*This document and any associated advice are not intended to be comprehensive. The document and associated services are designed for you to be able to inform yourself generally, on common workplace health and safety concepts and issues.*

*The document has not been created in line with your specific needs, objectives or circumstances in mind and is not formal advice. Before you act or rely on our service, you should seek formal advice from an appropriately qualified practitioner. While we use reasonable effort to ensure the accuracy of documents, we do not represent, warrant or guarantee its accuracy, currency or completeness (to the maximum extent permitted by law).*

*This document must be transferred to your own letterhead, removing this disclaimer.*

(Insert Business Name)

Example Health and Safety Manual

(insert date)

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# Introduction

## Health and safety in the workplace

(Insert Business Name) **(the Business**) will do everything reasonably practicable to ensure that workers can undertake their work in a healthy and safe manner. We all play a crucial role in achieving a workplace that is free of injury and illness. The Business will work towards achieving this goal by providing workers with the necessary resources.

## Purpose of the health and safety manual

The purpose of this Health and Safety Manual is to establish the minimum standards and guidelines that are reasonably practicable for this Business to manage the hazards and risks in the workplace. In addition to this manual, the Business utilises a Health and Safety Handbook and a number of forms to assist in managing health and safety.

These standards will provide greater consistency, certainty and clarity across the Business to make it easier to understand health and safety duties and responsibilities.

All workers will be given the opportunity to read this information and are encouraged to participate in following and improving health and safety in the Business.

# Definitions

## HSWA

The acronym HSWA represents the Health and Safety at Work Act 2015.

## NZ

The acronym NZ represents the country of New Zealand.

## HSW

The acronym HSW represents the term Health and Safety at Work.

## PCBU

A PCBU is a ‘person conducting a business or undertaking’. While a PCBU may be an individual person or a business, in most cases the PCBU will be a business (for example, a business entity such as a company). An individual, such as a sole trader, can also be a PCBU.

While the terms ‘business’ and ‘undertaking’ are not defined in HSWA, the usual meanings of these terms are:

* ‘Business’: an activity carried out with the intention of making a profit or gain
* ‘undertaking’: an activity that is non-commercial in nature (e.g. certain activities of a local authority)

## Regulator

The New Zealand national Regulator for health and safety as determined by the HSWA is WorkSafe NZ (WorkSafe). Other Regulatory agencies who may also hold certain enforcement powers under the HSWA are:

* The Environmental Protection Authority (EPA)
* Maritime New Zealand
* New Zealand Police
* Fire and Emergency New Zealand
* New Zealand Transport Authority
* The Civil Aviation Authority
* A Medical Officer of Health
* The Ministry of Health
* The Accident Compensation Insurer (ACC)
* Local Authorities (City and District Councils), and
* The Ministry of Business, Innovation and Employment.

## Business

For the purpose of this manual the term ‘Business’ refers to the PCBU as defined in Part 1, Section 17 of the HSWA. As prescribed by the HSWA this does not include volunteer associations.

## Officer

An officer is a person who holds a senior leadership position and has the ability to significantly influence the management of a PCBU. Businesses can have more than one officer. Officers are:

* company directors (even if they do not have ‘director’ in the title)
* any partner in a partnership (other than a limited partnership)
* any general partner in a limited partnership
* any person who holds a position comparable to a director in a body corporate or an unincorporated body, and
* any person who exercises significant influence over the management of the business or undertaking (e.g. the Chief Executive).

An officer does not include any person who merely advises or makes recommendations to one of the above persons.

## Due Diligence

Officers must exercise due diligence to make sure that the Business complies with its health and safety duties. They must exercise the care, diligence and skill a reasonable officer would exercise in the same circumstances, taking into account matters including the nature of the business or undertaking, and officer’s position and nature of their responsibilities.

## Worker

A workeris an individual who carries out work in any capacity for the Business, including work as:

* an employee
* a contractor or subcontractor
* an employee of a contractor or subcontractor
* an employee of a labour hire company who has been assigned to work in the Business
* an outworker (including a homeworker)
* an apprentice or a trainee
* a person gaining work experience or undertaking a work trial
* a volunteer worker, and
* a person of a prescribed class.

## Volunteer worker

A volunteer worker is an individual who carries out work in any capacity for the Business:

* with the knowledge or consent of the Business
* on an ongoing and regular basis
* that is an integral part of the Business

This definition does not include a volunteer worker undertaking any of the following voluntary work activities:

* participating in a fund-raising activity
* assisting with sports or recreation for an educational institute, sports club, or recreation club:
* assisting with activities for an educational institute outside the premises of the educational institution, or
* providing care for another person in the volunteer’s home.

## Reasonably practicable

Reasonably practicable means what is or was reasonably able to be done to ensure health and safety taking into account and weighing up relevant matters including:

* the likelihood of the risk concerned occurring or workers being exposed to the hazard
* the degree of harm that might result
* what the person concerned knows, or ought reasonably to know, about:
	+ the hazard or risk, and
	+ ways or eliminating or minimising the risk
* the availability and suitability of ways to eliminate or minimise the risk, and
* after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.

# Health and safety policy statement

(Insert Business Name) and its officers recognise that the health and safety of all workers and visitors is of the utmost importance and vital to the success of our Business. As such we aim to continuously improve health and safety in the workplace through consultation and increased health and safety awareness of management and workers.

Through the co-operative efforts of management and workers, we are committed to:

* complying with the Health and Safety at Work Act 2015, and all other legislative requirements and relevant codes of practice
* the provision and maintenance of a work environment that is without risks to health and safety
* the provision and maintenance of safe systems of work
* ensuring that management has an understanding of health and safety management relative to their position
* the safe use, handling, and storage of plant, substances, and structures
* the provision of adequate facilities for the welfare at work of workers in carrying out work for the business or undertaking, including ensuring access to those facilities
* providing the information, training, instruction and supervision necessary to maintain a healthy and safe workplace
* the provision of any information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking, and
* ensuring that the health of workers and the conditions at the workplace are monitored for the purpose of preventing injury or illness of workers arising from the conduct of the business or undertaking.

The focus of (Insert Business Name)’s health and safety management system is preventing hazards. We will develop a framework for health and safety management and a plan for systematic risk assessment and control of hazards, to progressively improve safe behaviours and safe systems of work across the Business.

on behalf of **(Insert Business Name)**

Review date:

# Health and safety responsibilities

## Business responsibilities

The Business has a duty to ensure, so far as reasonably practicable, the health and safety at work of all its workers. In particular, it is responsible for:

* the provision and maintenance of a work environment that is without risks to health and safety
* the provision and maintenance of safe systems of work
* the safe use, handling, and storage of plant, substances, and structures
* the provision of adequate facilities for the welfare at work of workers in carrying out work for the Business or undertaking, including ensuring access to those facilities
* providing the information, training, instruction and supervision necessary to maintain a healthy and safe workplace
* the provision of any information, training, instruction, or supervision that is necessary to protect all persons from risks to their health and safety arising from work carried out as part of the conduct of the business or undertaking, and
* that the health of workers and the conditions at the workplace are monitored for the purpose of preventing injury or illness of workers arising from the conduct of the business or undertaking.

## Officer and management/supervisor responsibilities

Officers, as defined in section 2.7 of this Health and Safety Manual, will take reasonable steps:

* to acquire, and keep up to date, knowledge of work health and safety matters
* to gain an understanding of the nature of the operations of the business or undertaking of the Business and generally of the hazards and risks associated with those operations
* to ensure that the Business 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
* to ensure that the Business has appropriate processes for receiving and considering information regarding incidents, hazards, and risks and for responding in a timely way to that information
* to ensure that the Business has, and implements, processes for complying with any duty or obligation of the Business under the HSWA, and
* to verify the provision and use of the resources and processes referred to above.

The Business recognises that the successful implementation of any process or procedure is dependent on workers at all levels playing their part. To ensure that all workers have a good understanding of their responsibilities, all workers at a management or supervisory level will have the same responsibilities as those listed above for officers of the Business. The Business recognises that this does not absolve officers of their responsibilities and all workers at this level will take reasonable steps to ensure that their responsibilities are met.

