SOLID ENERGY
CENTRE
WHERE FITNESS AND FUN BECOME ONE

BRL
Health and Safety Management Plan

ZEROHARM WORKPLACES

Prepared by:

SAFE WAY NZ
YOUR SAFETY OUR CONCERN

Version 3 January 2017
Document Owner: BRL Limited

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2	Health and Safety Strategic Plan
3	Health and Safety Activity Schedule
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27	Health and Safety Performance Data Report Template

28	Safe Work Observation Form
29	Workplace Inspection Checklist
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31	Drug and Alcohol Policy
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Introduction

The purpose of this Health and Safety Management Plan is to detail BRL Limited's (BRL) Health and Safety Management processes that are required to control Health and Safety and manage risk within the scope of their activities.

This plan shall also demonstrate how compliance is achieved with the regulatory Health and Safety requirements.

Company Overview

The nature and scope of the company's activities are to provide accessible sport, recreation and event services and facilities to residents and visitors to the Buller District of New Zealand. Its activities will include provision of services for:

- Recreational swimming and learn to swim programmes
- Aquatic sports events
- Indoor court sports competitions and events
- Fitness centre programmes and classes
- Outdoor turf sports
- Corporate, trade and social events

The organisation, through its directors, will consider opportunities from time to time with regard to other types of activities or expanding the reach of BRL for the provision of services outside of the centre's physical location.

Manual Property and Amendments

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Amendments to this manual shall be prepared under direction of the General Manager BRL. Where delegated, the General Manager will review all recommendations for change to ensure that all Regulatory Requirements and Company Directives continue to be met. Where there is any conflict between Company Directives and Regulatory Requirements in proposed changes, these are to be brought to the attention of the CEO Buller Holdings Limited and resolved prior to any revisions being made. Regulatory requirements will have precedence.

Record of Amendments

Amendments are by page replacement, addition or deletion.

When the manual has been amended the person amending the manual should complete the following table by recording the amendment number and issue date, the date on which he/she incorporated the amendments to acknowledge the amendment has been completed. A brief description of the amendment/s should also be added.

Do not remove this page when it has been filled, you will be issued with a new page to be placed behind if required.

Amendment Number	Issue Date	Incorporated by (Print Name)	Incorporation Date	Description
Initial Issue				New Health and Safety Management System Implementation
1	27/01/17	Glenn Irving	27/01/17	Replaced Policy Statement with new one as developed in November 2016 to bring it in line with BHL standard.

Warnings, Cautions and Notes

This section has been included to provide information about the use of warnings, cautions and notes within the Health and Safety Management System.

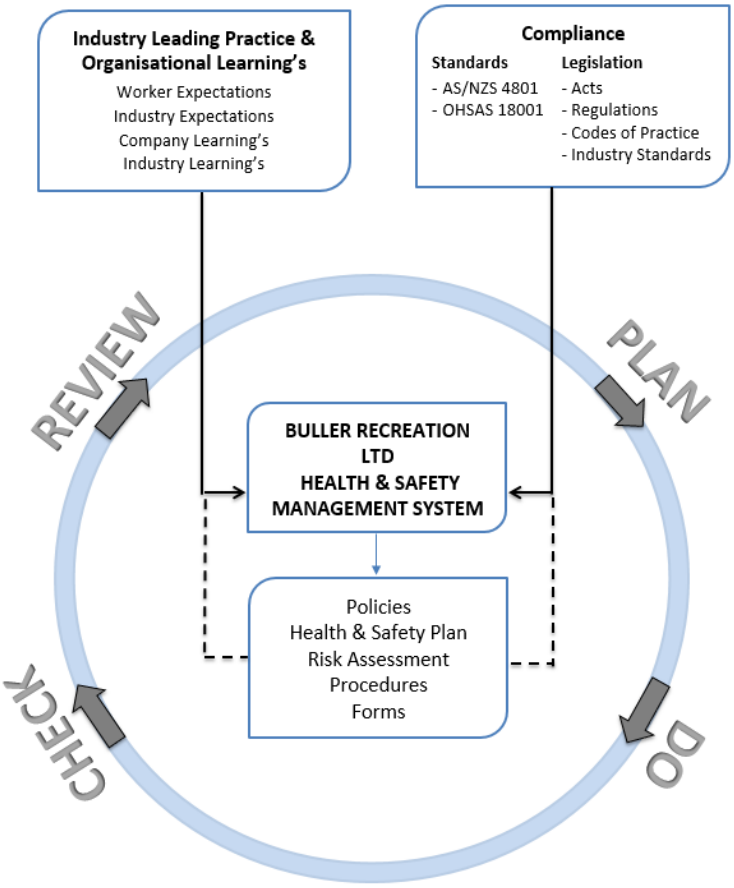
- A **NOTE** immediately precedes or follows an operating procedure, maintenance practice or condition that requires highlighting.
- A **WARNING** immediately follows an operating procedure or maintenance practice which, if not correctly followed, could result in loss of life or personal injury.
- A **CAUTION** immediately follows an operating procedure or maintenance practice which, if not correctly followed, could result in damage to or destruction of equipment, or corruption of data.

Health and Safety Management Plan Development (HSMP)

The requirement of this HSMP is based on BRL's intent to comply with legislative industry best practice where identified and other external standards and requirements including but not limited to the following:

- AS / NZ 4801 Occupational Health & Safety Management System
- OHSAS 18001 Occupational Health & Safety Management System Requirements
- ACC Partnership Program (as standard NZ Health and Safety Practices)
- BRL Policies and Directives
- Relevant Legislation
- Relevant Codes and Industry Guidelines and Standards
- BRL and Industry Learning's in relation to safety management practices and key learning's from incidents and audits
- Industry and regulator expectations.

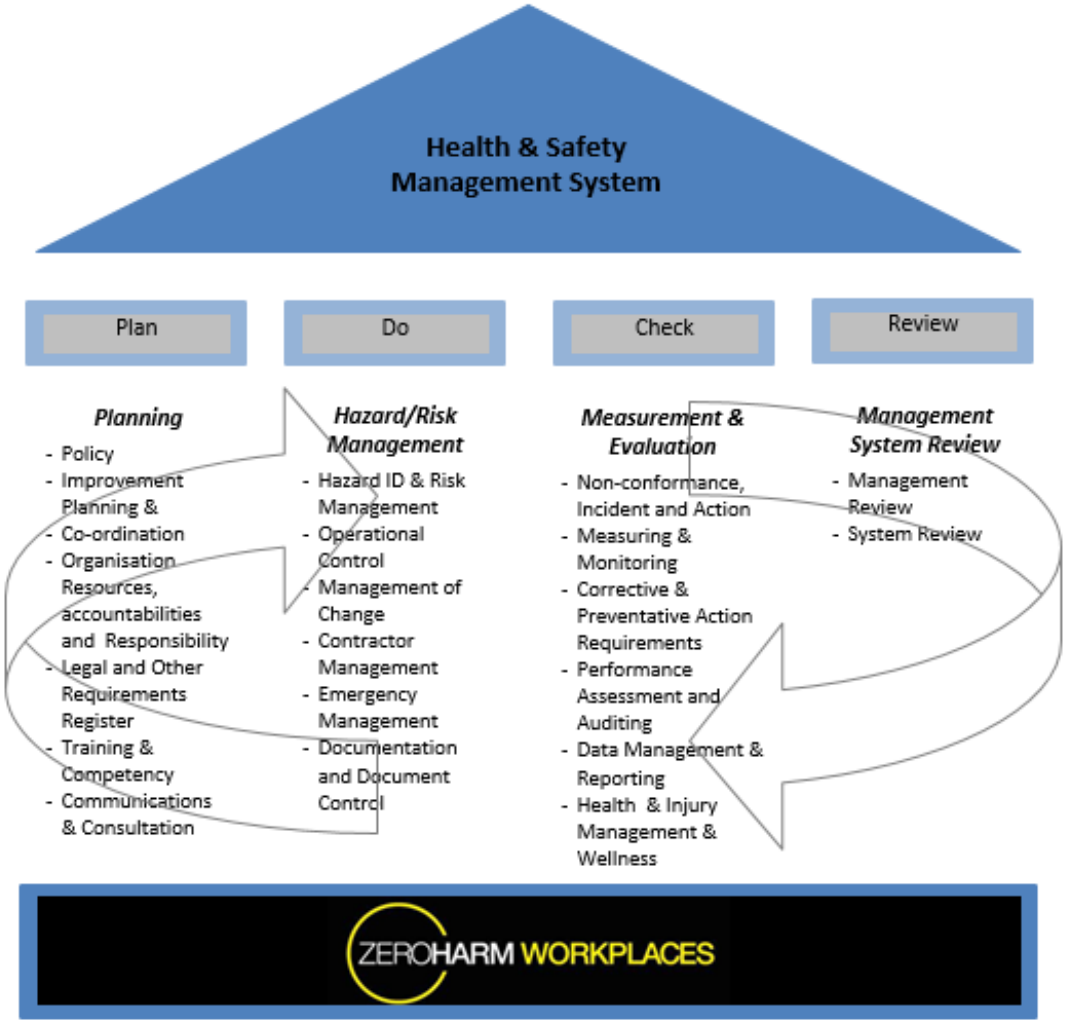
The diagram below demonstrates how both Legislation (compliance) and Leading Practice feed into the BRL Health & Safety Management System:



System Documentation and Framework

The hierarchy of documents within the Health and Safety Management documentation is shown below.

The illustrated model outlined below demonstrates the specific elements of the BRL HSMP and where each element fits into the **Plan – Do – Check – Review** continuous improvement cycle.



Section 1: Policy

1.1 Objective

To promote a zero harm culture for employees, customers, contractors and visitors at the Solid Energy Centre, and to comply with all Health and Safety legislation.

BRL have established and maintain a policy that has a clear set of values and objectives for the effective management of Health and Safety performance. It is consistent with managing the requirements of the New Zealand Health, Safety and Employment Act requirements and specific risks of the BRL operation. Our overall Health and Safety programme objectives are to:

- Promote excellence in Health and Safety management
- Continually improve current Health and Safety performance
- Provide a safe and healthy work environment
- Identify and control actual and potential hazards
- Establish and maintain communication on Health and Safety
- Support staff participation in Health and Safety matters
- Identify needs and provide training on Health and Safety
- Demonstrate a commitment to the accurate reporting and recording of Health and Safety matters
- Comply with legal and organisational obligations.

Objectives will be achieved through:

- Management's support and commitment to Health and Safety
- Implementation of policies and procedures
- Implementation of an annual Health and Safety programme plan
- Staff education and participation
- Regular reviews and evaluations
- Three-monthly Health and Safety meetings
- Annual Health and Safety manual reviews.

1.2 BRL, Workplace Key Values, Beliefs and Guiding Principles

The following workplace key values, beliefs and guiding principles form the basis of good Health and Safety practice**:**

- Achieve our Goal: To maintain a "Zero Harm" status at all times and continuously improve our Health and Safety systems
- Safety and productivity go hand in hand, not in competition
- All injuries are preventable, none are acceptable
- Unsafe acts and conditions are never acceptable
- All of our people are empowered to prevent and correct unsafe acts and conditions

- No one will be directed to do anything that they genuinely believe is unsafe
- Contractors are part of our business and their Health and Safety is our concern
- Everyone is responsible for ensuring no other person comes to harm
- All Employees will be fit for work and unaffected by drugs or alcohol.

1.3 BRL Health and Safety Policy

Our Statement of Commitment

HEALTH and SAFETY, ENVIRONMENTAL and QUALITY POLICY

Our Values

- The management of health and safety, the environment and quality is an integral part of our business and is the responsibility of everyone.
- We will demonstrate management commitment, leadership and competence in health and safety, environmental protection (including the prevention of pollution) and quality.
- We will strive towards eliminating harm to employees and others, and to the environment.
- We will provide a quality service that meets or exceeds our customers' expectations.
- We believe in communicating our health and safety, environmental and quality performance.

