

# WHS Objectives of the AGFMA

## Introduction

This document concerns work health and safety (WHS) objectives which are established to maintain and improve WHS performance. A WHS objective can be defined as an overall goal in terms of WHS performance, arising from policies that an agency sets itself to achieve, and which is quantified, where practicable. The objectives should be linked to risk opportunities and performance criteria which the Participating Agency (hereafter Agency/s) has identified as being necessary for the achievement of the intended outcomes of the WHS Management System (WHSMS).

Most Agencies, will identify wide sweeping or broad based objectives within their WHS Policy statement which are based on the legislative requirements. Examples include:

- To ensure the health and safety of workers, meet the requirements of the *Work Health and Safety Act 2012* and Regulations, supporting WHS Codes of Practice; *Return to Work Act 2014* and Regulations.
- Achieving the objectives of the Building Safety Excellence in the Public Sector by creating a safety conscious organisational culture, which supports the Agency's WHS defined Officers and all workers to fulfil obligations of the *Work Health and Safety Act 2012 (SA)*, the *Return to Work Act 2014 (SA)* and other relevant legislation.

## Developing WHS Objectives

WHS objectives sourced or derived from within the Agency ("what you want to do") will have more ownership and greater success. Leaders embrace ownership if they have the ability to influence or control the strategies ("how you are going to get there" e.g. targets) developed to achieve the objectives. In real terms they should be "SMART" objectives; Specific, Measurable, Attainable, Realistic and Time-bound.

A good base to develop WHS objectives related to AGFMA is to consider the agencies' current level of performance under those arrangements. This can be sourced from previous system audit outcomes, workplace inspection data or the agencies current incident and injury performance. If for example an agency had a non-conformance for 'not undertaking Site Risk Exchange with subcontractors', it could be the basis for a specific objective. Once known, the Agency WHS objectives can be integrated with other business objectives and should be set at relevant functions and levels.

Objectives can be strategic, tactical or operational. For example:

**Strategic** – 'to recognise and accept our level of responsibility for subcontractors at all of the Agency's designated locations'.

**Tactical** – train staff at designated locations on the Agency's Contractor Management Procedures.

**Operational** – implement the learnings and use relevant tools (e.g. Site Risk Exchange) to document the process.

## Planning to achieve WHS objectives

Planning is the conduit to achieving the WHS policy objectives. Some strategies developed to achieve objectives may be prescribed by documented procedures, however in some cases specific WHS plans are required to ensure activities occur against scheduled timeframes or address the evolving and dynamic needs of the Agency.

WHS plans can be developed in one of several formats and titles, such as:

- WHS Strategic Plan;
- WHS Action Plan;
- WHS Improvement Plan; or
- WHS Training Plan
- WHS Operational Management Plan.

WHS plans and arrangements should define 'what, where, who and when' activities will be undertaken. In doing this, WHS plans set the expected outcomes and enable performance measurement and implementation of corrective action, monitoring, analysis and review activities. The planning process enables the Agency to examine the resources required (e.g. financial, human, equipment and infrastructure) to achieve its WHS objectives. Consequently the "how" may be determined by a leadership team, for example a Steering Committee or Leadership Group, or assigned to an individual leader to determine.

## Measuring performance against WHS objectives

When practicable, WHS objectives should be associated with a leading performance measure which can be aligned with the development stage e.g. strategic, tactical or operational. With the right strategies and plans in place, the Agency will be able to measure performance towards meeting its objectives and review outcomes as part of the Management Review process.

## Summary of Roles and Responsibilities

Role	Responsibilities
Participating Agency Chief Executives	<ul style="list-style-type: none"><li>• Endorse, approve and support establishment of relevant and achievable objectives.</li><li>• Recognise that as a concurrent duty holder, the Agency has a responsibility for all workers.</li></ul>
Participating Agency Directors/WHS Managers	<ul style="list-style-type: none"><li>• Develop achievable WHS Objectives relevant to the Agency.</li><li>• Provide performance reports to relevant management review forums.</li></ul>
Facilities Management Service Providers	<ul style="list-style-type: none"><li>• Participate in Agency Focus Group meetings and other management review forums.</li><li>• Identify issues of concern to an agency</li><li>• Cooperate with an Agency towards meeting an objective.</li><li>• Provide any relevant data to assist an Agency with the development or review of an objective.</li></ul>
Contracted Workers	<ul style="list-style-type: none"><li>• Engage with the FMSP and Agency representative/s as required.</li></ul>