## Worker responsibilities

Workers are responsible for:

* not undertaking any work required without the appropriate training, skills, experience, qualifications or authorisations to undertake the work safely and without risk to themselves or others at work
* taking reasonable care for the health and safety of themselves and others who may be affected by their actions or omissions in the workplace
* co-operating with management to ensure all health and safety obligations are complied with
* co-operating with any reasonable health and safety policy, procedure or instruction given by the Business or employer that has been notified to workers
* ensuring all health and safety equipment is used correctly
* using and maintaining the required Personal Protective Equipment (**PPE**)
* reporting any incidents or injuries sustained while working and seeking appropriate first aid when required
* advise management as soon as practicable of any symptoms that may lead to adverse health issues arising from work activities or of any health issue, or of any health issue or condition that may be adversely affected by work activities
* reporting any unsafe conditions, equipment or practices to management, as soon as practicable
* not using any plant or equipment that has not been deemed safe to use
* rectifying minor health and safety issues where authorised and safe to do so
* co-operating with any health and safety initiative, review, inspection or investigation
* actively participate in the development and review of procedures designed to eliminate or minimise work related risks
* actively participating in any return to work or recovery at work program
* ensuring that any plant or equipment that may be issued to them or used by them has undergone any required and applicable inspection and/or testing within the prerequisite timeframe
* ensuring they are not under the influence of alcohol, drugs or medication of any kind where doing so could adversely affect their ability to perform their duties safely or efficiently or be in breach of the Business’s workplace policies, and
* ensuring that they present to the workplace fit for duty and do not undertake any task or work activity for which they are not fit to do or where their health, safety or welfare may be compromised by undertaking such a task or activity.

# Notification of hazardous work

The Health and Safety in Employment Regulations 1995 require all NZ businesses to provide at least 24hours notice to WorkSafe before commencement of any hazardous work as defined below.

The types of work that must be notified to WorkSafe are:

* Any licensed asbestos removal work, as required by the Health and Safety at Work (Asbestos) Regulations 2016, at least 5 days before work commences.
* Any commercial logging operation or tree-felling operation.
* Any construction work of one or more of the following:
	+ Work where workers could fall 5 m or more, excluding work on a two-storeyed house, or work on a power or telephone line, or work carried out from a ladder only, or maintenance or repair work of a minor or routine nature
	+ The erection or dismantling of scaffolds from which a person could fall 5 m or more
	+ Every excavation which is more than 1.5 m deep and which is deeper than it is wide at the top
	+ Any form of tunnel or drive where workers work underground, irrespective of timbering or support
	+ Those excavations where the excavated face is steeper than 1 horizontal to 2 vertical
	+ Any construction work where explosives are used or stored
	+ Work such as diving, where construction workers breathe air or any other gas that has been compressed or is under pressure
	+ Any construction work in connection with asbestos fibres
	+ Lifts of half a tonne (500 kg) or more (a vertical distance of 5 m or more) carried out by mechanical means other than by a mobile crane, excavator or forklift, and
	+ 'Restricted work' as defined by the Asbestos regulations is also notifiable work.

Notification of hazardous works will be made by management using the online notification form on the WorkSafe website prior to any of the above works being completed.

# Worker engagement and participation

## Introduction

The Business will ensure that it has appropriate processes in place to engage with any person who carries out work for the Business if that person is, or likely to be, affected by matters relating to workplace health and safety. Worker representatives will also be given a chance to participate in engagement and participation processes as and when this is required.

The Business will consult with these persons regarding the implementation of practices and systems that will ensure that they are protected against harm to their health and safety. Engagement and participation at all levels is essential for ensuring the successful implementation of these practices and systems. The primary medium for engagement and participation will be direct dialogue between management and workers.

The arrangements regarding worker engagement and participation at the Business will be monitored and reviewed as the need arises to ensure they continue to be meaningful and effective.

## Business’s responsibilities

There are a number of situations in which a worker may be affected by workplace health and safety matters. The Business will ensure that appropriate worker engagement is undertaken when:

* identifying hazards and assessing risks arising from the work carried out or to be carried out
* making decisions about how to eliminate or minimise identified hazards and risks
* making decisions about the adequacy of facilities for the welfare of workers
* changes are proposed that may affect the health and safety of workers, and
* there are proposed changes to key health and safety policies and procedures, including those relating to consultation, issue resolution, the monitoring of the health of workers, conditions in the workplace, and the provision of information and training for workers.

To ensure that the Business has meaningful engagement processes in place, worker engagement will be undertaken in a way which:

* ensures that relevant information about matters are shared with workers in a timely manner
* gives workers a reasonable opportunity to raise and express their views on health and safety issues, and
* gives workers an opportunity to contribute to any health and safety decision-making processes which are undertaken by the Business.

## Worker engagement and participation procedures

### Staff meetings

The Business recognises the involvement of workers as essential in identifying potential hazards that can be eliminated, or minimised, before incidents or injuries occur. To facilitate this, the Business will make health and safety an agenda item at regular staff meetings.

Staff/team meetings will be used to:

* notify and remind workers of health and safety policies and procedures
* provide a forum for workers to have their say about health and safety issues, and
* maintain awareness of health and safety.

Where required, specific health and safety issues will be raised, incidents and accidents reviewed, procedures developed and communicated, and health and safety alerts discussed.

Meetings will be used to induct workers into new or amended health and safety procedures and ‘sign off’ their understanding of the controls provided for the specific work in which they will be involved.

If a worker is absent from a staff meeting, the worker will be provided with any relevant information and training upon their return to work.

### Health and safety representatives

The Business will ensure that a health and safety representative (HSR) is elected if an election or HSR is requested by a worker. An election will be held within 2 months of any request being received.

The worker(s) who is successful in the election process will be given the resources, support and training required for that worker to fulfil their duties as an HSR. Where the HSR raises any concerns or identifies any health and safety issues, the Business will proactively consult with the HSR in order to resolve the issue at hand.

### Health and safety committee

If an HSR, or five or more workers, request that the Business implements a health and safety committee, the Business will ensure that a committee is established as soon as reasonably practicable after receiving the request.

The Business will consult with workers to agree on membership of the committee, ensuring that at least one of the members is authorised by the Business to make decisions on behalf of the Business, and that at least half of the committee members must be workers nominated by other workers to represent themselves and others at the workplace. HSRs are eligible to be members of the committee.

# Risk management

## Introduction

Risk management is the key process in ensuring a safe and healthy workplace. In health and safety terms, risk management is the process of identifying situations which have the potential to cause harm to people or property, and then taking appropriate steps to prevent the hazardous situation occurring or reduce the risk of injury and illness to workers.

The Business has a duty to undertake risk management activities to ensure the health and safety of its workers, contractors, visitors and others in the workplace. The Business will as far as is reasonably practicable, ensure that the workplace is free from hazards that could cause injury or illness.

Control of hazards takes a variety of forms depending on the nature of the hazard and must be based on the hierarchy of control options emphasising the elimination of the hazard at its source.

## The risk management process

The risk management process consists of four well-defined steps. These are as follows:

**Step 1:** *Identifying -* Identifying the problem that could cause harm, this is known as hazard identification

**Step 2:** *Assessing -* Determining how serious a problem it is, the likelihood of an incident/accident occurring and the consequence and potential severity, this is known as risk assessment

**Step 3:** *Controlling* - Deciding what needs to be done to solve the problem, this is known as risk elimination or control

**Step 4:** *Monitoring and Reviewing –* This involves reviewing the actions taken to determine the effectiveness of the controls implemented.

### Hazard identification

Hazard identification aims to determine what hazards exist (or could foreseeably exist), so that control measures can be implemented to address the hazard before it causes any harm.

Hazard identification activities will include:

* conducting workplace inspections to identify hazards
* regular work area observations and discussions with workers
* identifying and assessing hazards on an ongoing basis
* assessing products and services prior to purchasing to identify potential risks
* undertaking incident and injury investigations and reviewing past incident and accidents data
* talking to workers performing the task to find out what they consider as safety issues
* reviewing any information already available, for example safety data sheets, manufacturer’s specifications and instructions and safe operating procedure to see what hazards have already been identified and how these are controlled and
* thinking creatively about what could happen if something went wrong.

Identified hazards will be recorded on a **Hazard Report Form** which will be used in conjunction with the monitoring and review of identified hazards and implemented controls.

### Risk assessment

Once a hazard has been identified and recorded, the Business, in consultation with workers, will conduct a Risk Assessment to determine how likely it is that someone may be harmed by the hazard and how serious the injury or illness could be. The risk assessment will be recorded on the **Risk Assessment Form.**

The risk assessment will provide the Business knowledge to make informed decisions about controlling risks in the workplace. In doing so, the Business will consider:

* the effectiveness of existing control measures in controlling all types of harm
* how work is actually undertaken
* situations that may occur infrequently or would be considered abnormal
* any harm that may be caused during maintenance and cleaning and
* any harm that may be caused during breakdowns of plant or equipment or failures of health and safety control measures.

To estimate the severity or degree of harm that could result from each hazard the Business will consider all factors that may impact upon the severity of the injury or illness, such as:

* the type of harm that may be caused
* the factors that may influence the severity of harm that occurs
* the number of persons exposed to the hazard or activities undertaken by the Business that may cause harm and
* potential emergency situations that may occur.