Our Commitment

- To continually strive towards the requirements of Occupational Health and Safety (NZS 4801) standards.
- To measure, evaluate and review performance through Key Performance Indicators (KPI's).
- As part of the Company's business planning process we will develop, implement and review objectives and targets to ensure continual improvement of our health and safety, environmental, and quality performance.
- To provide training to employees, contractors and subcontractors in health and safety, environmental and quality responsibilities and the importance of their individual contributions to our management systems.
- To provide appropriate resources to enable the maintenance and continuous improvement of the health and safety, environmental and quality management systems.
- To monitor and minimise the impact of existing operations to reduce harm to employees and the environment.
- To consistently design and install new plant, equipment and processes which will minimise hazards and the impact to the environment.
- To comply with all legal and statutory requirements, resource consents and approvals.
- To conserve resources where possible by the efficient utilisation of raw materials and by minimising waste through recycling processes.
- To involve employees and their representatives in health and safety, product and improvement initiatives through a culture of active participation.
- To ensure employees suffering a work or non-work related injury receive the appropriate rehabilitation so that they may return to work as soon as possible.
- To provide information to all interested parties on our health and safety, environmental and quality performance.

Buller Recreation Ltd recognises that providing a healthy and safe workplace, protecting the environment and providing a quality service is imperative to its overall business goals and, in recognising our position in the community, we will strive towards eliminating the potential for harm in our workplace and to our environment.

1.4 BRL Golden Rules

BRL have developed a set of site specific Golden Rules for the facilities. These are non-negotiable rules based on typical risks identified for BRL operations in addition to the Health and Safety Policy. These rules will be reviewed periodically to ensure they are reflective of the nature of operations and being adhered to.

Current Golden Rules are:

1. STOP any unsafe act observed
2. Report all hazards, near miss events, suggestions for improvement and incidents immediately
3. Follow all company policies and procedures

1.5 Just Culture Policy

The BRL safety culture is based on the principles of ‘good faith’ and ‘reasonable care’.

BRL recognises that we are all “human” and an honest mistake may occur whilst performing our normal line of duties. A “no blame” approach is therefore taken towards those who have made an honest error and employees are encouraged to report their own mistake or unsafe act as a means of detection so that preventive measures can be put in place to ensure others don’t make the same mistake.

It is also vital that all employees understand the difference between a one-off honest error and repeated dangerous behaviour or errors. These can be described as:

- Non-culpable – a one-off honest error where the person has applied remedial actions from the error.
- Culpable – blatant repetitive disregard for procedures and actions.

Under these principles, if an employee’s actions cause or contribute to an accident or incident, no blame is placed upon that person provided that:

- The employee’s actions were not intentionally designed to cause or contribute to the creation of a risk or actual injury to a person or damage to property (i.e. the employee was acting in ‘good faith’).
- The standard of care that the employee took while performing their actions was at least equal to that which a reasonable person would observe in the same situation (i.e. the employee took ‘reasonable care’).
- The employee admits that he or she has made a mistake and there is no history in the person’s file of serious negligence, insubordination or incompetence causing or contributing to the creation of risk or of injury to a person or damage to property.

Disciplinary measures shall transpire for those who have shown disregard for their actions and the disciplinary outcome shall be dependent on the severity of the action.

The following table may be used as a guide to assist in determining culpability in relation to unsafe acts within BRL operations.

Section 2: Health and Safety Management Improvement Planning and Coordination

Objective:

Establish processes and plans to manage Health and Safety performance and provide for continual improvement.

2.1 BRL Health and Safety Strategic Plan

BRL have developed a strategic plan to monitor and drive Health and Safety performance within the business. Each year the BRL strategic plan will be updated by the management team to ensure the continuous improvement of the HSMP and maintain a sustainable Health & Safety environment.

References:

Document Title	Location	Link
Health and Safety Strategic Plan	Appendix 2	N/A

2.3 Changes to Legislation

Changes in legislation that require areas of development in operational systems and processes in order to achieve compliance need to be addressed via improvement plans.

BRL management shall subscribe to/monitor relevant legislation updates and develop plans to achieve any required change.

External resources that may be used for assistance in the ongoing monitoring of legislation and general hazard/risk management process include:

Organisation	Website
WorkSafe NZ	http://www.business.govt.nz/worksafe
Fitness New Zealand	http://site.fitnessnz.co.nz/fitness-and-exercise-industry/industry-resources-guidelines/#Guidelines
Register of Exercise Professional NZ	http://www.reps.org.nz/
Australia/New Zealand Standards	http://standards.co.nz/
NZ Recreation Association	http://www.nzrecreation.org.nz/

2.4 Health and Safety Activity Schedules

BRL has developed a Health and Safety Management System Activity Schedule. This schedule covers a 12 month period and details all the specific Health and Safety Management Functions required to be performed by BRL operations. The following items form part (but not all) of the schedule:

1. Building Evacuation Exercise/s planned
2. Emergency Response Exercise/s planned
3. Health and Safety Team Meetings
4. On-going Training Requirements (First aid, wardens, induction renewals etc)

5. HSMP Self-Assessment Audits
6. HSMP Review (Annual)
7. Safety Improvement Plan reviews (Monthly)
8. Contractors Audits/Reviews required
9. Health and Wellness Initiatives
10. Workplace Inspections (BRL Offices/workshops/plant)
11. Plant and equipment inspection register

References:

Document Title	Location	Link
BRL Health and Safety Activity Schedule	Appendix 3	N/A

Section 3: Organisational Resources, Accountabilities and Responsibilities

Objective

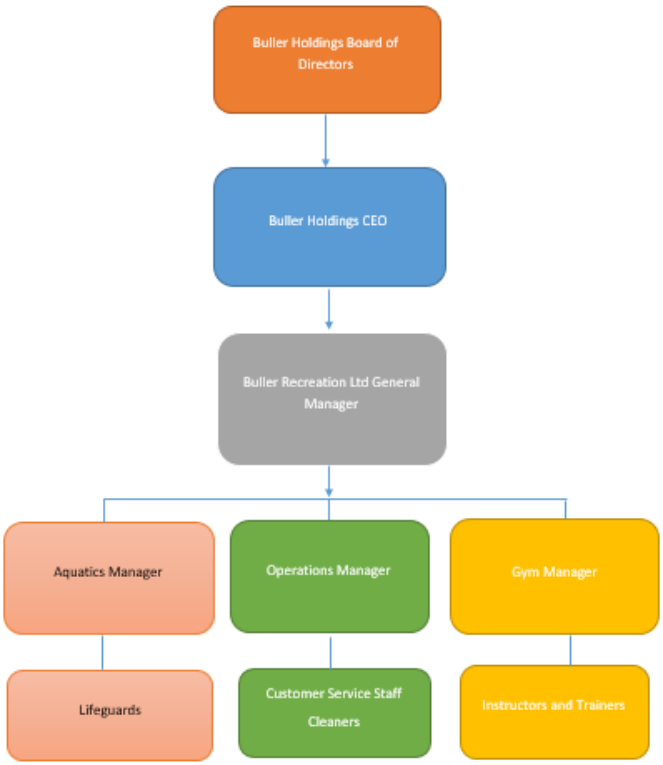
Resources, responsibility and accountability are appropriately allocated for the maintenance and continual improvement of BRL Operations Health and Safety Management. All BRL personnel will actively demonstrate positive safety leadership in the pursuit of achieving our Health and Safety objectives through the development of a culture of working safely, working responsibly and working together.

BRL is required to:

- Provide a safe working environment and workplace – this responsibility extends to anyone on BRL premises, regardless of whether or not they are employees
- Make all new employees aware of Health and Safety policies and procedures during their initial induction
- Give staff the opportunity to be involved in the development of Health and Safety procedures
- Provide staff with information about emergency procedures
- Identify, investigate and manage all hazards and/or other threats to the Health and Safety of people on BRL premises – this includes providing a reasonable opportunity for employees to participate in Health and Safety matters
- Inform staff of any hazards that they may be exposed to while undertaking their work
- Inform staff of what steps have been taken to control those hazards
- Investigate all accidents and take action to prevent recurrence
- Provide staff and their representatives with a reasonable opportunity to participate effectively in processes improving Health and Safety in their place of work
- Tell staff what safety equipment and personal protective equipment (PPE) is available, how it is to be used and where it is kept.

3.1 Company Structure

The organisation structure defines the communication and responsibility links for the company. BRL structure is as follow:



3.2 Roles and Responsibilities

Everybody at work has a part to play ensuring that work is done in a safe and healthy way. BRL has a duty to ensure a safe working environment for employees, and employees also have a role in ensuring their own Health and Safety, and that of people around them. This section outlines the roles and responsibilities of BRL, it's Leaders/Managers and Staff.

BRL is also considered a Person in Control of a Business or Undertaking (PCBU) under the Health and Safety at Work Act 2015. A PCBU must meet its obligations, so far as is reasonably practicable, to provide a safe and healthy workplace for workers or other persons who enter it.

PCBUs must also have meaningful and open consultation about work health and safety with its workers, health and safety representatives and health and safety committees.

A PCBU must consult, cooperate and coordinate with other PCBUs with whom they share duties.

Specific Accountabilities

3.3 BRL Supervisors & Managers (Leaders)

All Supervisors & Managers at BRL are required to:

1. Make sure they, and their team are committed to looking after themselves and each other and to achieving our goal of being a great, safe and supportive place to work
2. Take a leadership role in the development of safety procedures at BRL (as per the HSE Act)
3. Take an active role in the management of hazards, making sure hazards are identified, assessed, controlled, monitored and reviewed
4. Ensure all staff are supervised or are adequately trained to perform the work required, using safe work methods and practices
5. Provide fit for purpose equipment and training on its safe operating procedures
6. Provide Personal Protective Equipment and training on its use for employees
7. Investigate all accidents, incidents and near misses so that effective controls can be implemented to prevent recurrence
8. Communicate investigation outcomes
9. Provide positive feedback to staff where their efforts have resulted in favourable outcomes for Health and Safety
10. Ensure visitors are informed of emergency procedures and any hazards relevant to them and guide them if an emergency alarm sounds
11. Liaise with WorkSafe where required or directed
12. Understand that any non-adherence to BRL Health and Safety policies, procedures or guidelines can be considered serious misconduct which may result in instant dismissal
13. Make available return to work options and take an active part in assisting injured employee rehabilitation
14. Demonstrate a commitment to continuous improvement in Health and Safety at BRL
15. Report any early warning symptoms of discomfort or pain to Health and Safety.

3.4 All Employees Acknowledgment

All staff sign an acknowledgement of their understanding of the roles and responsibilities that apply to them as Managers, Leaders or Employees of BRL at the commencement of their employment.

3.5 Specific Health and Safety Responsibilities

All employees have Health and Safety responsibilities which are documented in a number of ways such as:

- In individual or collective employment contracts
- Position descriptions
- In specific policies, plans, systems, procedures and work instructions.

