

WHSMP01: Leadership and Culture

Section 1 - Purpose and Scope

(1) The purpose of this procedure is to establish a framework that promotes strong, effective leadership and a positive safety culture at Southern Cross University (SCU).

(2) The purpose of this procedure is to guide Southern Cross University's management, in their engagement, communication and fulfillment of due diligence and duty of care obligations. This is to ensure all employees are motivated, informed and aligned with the University's values, strategic goals and WHS standards, creating a culture of safety, well-being and productivity.

(3) All employees, students and others including both independent contractors and contractors under SCU control are to be made aware of and follow this procedure.

(4) This Procedure applies to all SCU Work Units and sites. The procedure aligns with WHS legislation in the relevant jurisdictions SCU operates in.

Section 2 - Definitions

Communication	The exchanging of information by speaking, writing or another form of medium
Consultation	The process of seeking views before making a decision
Continual Improvement	A recurring activity to enhance performance
WHS Due Diligence	<p>As defined under the Model Work Health and Safety Bill, due diligence includes taking reasonable steps to:</p> <ol style="list-style-type: none"> 1. to acquire and keep up-to-date knowledge of work health and safety matters; and 2. to gain an understanding of the nature of the operations of the business or undertaking of the person conducting the business or undertaking and generally of the hazards and risks associated with those operations; and 3. to ensure that the person conducting the business or undertaking has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health and safety from work carried out as part of the conduct of the business or undertaking; and 4. to ensure that the person conducting the business or undertaking has appropriate processes for receiving and considering information regarding incidents, hazards and risks and responding in a timely way to that information; and 5. to ensure that the person conducting the business or undertaking has, and implements, processes for complying with any duty or obligation of the person conducting the business or undertaking under this Act; and 6. to verify the provision and use of the resources and processes referred to in paragraphs (c) to (e).
Leader	A person who is responsible for the work of a group of people or organisation
Officer	An officer means: (a) an officer within the meaning of section 9 of the Corporations Act 2001 of the Commonwealth other than a partner in a partnership; or (b) an officer of the Crown within the meaning of section 247; or (c) an officer of a public authority within the meaning of section 252, other than an elected member of a local authority acting in that capacity.
Participation	Involvement in decision-making

Section 3 - General Principles

Leadership and Culture Framework

(5) SCU recognises the crucial role that leadership plays in developing a safe culture and in demonstrating and role-modelling positive behaviours to achieve the SCU strategic WHS objectives. The SCU Leadership and Culture framework is as follows:

- a. The SCU WHS Policy, underscored by the SCU values, defines the intent of the SCU Council and sets the commitment of SCU senior leadership to WHS. It guides our leadership decisions and establishes the safety culture.
- b. The SCU WHS Strategy and corresponding objectives and targets outline what SCU will achieve in a set period to continue to mature the SCU leadership capability and culture.

(6) The Vice Chancellor Group (VCG) will review WHS performance monthly, the People & Culture Committee and the University council will review WHS performance quarterly and all officers will know and discharge their due diligence duties as described in the WHS legislation.

- a. All leaders will complete the 'SCU Safety Essentials' online training and will complete the 'SCU Safety Leadership Foundations' program.
- b. All leaders are expected to demonstrate WHS leadership when instructing, directing, supervising, or coaching their people as outlined in the 'SCU Safety Essentials' program.
- c. All leaders will conduct interactions (Leadership Walk and Talks) with employees to invite open and transparent communication.
- d. Undertake assurance activities such as monitoring workplace inspections and verifying critical hazard control to validate that appropriate assessment and hazard controls are in place and effective to manage risk.

WHS Policy

(7) The SCU WHS Policy establishes the Council and Vice Chancellors' commitment to ensuring the health, safety and well-being of employees, contractors, subcontractors, students and others who may be involved or impacted by its operations. It sets the expectations for standards and behaviours of all parties, as well as setting expectations for leadership.

(8) The WHS Policy provides a base for decisions that affect WHS, ensuring that decisions align with the University's WHS objectives. This supports continuous improvement through the regular review of objectives and targets, and a positive safety culture where WHS is integral to all activities and decisions.

(9) The WHS Policy shall be reviewed every three years.

WHS Strategy, Objectives and Targets

(10) The SCU WHS Strategy and corresponding objectives and targets, as outlined in WHSMP04: WHS Planning, Objectives and Targets, should be overseen and driven by leaders, managers and supervisors. Leaders play a pivotal role in ensuring that these strategic elements are not only clearly communicated but also effectively implemented within their Work Unit.