If a hazard is obvious and the risk of injury or illness is high, action will be taken immediately to control the risk, even if only as an interim measure. Where a control is implemented as an interim measure, a thorough risk assessment will be conducted to decide on more permanent control measures.

When assessing the risk of injury or illness the following information regarding the hazard will be reviewed where relevant:

* any hazard information supplied with a product or substance such as safety data sheets
* workers experience with similar hazards or from incident/injury data
* guidance materials available from government health and safety bodies/regulators in relation to particular hazards, processes or work tasks
* industry codes of practice
* relevant New Zealand Standards
* the working environment, including the layout and condition of the premises and equipment and the materials used in the workplace
* the capability, skill, experience and age of people ordinarily undertaking the work
* the training, supervision and work procedures being used and
* any reasonably foreseeable changes in the working conditions and environment.

Once the above information has been considered, an initial risk ranking can be applied to the hazard to and recorded on the **Risk Assessment Form to** enable the Business to set priorities for control measures. The likelihood that a hazard will cause harm and the potential consequence or severity of the harm will influence decisions about the control measures required.

The risk ranking matrix on the **Risk Assessment Form** is used to help provide a priority list for control actions.

The Business will rate the likelihood of a hazard causing harm as one of the following:

* almost certain – expected to occur in most circumstances
* likely – has occurred before and will probably occur in most circumstances.
* possible – might occur occasionally and could happen
* unlikely – could possibly occur at some time or
* rare – is practically impossible but may occur in exceptional circumstances.

The Business will rate the seriousness of the injury or illness that the hazard can cause as one of the following:

* severe – fatality or permanent injury or illness
* major – hospitalisation with potential to result in permanent impairment
* moderate – multiple injuries, and person unable to resume normal duties in the short-medium term
* minor – first aid treatment or precautionary medical attention only, and person likely to immediately resume normal duties or
* marginal – no injury or minor first aid treatment only.

In consultation with the relevant workers, the Business will confirm the risk rating, and the control measures to be implemented and actions will be recorded using the **Risk Assessment** **Form**.

### Hazard elimination or risk control

Once the hazards in the workplace have been identified and assessed, priorities will be set determining what action is to be taken to eliminate or control the hazard. Control of risk takes a variety of forms depending on the nature of the hazard and will be based on the ‘hierarchy of control’ options emphasising the elimination of the hazard at its source, or if this is not reasonably practicable, then reducing the risks to the worker. The hierarchy of control measures will be applied when determining control measures for each identified hazard in the workplace.

Where a hazard is identified, the Business will use the below hierarchy to determine the most effective and appropriate control measure:

* **Level 1** controls provide the highest level of health and safety protection and are the most reliable in preventing harm. They involve eliminating the hazard from the workplace, for example, by bringing a job to ground level to eliminate the need to work at heights
* **Level 2** controls provide a medium level of health and safety protection, and as such will only be used if a Level 1 control is not reasonably practicable. Level 2 controls may involve:
* substituting (either wholly or partly) the hazard from the workplace with something that presents a lesser risk. For example, substituting a non-toxic, organic cleaner for a toxic cleaner
* isolating the hazard so that no worker is exposed to it. For example, removing power or energy from a malfunctioning piece of equipment, or blocking access to an area of the workplace deemed hazardous and
* implementing engineering solutions that reduce the risk of the hazard impacting the worker. For example, erecting a guard or barrier to prevent a worker from reaching into machinery whilst it is operating
* **Level 3** controls provide the lowest level of health and safety protection, and as such will only be used if a Level 1 or Level 2 control is not reasonably practicable. These controls will be used in conjunction with a Level 2 control to reduce the risk to an acceptable level. This may involve:
* implementing administrative controls to reduce the exposure of workers to the remaining risk. For example, training everyone to work safely, writing a safe work method statement, rotating the work or managing the time workers are exposed to the risk and
* providing PPE in conjunction with other Level 2 and Level 3 controls.

Agreed control measures should not introduce any new hazards or risks to the workplace. The implemented controls are recorded on the **Risk Assessment** **Form**. Periodic review of control measures must be undertaken to determine their suitability and effectiveness. Any risks which have not been eliminated and/or still require a control measure, should be updated on a **Risk Register**, which will be used to assist in the monitoring and review process.

Management of the Business will ensure that controls are being appropriately and consistently applied throughout the workplace.

### Monitoring and review

The risk management process requires regular monitoring and review to ensure that the actions taken are effective and the control measures implemented are appropriate. The review may include reviewing related policies, procedures, risk assessments and control measures and will be undertaken whenever:

* the control measure is not effective in controlling the risk
* a change at the workplace that is likely to give rise to a new or different health and safety risk that the control measure may not effectively control
* a new hazard or risk is identified
* the results of consultation indicate that a review is necessary and
* there is an incident in a related area of work.

## Worker responsibilities

The overall success of our risk management program is very much dependent upon the active participation of workers who will be given the opportunity to express their views and contribute in a timely manner to the resolution of health and safety issues that affect them.

These views will be valued and considered by those making decisions. To this end, in addition to their overall health and safety responsibilities, workers are responsible for:

* identifying any hazards that could present a risk to the health and safety of themselves, their colleagues or others and where it is safe to do so, immediately take steps to prevent the hazard from posing a health or safety risk
* reporting any hazards to management that they may identify and completing the **Hazard Report Form**
* actively participate in the risk management program, including workplace inspections, risk assessments using the **Risk Assessment Form** and the development and review of controls and procedures designed to eliminate or minimise work related risks and
* actively participate in the defined consultation and issue resolution forums to help to continuously improve our management and control of workplace risks.

# Incident and injury reporting

## Introduction

The reporting of incidents, injuries and near hits/misses is essential for the identification of hazards in the workplace. Depending on the nature of an incident or injury, there may also be a legal obligation to report this to WorkSafe.

To ensure compliance with these obligations, incidents and injuries will be reported in accordance with the below procedures.

## Reporting requirements

All incidents resulting in or with the potential for injury or property damage will be reported. Investigations of incidents will be undertaken at a level consistent with the actual or potential for injury/damage, with the goal of preventing future occurrences.

### Internal reporting and investigation procedures

Minor injuries which require no treatment or first aid treatment only should be recorded on the **First Aid Treatment Log**.

An incident, injury, illness or near hit/miss that requires (or has the potential to require) medical treatment should be reported on the **Incident Report** **Form**. This should be done as soon as possible by the affected worker (or delegate) and no later than 24 hours after the event.

If full details of the incident, injury, investigation and corrective actions are not available within this timeframe, the essential details of the incident or injury as they are known should be submitted initially.

Reported incidents and injuries will be promptly investigated by appropriate management using the **Incident Investigation Form**. The investigation will identify the causes of the incident and assess any hazards that need to be controlled. management will discuss the incident with relevant workers and decide on suitable risk controls to be implemented using the risk management process.

The investigation and corrective actions are to be summarised on the **Incident Investigation Form**.

### External reporting requirements

The Business will notify WorkSafe as soon as practicable of any notifiable event, either by telephone on 0800 030 040, or by using the online notification form. Notification must be made using the fastest means possible in the circumstances. The Business will provide further details to WorkSafe NZ if this is requested following notification of an incident or injury by telephone.

A notifiable event is:

* + an incident involving the death of a worker or an incident involving a *notifiable injury or illness* of a worker, or
	+ an incident otherwise considered a *notifiable incident*

A *notifiable injury or illness* of a worker means an injury or illness requiring the worker to have:

* + immediate treatment as an in-patient in a hospital
	+ immediate treatment for:
		- the amputation of any part of his or her body
		- a serious head injury
		- a serious eye injury
		- a serious burn
		- the separation of skin from an underlying tissue (such as de-gloving or scalping)
		- a spinal injury
		- the loss of a bodily function
		- serious lacerations
		- a serious infection which occurred, or may have occurred, due to the work being carried out by a worker
	+ medical treatment within 48 hours of exposure to a substance

A *notifiable incident* means an incident in relation to a workplace that exposes a worker or any other person to a serious risk to health and safety emanating from an immediate or imminent exposure to:

* + an uncontrolled escape, spillage or leakage of a substance
	+ an uncontrolled implosion, explosion or fire
	+ an uncontrolled escape of gas or steam
	+ an uncontrolled escape of a pressurised substance
	+ electric shock
	+ the fall or release from a height of any plant, substance or thing
	+ the collapse, overturning, failure or malfunction of, or damage to, any plant that is required to be authorised for use in accordance with the HSW regulations
	+ the collapse or partial collapse of a structure
	+ the collapse or failure of an excavation or of any shoring supporting an excavation
	+ the inrush of water, mud or gas in workings, in an underground excavation or tunnel
	+ the interruption of the main system of ventilation in an underground excavation or tunnel
	+ a collision between two vessels, a vessel capsize, or the inrush of water into a vessel

The Business will ensure that it reports any other events that are required to be notified in accordance with Health and Safety regulations. Records relating to any notifiable events will be kept on file for at least 5 years from the date on which notice of the event was given to WorkSafe.

