising the WHS service delivery model supports us all to fulfil our WHS responsibilities.</p>	<p>Examples of enabling factors include but not limited to these:</p> <ul style="list-style-type: none"> - Leadership commitment to improving WHS systems and processes. - Open communication and consultative practices. - Processes which support efficient work, teaching and research practices. - Manager and employee capability to apply WHS practices in day-to-day activities, linked to training/education and knowledge. 	<p>Targeted achievements for each objective are based on quarter periods:</p> <p>End Q1: S&W (Safety Systems & Audit – SS&A) to implement a plan to simplify and strengthen the use of the WHSMS HB.</p> <p>Start Q2: S&W SS&A to develop an enhanced WHS performance reporting framework for use by local areas.</p> <p>Start Q3: New service delivery model and enhanced WHS performance reporting is disseminated across all local areas.</p> <p>Start Q4: New service delivery model and WHS performance reporting review/action is implemented across all local areas.</p>	<p>Progress to achieving WHS objectives must be monitored and/or reviewed each quarter in order to report upwards into the University WHS Committee. Examples of monitoring and/or review strategies include:</p> <p>Obj 3.1:</p> <ul style="list-style-type: none"> - S&W SS&A report to Uni WHS Committee in progress in improving the WHSMS HB. - SS&A regularly invite local area feedback on HB improvements. Consultation also facilitated through S&W Ops activities. - SS&A to review workplace inspection, WHS Committee and internal audit outcomes to ensure HB chapter improvements are made. <p>Obj 3.2:</p> <ul style="list-style-type: none"> - S&W SS&A develop a meaningful model for reporting on WHS performance and support/guide its application across local areas. - Local area meeting and consultative forums use the enhanced WHS performance reporting template(s) to make practical improvements in health and safety practices. - WHS performance is recorded in quarterly due diligence reporting. 	<p>The Dean and/or Head of Division/Portfolio oversees the achievement of WHS objectives and are supported by managers and employees who are responsible for their respective contributions and/or actions in achieving each objective:</p> <p>Obj 3.1:</p> <ul style="list-style-type: none"> - All managers and employees suggest improvements to HB processes. - S&W SS&A proactively improve HB chapters based on local area feedback, audit outcomes and regulatory or industry changes. <p>Obj 3.2:</p> <ul style="list-style-type: none"> - S&W SS&A consult with local areas to confirm and develop meaningful WHS performance reporting indicators. - Local areas utilise WHS performance reporting to support ongoing review of and improvements to WHS practices in work, teaching and research activities. <p>Obj 3.3:</p> <ul style="list-style-type: none"> - WHS is everyone’s responsibility, all managers and employees contribute to WHS activities within their sphere of influence and responsibility and seek advice or support from S&W Ops. 	<p>Actions which can be taken by responsible persons include the following (additional actions may be taken specific to a local area):</p> <p>Managers:</p> <ul style="list-style-type: none"> - Provide feedback on, and implement improvements to, WHSMS Handbook processes. - Review internal audit outcomes and WHS performance reports to implement improvements in WHS practices. - Implement a process of self-audit of compliance with the WHSMS HB⁴. - Lead and support improvements to WHS service delivery across the University. <p>Employees:</p> <ul style="list-style-type: none"> - Proactively contribute to improvements in WHS service delivery in local area. <p>Safety and Wellbeing:</p> <ul style="list-style-type: none"> - Manage the implementation of an enhanced WHS service delivery model – S&W Ops. - Development and implementation of enhanced WHS performance reporting – S&W SS&A. - Provide advice and support to University WHS Committees for the application of enhanced WHS performance reporting.

⁴ Consult with Safety Systems & Audit (within People and Culture) about options to implement a self-audit process – whs@anu.edu.au.



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			Obj 3.3: <ul style="list-style-type: none"> - S&W facilitate consultative forums across management, employee and HSR cohorts. - Service delivery model agreed to by key stakeholder groups. - Service delivery model incrementally follows an agreed implementation plan. 		HR Business Partners: <ul style="list-style-type: none"> - Support managers with skills and knowledge to lead positive change in the workplace.

Guidance to implement the University WHS Plan 2026 (the Plan)

1. Review the Plan’s details, seek clarification from Safety and Wellbeing (S&W) as required – whs@anu.edu.au.
2. Refer to **WHSMS HB Chapter 2.2 Local WHS Plan** in relation to **Part A – Implementation of the University WHS Plan** (the Chapter).
3. Consider how the Plan’s objectives apply in the context of your local area and consider how to apply the Chapter in relation to identifying, implementing and monitoring actions which support the achievement of the Plan’s objectives (noting Targets based on each Quarter of 2026).

Noting: All managers and employees have contributions to make in supporting and achieving the University WHS objectives.

4. In addition to **Appendix A** of the Chapter, a University *WHS Plan 2026 – Local area progress report – Template* (the Template) may be used to establish a concise record of progress in supporting the achievement of University WHS objectives (**use of the Template is not mandatory**).
5. What is expected for each Quarter of 2026, is a progress report (attached to **Quarterly Due Diligence** reports) from each local area to the University WHS Committee outlining progress in supporting the achievement of University WHS objectives (use either Appendix A of the Chapter or the Template).