Indicative Health and Safety Management System responsibilities in addition to general duties listed above are outlined below:

Title	Responsibilities
Buller Holdings Board of Directors	• Ensure that the operation is provided with resources, including appropriately qualified employees, to manage Health and Safety as per company requirements • To exercise due diligence to ensure that the Health and Safety Management System is fit for purpose, being effectively implemented, regularly reviewed and continuously improved • To be sufficiently informed about the generic requirements for a modern, 'best practice' Health and Safety management system and about their organisation and its hazards to know whether its system is fit-for-purpose, and being effectively implemented • To determine, develop and maintain the board's charter and structure for leading health and safety • To determine high level health and safety strategy and policy, including providing a mission statement, and policy demonstrating the board's commitment to, and beliefs about the management of health and safety • To hold management to account for implementing strategy • To specify targets that will enable them to track the organisation's performance in implementing board strategy and policy • To manage the health and safety performance of the CEO, including specifying expectations and providing feedback. • To monitor the health and safety performance of the organisation • To outline clear expectations on what should be reported to the board and in what timeframes • To review reports to determine whether intervention is required to achieve, or support organisational improvements • To make themselves familiar with processes such as audit, risk assessment, incident investigation, sufficient to enable them to properly evaluate the information before them • To seek independent expert advice when required to gain the required degree of assurance • To ensure the board conducts a periodic (at least annual) formal review of health and safety to determine the effectiveness of the system and whether any changes are required • To ensure the board considers whether an external review is required for an independent opinion.
BHL CEO	• Ensure that the operation is provided with resources, including appropriately qualified employees, to manage Health and Safety

	as per company requirements • Provide direction to site management on required company standards, in the resolution of Health and Safety issues, and on requirements for Health and Safety improvement • Review and approve site Health and Safety operational plans as appropriate • To exercise due diligence to ensure that the Health and Safety Management System is fit for purpose, being effectively implemented, regularly reviewed and continuously improved • To be sufficiently informed about the generic requirements for a modern, 'best practice' Health and Safety management system and about their organisation and its hazards to know whether its system is fit-for-purpose, and being effectively implemented • Review high consequential Health and Safety risks identified within their areas of responsibility. These include those identified during hazard and incident investigations. Ensure that action plans include all necessary steps for these issues to be satisfactorily resolved • Be involved in a periodic (at least annual) formal review of health and safety to determine the effectiveness of the system and whether any changes are required • To monitor the health and safety performance of the organisation • To outline clear expectations on what should be reported to the executive management and in what timeframes • To review reports to determine whether intervention is required to achieve, or support organisational improvements • To make themselves familiar with processes such as audit, risk assessment, incident investigation, sufficient to enable them to properly evaluate the information before them • To seek independent expert advice when required to gain the required degree of assurance.
General Manager	• Provide leadership to site employees in all matters pertaining to Health and Safety • Provide organisation planning, direction, control and resources to site employees to maintain a safe workplace • Develop and approve site policies, procedures, plans, systems for work procedures for the identification and management of site Health and Safety risk, legislative compliance, and to meet other company requirements • Develop and implement site action plans for Health and Safety improvement • Participate in, and contribute to company-wide initiatives for Health and Safety improvement • Take steps to ensure employees are cared for following a work-

	related injury • Carry out an appraisal of the operation to identify principal risks at the operation • Ensure there are appropriate management control plans for any principal hazards and high risk activities identified • Meet the requirements of Health and Safety Contractor Management Section (includes selection of contractors with the required Health and safety capability) • Convey Health and Safety expectations to contractors and sub-contractors • Provide assistance, as required, to the contractor to resolve Health and Safety issues • Regularly monitor company and contractor Health and Safety activities, performance and results • Direct the contractor as appropriate, or implement remedial action, when contractor Health and Safety performance falls below expectations. This may include directing the contractor to cease work in extreme cases • Conduct post-contract evaluation of contractor performance.
Supervisors & Managers	• Provide front line leadership to employees to ensure consistent implementation of site Health and Safety policies, plans, systems, procedures and work instructions • Plan and organize tasks so that employees adopt safe practices and that work conditions are safe at all times • Ensure that employees are trained and allocated tasks according to their skills and competence • Resolve day to day site Health and Safety issues and refer issues that can't be resolved to their Manager • Conduct regular observations of safe work practices and inspections of workplace conditions • Implement effective team communication, risk identification and management, and problem solving processes • Ensure that hazards and incidents are effectively managed to ensure employees safety and security. This includes reporting, investigating, taking remedial action, communicating with employees and providing appropriate feedback • Participate in rehabilitation processes relating to employees returning to work following injury or occupational illness • Meet the requirements of H&S Contractor Management Element (includes selection of contractors with the required Health and Safety capability) • Convey Health and Safety expectations to contractors and sub-contractors as delegated by the General Manager • Provide assistance, as required, to the contractor to resolve

	Health and Safety issues • Regularly monitor contractor Health and Safety activities, performance and results • Direct the contractor as appropriate, or implement remedial action, when contractor Health and Safety performance falls below expectations. This may include directing the contractor to cease work in extreme cases • Conduct post-contract evaluation of contractor performance as delegated by the General Manager.
Employees and Contractors	• Do nothing that harms any other person and take personal responsibility for Health and Safety by working in a safe way • Know the policies and systems for keeping themselves, their team and other key stakeholders healthy and safe • Accurately report all accidents, incidents and near misses on the appropriate forms ASAP • Assist in investigating all accidents, incidents and near misses so that effective controls can be implemented to prevent recurrence • Regularly provide feedback on Health and Safety initiatives • Ensure all “Serious Harm” accidents are reported as soon as possible after the accident has occurred • Follow instructions regarding hazards and emergency procedures • Carry out all established work procedures and methods with regards to Health and Safety requirements and use plant, equipment, vehicles and materials in a safe manner • Take an active role in the management of hazards and risks making sure they are identified, assessed, controlled, monitored and reviewed • Use assigned protective clothing or safety equipment provided for appropriate tasks at all times • Keep work areas clean and tidy • Report for and undertake work in a fit condition and not under the influence of alcohol or non-prescribed drugs • Understand that performance will, in part, be measured against these Health and Safety responsibilities • Be involved in the development of safety procedures in their place of work (as per the HSE Act) • Report any early warning symptoms of discomfort or pain to your Manager • Follow instructions regarding hazards and emergency procedures • Ensure any visitors brought into the workplace are informed of emergency procedures and any hazards relevant to them and

	guide them if an emergency alarm sounds • Understand that any non-adherence to BRL Health and Safety policies, procedures or guidelines can be considered serious misconduct which can result in instant dismissal • Participate in the development and the implementation of policies, plans, systems, procedures and work instructions • Recognise and manage and/or report hazards • Report incidents and participate in incident investigations when appropriate • Comply with company Health and Safety requirements • Support self and team Health and Safety • Ensure personal safety and safety of other employees • Prevent and correct unsafe actions and unsafe conditions • Follow all workplace procedures and management plans.

3.6 Health and Safety Team

BRL recognises that it is the responsibility of all staff to keep each other safe. We also have a duty to communicate well, consult and engage with all levels of staff so we can all contribute to achieving our goal of being a great, safe and supportive place to work. It is for this reason that we have established a site wide team to help us achieve our vision and objectives for Health and Safety.

The BRL Health and Safety team comprises at least 1 representative from all departments and levels within the business. It is responsible for planning, reviews and evaluating all Health and Safety activity. The Health and Safety team meets at least quarterly.

An overview of the key responsibilities of the Health and Safety team are as follows:

- Setting of the Health and Safety vision and objectives for BRL
- Review and evaluate the effectiveness of hazard management
- Accident updates, trends and key learning's
- New Initiatives on how we can keep improving our Health and Safety practices
- Induction –Staff and Contractor Induction
- Continued revision of policies and procedures
- Training - first aid, Health and Safety, fire safety and any further needs
- Rehabilitation
- Wellness programme and initiatives

Terms of Reference

The Health and Safety Team occupies a key position in the overall Health and Safety Management System. The team acts as a focus through which standards are set and monitored, change is made, corrective action taken, and feedback and information are provided to the whole organisation.

The Health and Safety Team shall demonstrate that it is a dynamic and responsible body, which represents the best interests of both management and employees in a consultative and constructive manner. The following points are provided as guidelines for the responsibilities and authority of the team.

Functions

- Facilitate and promote consultation and co-operation aimed at ensuring the Health and Safety of employees, contractors and visitors
- Assist in resolving Health and Safety issues or disputes
- Keep informed on Health and Safety standards and issues, and where necessary, recommend changes
- Review and monitor compliance with the organisation's HSMS manual requirements and make recommendations for improvement
- Review and approve amendments to the HSMS, procedures and documents
- Review all Lost Time accident and work related illness and Hazard/Near Miss reports
- Ensure that designated corrective action is taken following accidents and hazard/near-miss reports are implemented promptly and are effective
- Monitor workplace inspection reports and workgroup (tool box) meeting minutes
- Consider changes or intended changes to work practices or processes which may affect the Health and Safety of employees, contractors or visitors
- Carry out workplace inspections and hazard identification inspections when appropriate
- Review the safety performance of contractors and their compliance with established procedures and requirements
- Provide recommendations for HSMS training
- Review and monitor progress in meeting overall corporate targets and objectives
- Promote Health and Safety awareness generally.

References:

Document Title	Location	Link
Health and Safety Team Meeting Agenda	Appendix 5	N/A
Health and Safety Team Meeting Minutes	Appendix 6	N/A

3.7 Injury Rehabilitation Responsibilities

General duties in relation to employees under rehabilitation following a workplace injury:

Managers

- Encourage prompt and accurate reporting of work injuries and incidents
- Support you remaining safely in the workplace where possible by providing altered duties or working arrangements

- Maintain regular contact with injured employees who are off work and facilitate their early and safe return through provision of alternate duties, to allow rehabilitation in the workplace and prevent loss of earnings.

Employees

- Are required to participate actively in their rehabilitation
- Carrying out alternative duties arranged by their Manager
- Keeping contact with their Manager throughout rehabilitation
- Providing relevant information and co-operating with the development of their Rehabilitation Plan
- Complying with their Rehabilitation Plan (not disrupting recovery through private activities such as sport).

3.8 Visitors Policy

It is a requirement of the BRL HSMP and the HSE Act that all practical steps are taken with visitors and the general public to safeguard them from harm resulting from any hazards identified. At BRL, all visitors that attend the workplace for purposes related to a work function such as contractors, unless fully inducted and authorised must sign in as visitors to the site and undergo the appropriate induction.

General users of the facility are not required to sign in.

Visitor control procedures include:

a) A visitor register is kept at BRL Office

b) All visitors to be signed in and out of the site and read the basic site requirements listed on the visitors register

c) All visitors are notified of emergency evacuation procedures

d) All visitors who will be performing manual activities on site or be left unsupervised must undergo a full visitor's induction and have it documented on the visitors induction form.

To provide control for the general public and facility users, the BRL has building wardens and staff who ensure hazards are controlled and assist with any emergency related event.

References:

Document Title	Location	Link
Visitor Register	Appendix 6	N/A
Visitor Induction Form	Appendix 7	N/A

Section 4: Legal and Other Requirements

Objective

To comply with all legal and other Health and Safety requirements. The Health and Safety in Employment (HSE) Act 1992 (to be replaced by the Health and Safety at Work Act in 2015) details the obligations of employers and employees for maintaining a safe and healthy working environment.

4.1 General Legislation Guidance

HSE Act

The HSE Act requires employers to take all practicable steps to ensure the safety of employees and others while at work, including:

- Providing and maintaining a safe working environment
- Providing and maintaining facilities for the safety and health of employees
- Ensuring the facilities, equipment and operational areas are safe for employees to use
- Ensuring employees are not exposed to hazards
- Developing procedures for dealing with emergencies.

BRL is committed to compliance with relevant Legislation and Standards, and will give due regard to Codes of Practice and Guidelines. The principal legislation in New Zealand is the Health and Safety in Employment Act 1992. Introduced in 1992, and amended in 2002, the Act provides comprehensive and prescriptive H&S requirements in all places of work. It is planned that Act will be replaced with the Health and Safety at Work Act in 2015.

Its' stated objective is to promote the prevention of harm to all persons at work and other persons in, or in the vicinity of, a place of work.

Many of the duties specified in the Act relate to taking all steps that are "practicable" or "reasonably practicable". A step is "practicable" if it is capable of being carried out. This is not the same meaning as "practical".

Whether a step is "practicable" and "reasonable" takes into account the following:

- The nature and severity of any harm that may be suffered
- The current knowledge about the likelihood of harm
- The degree of risk associated with the harm occurring
- How much is known about the hazard and knowledge of a solution
- The availability and cost (i.e. cost effectiveness)

The overall test applied by the Court when enforcing this provision is – what would a reasonable and prudent person(s) do in all the circumstances? The following sources of guidance are arranged below as a Compliance Hierarchy according to the degree of strict compliance that the courts require.

Level 1

Health and Safety in Employment Act 1992

[Strictly Applied]

Level 2

Regulations made under the Act

[Strictly applied without evidence of an alternative practice being as effective]

Level 3

Approved codes of practice

[Applied by the courts as evidence of good practice]

Level 4			
Standards	WorkSafe Guidelines	Industry publications, and best practice documents	Manufacturers' information, SDSs, manuals, etc.
[May be accepted by the courts as evidence of good practice]			

Source WorkSafe

The HSE Act provides for penalties to both employers and employees for offences under the Act. Any person, who knowingly takes any action(s) that is reasonably likely to cause serious harm to any person, or, fails to take any action, knowing that failure to do so is reasonably likely to cause serious harm to any person, can be liable for a fine and/or imprisonment.

A person or organisation that commits any other offences under the HSE Act can be liable for a fine. Employers are not permitted in law to indemnify employees against such fines, so it is essential that everyone is aware of their obligations towards Health and Safety requirements. All employees are required to possess a good working knowledge of the Health and Safety management plan and systems utilised to manage Health and Safety.