### Site preservation (notifiable events)

When a notifiable event has occurred, the Business will take all reasonable steps required to preserve the site where the event has occurred. The site will not be disturbed except for in the following situations:

* + where an injured person requires assistance
	+ to remove a deceased person
	+ where it is essential to make the site safe or to minimise the risk of a further notifiable event
	+ where the site is disturbed under the instruction of a constable acting in the execution of his or her duties, or
	+ when authorisation has been given by an inspector or the Regulator.

## Incident notification

One of the most important initial actions to any accident or incident is to notify those who have input, support and resources which may be required to ensure the injured worker is cared for, legislative obligations are met, and effective investigation and control measures established.

As little time as possible will be lost between the time of the accident or incident and the beginning of the response.

For significant injuries, fatalities and incidents notifiable to the authorities, management will arrange, without delay, to contact and advise the following as applicable:

* directors/other management as soon as possible following the event and not more than 24 hours after the event
* return to work coordinator
* the Police, where there has been a fatality
* trauma debriefing service
* next of kin (either the workers manager or supervisor should communicate this information)

# Injury management and return-to-work

## Introduction

The Business is committed to the return to work of workers suffering a workplace related injury or illness.

As part of this commitment, it will:

* prevent workplace injury and illness by providing a safe and healthy working environment
* participate in the development of an injury management plan where required and ensure that injury management commences as soon as possible after a worker is injured
* support injured workers and ensure that early return to work is a normal expectation
* provide suitable duties for injured workers as soon as possible
* ensure that injured workers (and anyone representing them) are aware of their rights and responsibilities and the responsibility to provide accurate information about the injury and its cause
* consult with workers and, where applicable, unions to ensure that the return-to-work program operates as smoothly as possible, and
* maintain the confidentiality of records relating to injured workers.

## Procedures

To support the above, the Business has established the below procedures:

### Notification of injuries

All injuries must be notified to management as soon as practicable.

All minor injuries will be recorded on the **First Aid Treatment Log.**

All injuries requiring medical treatment must be notified to management as soon as practicable using the **Incident Report Form**.

### Recovery

All injured workers will receive appropriate first aid or medical treatment as soon as possible.

Injured workers will be permitted to nominate a health practitioner who will be responsible for the medical management of the injury and assist in planning return to work.

### Return to work

A suitable person will be arranged to explain the return to work process to injured workers.

The injured worker will be offered the assistance of an accredited rehabilitation provider if it becomes evident that they are not likely to resume their pre-injury duties, or cannot do so without changes to the workplace or work practices.

### Suit**a**ble duties

An individual return to work plan will be developed when injured workers are, according to medical advice, capable of returning to work.

Injured workers will be provided with suitable duties that are consistent with medical advice and are meaningful, productive and appropriate to the worker’s physical and psychological condition.

Depending on the individual circumstances of injured workers, suitable duties may be at the same workplace or a different workplace, the same job with modified duties or a different job, and may involve modified hours of work.

### Non work-related injury

Where the Business can accommodate a worker with a non work-related injury, it will make every endeavour to do so. A return to work plan will be developed, in consultation with the worker and his/her treating health practitioner, when modified duties can be provided.

### Dispute resolution

If disagreements about the return to work program or suitable duties arise, the Business will work with injured workers and their representatives to try to resolve the issue.

If all parties are unable to resolve the dispute, the Business will seek to involve ACC, an accredited rehabilitation provider, the treating health practitioner or an injury management consultant.

# Emergency procedures

## Introduction

Building and premises emergencies may arise at any time. They can develop from a number of causes including fire, chemical spills, gas leaks, bomb threats, structural faults and civil disturbance. Any of these may threaten the safety of workers.

The Business is committed to establishing and maintaining procedures to control emergency situations that could adversely affect workers.

## Emergency plans

The Business will ensure the workplace has procedures in place to address emergency situations.

Where necessary, emergency personnel will be nominated, trained and ready to act in an emergency situation. Training of such personnel may include attendance at emergency procedure training conducted by the building owner.

Where an emergency situation does arise, the emergency personnel will be responsible for taking control of the situation and ensuring all workers are evacuated from the workplace in accordance with the workplace emergency procedures.

Emergency evacuation exercises will be conducted annually to test emergency procedures. All workers will be required to participate in the emergency evacuation exercises. The exercises will be observed, and the outcomes reviewed, to determine the effectiveness of the procedures in place.

The emergency procedures will be communicated to all workers and visitors as part of the induction process.

Where hazardous substances are stored in a workplace, the Business will determine the relevant emergency procedures.

The emergency procedures, or a summary of, will be readily accessible by workers or displayed in a prominent location within the workplace.

### Medical emergencies

In the event a medical emergency arises, and someone requires emergency medical attention, the following procedure will be adopted:

* the situation will be assessed to ensure personnel safety
* help will be summoned from others in the immediate vicinity, or a nominated first aid officer. The affected worker will not be left alone unless it is unavoidable, and
* the alarm will be raised, and emergency services contacted. Clear instructions will be provided to emergency services on:
* the location of the worker and directions to the workplace
* the details of casualty (type of injury, age and condition of worker)
* the time of injury or illness.

### Fire

In the event a worker discovers a fire, the following procedure will be adopted:

* the worker should assess the situation and the safety of anyone in the immediate vicinity
* the worker should immediately call for help or operate the nearest fire alarm and have someone advise the nominated emergency co-ordinator or fire warden
* where it is safe to do so, the worker should attempt to put out the fire with a nearby fire extinguisher, aiming the extinguisher at the base of the flame, and
* if it is not safe to do so, the fire increases in size, or the extinguisher runs out, the worker should evacuate to the nearest evacuation assembly point.

In the event a fire alarm is sounded, the following procedure will be adopted:

* warden/management staff will contact emergency services
* all workers should leave the building immediately via the nearest emergency exit to the nearest evacuation assembly point, and
* any missing worker will be reported to a fire warden or emergency services.

Fire exits will be kept clear from obstruction at all times. Fire extinguishers will be located in conspicuous, readily accessible locations in the workplace. A clearance of 1000mm must be maintained around each fire extinguisher. Signage that complies with NZS4503:2005 will be displayed. All workers must know their evacuation route and assembly point in case of a fire.

At all times workers should remain calm. Workers should not run, panic or take belongings with them when evacuating. The building will not be re-entered until it has been cleared as safe to do so by the emergency co-ordinator/fire warden or emergency services.

### Earthquake

In the event of an earthquake, the following procedure will be adopted:

* all workers should stop, drop and hold onto secured furniture, and
* if possible, stay away from shelves, windows or equipment that may fall.

Following the earthquake, the following procedure will be adopted:

* remain indoors until the shaking stops
* follow Civil Defence instructions
* if the fire alarm has been disarmed follow the above fire evacuation procedures
* check for any immediate hazards or risks
* ensure workers are advised to notify the Business of aftershocks that they notice, and
* the PCBU is to determine when it is safe for workers to return to work and where possible have the building inspected prior to workers return to the workplace.

## Incident report

Where the workplace is affected by an emergency, the Business will complete an **Incident Report** **Form** as soon as reasonably practicable to identify the causes of the emergency, any control measures that can be implemented to prevent re-occurrence and improvements to the above emergency procedures.

# First aid

## Introduction

First aid is the emergency care of sick or injured persons.

The Business is committed to ensuring that a first aid service is available and accessible at all times to provide immediate and effective first-aid to workers or others who have been injured or become ill at our workplace.

The overall objective of this service is to reduce the severity of the injury or illness.

## First aid kits

When considering how to provide first aid, the Business will consider all relevant matters including:

* the nature of the work being carried out in the workplace
* the nature of the hazards in the workplace
* the size, location and nature of the workplace, and
* the number and composition of workers in the workplace.

First aid kits provided in the workplace will:

* be constructed of hardy material, and if appropriate, be capable of being locked (the key being easily accessible in cases of emergency)
* be clearly and legibly marked on the outside with the words FIRST AID and a safety information sign complying with AS/NZS 1319:1994
* contain nothing except first aid equipment and resources in appropriate quantities
* provide a minimum of one first aid kit on each floor of a multi-level workplace
* have at least one first aid kit available for every 50 workers, and at least one additional kit will be provided for every additional 50 workers
* be audited on a regular basis and contents replenished as required, and
* be kept clean.

