

LIVE HEALTHILY and LIVE WELL 2016 – 2020

Deakin's Health, Wellbeing and Safety Strategy

Integral to the “Experience” element in Deakin’s Strategic Plan, *LIVE the future*, is the goal of nurturing the personal development and wellbeing of its students and staff. To deliver on this promise, Deakin is committed to ensuring that all members of the University community have a safe and healthy learning and working environment.

The commitment extends beyond ‘compliance’ with legal obligations. Deakin is committed to maintaining and continuously improving a culture that provides a satisfying and empowering health, wellbeing and safety (HWS) experience for its staff, students and other members of the University community. At the same time, Deakin expects all members of its community to take active responsibility for health, wellbeing and safety.

LIVE healthily/well describes the focus areas and initiatives to be implemented over the next five years to enhance our HWS culture and achieve tangible outcomes for staff, students and others in the University community. Deakin’s commitment to continually improving its HWS culture will be built on four principles:

1. **A consultative approach that promotes trust, flexibility and respect** – members of the University community will work together, consult, share information, and engage thoughtfully and respectfully on HWS programs, initiatives and concerns.
2. **Informed awareness and commitment** – all members of the University community will be expected to develop a practical understanding of their HWS responsibilities and compliance requirements and will be supported to do this.
3. **A prevention imperative** – members of the University community are actively committed to preventing injury and ill health through managing risk, early intervention, promotion of health and wellbeing and prompt reporting of incidents, near misses and other risks to the safety of individuals or the University community.
4. **A desire to learn and continuously improve** – we learn from our and others’ successes and failures and use these experiences to improve work practices and behaviours.

To enhance our HWS culture and enable progress against these principles, Deakin will focus on four HWS strategic priorities:

ACTIVE AND VISIBLE LEADERSHIP AND COMMITMENT	PERSONAL ENGAGEMENT AND ACCOUNTABILITY
PREVENTION AND EARLY INTERVENTION	HEALTH, WELLBEING AND SAFETY AND PROMOTION INITIATIVES

Each of these four HWS strategic priorities have specified outcomes. Progress against each priority will be championed and monitored by all levels of management (with input from staff) and regular reporting to the University Executive – following the Deakin Tracks/Actions.

LIVE healthily/well priority 1: ACTIVE AND VISIBLE LEADERSHIP AND COMMITMENT

Strategic Outcome	Leadership Actions
<p>University leaders demonstrate an active, visible and consistent commitment to HWS</p>	<ul style="list-style-type: none"> • A member of the Executive has University wide responsibility for HWS and will, on behalf of the University Executive, champion HWS and, monitor and report on achievement of initiatives aligned to this Strategy. • University line managers, including other members of the Executive, and supervisors are expected to initiate, develop and aim for best practices in the management of HWS related matters. • Leaders at all levels will deal with safety matters openly and in way that builds upon success and promotes inclusion, and recognises the systemic rather than individual nature of safety failures.
<p>Leaders understand their responsibilities and demonstrate a willingness to exceed HWS minimum compliance requirements</p>	<ul style="list-style-type: none"> • University leadership (at all levels) participate in relevant HWS training and development. • Resources, including training and support, is available and accessed by all staff with supervisory roles to build their HWS leadership capability and capacity.
<p>Leaders actively review and identify area specific HWS risks and introduce actions to manage them.</p>	<ul style="list-style-type: none"> • Heads of organisational areas will ensure the monitoring and completion of annual HWS Plans, including OHS compliance statements, and cascade and communicate relevant information to other managers, staff and students. • Heads of organisational areas will actively review their operations to identify specific HWS risks, develop strategies to control these risks, as well as opportunities to contribute to the welfare of the University community. • Managers and supervisors will actively undertake early intervention, reasonable adjustment and other supportive management practices. • Managers and supervisors will participate in workplace inspections, ensure the completion of risk assessments and lead the follow-up of accidents, hazards and near misses and other risks to the safety of the individuals involved.
<p>Leaders build trust by actively consulting with those affected or involved in their operations.</p>	<ul style="list-style-type: none"> • Heads of organisational areas will ensure staff have the opportunity to nominate and elect OHS Representatives. • All managers and supervisors will communicate and consult with staff when making decisions that may affect their HWS.

LIVE healthily/well priority 2: PERSONAL ENGAGEMENT AND ACCOUNTABILITY

Strategic Outcome	Engagement and Accountability Actions
<p>All members of the University community have a practical and relevant understanding of HWS and are able to meet their HWS compliance requirements.</p>	<ul style="list-style-type: none"> • HWS induction (and relevant annual refresher training) will be provided to all staff. • Appropriate HWS information and training is available and accessible for all students and other members of the University community (as part of formal orientation/induction and throughout their study at undergraduate and postgraduate levels).
<p>Staff are expected to take personal responsibility for their own HWS and support the HWS of their colleagues.</p>	<ul style="list-style-type: none"> • Any member of the University community who has a HWS concern or needs specific support is expected and encouraged to raise the matter promptly. • Any member of the University community who identifies HWS concerns, will be supported and all matters raised will be treated in a fair, transparent and respectful manner. • Staff and manager engagement will be monitored through participation in HWS activities and programs, and periodically reviewed through the iSay staff survey.
<p>All academic and technical support staff have a specific responsibility for the HWS of undergraduate and postgraduate students.</p>	<ul style="list-style-type: none"> • Academic and technical support staff will promote HWS and provide relevant HWS information, supervision and training to enable students to carry out their studies, research, laboratory work, field work, and placements safely. • Academic and technical support staff will ensure risks are managed and minimised with all student work and activities. • Academic staff will ensure that students can demonstrate appropriate HWS competencies in order for them to successfully undertake their studies, research and future careers.