HSE Regulations 1995 (Soon to be repealed and replaced)

Requirements that apply to all workplaces (e.g. washing facilities, fresh air, lighting, drinking water, first aid facilities and emergency exits);

- The duties of people designing, manufacturing or supplying plant or protective equipment
- The times and places that youths / children may not be employed

- Certificates of competence for those people involved with high-risk activities such as diving, construction blasting and scaffolding
- Hazardous work activities, which must be notified to WorkSafe prior to commencement of the work
- Managing particular hazards where alternative measures are not always effective such as noise, loose materials and working at heights
- Legislation, Standards and Codes
- There are many other Acts, Regulations, Standards and Codes which govern Health, Safety and Rehabilitation requirements.

The Injury Prevention, Rehabilitation and Compensation Act (2001) (IPRC Act)

The purpose of this Act is to provide a scheme for managing personal injury (known as the ACC scheme). It describes its functions as including:

- The promotion of measures to reduce the incidence and severity of personal injury
- The collection and analysis of injury related information
- Ensuring that whenever injuries occur, the primary focus of the system is on rehabilitation with the goal of achieving an appropriate quality of life
- Providing for claimants to receive fair compensation for loss from injury including:
    a) weekly compensation; and
    b) lump sums for permanent impairment.

Hazardous Substances and New Organisms Act 1996 (HSNO)

The purpose of this Act is to protect the environment and Health and Safety of communities by preventing, or managing, the adverse effects of hazardous substances and new organisms.

Hazardous substances include:

- Explosives
- Flammable materials
- Corrosive materials
- Toxic substances.

The Act also specifies requirements for the control of gas cylinders, whether or not the gas itself is hazardous. Matters covered by the Act include requirements for:

- Qualifications of approved handlers
- Licences
- Storage requirements
- Labelling requirements
- Use of safety data sheets (SDSs).

The HSNO Act is administered by the Environmental Protection Authority (EPA). In addition WorkSafe has a responsibility to ensure that the Act is complied with in places of work.

4.2 Legislation Levels

The BRL legislation compliance matrix (or register) is documented in the hierarchal (4 level) format as demonstrated in the WorkSafe Compliance Hierarchy table above.

The relevant legislation for BRL operations is identified in a compliance matrix located in the appendices.

References:

Document Title	Location	Link
BRL Health and Safety Legislation Compliance Matrix/Register	Appendix 8	N/A

4.3 Notifiable Work

Under the Health and Safety in Employment Regulations 1995, BRL shall notify WorkSafe if any of the following types of work were being undertaken:

a) Any restricted work defined in regulation 2(1) of the Asbestos Regulations 1983

b) Any construction work of the following kinds:

   i. Work where staff could fall 5 metres or more, excluding work on a two storied house, power or telephone line, work carried out from a ladder only, or maintenance work of a minor or routine nature

   ii. The erection and use of scaffolds 5 metres or more above the ground

   iii. Work such as diving, where construction staff breathe air or any other gas which has been compressed or is under pressure

   iv. Lifts of half a tonne (500kg) or more carried out by mechanical means other than by a mobile crane, excavator or forklift

   v. Excavations greater than 1.5 metres deep and having a greater depth than horizontal width at the top.

There are other notifiable situations, but it is unlikely that BRL would have cause to utilise them (e.g. tree felling operations). In most situations, it would be a contractor engaged by BRL who would undertake notifiable work. In this case, the expectation is that the contractor would make the notification, however this must be clarified prior to the work commencing.

Any contractor performing notifiable work on BRL's behalf, must first seek approval from the BRL Manager authorising the work.

4.4 WorkSafe – Powers under the HSE Act

WorkSafe is a division of the Ministry of Business, Innovation and Employment (MBIE) and is responsible for ensuring that the HSE Act and Regulations are complied with. They are a valuable source of information and advice regarding Health and Safety. WorkSafe has produced guidelines to assist people with information on how to apply the HSE Act and regulations.

WorkSafe Inspectors may at all reasonable times enter a workplace and:

- Inspect, test or conduct inquiries
- Be accompanied by any other person or bring into the workplace any equipment necessary to carry out inspections, tests or inquiries
- Take photographs, sketches or measurements
- Request records and copy them if necessary
- Request that any items or areas not be disturbed for a reasonable period of time until investigations have been completed
- Require Managers or Supervisors who control the place of work to provide information or make statements regarding aspects of Health and Safety in that area.

WorkSafe can appoint medical practitioners who can request medical examination of staff and issue written notice that staff are to cease work in situations, which can cause them to be exposed to hazards.

Improvement, Prohibition and Infringement Notices

WorkSafe Inspectors can issue the following notices:

- Improvement Notice - usually a warning with a timeframe for an aspect to be improved
- Prohibition Notice - a direction that an activity cease or item of equipment be shut down until the Inspector is satisfied that appropriate actions have been taken to eliminate, isolate or minimise a hazard
- Infringement Notice – a notice that imposes an instant fine on an employer.

It is a requirement of the business that full co-operation is given to WorkSafe Inspectors or any agency appointed by WorkSafe when carrying out their duties.

Section 5: Communication and Consultation

Objective

To effectively engage BRL employees and key stakeholders on the management of Health and Safety for the operation.

5.1 Employee Participation

BRL has various processes to encourage the participation of employees and contractors in activities which promote improvements in Health and Safety performance. In particular, these include their appropriate involvement in:

a) Hazard identification, risk analysis and determination of controls

b) Incident investigation

c) The development and review of the Health and Safety policy and objectives.

Input is largely gained through reporting, pre shift, toolbox and Health and Safety meetings.

5.2 Contractors Participation Communication

Contractors must be informed about their participation arrangements, including:

a) Who is their representative(s) or contact person is while on site in relation to Health and Safety matters

b) Time and resources necessary to participate in BRL Health and Safety activities

c) Access to information that is relevant to current or planned Health and Safety improvement activities

d) The mechanisms to identify and remove obstacles or barriers to participation.

5.3 Health and Safety Communication

BRL have processes for communicating about the management of Health and Safety. This includes, but is not limited to:

a) Internal communications (formal and informal) to raise awareness about performance measures and changes or improvements

b) Awareness of the Health and Safety risks via induction and ongoing training

c) Pre-shift instructional meetings or briefings for sharing experiences, lessons learned or raising awareness about Health and Safety risks

d) Sharing knowledge and lessons learned from around the Group (external to the organisation, organisation or site); such as relevant incidents, hazardous conditions or suggested practices. This is generally discussed at monthly toolbox/safety meetings.

5.4 External Health and Safety Consultation

When appropriate, relevant external interested parties are consulted about pertinent Health and Safety matters.

This may also occur following a significant incident to share learnings with other similar operations. This is typically conducted at industry forums.

5.5 Formal Meetings

The following is a summary of the formal Health and Safety meetings, frequency and attendees for BRL Operations:

Meeting	Frequency	BRL Attendees	Purpose
BRL Health and Safety Team Meeting	Quarterly	All	Refer Terms of Reference
Employee/Manager reviews	Annual	All BRL employees	Review personnel plans and associated responsibilities against improvement plans
BRL Workgroup Toolbox Meetings	Bi - Monthly	All	Update on operational activities, safety shares

References:

Document Title	Location	Link
Health and Safety Team Meeting Agenda	Appendix 4	N/A
Health and Safety Team Meeting Minutes	Appendix 5	N/A
Workgroup Toolbox Meeting Agenda	Appendix 9	N/A

Section 6: Health and Safety Training, Competency and Awareness

Objective

To ensure processes are established to provide the requisite training, competency and awareness to effectively manage Health and Safety risks.

6.1 Health and Safety Training Needs

BRL have developed a Health and Safety Training Needs Matrix for the delivery and maintenance of awareness and/or competence based training associated with the Health and Safety Management System and the organisation/managed site's Health and Safety Risks. The training needs process includes:

a) Identify Health and Safety training requirements for all persons working under its control

b) Ensure the delivery of Health and Safety training and its currency

c) Evaluate the effectiveness of Health and Safety training delivered or other actions taken to ensure necessary competency is achieved

d) Retain appropriate records of Health and Safety training.

Training and adequate supervision are key elements in working towards a safer working environment.

6.2 Health and Safety Induction Training

All new employees, contractors and/or visitors must undertake relevant induction training. As a minimum, induction training must include reference to the significant Health and Safety risks identified at the site.

Contractors, in conjunction with the company Manager, are responsible for ensuring that induction training is performed and that training records are noted. Where this is not in place, contractors must be taken through the visitors induction (if one off/low risk or non-manual tasks are to be completed) or full company induction process (depending on the nature and frequency of work if performing high risk activity or to be frequently left unsupervised). No employee will begin work at BRL without having successfully completed the induction. There will also be adequate instruction and on the job training provided so that all new staff are aware of known hazards, their controls, acceptable work methods and procedures, and any safety equipment or personal protection that must be utilised when performing various tasks.

Where appropriate "Task Analysis or Standard Operating Procedures" or other training resources will be used to ensure that training provided is consistent and covers the required scope of the work to be performed.

At the successful completion of the induction training, training records are automatically loaded onto an individual's personal file. These are maintained in a secure location.

Key Areas to be covered in the BRL Health and Safety Induction Training are:

- Emergency Procedures
- Accident Reporting
- Hazard Identification

- Work Injury Claims Process
- Employee Responsibilities
- Personal Protective Equipment.

References:

Document Title	Location	Link
Health and Safety Induction Checklist	Appendix 11	N/A

6.3 Other Training

Following general induction training, ongoing training will be provided depending on the role/occupation of the inducted personnel and legislative requirements. These will be documented on the training needs analysis matrix for each role. Types of training delivered include:

- First aid.
- Internal safety training.
- On the job training.
- Job safety analysis (JSA).

A record of all training will be stored on the employee's personal file. New employee training will be delegated and carried out as required under the approval of the Manager.

6.4 Technical Competencies

All roles requiring technical certification, registration or licensing are documented. The requisite qualification(s)/competencies must be maintained for all personnel performing such roles and their associated work activities.

6.5 Competency Based Training

As a minimum, the following competency-based training must be provided for BRL Manager:

a) Risk analysis (including evaluation methodologies as appropriate to the role)

b) Incident management (including investigation methods as appropriate to the role).

6.6 Health and Safety Awareness Training

As a minimum, the following awareness training must be provided to all BRL employees:

a) General induction to BRL approach to managing Health and Safety

b) Awareness of the BRL Health and Safety Management System

c) Significant Health and Safety risks and activities

d) Accountabilities of specific Health and Safety roles and their responsibilities

e) Consequences of departure from specified procedures or standards

f) Emergency response procedures.

6.7 First Aid Training

First Aid Kits - Fully provisioned First Aid kits are strategically placed around all BRL work areas.

First Aid Certificates - There shall be representatives in the organisation trained in workplace first aid. Each operational unit shall identify how many they need to ensure first aid coverage is provided for all operational activities.

6.8 Periodic Training

Whenever any training requires periodic refreshment or recertification a reminder system will be utilised to ensure that this training occurs as required. This includes:

- Induction
- First Aid
- Contractor and visitor induction
- Lifeguard certification.

References:

Document Title	Location	Link
Health and Safety Training Needs Analysis Matrix	Appendix 10	N/A

Section 7: Hazard Identification and Risk Management

Objective

To analyse and manage Health and Safety risks using a common and internationally recognised approach.

7.1 Risk Management

It's recognised that most businesses involve some degree of Health and Safety risk.

Management of risk is an integral part of good business practice at BRL. Learning how to manage risk effectively enables management to improve outcomes by identifying and analysing the wider range of issues. Risk management provides an efficient method for making informed decisions.

Management within the business are committed to the integration of risk management within all organisational processes at all levels (that is, at the organisation, department, team and individual level) and to the cultivation of a risk management philosophy at all management levels. The correct management of risk however involves each one of us. No-one is excluded.

Risk can be considered, formally or informally, for any decision. The formal risk management process must be applied when planning and making decisions about significant issues. For example, when considering changes in policy, introducing new strategies and procedures, managing projects, expending large amounts of money, managing internal organisational differences or managing potentially sensitive issues.

Managers are accountable for the application of the risk management policy and procedure within their department.