The first aid kit will have attached to the inside of the lid:

* an inventory of the first aid equipment and resources which the kit is required to contain
* a notebook and pen for the purposes of recording information regarding treatment and usage
* cardiopulmonary resuscitation (CPR) flow chart
* names, job titles and contact details for the first aider, including emergency contact details, and
* a **First Aid Treatment Log**, or instructions on where to obtain the log.

The Business will nominate a person(s), who will be responsible for monitoring and maintaining the first aid kit. The nominated person will:

* undertake regular checks to ensure the kit contains a complete set of the required items
* ensure any items used are replaced as soon as practicable after use
* ensure that the contents are in good working order, have not deteriorated, are within their expiry date and sterile products are sealed and have not been tampered with, and
* maintain a record of first aid kit inspection details indicating the date of inspection and the person who undertook the inspection.

## First aid personnel

A first aid officer will be appointed to be in charge of the first aid kit and will be readily available to render first aid when necessary.

A notice will be displayed in a prominent position near the first aid kit clearly showing:

* the name and telephone number (if applicable) of the appointed first aid officer(s), and
* the place where each first aid officer is normally located in the workplace.

## Additional first aid personnel

The Business will consider the following factors in determining whether additional first aid officers are required:

* the maximum number of workers in the workplace at any one time
* the nature of the work being carried out in the workplace, in particular whether workers are at a risk of being exposed to hazards that could require immediate first aid treatment
* the location and proximity of the workplace to emergency services
* the way in which work is arranged and the access each worker has to a first aider, and
* any other factors that indicate that additional first aiders may be needed (for example, engaging workers on shift work, seasonal work, number of other persons in the workplace and industry specific hazards).

## Register of injuries and treatment

The Business will provide and maintain a workplace **First Aid Treatment Log**. management will ensure the details of any workplace injury or illness are recorded on this log.

The first aid treatment log will:

* be kept in a readily accessible area of the workplace
* be made available for inspection when requested by an authorised inspector, and
* be kept for at least 5 years after the date of the last entry made in it.

In the event of a reportable incident being recorded in the **First Aid Treatment Log,** the Business must also notify WorkSafe in accordance with the notifiable events policy.

## Incident response

The Business will take all steps necessary to provide emergency rescue and medical help to workers suffering a workplace related injury or illness.

Where an injury or illness requires immediate urgent attention, an ambulance will be called. When calling an ambulance, clear concise information will be relayed identifying the workers location and severity of the injury or illness.

Where the injury or illness requires the worker to leave the workplace for medical treatment, management will accompany the affected worker to provide all appropriate assistance. Where management are unavailable, another worker will accompany the affected worker, especially if there are concerns about the workers ability to travel.

Management will take any actions that will prevent or minimise the risk of further accidents, injury or property damage. For example, the accident site or equipment involved will be secured rendering it safe.

# Health and safety training

## Introduction

The Business will provide the necessary health and safety training to ensure that work can be performed in a healthy and safe manner in the workplace.

Training will focus on the hazards and risks associated with the work, along with the control measures required to ensure the health and safety of the workers.

The Business will ensure that no worker will commence work where they may be exposed to a hazard(s) without having received the appropriate level of induction and/or training and instruction to complete the tasks safely.

## Aims of health and safety training

The Business’s commitment to health and safety training is communicated through the **Health and Safety Policy**.

Health and safety training is conducted to ensure that:

* appropriate health and safety information, instruction, training and supervision is provided to all workers
* health and safety competencies for all workers are identified and reviewed and the appropriate training provided
* health and safety competencies of contractors, labour hire workers, volunteers and visitors are assessed prior to engagement
* workers receive training in the health and safety requirements appropriate to their position and tasks (including re-training where necessary), and
* workers are protected from harm and exposure when using hazardous substances in the workplace.

Records of training conducted will be retained by the Business.

## Health and safety training provided

The Business will provide the following:

* health and safety inductions for all workers
* first aid training for nominated first aid officers
* emergency evacuation training for nominated fire wardens if appointed
* training on health and safety obligations for officers
* risk management training for workers, and
* skill training for plant and equipment.

A record of training will be kept using the **Skills Matrix** form, detailing when a worker was trained, and if required, when the skill expires and retraining is required. For example, first aid training renewal is required every 3 years.

# Working environment

## Introduction

The general work environment is broad and includes the physical structures, such as the floors and other surfaces, work layout and design, indoor air quality, lighting, general welfare facilities and the work health and safety processes and information or control systems.

Consideration of the general working environment is most effective at the initial design stage of a workplace but should nonetheless be considered and assessed in relation to the control of the associated risks.

A well-designed workplace can prevent work related deaths, injuries and illnesses and enhances health and wellbeing. It also aids in morale and productivity of the Business.

## Identifying hazards of the work environment

Hazards within the work environment can be varied and may include mechanical, physical, chemical and electrical hazards as well as psychological hazards where psychosocial risks exist.

General risks found in a work environment may include:

* risks related to the overall working environment, such as the layout, lighting, floor and other surfaces as well as access and egress of the workplace
* overall air quality across the workplace, including smaller spaces, such as meeting rooms
* adequacy of lighting for the range tasks being undertaken
* exposure to extremes of heat or cold
* the need for supplementary lighting for cognitive tasks.

Hazards can be clearly identified through regular inspections, preferably using a checklist to ensure a consistent approach, reviewing health and safety records, such as incident reports, first aid treatments or workers’ ACC claims.

## Assessing risks associated with the work environment

The typical injuries or illnesses that may result from the working environment can usually be assessed by assessing the overall exposure to the hazard. That is, how long and how often a worker may be exposed to the hazard.

This can be achieved by:

* examining work rosters
* consulting with the workers
* observing the work and tasks being undertaken
* identifying the areas where workers may be exposed to a hazard.

## Controlling risks associated with the work environment

Acknowledging that the general work environment can impact upon the overall health and safety of workers, the Business will, as far as reasonably practicable, ensure that the range of measures for controlling the risk will be in accordance with the hierarchy of control measures.

### Elimination

Redesigning the workplace to remove the risks altogether is the most effective method of risk control. For example, the need to redesign the layout of the workplace to eliminate cramped working conditions.

### Substitution

Materials, equipment or processes can be replaced with less hazardous ones. For example, incandescent or fluorescent lighting can be replaced with LED lighting that gives greater output and is more efficient.

### Engineering

* Engineering controls may involve the provision of mechanical aids, barriers, guarding, ventilation or insulation to prevent workers from being exposed to a hazard. For example, the ventilation system can be redesigned to give a better balance of air throughout the workplace.

### Administrative

Administrative controls may involve establishing policies, procedures and work practices designed to reduce a worker’s exposure to a risk of the hazard. It may also relate to the provision of specific training and supervisory practices.

### Personal protective equipment

Protective equipment and/or protective clothing is considered the lowest for of risk control and should only be used whenever higher order controls have not completely eliminated the hazard and a residual risk remains. For example, protective equipment may be used or worn to perform the work or undertake a task, such as wearing gloves when using cleaning products.

Specific control measures should be designed to address the risk and suit the Business. In designing control measures to address the risks related to the working environment, the Business will, as far as is reasonably practicable, ensure that:

* workers are consulted about the adequacy and potential changes of facilities and monitoring conditions at the workplace, such as access, cleaning and maintenance of the facilities
* the overall work layout will be designed to allow safe access and egress, including in times of an emergency
* all workers have sufficient area and space to undertake their work in a safe manner
* the floors, working areas and work surfaces are designed, installed and maintained appropriately
* overall lighting levels are sufficient for the tasks being undertaken, including safe evacuation in an emergency
* indoor air quality is such that it is not considered a health and safety risk and there is sufficient ventilation for the nature, size and scope of the business
* suitable heating and cooling is provided to enable workers to work in a comfortable environment
* adequate seating is provided and maintained, taking into account:
	+ the design of the seating with consideration to the nature of the work performed and the layout of the workstation
	+ the construction, stability and comfortability of the seating and its suitable size and height for the worker
	+ if practicable, ensuring that the seating has a backrest or is otherwise designed to provide back support
* there is sufficient and adequate facilities available to workers, including toilets, drinking water, hand washing and eating facilities as well as secured personal storage
* all welfare facilities are suitable for the size, scope and nature of the business, in working order and are clean and accessible to workers
* any work being undertaken near or in the vicinity of essential services (such as gas, electricity or water) does not give rise to a health and safety risk at the workplace.

# Inspection and testing

## Introduction

A requirement of health and safety legislation is to inspect and/or test particular equipment and processes. The Business will conduct inspections and testing in accordance with health and safety legislation as part of the ongoing management of hazards in the workplace. A risk assessment will determine the frequency of the inspections if no prerequisite time frame exists.