LIVE healthily/well priority 3: PREVENTION AND EARLY INTERVENTION

Strategic Outcome	Prevention and Early Intervention Actions
Prevention of injury and illness is achieved through rational, proactive risk management	<ul style="list-style-type: none"> • Managers and supervisors actively manage HWS risk through Job Safety Analysis, risk assessment tools and the implementation of other prevention programs. • Academic staff actively consider and manage HWS risks in their own and their students' work. • A system of regular health measurement that monitors different groups across the University is implemented and maintained with new groups included and considered annually.
The application of early intervention strategies reduces the impact of injury and ill health	<ul style="list-style-type: none"> • Early intervention programs will be rolled out for all supervisors and staff – encompassing the importance of consultation and supportive management together with a clear process for the early disclosure of any HWS matters. • Staff and students are encouraged and supported in disclosing HWS matters. • Absence management programs will be provided to managers – encouraging use of recreation and long service leave entitlements within the year they accrue or when staff reach threshold amounts. • Promote “mental health literacy” and provide information and support to staff and managers in dealing with mental health and psychosocial issues.
Contractors, suppliers and other partners have clear understanding of their HWS obligations and expectations at Deakin	<ul style="list-style-type: none"> • Relevant HWS information or terms are included in all contracts and agreements. • Appropriate inductions are carried with contractors, consultants or other persons who work on Deakin premises. • Relevant HWS information, risk assessments and guidance is provided by designers and suppliers of buildings, equipment and materials. • Designers of new buildings, major refurbishments and those with responsibility for the introduction of new technology and systems to Deakin will be required to apply best practice HWS considerations to their projects. • The manager issuing or endorsing the arrangement or engaging or requesting the supply of goods and services will have overall responsibility to ensure achievement of HWS risk reduction.

LIVE healthily/well priority 4: HEALTH, WELLBEING AND SAFETY INITIATIVES

Strategic Outcome	Initiatives Actions
Deakin recognised as a health promoting university	<ul style="list-style-type: none">• Deakin will obtain and maintain certification under the Healthy Victoria Initiative.• Deakin will develop an integrated health and wellbeing program that better supports the physical and psychological wellbeing of our staff and students.
A culture of positive HWS is achieved throughout Deakin	<ul style="list-style-type: none">• Introduction of a “One Big Thing” HWS initiative within the areas of smoking, alcohol, physical activity; healthy eating and mental health in accordance with the Victorian State Government’s Healthy Together Victoria Initiative.• Inclusion of a new Vice-Chancellor’s Award for Excellence in recognition of achievement in prevention or early intervention or management of HWS risk at Deakin.
Deakin’s staff and students are encouraged to achieve positive personal HWS.	<ul style="list-style-type: none">• Ongoing promotion and encouragement for staff and students to participate in existing health and wellbeing initiatives.• Deakin will involve staff and students in the development and choice of health and wellbeing initiatives.

Policy and Governance

Policy

It is formal University policy to “*promote work and learning environments, so far as is reasonably practicable, that are safe and supportive of the HWS of students, staff, associates, contractors, and visitors.*”

The inclusion of the phrase “*so far as is reasonably practicable*” provides clear guidance that there are limits to what the University will and can do. At the same time the HWS policy also provides guidance on Deakin’s intention to go beyond strict compliance with legislative obligations. The following are relevant policy extracts:

“In support of its strategic agenda, the University will:

- Consider HWS in decisions and activities that may affect the University community
- Integrate HWS into University management systems, activities and strategic objectives
- support and encourage a safe and healthy learning and work culture by:
 - facilitating active participation in safety and health promoting initiatives
 - enhancing staff knowledge, awareness and skills in HWS practices.”

In addition to due diligence on HWS matters, the University Executive will be responsible for *promoting a culture that ensures and continues to improve (not simply protect or maintain) the health, wellbeing and safety of the University community.*

Staff with management and supervisory responsibilities will, for the local area which they are responsible for:

- a) developing and implementing annual HWS plans and
- b) initiating and/or leading early intervention and prevention programs and actions.

Governance

The University’s HWS performance is also influenced by the efforts of the University wide and Campus specific Health, Wellbeing and Safety Committees. The Committees have responsibility to facilitate cooperation between management and staff in instigating, developing and monitoring measures designed to ensure the HWS at work of all staff and students. The University HWS Committee is also responsible to advise the University Executive on the implications of legislative trends and changes. The Committees will play a critical part in the achievement of the strategic outcomes under the four HWS strategic priorities.

Prepared by members of the Deakin University Health, Wellbeing and Safety Committee and the Human Resources Division.

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Second stage consultation undertaken with the Deakin University Health, Wellbeing and Safety Committee.

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