It is important we all constantly think risk management. Risk management at BRL is based on the principles that:

- All risks within the business must be identified
- Risks associated with the identified hazards must be assessed
- Risks must be monitored and reviewed on a regular basis
- Adequate recovery processes are developed in case of loss of control
- Human factors associated with risk assessment and control is fully considered
- Employees involved in the development and implementation of risk management systems and processes are trained appropriately.

Risk assessments are implemented in consultation with employee representatives.

7.2 Managing the Risk

In general terms risks can be managed in a number of ways. Within the BRL operations, the options (in order of effectiveness) are:

1. Elimination of the hazard/risk
2. Reduction of the risk by reducing the likelihood of a release of the hazard
3. Reduction of the risk by reducing the severity of the consequences
4. On-going management of the risk
5. Acceptance of the risk.

Where the risk exposure is to be reduced or managed, appropriate control measures (to prevent the hazard being released in the first instance) and recovery measures (to mitigate or minimise the consequences) need to be determined, implemented and/or maintained.

The risk control hierarchy is:

- Elimination – completely eliminating the hazard
- Substitution – replacing the material or process with a less hazardous one
- Engineering/Design – design of protective barriers or improvement of process design to minimise exposure of people
- Administration – providing administrative controls (e.g. training, standards)
- Personal protective equipment – using properly fitted equipment where other controls are not practical.

The New Zealand legislation refers to the use of Elimination, Isolation, Minimisation (E, I, M). This is shown in the relationship table below:

Hierarchy of Control Relationship

ZEROHARM WORKPLACES	Hierarchy of Control (NZ HSE Act)	Hierarchy of Control (International)	Explanation
Most Effective	Elimination	Elimination	Completely eliminating the hazard - physically removing it - is the most effective hazard control
	Isolation	Substitute	Substitution, the second most effective hazard control, involves replacing something that produces a hazard (similar to elimination) with something that does not produce a hazard or a less hazardous one
		Engineering	The third most effective means of controlling hazards is engineered controls. These do not eliminate hazards, but rather isolate people from hazards by designing protective barriers or improvement of process design to minimise exposure to people
	Minimisation	Administration	Administrative controls are changes to the way people work – e.g. training, standards, procedures
Least Effective		PPE	PPE is the least effective means of controlling hazards because of the high potential for damage to render PPE ineffective

7.3 Levels of Risk Management

The BRL Health and Safety Management Plan defines 3 levels of risk management which should be considered as part of the risk identification and evaluation process for all BRL controlled activities.

The model incorporates:

a) **Level 1 –** Pre-task hazard/risk assessments, used by all personnel to check for hazards and suitable controls prior to commencing work. Can be formal or informal

b) **Level 2 –** Job Safety Analysis (JSA) and Permit to Work (PTW) for Work Activities or areas where the environment is non-routine or complex, where the permit process already exists, and/or when a personal risk assessment has identified hazards that need formal assessment. Generally conducted on the job with the people doing the job

c) **Level 3 –** quantitative risk analysis (various techniques). Qualitative and quantitative risk analysis must be facilitated by appropriately trained personnel and include personnel with adequate knowledge and experience for the risk being evaluated. A list of attendees at risk analysis workshops and/or contributors to a risk analysis must be documented with each risk assessment.

The Trigger Action Response Plan (TARP) below demonstrates the three level assessment model plus responsibilities, actions and response actions for each risk level:

ZEROHARM WORKPLACES	BRL Risk Management Trigger Action Response Plan		
	Level 1	**Level 2**	**Level 3**
Risk Assessment Type	**Personal Hazard/Risk Assessment** **(e.g. Take 5)**	**Job Safety Analysis – JSA** **Permit to Work - PTW**	**Formal Risk Assessment** **e.g. WRAC, Fault Tree,** **Operational Risk Registers, HazOp**
TRIGGER			
Trigger	Every day activities that require initial Hazard Identification and controls.	Work Activities or environment is non-routine or complex, and/or when a personal risk assessment identifies hazards that need formal assessment. Where a PTW process currently exists. Conducted on the job with the people doing the job.	For special work activities that are conducted as required. Development and reviewing of Procedures, TARPS etc. Change Management. Development of Risk Registers. Conducting a HazOp. Fault Tree Analysis methodology.
ACTION (RESPONSIBILITIES)			
Every BRL employee, contractor and visitor	Personal Risk Assessment for Normal Activities. Formal or informal.	Actively Participates in the JSA or PTW process where involved.	Participate in development, assessment, review as required.
Supervisor and person (s) doing the proposed task.	Personal Risk Assessment for Normal Activities. Formal or informal. Regularly audit the activity and provide coaching for improvement.	Coordinate the JSA / PTW process on the job with the specific work team. Review past JSA or PTW and procedures relating to the specific task. Approve JSA's.	Participate in development, assessment, review as required.
Manager	Personal Risk Assessment for Normal Activities. Formal or informal. Regularly audit the critical activities.	Regularly audit, review and actively participate in JSA's & PTWs. Identify JSA's that are required to be registered as a Procedure.	Coordinate the Risk Assessment and prepare scope of assessment required. Review outputs.
RESPONSE			
CONDITION	As intended, no hazards or risk exists that could harm .	Hazards present that could not be eliminated but controlled to a low/med risk level and approved by Supervisor.	Hazards that could not be eliminated or controlled to an acceptable risk level of Low or Med. Supervisor could not approve.
ACTION	**PROCEED** **REVIEW WITH ANY CHANGE**	**PROCEED WITH CAUTION** **REVIEW CONTROLS WITH ANY CHANGE**	**STOP** **REVIEW WHETHER THE TASK NEEDS TO BE DONE.** **REQUIRES SENIOR LEADERSHIP TEAM APPROVAL TO PROCEED**

7.4 Pre Task Risk Assessment (Level 1 Risk Management)

Pre-task hazard/risk assessments can be done either informally or formerly via tools such as a Take 5 or equivalent. The assessment is conducted by an individual before commencing or recommencing a specific task. This process shall be used before each task is undertaken. It is a discipline that is required by all personnel to initiate. This is a hazard identification principle used every day in the workplace and is designed to manage the residual risk of all tasks.

The benefit of using the pre-task hazard/risk assessment is that it allows you time to think about what is required to do the job safely. It should only take a maximum of five minutes to assess the risks in each and every task prior to, and during the undertaking of the task, to validate the assumptions made in the initial assessment of the hazards. It's vital when conditions change however, that the process shall be applied again and if a risk is identifed that could cause harm, the area supervisor is consulted prior to commencment to determine if there is a more suitable method to manage the risk.

The Take 5 appraoch is a process that encourages workers to identify hazards associated with ALL tasks before starting a job. It helps to promote a hazard management culture through continual self evaluation.

It is based on the principle of 'ENGAGING THE MIND BEFORE THE HANDS' by:

1. Stepping back 5 paces from the job
2. Investing 5 minutes (nominal) to step through the job in your mind and identify plans to control hazards before starting the job.

It is an informal personal planning process. It is essentially a mental JSA process applied before starting ALL jobs. The 6 simple steps involve:

1. Stop and think
2. Observe the work area and surroundings
3. Step through your mind what you are going to do
4. Think about what else is happening in the area or nearby
5. Identify what else could go wrong
6. Satisfy yourself that the hazards are controlled before starting the work, if in doubt seek advice from your supervisor.

During the job you should be mindful of:

1. Be aware that when performing a routine task, it is possible to get into an automatic mode of operation
2. If it is a long routine task, take short regular breaks to re-focus on the job, work environment and related hazards
3. When a job is coming to a conclusion or a natural break (e.g. meal break) re-focus your effort on what is required to complete the task safely.

After the job:

1. Observe the work area
2. Take action to control any hazards that may have been created by the work
3. Reflect on how well the job went and the mental planning process you used
4. Did you feel safe doing the job?

5. Were others around you working safely?
6. Can any improvements be made next time?

The process encourages sharing of information and experiences with others.

Remember no job is that important that you cannot take the time to do it safely

7.4.1 Job Safety Analysis and Permit to Work (Level 2 Risk Management)

The Job Safety Analysis (JSA) is a level 2 and very specific risk assessment which underpins the Formal Risk and the Broad Brush Risk Assessment. The JSA's focus on the non-routine task or non-routine environment. If there is any doubt as to whether a task is routine or not a JSA should be done.

The five basic steps are as follows:

The JSA process is:

1. Break the task into logical job steps
2. Identify the hazards for each job step
3. Identify or develop controls for each of the hazards
4. Ensure that barriers and/or controls are consistent with the Hierarchy of Controls
5. Review and update the JSA at the completion of the job.

The supervisor, team leader and the work group completing the proposed task manage the JSA process. The JSA is completed on the designed form (located in appendices) with the original kept for easy access at the work place so it can be revised when the task is to be re-done. A copy should be sent to the responsible Supervisor or Manager for review. The Supervisor or Manager may register the JSA as a Work Instruction, as required, for other teams to review for task consistency and information transfer in the future.

In conjunction with the JSA process, BRL contractors may use a range of generic Work Permits for use in specific operations. A work permit document is a contract between the Permit Issuer and the Permit Receiver. It specifies the work to be carried out, its location, the hazards associated with the work and the environment and the required methods of control. It authorises only the specified work to be carried out.

Permits that will be used:

1. Confined Space Entry
2. Work at Heights

7.4.2 Formal Risk Assessment (Level 3)

A formal risk assessment (such as a Broad Brush Risk Assessment, Fault Tree Analysis, HazOps, Workplace Risk Assessment and Control, Operational Risk Registers) is conducted and managed by the Supervisor/Manager or his designate on larger or complex tasks or jobs. This may include but not be limited to the following:

a) Developing or reviewing procedures
b) Major purchasing/design changes
c) Modifications to design
d) Changes in procedures,
e) Introduction of new contractors
f) Major projects

This risk assessment is compiled on a formal risk assessment plan, in consultation with technical and operational personnel, and once completed and signed off by the Manager, is distributed to relevant work groups and filed for future reference. As a guide, it must include but not be limited to the following:

a) A risk assessment leader or facilitator with the appropriate qualifications, knowledge and experience – Supervisor/Manager of the area or his designate

b) A team-based approach must be used; the team must comprise personnel with relevant and varied experience of the subject matter

c) The team must develop a comprehensive checklist of possible failure modes and or issues

d) The safety standard to be reached or the acceptable outcome must be defined prior to the risk assessment being undertaken, this may be in the form of damage to people, equipment, the environment or financial loss

e) High-risk events, which need to be reduced, and high consequence events that must be prevented must be clearly identified, and effective controls developed

f) The actions that must be taken to reduce or prevent undesired outcomes; a timetable for the implementation of the actions and an accountable person for the implementation must be listed

g) A strategy to monitor and review the effectiveness of the actions implemented to control high risk/high consequence events must be noted

h) The Manager must review the risk assessment, and shall verify that the outcomes are acceptable, achievable and sustainable

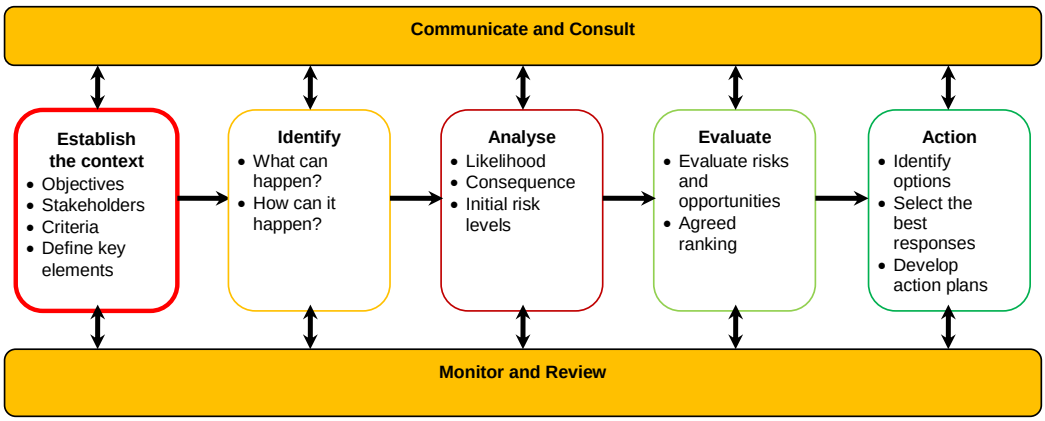
i) Identified job steps or stages and JSA's to be developed

j) Review and validation of assumptions

k) Attach reports and supporting documents.