## Requirements for inspection and testing

This Business will inspect and/or test the following:

* the workplace – site inspection – every 6 months
* portable electrical appliances – in accordance with the outcome of the risk assessment
* emergency procedures – at least once every 6 months, and
* plant and equipment – before every use and as per the manufacturer’s recommendations.

Records of the inspection/testing activities will be maintained on either an internal register, record/report supplied by the tester or in item specific records such as a logbook or checklist

Any item failing an inspection/test will be tagged out of service and isolated from use until it has been repaired and deemed safe for use.

Items that cannot be repaired will be disposed of in an appropriate manner.

## Review of inspection and testing intervals

Inspection and testing intervals will be reviewed as follows:

* at least annually
* after an incident or accident where a failure is attributed to inadequate inspection and testing
* when manufacturer or legislative requirements change, and
* in response to safety alerts.

## Inspection and testing of registered plant

The Business will ensure that the regulatory requirements for the inspection and testing of registered plant and equipment complies with the requirements of the Regulator.

# HSW monitoring and measuring

## Introduction

The Business will establish and maintain procedures to monitor and measure the performance of the Health and Safety Management System (HSMS) and its requirements. This will allow the Business to identify those activities requiring corrective action to ensure continuous improvement in the development, implementation and management of the HSMS.

These processes will define responsibilities and requirements for the monitoring and measurement of the activities such as hazard identification, incident investigation, inspections and reviews.

## Business’s responsibilities

The Business will establish and maintain processes for the following:

* monitoring and measuring the degree to which health and safety objectives and targets are being met
* monitoring and evaluating the effectiveness of risk controls in providing a safe and healthy working environment
* monitoring of effectiveness of corrective and preventive actions from hazard and incident reports and investigations
* undertaking any necessary health surveillance programs, monitoring of outcomes and reviewing effectiveness of corrective and preventive actions
* internal auditing of key activities and the HSMS
* analysis of injury/incidents and illness reports and data as part of the HSMS review process
* evaluation of effectiveness of HSMS elements as part of the annual HSMS review, and
* monitoring legislative compliance.

## Review of hazard management processes

The Business will review and evaluate the hazard management processes, including the risk assessment methodology as part of the management review process. The review will evaluate the effectiveness of the hazard management process and the outcomes of the HSMS activities.

Control measures will be monitored and reviewed as part of this process to evaluate their effectiveness to determine whether:

* the controls have eliminated or reduced the identified risks
* control measures have created new hazards
* workplace changes have impacted the risk (or introduced new hazards), and
* additional controls need to be considered.

The Business will ensure that **Hazard Report Forms** and the **Risk Register** are reviewed. The review will be conducted in consultation with workers and consider any changes to tasks, activities, legislation, relevant Codes of Practice, Standards, supplier or manufacturer recommendations or Industry Guidelines. The **Risk Register** will be updated to reflect the outcomes of the reviews and will provide an input into the HSMS review and management review processes.

In addition to these management reviews, additional reviews may also be conducted at any time as a result of any of the following:

* information being received of new hazards being identified
* consultation with relevant workers, or
* incident or hazards occurring.

## Hazard and incident reporting

The Business will ensure that the appropriate level of hazard and incident reporting is occurring and that investigations undertaken are effective in identifying root cause and the implementation of effective controls to eliminate or manage hazards. The review process will be conducted in consultation with workers or their representatives.

The review will evaluate the effectiveness of existing controls and determine whether changes to controls are required.

## Workplace inspections

The Business will ensure that workplace inspections are conducted and are undertaken in accordance with the criteria provided. Workplace inspections will monitor the effectiveness of existing hazard controls and relevant corrective and preventive actions.

## Health surveillance

The Business will ensure that where appropriate, there is systematic health surveillance and monitoring processes for all Business personnel where the need is identified through risk assessment or legislative requirements.

The primary aim of health surveillance is to:

* contribute to the detection of hazards and assessment of risk
* prevent and detect at an early stage any adverse health effects to workers, and
* assist in the evaluation of risk control measures.

Health Surveillance programs will be implemented to monitor and measure the impact of relevant hazards on the health of workers. Monitoring results will be reviewed by management in consultation with appropriately qualified persons and the worker involved. Confidentiality of results will be maintained through the effective management of health surveillance records.

The effectiveness of risk control measures arising from health surveillance will be evaluated by management and follow-up action taken accordingly.

## health and safety and system audit

The Business will audit the level of implementation and conformance with the HSMS. The audit process will identify where improvements are required in the HSMS, and will help determine the actions required to improve performance.

The effectiveness of the HSMS and the Business’s hazard management processes will be reviewed through the regular undertaking of internal audits. Internal audit processes will also be developed and implemented for activities, processes or services that present an ongoing risk. Findings from audits will be tracked for close-out via the Business’s corrective and preventive action processes.

## Monitoring and measurement of health and safety objectives And targets

The Business will monitor the achievement and performance against the Business’s overall goals, objectives and targets developed from the management plans as part of the continual improvement process.

The management review process will monitor progress towards the achievement of health and safety goals and performance against targets and performance indicators that are developed as part of our planning process.

## Review of statistical data

The Business will develop a process for monitoring and analysing statistical data arising from incident and injury statistics (lag indicators) as well as proactive achievements (lead indicators).

The monitoring and analysis will be conducted within the management review process and form part of the annual HSMS review. Functional specialists will be provided with monitoring and analysis data for their review and input.

The Business will ensure consultation occurs with the relevant workers in relation to the identification, implementation, monitoring and review of all HSMS activities related to monitoring and measurement.

The Business will ensure as part of this consultation, relevant records will remain confidential at all times.

# HSW objectives and targets

## Introduction

The planning of a Health and Safety management System (HSMS) includes the development, implementation, monitoring and review of the annual business HSMS Plan. This includes the allocation of an appropriate budget and resources to facilitate its effective implementation and overall management of health and safety. The aim of such a plan will be the continuous improvement in overall health and safety performance.

## Business’s responsibilities

The Business will design, develop and implement a HSMS plan that will be effectively monitored and reviewed. To facilitate this, in consultation with workers, the Business will:

* establish appropriate objectives, targets and performance indicators for the HSMS
* define the responsibilities, actions, resources and timeframes required to meet the requirements of the HSMS
* ensure the allocation of adequate resources, including budget, to meet the requirements of the HSMS and to satisfy legislative requirements, and
* ensure that those with responsibility for any part of the design, development, implementation, monitoring and review of the HSMS have the sufficient knowledge, skills, level of competency and appropriate authority to undertake their defined role.

## Objectives and targets

Health and safety objectives and targets for each planning period will be based upon performance analysis and outcomes identified in the HSMS review process and the Business’s health and safety policy.

Objectives will be quantifiable and measurable and will include both outcome and process objectives.

The Business will measure the effectiveness of the HSMS plan through both outcome related objectives, or Key Performance Indicators (KPIs) and process related objectives, or Positive Performance Indicators (PPIs).

KPIs will include reduction and minimisation of the following areas:

* lost time injuries
* other injuries and near-miss incidents
* specific types of injury (eg manual handling)
* health of personnel, and
* any other objective arising from analysis of performance measurement and management reviews.

PPIs will include:

* HSMS implementation
* development, issue and implementation of HSMS procedures and work instructions
* the percentage (%) complete of audit and inspection actions, and
* number of hazards identified and improvements suggested by personnel.

The systematic approach required to achieve the strategic objectives and targets will:

* identify the resources required to undertake the various tasks
* assign responsibility for ensuring these tasks are completed
* determine the timetable of these tasks, and
* review and report on progress towards achieving the tasks.

## Verification activities

The Business will ensure that suitable verification activities are undertaken periodically to measure the overall and/or ongoing performance of the HSMS. These will include:

* inspection and testing
* workplace inspections and monitoring
* health and safety reviews and/or audits
* process verification, particularly in relation to purchasing/procurement, design, training and competency assessment, contractor management and risk management, and
* document control and records management.

## Annual performance review

The Business will review the HSMS plan on an annual basis addressing objectives, targets, performance indicators and the actions, resources and timeframes required at the business level.

This review will also include an annual health and safety budget review which will be an integral part of the Business’s health and safety and business planning process. The budget will detail the health and safety resource, its cost, the need and the consequences of non-approval.

# Issue resolution

## Introduction

Issues may arise anywhere within the Business in relation to health and safety matters. Often these can be resolved at the source or where the original issue is raised. However, where an issue cannot be resolved to the satisfaction of any party following consultation and discussion on the matter, an issues resolution process will ensure that the matter is resolved in a fair and equitable manner.

When a health and safety issue arises, the parties must make reasonable efforts to achieve a timely, final and effective resolution of the issue.