(11) Regularly reviewing progress against these objectives and targets allows leaders to identify areas for improvement, celebrate successes, and make informed decisions to adapt strategies as needed.

(12) This commitment to strategic oversight ensures that SCU's WHS initiatives are aligned with the University's

broader strategy and vision.

Review of WHS Performance

(13) Monitoring of WHS performance is a critical component of the University's legal and ethical responsibilities. At SCU, Officers and the Executive must systematically gather and analyse data on workplace incidents, near misses, and compliance with safety procedures, as well as leadership engagement activities. Such data-driven approaches allow for the identification of trends and the implementation of preventive measures to mitigate risks.

(14) As outlined in WHSMP14: WHS Monitoring, Measurement and Reporting Procedure leaders must ensure that all monitoring activities are recorded and that findings are communicated across the University. This transparency not only helps in maintaining regulatory compliance but also reinforces a culture of continuous improvement in safety performance.

Training

(15) As per [WHSMP06: Training and Competency](#), all leaders, managers and supervisors will complete the mandatory online 'SCU Safety Essentials' training program, which outlines core responsibilities, the SCU Workplace Health and Safety Management System (WHSMS), leadership expectations, and the SCU Critical Risk Management Framework.

(16) All new leaders, managers and supervisors must complete the SCU Safety Essentials training program within three months of commencing in their role.

Leadership Walk and Talks

(17) Leadership Walk and Talks are an important part of the SCU approach to demonstrating visible support to employees and others for WHS and fulfilling legislative requirements to consult and communicate.

(18) Leaders are expected to complete leadership engagement activities regularly as a way of demonstrating a commitment to WHS.

(19) To do this, leaders are encouraged to have open and honest conversations with our employees who do the work to gain a sound understanding of the WHS issues and challenges faced. It needs to be recognised that employees deal with workplace issues daily and often have ideas on where efforts and resources could be placed to improve the safety of how work is done.

(20) This engagement activities are not to replace workplace inspections but rather focus on engagement and interaction with employees and others.

(21) When undertaking Leadership Walk and Talks, the aim is to build a rapport with employees through showing genuine care and interest rather than trying to talk to multiple people.

(22) For guidance on what could be discussed as part of leadership engagement activities, see WHSMP01 – GUI – 01 - Safety Leadership Walk and Talk Guidance Note.

(23) University Executives will set targets concerning the completion of walk and talk engagements.

(24) A high-level summary of the discussions held is to be recorded along with any actions on the WHSMP01-FOR-01: Leadership Walk and Talk template.

(25) Corrective actions are to be assigned individually to a person with a due date. All corrective actions are to be entered into the corrective actions register for monitoring.

(26) Leadership Walk and Talks are considered a positive performance indicator for SCU and shall be included in WHS

performance reporting.

(27) Leadership Walk and Talks are to be monitored by the WHS Manager and reported on monthly and quarterly.

Assurance Activities

(28) As per [WHSMP15: Audit and Assurance](#), leaders are required to oversee the completion of, and complete assurance activities to validate the critical controls in their Work Unit.

Section 4 - Roles and Responsibilities

(29) Refer to [WHSMP13: Responsibility and Accountability Statement](#)

Section 5 - Records of Documentation

(30) All relevant documentation will be recorded and kept in accordance with WHS Legislation and other legislative obligations including:

- a. Training records relating to this procedure.
- b. Assurance reviews, including inspections and critical control verification.
- c. Records of consultation with employees and representatives

Section 6 - Revision and approval history

(31) This procedure will be reviewed as per nominated review dates or because of other events, such as:

- a. Internal and external audit outcomes.
- b. Legislative changes.
- c. Outcomes from management reviews.
- d. Incidents.

Section 7 - References

Work Health and Safety Act (in the applicable jurisdictions that SCU operates)
Work Health and Safety Regulation (in the applicable jurisdictions that SCU operates)

Section 8 - Related Documents

WHSMP06: Training and Competency
WHSMP15: Audit and Assurance
WHSMP01 – FOR – 01: Leadership Walk and Talk Template
WHSMP01 – GUI – 01: Safety Leadership Walk and Talk - Guidance Note
WHSMP13: Responsibility and Accountability Statement

Status and Details

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Responsible Executive	Kim Franks Vice President (People and Culture)
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