Generally any level 3 risk assessment process is carried out or facilitated by a competent person with expertise in the desired technique.

All level 3 risk management assessments shall follow the standard ISO 31000 – (AS/NZS 4360:2004) risk management process which is outlined broadly below:



7.5 BRL Operational Risk Register Development

An operational risk register is a technique used to assess the risks for the whole of site and full operations of the company.

The primary objective of the risk register is to undertake a structured and systematic assessment process to enable critical and objective assessment of BRL Operations. It also enables:

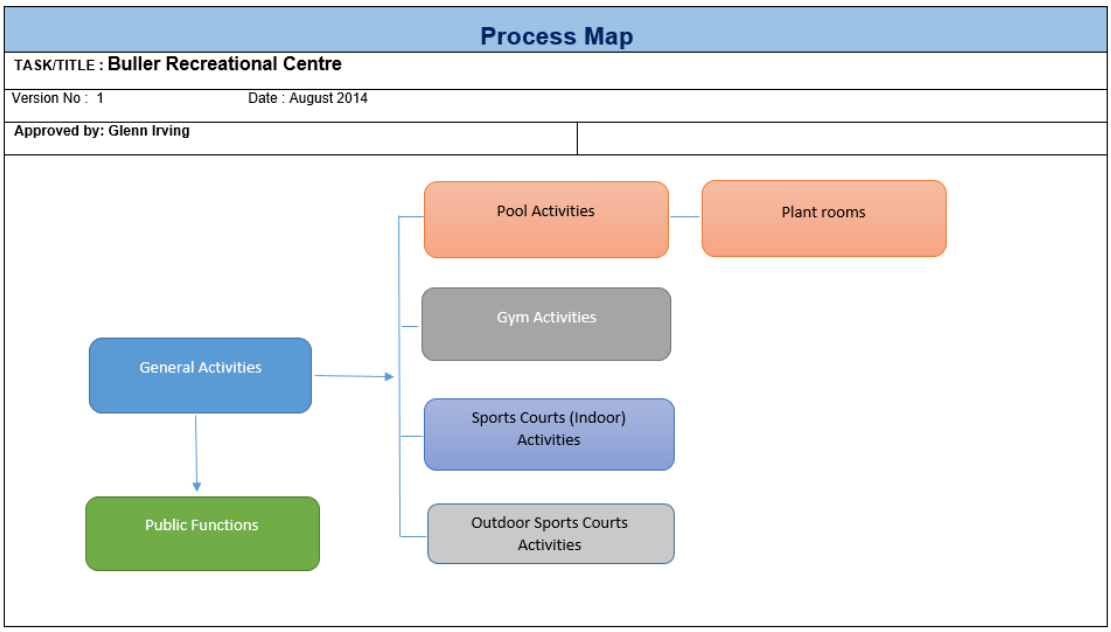
- To assist BRL to identify hazards and manage associated risks whilst operating and to satisfy their obligations in accordance with:
  - BRL Health and Safety Management Plan
  - Applicable industry legislation
  - Australian / New Zealand Standard for Risk Management ISO 31000.
- Facilitate a process to:
  - Identify potential 'high consequence" Health and Safety risks and their potential impacts on the business goals
  - Identify planned and existing controls
  - Assess the consequence and likelihood with the planned/existing controls in place; and
  - Identify risk reduction strategies to reduce the risk to an acceptable level.
- Record the process and provide a report consistent with the Scope.

The Risk Register shall have the following steps detailed:

1. Define the Key Process Areas for the operation
2. Determine the key activities/tasks for each process area
3. Describe the key steps for each activity/task
4. Identify the Actual/Potential hazards, threats, risk and harm issues for each step of the activity/task
5. Determine the inherent risk (risk present before controls applied)
6. Describe the impact type (multiple fatality, single fatality, LTI, medical case, first aid injury, environmental, reputation, financial)
7. Describe the risk mitigation strategy (Hierarchy of Controls)
8. List the Control Methods
9. Determine the Residual Risk (risk after controls applied)
10. List an additional risk reduction control measures (controls to be implemented to further reduce risk where possible)
11. List a target risk rating (where applicable).

The risk register shall be reviewed at least annually (as a scheduled event on the Health and Safety Activity Schedule), following a significant event or when significant change occurs.

The following represents the core operational functions broken down into key process areas for BRL:



The Operational Risk Register shall be reviewed annually or when significant change occurs.

7.6 Managing Critical Risk

For each identified hazard/risk issue the causes and existing controls are identified and recorded in the risk register. Each of the hazard/risk issues is considered in turn and the loss type and risks determined, according to:

- Impact type (medical case, LTI, single fatality, multiple fatality)
- The Consequence, and
- Likelihood.

The scales of Consequence and Likelihood are used to determine the “Risk Rating” in accordance with the BRL Risk Matrix.

The Risk Assessment Matrix was used to assign ratings for consequence and likelihood to each identified hazard in the Risk Register for both inherent and residual risk.

When rating the consequence of a hazard, the maximum reasonable consequence of single events if the maximum effect were to be experienced during that event (usually the case for personal injury losses) was considered. If the hazardous event was recurring (e.g. if the loss is most likely to be damage to health or the environment) the cumulative effect over an appropriate period was taken into consideration where applicable.

When rating the likelihood of the hazard occurring, it is the likelihood of the hazard resulting in a loss (taking into consideration the failure of controls), not the likelihood of the maximum reasonable consequence occurring.

Consequence and likelihood are also rated in the context of existing controls (from AS/NZS 31000/4360:2004 Risk Management). This means if the controls are known to be in place and effective (e.g. “hard” or engineered barriers), this may result in a lower likelihood or consequence. However

ratings could be elevated if controls are known not to be in place or ineffective, or effectiveness cannot be guaranteed (e.g. where barriers are considered “soft” and reliance is on the human element such as training or adherence to procedures).

Consequence and likelihood ratings were combined on the Risk Assessment Matrix to produce a risk ranking. On the basis of the listed hazards and their associated risks, it was determined those hazards that give rise to, or may give rise to ‘significant’ risks. Those risks that are determined to be ‘significant’ shall be subject to further consideration within the risk management process and may require development of operating procedures or management plans

7.7 Risk Reduction Strategy - Strengthen Existing Controls

Existing controls (where these exist) are examined for the significant risks (Very High and High risk rating and Major and Catastrophic consequence) and an evaluation of the effectiveness of current controls is made. Where the risk assessment participants consider that additional controls are warranted for any particular hazard, the nature of these additional controls are listed in the Risk Reduction Controls column of the Risk Register.

Note: that particularly in the case of risks identified as significant, the ‘new controls’ may simply refer to the fact that a specific operating procedures or management plan is to be developed or that an investigation to eliminate or substantially reduce the risk is to occur. To assist with action planning, these are listed on BRL Safety Improvement Plan and assigned to the person responsible for management of the risk. To ensure that controls have been properly implemented, an audit of existing and potential controls should be completed.

Risk control measures for each potential hazard are identified through the participants input and consensus where required. Both existing and additional control measures for each risk were recorded on the Risk Register (Appendix 1) in order to eliminate or control each identified risk issue to an acceptable level.

Where significant risks are present, the most senior company manager must approve commencement of the relevant risk activity once the controls are known to be in place and effective to ensure the risk is acceptable. This is generally considered to be moderate risk or below.

7.8 Developing Management Plans

There are risks associated with BRL operations that, although they have a low likelihood of occurrence, have the potential for multiple or repeat fatalities including their associated cumulative effects.

Where there are risks identified and the residual risk consequence remains as a catastrophic risk potential or the overall residual risk rating remains high, it is therefore considered a principal hazard and will require a higher level of control in place. This would generally be documented through the development of a management plan. This could be referred to as either a Principal Hazard Management Plan (PHMP), Principal Control Plan (PCP) or Standard Operating Procedure (SOP) for the particular risk area as identified following the risk register process.

A detailed PHMP, PCP or SOP will document how the Health and Safety risks shall be managed or minimised so far as is reasonably practicable. These documents must also be in compliance as a minimum to any developed WorkSafe Regulations or Codes of Practice requirements related to the hazard.

The completed management document could be the host for the hazard specific control procedures and other site procedures including TARPS, work instructions, training programmes etc. for risk control.

Each management plan shall have a document owner who is responsible for the administration and coordination of the specific plan. On-going resource allocation is the responsibility of the document owner.

All company management plans shall be authorised and approved by the Manager responsible for the operation or activity.

BRL must consult with workers during the development of these plans and provide training on the relevant management plans to workers prior to them undertaking any work to which the plan relates.

7.9 Risk Register Review

The Risk Register shall be formally reviewed on an annual basis or when major operational changes occur, or are planned to occur on the operation or project. As hazards or operational risks are identified that cannot be eliminated, they shall be added to the register at the soonest possible opportunity.

The annual review will be scheduled on the Health and Safety Activity Schedule.

7.10 Hazard Identification

There are a number of potential sources of information that can provide valuable input to the site or project wide hazard identification and risk assessment process.

Sources of information include:

a. Hazards identified / referenced in legislation
b. Industry hazard databases
c. Industry and local area incident history / experience
d. Company incident history / experience
e. Industry and local area information from industry and environmental authorities.

Typical hazard examples include:

Physical hazards • Caught in or by machinery • Land collapse • Slippery/uneven walking surfaces • Explosions • Falling objects • Confined spaces • Falling from Height	**Traffic hazards** • Speed • Road surfaces • Weather • Traffic flow • Blind spots • Poor visibility • Passing vehicles • Failure to follow road rules • Loss of control • Runaways • Mechanical failure
Noise Hazards • Short exposure to loud noise • Noise at 85dBA or greater for an extended period	**Visitor/Contractor hazards** • Unfamiliarity with worksite • Failure to conform with site procedures

• Noise that interferes with communication and/or concentration	• Unauthorised access
Electrical Hazards • All forms of electrical energy • Overhead lines • Damaged cables	**Worker Hazards** • Behaviours that may cause harm to themselves or others • Incorrect operation of machinery • Inadequate PPE • Failure to follow work procedures • Inattention
Chemical hazards • Solvents • Dusts • Fumes • Mists	**Vibration Hazards** • Whole body vibration (truck drivers) • Segmental vibration (hand tools)
Ergonomic Hazards • Manual handling • Inadequately designed equipment and or workstation	**Environmental Hazards** • Extremes of hot or cold • Dark working environment • Bright sunlight • Inadequate lighting • Air pollution
Psycho-social Hazards • Drugs/alcohol • Personal and/or Health problems • Shift work • Fatigue	**General** • Hazards created by members of the public • Pool hazards

Hazards arise from the workplace environment, the use of plant and substances in the workplace, poor work design, inappropriate management systems and procedures, and human behaviour.

The following set of processes can also be used to enable workplace hazards to be identified.

1. **Safety audit** - This is a systematic and periodic inspection of the workplace to evaluate the effectiveness of the organisation's Health and Safety system. The audit will be conducted by a Safety Consultant or Health and Safety professional with suitable qualifications for auditing. An audit will contain a written report for management and is referred to the Health and Safety committee for review.
2. **Workplace inspections** - These are regular inspections of the workplace by Managers, Supervisors and Health and Safety committee members to determine by observation what

hazards exist in the workplace. Inspections involve consultation with Supervisors and Employees and a report to Management and/or the Safety Committee

3. **Accident investigations** - BRL has a set of procedures for investigating and reporting on accidents (and near misses) detailed in element 13
4. **Consultation** - Employees (and their representatives as appropriate) are often more aware of hazards and the possible ways of controlling them. Employee and union consultation improves the assessment process as well as improving cooperation with control measures eventually put in place. This consultative process is encouraged at BRL
5. **Injury and illness records** - BRL keeps records of injuries and illness. We report monthly on these statistics, including any ACC claims. These statistics are analysed to show the presence of hazards in the workplace
6. **Health and environmental monitoring** - As with the Health and Safety audits, monitoring will be done by Health and Safety professional or external Safety Consultants to provide technical advice about suspected problems. Monitoring may show that a substance or process is a hazard and its severity.