Any party to the issue may inform the other party of the issue as it may relate to:

* work carried out at the workplace, and/or
* the conduct of the Business.

When informing any other party of an issue, there must be a defined issue to resolve and the nature and scope of the issue must be identified. All parties involved in the issue must make reasonable efforts to come to an effective, timely and final solution of the matter.

## Business’s responsibilities

The Business will consult with workers to ensure that there is genuine agreement on the issues resolution procedure and will ensure that:

* all workers have sufficient knowledge and understanding of the issues resolution procedures, and
* all issues raised are addressed in a timely and effective manner.

Where issues are raised by other parties within the Business that have not been resolved at the local level, the Business will agree to meet or communicate with all parties to the issue in a genuine attempt to resolve the issue, taking into account:

* the overall risk to workers or other parties to the issue
* the number and location of workers and other parties affected by the issue
* the measures or controls required to resolve the risk, and
* the person responsible for implementing the resolution measures or controls.

The Business will ensure that their representative to any consultation and communication designed to resolve an issue is sufficiently competent to act on its behalf, has sufficient knowledge and understanding of the issues resolution process and has the appropriate level of seniority in the decision-making process.

## Supervisor’s responsibilities

When presented with a health and safety issue, the supervisor will ensure that the individual reporting the issue has completed a **Hazard Report Form** or an **Incident Report Form**. Where an issue cannot be resolved at the localised level and/or the supervisor is unable to resolve the issue through effective consultation with the worker(s) affected, the matter will be escalated to the next level of management.

## Worker responsibilities

Workers are encouraged to resolve minor health and safety issues at the source of the issue, where they are authorised and it is safe to do so.

Where the issue cannot be resolved at the initial level, the issue should be raised with the supervisor of the area concerned. Every endeavour should be made to resolve health and safety matters at departmental level before referring them to the next level within the Business.

Where an issue raised by workers has been considered by all levels within the Business and cannot be effectively resolved following genuine consultation and communication, a worker or their representative may refer the HSW issue to their union, representative association or health and safety Regulator for assistance with resolution.

## Issues resolution outcomes

Where an issue is resolved, all identified health and safety issues and their subsequent resolution will be recorded to allow the Business to identify potential future risks and endeavour to prevent a recurrence.

Where the issue is resolved and any party to the issue requests, details of the issue and the resolution will be set out in a written agreement.

Where a written agreement is prepared:

* all parties to the issue must be satisfied that it accurately reflects the resolution, and
* the agreement will be provided to all people involved with the issue and/or their representative if requested.

Where an issue remains unresolved following all reasonable efforts being made to resolve it, any party to the issue can ask the Regulator to appoint an inspector to assist at the workplace. Such a request can be made regardless of whether or not there is agreement about what is deemed to be reasonable efforts to resolve the issue.

# Mental health

## Introduction

The working environment can often present hazards that may impact on the mental health of workers, potentially causing the worker to suffer a psychological injury or exacerbating a pre-existing condition. This may occur at a physical workplace, or any location or situation related to work or in which work is performed.

Hazards in the workplace that may impact upon the mental health of workers, and therefore potentially result in psychological injuries, include the physical workplace environment, the nature and complexity of the work itself, work procedures, behaviour of workers towards one another, the structure of the Business and the potential exposure to violent or traumatic events.

The Business is therefore committed to helping to support the overall mental wellbeing of its workers and ensuring that the risk of psychological injuries in the workplace is eliminated as far as is practical and is effectively and pro-actively managed through a risk management approach.

## Identifying Mental health risks

Workplace hazards that may result in mental health risks and psychological injuries include anything in the overall design or management of work and/or the workplace that increases the risk of work-related stress and results in a physical, mental or emotional reaction.

Such hazards may be identified by:

* having conversations with workers, supervisors and managers
* inspecting the workplace to see how work is carried out
* identifying how workers interact with each other during work activities
* reviewing relevant information and records such as reporting systems including incident reports, ACC claims, staff surveys, grievance records, absenteeism and staff turnover data, and
* using surveys to gather information from workers, supervisors and managers.

The Business recognises that individuals respond to hazards in different ways and that individual differences such as age, existing disabilities, injuries or illnesses as well as life experiences may make some workers more susceptible to harm from exposure to the same hazard. It is also recognised that there may be more than one aspect of the working environment or workplace that is contributing to the mental health of workers and the risk of psychological injuries.

To clearly identify the risk of psychological injuries to workers, the Business will ensure that the job, task and role hazards are identified, particularly where:

* work requires sustained high physical, mental and or emotional effort, including long work hours, shift work and related fatigue, excessive workloads, emotionally distressing work or episodes, exposure to traumatic events, and exposure to extremes in the work environment such as prolonged exposure to physical and environmental workplace hazards
* work requires only low levels of physical, mental or emotional effort, including repetitive and/or monotonous tasks
* workers have a low level of control over the work being undertaken and are not involved in decisions that may impact upon them
* work is performed in an area of the workplace that may have minimal support from supervisors and co-workers such as remote or isolated workers
* workers may not have received sufficient training, information and instruction to undertake the work required safely and correctly
* there may be known or potential poor relationships or conflict between management and workers or between co-workers. This includes the identification of workplace bullying, aggression, harassment (including sexual harassment), discrimination, or other unreasonable behaviour by co-workers, supervisors or clients
* there may be a perceived lack of fairness by workers in addressing business issues and resource allocation or where performance issues have not been previously addressed
* the role being undertaken by workers is not clearly defined, involves frequent changes or conflicts in expectations, procedures or performance standards, and
* the workplace is undergoing structural or business change.

## Assessing mental health risks

As part of the risk management approach, the Business will ensure that any work-related hazards that could impact upon a worker’s mental health are assessed to determine the seriousness of these hazards.

The first step in assessing mental health risks will be to focus on those parts of the Business where risks to the mental health of workers have already been identified or where a potential of such risk has been identified.

The most suitable assessment methodology must be used, taking into account the nature of the risk and the process must also take into account the workers views of any known or potential work-related mental health hazards.

In assessing these risks, the following factors should be taken into account:

* the social and physical environment, such as the individual or group of workers’:
	+ role within the Business
	+ opportunities for career development and their overall status within the Business, including remuneration levels
	+ conflicting home/work demands
	+ overall working environment, including physical and environmental conditions, the condition of plant and machinery used at work and the presence of workplace hazards such as hazardous noise, hazardous manual handling and hazardous chemicals
* the way that work and systems of work are organised, such as:
	+ the complexity, content and demands of the work required
	+ the workload expectations and pace of the work
	+ work schedules and working hours
	+ work procedures
	+ the extent of participation and control that workers have over the work
* the way that work is managed, including:
	+ the level and quality of supervision provided to workers
	+ the level of information, instruction and training provided to workers and whether it is sufficient to enable workers to do their work safely and correctly and allows them to meet the Business’s expectations
	+ the level of resources allocated to undertake the work
* interpersonal relationships, particularly where there may be poor existing relationships resulting from:
	+ breakdowns in relations between management/supervisors and workers
	+ breakdowns in relationships between co-workers
* business or structural change within the business, including restructures or potential sale of the business, and
* the introduction of new or additional resources or processes that may change the way work is undertaken.

## Controlling mental health risks

The Business recognises that the management of work-related mental health issues and the psychological health and safety of workers starts with a clear and open commitment from the Business. To this end, the Business will ensure as far as is practical that:

* any work-related factor that may impact upon the mental health of workers is identified, recognised, assessed and controlled
* the work expectations of workers are clearly identifiable, for example through job descriptions, relevant polices and work procedures
* all workers are provided with an appropriate induction that includes information related to the Business’s commitment to the mental health of workers and the workers responsibilities related to helping to ensure a healthy and safe workplace
* all workers have sufficient training, instructions, tools and equipment to do their work safely
* the skills and experience of workers is appropriately utilised by the Business, and workers are not routinely underutilised or used in areas of work where they have not been deemed competent
* all managers and supervisors are provided with sufficient training in the identification, prevention and management of mental health risks and in good management practices
* all managers and supervisors understand the procedures and processes in place, including those relating to the taking of reasonable management action, to eliminate or minimise the risks of work-related mental health risks and psychological injuries to workers
* there is adequate and appropriate supervision of workers and that there is a mechanism for consultation between management, supervisors and workers in relation to mental health risks in the workplace
* all managers and supervisors understand the Business’s operations, including the hazards to the mental health of workers and the overall health and safety of workers
* all workers understand the applicable business operations that may impact upon their mental well-being and the processes and procedures in place to eliminate, minimise and report any mental health risks
* the physical work environment is safe with appropriate and adequate plant and equipment for workers to perform their jobs properly and safely
* the systems of work are safe when properly followed and that they take into account the establishment of realistic deadlines, access to adequate breaks and leave and include fair and equitable work scheduling and rostering
* there are appropriate resources and processes in place to eliminate or manage mental health risks and the risk of work-related psychological injuries
* the resources and processes designed to eliminate or manage mental health risks and the risks of work-related psychological injuries are effectively and efficiently implemented, managed and utilised
* there are appropriate processes for receiving, monitoring and reviewing information on incidents, hazards and risks related to the mental health of workers
* any reports or information related to potential work-related mental health issues are responded to in a timely way
* investigations in relation to mental health issues will be completed in a timely manner, and (if substantiated) appropriate action will be taken promptly to prevent re-occurrence
* it acquires up to date knowledge of work-related mental health matters, the risks to the psychological health of workers and general health and safety matters
* a process is in place to verify that resources and processes are provided and used to manage work-related risks to the mental health of workers
* there are sufficient resources in place to assist workers with non-workplace related mental health issues and their overall mental health, including the provision of confidential counselling for affected workers, whether work related or not
* workers receive adequate and appropriate feedback on work performance and that due recognition is given for positive performance
* it is able to offer a safe and effective return to work to any worker who may be returning to work following mental health issues or may have sustained a psychological injury, and
* regular monitoring and review of the effectiveness of measures are in place to eliminate or reduce mental health hazards and the risks of workers sustaining a psychological injury.

## Bullying and harassment

A major risk to the mental health and wellbeing of workers is bullying or harassment at the workplace. Regardless of whether bullying or harassment occurs via physical, verbal or non-verbal conduct, it can be a major risk factor for psychological injuries potentially resulting in anxiety, depression and suicide, and can adversely affect the psychological and physical health of a worker.

In line with its policy in relation to mental health risks, the Business will ensure that effective control measures are put in place to address and resolve workplace issues early, thereby minimising the risk of workplace bullying or harassment.

Bullying is repeated, offensive, abusive, intimidating, insulting or unreasonable behaviour directed towards an individual or a group, which makes the recipient(s) feel threatened, humiliated or vulnerable. Whether intentional or not, bullying creates a risk to health and safety and will not be tolerated by the Business. It includes, but is not limited to:

* abusive, insulting or offensive language or comments
* physical or emotional threats
* aggressive and intimidating conduct
* belittling or humiliating comments
* victimisation
* practical jokes or initiation
* unjustified criticism or complaints
* deliberately excluding someone from work-related activities
* withholding information that is vital for effective work performance
* setting unreasonable timelines or constantly changing deadlines
* setting tasks that are unreasonably below or beyond a person’s skill level
* denying access to information, supervision, consultation or resources to the detriment of the worker
* spreading misinformation or malicious rumours, and
* changing work arrangements such as rosters and leave to deliberately inconvenience a particular worker or workers.

Harassment is any unwanted physical, verbal or non-verbal conduct based on grounds of age, disability, gender identity, marriage and civil partnership, pregnancy or maternity, race, religion or belief, sex or sexual orientation which affects the dignity of anyone at work or creates an intimidating, hostile, degrading, humiliating or offensive environment. Whether intentional or not, harassment creates a risk to health and safety and will not be tolerated by the Business. It includes, but is not limited to:

* insensitive jokes and pranks
* lewd or abusive comments about appearance
* deliberate exclusion from conversations
* displaying abusive or offensive writing or material
* unwelcome touching, and
* abusive, threatening or insulting words or behaviour.

Where any incidents of bullying or harassment are identified, it will be addressed via a disciplinary procedure in line with our disciplinary policies and procedures.

If the behaviour involves violence such as physical assault or the threat of physical assault, the matter will be reported to the Police.

## Worker responsibilities

The Business recognises that the management of work-related mental health issues and the psychological health and safety of workers starts with a clear and open commitment from the Business. However, the overall success of our risk management strategies is also dependent upon workers understanding their responsibilities in relation to helping to minimise the risks to their own mental health and the mental well-being of others at work.

To this end, workers are responsible for ensuring that they:

* have received an appropriate induction that includes information related to the Business’s commitment to the mental health of workers and the workers responsibilities related to helping to ensure a healthy and safe workplace
* understand the Business’s commitment to the overall mental health of workers and the policies and procedures developed to help identify, assess and control risks to mental health in the workplace
* understand their role at work, ensure that it has been clearly identified and it is clearly within the scope of their skills, knowledge and experience
* have received sufficient training, instructions, tools and equipment to do their work safely
* actively participate in the consultation mechanisms or forums designed to help ensure their health and safety at work, including those targeted at the overall mental health of workers
* understand the applicable business operations that may impact upon their mental well-being and the processes and procedures in place to eliminate, minimise and report any mental health risks
* comply with all systems of work and procedures that are designed to help ensure their health and safety and the health and safety of others at work, including those specifically designed to eliminate or minimise mental health risks
* utilise the applicable reporting procedure to report any work-related hazard to their own mental health or the mental wellbeing of others at work as soon as it becomes evident, include any incidence of bullying or harassment (as outlined below) affecting themselves or another worker, and
* receive adequate, appropriate and timely feedback on work performance.

In minimising the mental health risks to others in the workplace, workers must not act or behave in a manner that could be considered bullying or harassment. Such behaviour creates a risk to health and safety and, whether intentional or not, will not be tolerated by the Business.

# Drugs and alcohol

## Introduction

The misuse of drugs or alcohol by workers can affect their health or safety, as well as that of others (including other workers and members of the general public). Drug and alcohol misuse can also have an adverse effect on work performance, behaviour or attendance at the workplace.

The Business is committed to ensuring the health, safety and welfare of all workers and to preventing and reducing harm associated with being impaired by drugs or alcohol at work.

The Business may require screening for alcohol and drugs. This may include pre-employment testing or onsite testing prior to commencing work or at random intervals. Testing may be conducted based on reasonable suspicion or following an incident or accident. The Business reserves the right to carry out random testing across all levels of workers. Testing may include urine and/or swab testing.

The Business is also committed to providing a smoke-free workplace in accordance with the Smoke-free Environments and Regulated Products Act 1990 (previously known as the Smokefree Environments Act 1990). Smoking in the workplace is not permitted. Smoking includes to smoke, hold or otherwise have control over an ignited tobacco product, weed, plant or object whose customary use includes inhaling smoke and includes using a vaping device or heated tobacco product.

## Manager/supervisor responsibilities

Managers/supervisors are responsible for assessing the risks associated with workers who are under the influence of drugs or alcohol in the workplace and taking appropriate action to ensure these risks are managed.

This will include:

* directing any worker reasonably suspected of being under the influence of drugs or alcohol away from the work area
* where necessary, instructing any worker accused of being under the influence of drugs or alcohol to attend a health practitioner nominated by the Business for the purpose of undertaking a drug and alcohol test
* where necessary, arranging for on-site testing of any worker accused of being under the influence of drugs or alcohol
* arranging transport home for any worker accused of being under the influence of drugs or alcohol
* counselling workers who are found to be in breach of these guidelines
* authorising appropriate assistance for a worker whose performance is affected by drugs or alcohol
* initiating the appropriate disciplinary processes where any breach of this policy is identified
* ensuring that workers comply with the smoke-free workplace policy
* ensuring day to day compliance with this policy and any other necessary requirements to ensure health and safety in the workplace

## Worker responsibilities

Workers are responsible for:

* ensuring they are fit for duty at all times while working
* ensuring they are not under the influence of alcohol, drugs or medication of any kind where doing so could adversely affect their ability to perform their duties safely or efficiently
* complying with statutory limits for blood alcohol and drug content while driving any motor vehicle, or operating any machinery, or in connection with the performance of their duties
* complying with the smoke-free workplace policy
* questioning their doctor or pharmacist as to the potential effects or side effects when using any prescription or over-the-counter medication, and whether they are still able to perform their job safely (including driving, where applicable)
* notifying management when using any prescription or over-the-counter medication that may impair their ability to safely and effectively perform their job
* ensuring they do not use, possess or distribute any alcohol, drugs or medication of any kind while at work, nor use the Business’s resources to do so at any time
* notifying management if they suspect another worker or visitor to be adversely affected by alcohol, drugs or medication of any kind
* complying with any reasonable request by management, or an authorised tester, to undergo testing and participate in rehabilitation programs in accordance with the Business’s Policy

In addition, when working on client sites or at any other place of work, workers must comply with any site-specific drug and alcohol policies.

If a worker in this situation has any doubt about how to comply with both policies, or if the policies are inconsistent, the worker should contact management for clarification as soon as possible. In the interim, the worker should refrain from any conduct which is likely to breach either of the policies.