   In this way, monitoring is associated both with hazard identification and workplace assessment and evaluation. A workplace hazard can also be brought to Management's notice outside the routine investigating and reporting systems
7. **Complaints** - Many workplace hazards are brought to the attention of a Supervisor or Manager through a complaint being made by an Employee. Complaints are taken seriously and passed to the appropriate person for prompt action
8. **Safe Work Observation** - A Supervisor, Manager or Health and Safety Committee Member, as part of his or her normal duties, may observe a workplace hazard. Part of the Health and Safety program includes clearly defining who is responsible for the above activities and how the information is processed and analysed.

7.10.1 Reporting Hazards

We are all responsible for noticing and reporting hazards to prevent harm. This could be during a scheduled check, through the annual survey, when there has been some change in the workplace, or from general observation.

Report hazards to your Manager and/or Supervisor. Where possible make the situation safe by controlling the hazard. A specific hazard report form is available to document hazards so they can be addressed and recorded formerly. They should also be added to the accident register (used to centralise all reported events).

Hazards that cannot be eliminated must be controlled (via plans, procedures, engineering, PPE etc) and also recorded on the hazard register.

7.11 Occupational Health Risks

Risk scenarios that involve known and suspected carcinogens, mutagens and reproductive toxicants must be controlled to as low as reasonably practicable (ALARP) and meeting an Occupational Exposure Limit (OEL) or the Environmental Control Limit (ECL) is not an adequate form of treatment. Action plans for treating these risks must be reviewed at least annually.

7.12 Hazardous Substances

Based on the HSNO Act requirements, BRL shall develop procedures within the site Health and Safety Management System and maintain a register of all hazardous substances used on site, to assess the potential for substances to cause harm, to implement controls to manage potential harm and to monitor controls to ensure their on-going effectiveness.

Hazardous substances include:

- Explosives
- Flammable materials
- Corrosive materials
- Toxic substances.

7.12.1 Chemical Handling

All staff required to handle chemicals must understand the correct handling, storage and use of those chemicals, and be aware of the potential hazards created if they are used incorrectly. Information will be available and training provided to ensure that chemical hazards are minimised. All chemical containers will be adequately labelled and all waste chemicals and containers no longer required must be disposed of safely and appropriately.

7.13 New Processes and Equipment

Whenever a new piece of equipment or process is introduced into the workplace, site employees involved in using the equipment will be involved in identifying hazards that it may create, and training or safeguards that may be required in order to prevent harm from occurring. This information will also be recorded on the hazard register.

Aspects to be considered include:

- Design features for safety
- Availability of safety and training information
- Conformance to national or international standards and testing information
- Areas of operations including installation, adjustment, maintenance, dismantling and repair etc
- Ergonomic considerations (e.g. accessibility for repair and servicing) and environmental considerations (e.g. noise)
    - Purchasing documents and contracts must ensure that the supplier is made aware of BRL exact requirements including any Health and Safety elements
    - Make sure all hazards associated with the new plant, equipment or material are identified and controls put in place to manage those hazards.

7.14 Safety Signage

Safety signs are displayed throughout the site as an administration control to warn you of hazards, rules, information to aid in ensuring your safety at all times whilst performing duties.

If a sign displays a direct message in your work area, it carries the same authority as a direct instruction from your Supervisor. Safety signs are to be complied with at **ALL TIMES**:

- Regulatory signs – red ring with line through it – **DO NOT DO / RESTRICTED**
- Mandatory signs – blue circle –**MUST USE**
- Hazard signs – yellow triangle with a black boarder – **BE CAREFUL**
- Danger signs - black, red and white signs – **BE VERY CAREFUL / EXTREME DANGER**

All employees, contractors and visitors must pay particular attention whilst on the company premises, must be observant to and obey all signage.

Safety signs are reviewed annually in the workplace to ensure they are in good order and are effective for the purpose they are in place for.

Failure to comply with signage may result in disciplinary action which includes instant dismissal for serious breaches in accordance with company policy.

Examples of common safety signage:

Sign Type	Requirement	Example
Regulatory signs	Red ring with line through it – Indicates: **DO NOT DO / RESTRICTED**	
Hazard signs	Yellow triangle with a black boarder – Indicates: **BE CAREFUL**	
Mandatory signs	Diagram in blue circle –Indicates: **MUST USE**	
Danger signs	Black, red and white signs – Indicates: **BE VERY CAREFUL / EXTREME DANGER**	

References:

Document Title	Location
Take 5 Checklist Template	Appendix 12
Risk Matrix	Appendix 13
JSA Form	Appendix 14
Risk Register	Appendix 1

Hazardous Substance Register	Appendix 38
Safety Sign Register (For annual audit)	Appendix 40
Hazard Report Form	Appendix 42

Section 8: Operational Control

Objective

Manage the Health and Safety risks associated with the organisation or BRL work activities. This will be achieved by implementing the Health and Safety standards, as well as other mandated or necessary risk treatment processes to control the risk to As Low as Reasonably Practicable (ALARP).

8.1 Procedure Development

BRL will develop procedures or work instructions that detail the controls required to treat the Health and Safety risks associated with work activities.

These procedures must reference applicable operating criteria, be communicated, available to the appropriate users, and followed.

8.2 Legislation Reference

Where documents are developed to manage specific risks and/or meet specific legislative requirements, appropriate reference shall be made to this where possible.

Generally this will be documented in procedures and include (or expand on) achieving the appropriate permit, license, regulatory and/or legal requirements within procedures to raise awareness and ensure compliance.

8.3 Operation and Maintenance of Plant and Equipment

Procedures and/or work instructions must be developed, documented, communicated and followed for the operation and maintenance of plant and equipment that have a potential to impact Health and Safety performance (as defined through risk and criticality analysis).

Plant and equipment must be maintained, inspected and tested to ensure it meets design descriptions and specifications. This may be achieved by following manufacturer's data or instructions in certain circumstances rather than development of site specific procedures.

8.4 Critical Process Requirements

Documentation for critical processes, plant, and equipment must be current, available and include as applicable:

a. Basis of design and product specifications
b. Codes and relevant legislation
c. Hazard assessment reports
d. Operating procedures
e. Operating criteria (with defined operating limits), where their absence could lead to deviations from the health, safety, environment [or quality] performance
f. Engineering and electrical drawings
g. Design specifications and engineering standards
h. Maintenance, inspection and testing strategies
i. The characteristics of the product or materials that are essential for its safe and proper use.

8.5 External Equipment and Services

All equipment or services provided by third parties, must be inspected, and have the controls verified to ensure the safe operation, and adherence to Health and Safety performance objectives.

Where the organisation/operation determines there is a valid reason for non-implementation to one or more of the above requirements, these must be documented in the scope as exclusions, and evaluated as part of the certification to the international standard.

Where customer property, components, drawings, information, software, and/or intellectual property is used in the process it must be identified, verified, protected and maintained.

Any loss, damage, or other reason for its unsuitable use must be recorded and reported to the customer or relevant third party.

8.6 Isolation and Lock Out

The objective of these procedures is to ensure the safety of people working on or with equipment and to prevent the uncontrolled operation of equipment undergoing testing or awaiting repair.

These procedures also provide certainty that equipment will not be inadvertently activated whilst being maintained or serviced, or in any other unplanned, uncontrolled circumstances.

8.7 Personal Protective Equipment (PPE)

PPE is a standard requirement under the HSE Act and BRL provide for the issue, maintenance and renewal of PPE to employees, site visitors and contractors.

PPE clothing and equipment provided to employees must be appropriate, effective and of a high standard. Regular reviews are held to ensure that this standard is maintained. Issued items to staff and contractors will be listed on the PPE Register.

PPE requirements for BRL operations are the following as a minimum:

- Closed shoe/low heel footwear
- Company branded clothing for all employees,
- Ear muffs/plugs in noise hazard areas
- Glasses, gloves, aprons, masks for handling chemicals
- Any other PPE as required to minimise risk of harm during any activity or stated by the manufacturer or SDS.

8.7.1 Eye Protection

You must always wear approved eye protection where the danger of flying particles, flash or chemical splash hazards exist.

If anything enters your eye immediately go to your first aider - do not try to remove it yourself and do not let a fellow worker try. Remember, you only have two eyes so look after them well.

Correct eye protection (which may include goggles or face mask) must be worn when:

- Operating any portable power tool

- Using compressed air
- Using or handling any acid or caustic solution
- Where there is a risk of airborne particles, sand, dust, etc.

8.7.2 Noise and Hearing Conservation

Regular exposure to excessive noise will cause permanent hearing loss. Noise also interferes with the ability to concentrate, affects stress levels, and therefore may be a direct cause of accidents.

If it is not possible to reduce workplace noise levels you must wear the supplied hearing protection and observe noise warning signs.

- Ear defenders of the correct rating provide the best protection - wear them, look after them and keep them clean
- Ear plugs are available but you should change them regularly. Avoid getting oil, grease or dirt on them whilst inserting into the ear as this may cause ear infection
- Hearing loss is permanent and irreversible - wear the right gear at the right time
- Have a regular hearing test if you feel your hearing is deteriorating.

References:

Document Title	Location
Personal Protective Equipment Register	Appendix 42

Section 9: Management of Change

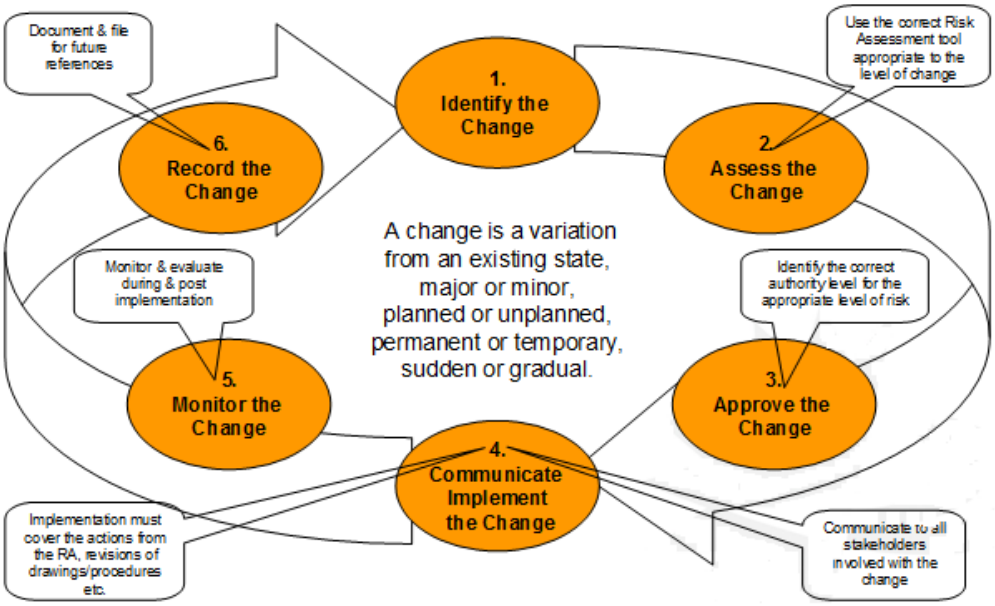
Objective

Manage the organisational risks associated with any change to critical processes.

Purpose

Change management is a risk management process through which hazards and risks introduced by change are identified, evaluated and controlled. Modifications to facilities and the arrangements for their operation, including personnel, should not be compromised and, where possible, should improve Health and Safety and operational performance.

BRL adopts the following Management of Change work cycle:



9.1 Management of Change Identification

BRL must ensure they identify and manage changes to any business processes that may impact on Health and Safety performance. Changes may be:

a. planned or unplanned;

b. sudden or gradual;

c. temporary or permanent.

When these occur, an analysis of the risks associated with a change must take place. This can be done at a Level 2 or 3 risk management process depending on nature and scale of change.

Management of Change Process

9.2 Identify the Change

The management of change process applies to the following activities or items which may undergo change. Some functions may be relevant to specific projects as guidance and detail can be elaborated on to describe what the change may look like and what the response would be (a Trigger Action Response Plan (TARP) can be a good way of demonstrating this). Triggers of change at BRL may include (but are not limited to):

a. Design and construction of any new facility
b. Planning process for future activities
c. Plant and equipment modifications
d. Operating procedures
e. Maintenance procedures
f. Emergency procedures
g. Organisation structures and responsibilities
h. Personnel changes, training or competency requirements
i. Individual roles and responsibilities
j. Regulatory and statutory requirements
k. Contractors and suppliers.

A Management of Change checklist is included for reference in the HSMP Appendices.

9.3 Assess the Change

When a change has been recognised, a risk assessment process shall take place. Refer to Hazard & Risk Management Framework. The type of risk assessment is dependent upon the level of change.

A documented action plan must be implemented, recorded and monitored for completion.

9.4 Approve the Change

BRL Manager is accountable and must approve any application for change following appropriate risk management processes.

9.5 Communicate the Change

It is considered that the effective communication of change to all persons affected, is a critical requirement of change management. It is fundamental that the people who are required to implement the change, understand what is changing and why, or the change process is likely to be frustrated and its objectives not realised.

The communication must be a significant element of the Action Plan.

9.6 Monitor and Evaluate the Change

Both during and post operations.it is essential that the change is monitored and evaluated. A formal review must be carried out to evaluate the actual outcome and any impacts against the intended objective and to identify and address any deviation that may have occurred.

9.7 Record the Change

Document the change through the Document Management System.

9.8 Emergency Situations

Formal management of change is generally exempt during emergency situations where the full management of change procedure cannot practically be applied. These situations require the most Senior Manager (or his/her designated deputy) who is accountable for the managed activity to approve the change.

9.9 Training

Employees and contractors must be trained to identify what constitutes a change and how to initiate the management of change process.

9.10 Proposing Change

All proposals for change must be evaluated and include:

a. An appropriate level of technical expertise
b. The involvement of the workforce impacted by the proposed change
c. An approval of the change by at least the same level of authority as those who control the existing process or item being changed.

9.11 Review of Change

After completing the change, a formal review must be carried out to evaluate the actual impact against the intended impact, and to identify the reasons for any deviation.

9.12 Change Management Checklist

This checklist is to enable users to assess the magnitude and consequences of the change they are intending. It is not a formal risk assessment – it is used to determine the need to complete a formal risk assessment as part of the change process.

References:

Document Title	Location	Link
Management of Change Checklist	Appendix 16	N/A

Section 10: Supplier and Contractor Management

Objective

To ensure Health and Safety risks associated with procured materials, equipment, services and labour are effectively managed.

BRL has one system and process for management of Health and Safety for contractors and suppliers contracted to do any work for BRL.

BRL is committed to the provision of a safe and healthy workplace for contractors and sub-contractors in accordance with its Health and Safety Policy and with its duties under the Health and Safety in Employment Act and related legislation and regulations.

BRL seeks to meet these requirements by;

- Taking all reasonable steps to ensure that no contractor or sub-contractor; and no employee of a contractor or subcontractor, are harmed while doing work that they have been engaged to do
- Promoting measures to prevent injury and illness by ensuring safe work methods, safe equipment, proper materials and safe practices at all times
- Maintaining a Contractors Register for Contractors who are eligible to work for BRL in terms of meeting the BRL standards for Health and Safety documentation
- Ensuring all contractors who work on site are inducted to ensure they are aware of the hazards in the workplace that could affect their tasks.

Definitions (including revised HSE Act provisions)

- **Principal** - means BRL when engaging contractors for work purposes
- **Person conducting a business or undertaking (PCBU)** - A PCBU conducts a business or undertaking alone or with others
- **Worker** - A worker is someone who carries out work for a PCBU and includes, an employee, a contractor or sub-contractor, an employee of a contractor or sub-contractor, an employee of a labour hire company, an apprentice or trainee, a student gaining work experience, an outworker or a volunteer
- **Contractors Register** - list of Contractors who have met or exceeded BRL Health and Safety requirements.

10.1 Suppliers

Organisations who supply plant and equipment to BRL have duties specified under the HSE Act.

This duty is to take all practicable steps to ensure that any plant or equipment supplied is designed and made, and has been maintained, so that it is safe for its intended use. This includes providing relevant information such as detailed drawings and test certificates, and about matters such as:

- The use for which it has been designed
- How to install, adjust, maintain, and operate the plant in accordance with its design.

10.2 Contractor Management

Any contractor used on site shall comply with the BRL Health & Safety Management System requirements as a minimum.

It is the responsibility of the Manager to ensure that each contractor used on site is:

- Evaluated prior to commencement of task to determine whether they hold appropriate qualification/s (such as electricians must hold a current license, etc.)
- Be inducted on site to the level necessary to ensure they understand and adhere to all site requirements/systems and procedures relevant to the task/s being undertaken. This may mean, in some circumstances, they may require full supervision.

Contractors are classed as either major or minor depending on the frequency and nature of work. All major contractors will be required to be evaluated and approved under the contractor work authorisation process and be inducted to the level necessary. They will also be listed on the contractors register.

10.2.1 Contractor Induction Process

All contractors (and visitors) engaged by BRL for work or who undertake work in the workplace place must undergo a relevant form of Health & Safety Induction. The table below outlines the appropriate level of induction required for contractors:

Contractor Type	Frequency and Risk Exposure in Workplace	Induction Type	Supervision Required	Processes Required	Document References
Minor	Contractor/s who are: • only on site very briefly • will not be conducting any form of manual work or high risk activity	Sign in/out visitors register and have the brief site induction as per the site visitor's induction	Full supervision from a site inducted employee or approved delegate	Sign in/out and site induction	• Visitors Register • Visitors Induction Form
Minor	Contractor/s who are on site for: • one off/infrequent, • low risk or irregular intervals tasks (less than 12 days per year)	Sign in/out visitors register and have site visitor's induction	For low risk activity, frequent supervision from a site inducted employee or approved delegate	Sign in/out and site induction	• Visitors Register • Visitors Induction Form
Major	Contractor/s who: • are on site routinely (more than 12 working days per year) • or are required to work unsupervised • or is carrying out a high risk activity	Sign in/out visitors register and contractor induction	For low risk activity, standard monitoring from contracts supervisor For high risk activity, full supervision	Sign in/out and site induction Contractor Authorisation evaluation completed annually JSA Competed for high risk tasks	• Visitors Register • Visitors Induction Form JSA • Contractor work authorisati on form

NOTE 1: For any minor type contractor carrying out a high risk activity, a contractor work authorisation must be completed for each task regardless of the duration of the task.

NOTE 2: Approved contractors who are fully inducted for BRL, must be added to the contractors register and record of induction retained.

NOTE 3: The contractor work authorisation shall be completed for each new task being carried out by the contractor.

All records of induction shall be retained for a period of 2 years in the appropriate induction training and/or contractor files.

10.2.2 Evaluation Process

All major contractors engaged for long periods of work must undergo a contractor review process which consists of an evaluation to determine suitability and competency for the proposed activity. This evaluation must be documented.

It shall be the responsibility of the Manager who engages contractors and subcontractors to liaise with them to ensure that Health and Safety is considered within the terms of the contract. The “depth” of Health and Safety considerations will depend on the size and nature of the contract/s.

The following Health and Safety Criteria and Capability will be taken into consideration when evaluating major contractors:

- The adequacy of the contractor’s Health and Safety policy and management program has been confirmed
- The competency of contractor staff has been reviewed
- The contractor has all appropriate registrations and licenses where these are appropriate
- Site inductions are undertaken by all contractors and subcontractors
- The contractor has sufficient resources to perform the work safely
- What is the nature of the work e.g. location, type of activity, time scale for completion, number of contractors etc
- Contractors management systems and practice
- Contractors experience, competence and capability in the type and complexity of the work to be carried out
- Contractors resources in relation to the work being completed
- Extent to which the risks of the contractor will be minimised by suitable precautions
- Insurance and accident compensation ratings
- Quality of policies and procedures
- Subcontractor selection and management processes
- What current hazards are at the place of work of the contractor are identified or could be introduced during the project?

While taking into the above criteria and capability considerations, BRL (as Principal/PCBU) must ensure that:

- Tenders are assessed by those with skills and knowledge relevant to the Health and Safety requirements of the project
- Tender evaluation includes adequate consideration of Health and Safety requirements

- Adequate time is allowed to assess the Health and Safety requirements of tenders
- The proposed schedule for the project would not adversely affect Health and Safety
- The Health and Safety performance of potential contractors and organisations tendering for the work has been adequately assessed.

10.2.3 Monitoring the Contract

BRL has a legal responsibility to have regular review meetings with the Contractor throughout the duration of the contract, which includes an evaluation of the Contractor's safety performance. The level of monitoring will vary depending on the nature and risk of the work being undertaken. The following areas should be routinely reviewed:

Does the Contractor continue to comply with:

- Relevant legislation?
- Codes of practice?
- Contract Sections and declarations to BRL?
- BRL rules, policies and procedures?
- Working in a safe and professional manner?
- Satisfactory harm/near miss records?
- Satisfactory Hazard Identification and Control process records?
- Documenting periodic post-contractor's Health and Safety performance.

The requirements of major contractors to BRL included in the overall contract for services agreement is as follows:

- Ensure that industry best practice work process standards are complied with by contractors
- Ensure Health and Safety Management Plans of contractors meet all legislative and BRL reporting requirements
- Ensure Health and Safety is an agenda item on all fortnightly project meetings with contractors to ensure continued compliance with HSE best practice, any trends are discussed and action plans agreed, any incidents, investigations, changes to work programmes/Health and Safety plans are discussed and action plans agreed and all minutes and action plans are reported to BRL
- Ensure contractors and their employees comply with traffic safety arrangements when working at site
- Compile monthly safety reports from contractors which may include, but is not limited to the following elements:
    - Accidents/near/misses - including lost time, medical and/or personal injuries
    - Trends as relevant
    - Actions taken to adjust or change safety plans as a consequence of site observations or investigations
    - Changes to work programmes as a consequence of changes to work methods arising from HSE considerations
    - Changes to hazard management plans arising from adjustments to work methods including the introduction of different technologies to work sites
    - Similar information for all sub-contractors engaged on work sites controlled by contractors

- Any other matters which the contractor believes relate to ensuring workplace safety
- A report describing the same information for its own employees and contractors.

Records of poor performance must be documented on the relevant contractors file for immediate action and future review.

Each year all major contractors shall be evaluated.

10.3 Fit for Purpose

All materials, equipment, services and labour procured or supplied must meet the required specifications for the control of Health and Safety risks associated with their intended use or activity.

10.4 Contractors Tools and Equipment

When contractors are used within the workplace and engaged by BRL, in conjunction with the monitoring process, it is recommended that BRL ensures any equipment a contractor brings onto site and is using appears fit for purpose and is in good operating order.

References:

Document Title	Location	Link
Health and Safety Visitors Induction Checklist	Appendix 8	N/A
Contractor Work Authorisation	Appendix 17	N/A
Contractors Register	Appendix 16	N/A

Section 11: Emergency Preparedness, Management and Business Resilience

Objective

To ensure that the appropriate resources and incident response plans are prepared, practiced and available. The plans will provide an effective response for the mitigation, control and recovery from incidents, which can impact or disrupt, the organisation and/or its managed operation(s) and activities

11.1 Site Emergency Plans

BRL has an emergency response plan to aid in the management of any of the following (but not limited to) event types:

- Damage to services resulting in the need for evacuation (Fire, earthquake)
- Injury to a member of the public or staff
- Drowning
- Gas hazard plan

11.2 Roles and Responsibilities

The BRL Emergency Response Plan has defined roles and responsibilities of individual team members to follow during any emergency.

11.3 Training

Management must ensure that individual team members are provided with the relevant training for their required roles.

11.4 Exercises

Periodic exercises are conducted to test effectiveness of plan. Exercises will be detailed on the Health and Safety activity schedule. Any improvements highlighted during the event shall then be implemented.

The plans must be updated to reflect the lessons learned from the exercises and actual incidents.

11.5 First Aid

First aid kits are available at all BRL work sites. These are checked and restocked regularly by St John. There are trained first aiders on site in each work area. Whenever a first aid injury occurs, it shall be listed along with the details of the injury on the first aid register.

References:

Document Title	Location	Link
BRL First Aid Register	Appendix 32	N/A
Emergency Response Plan	ERP Documentation	N/A
First Aid Equipment and Facilities Checklist	Appendix 35	N/A

Section 12: Documentation and Document Control

Objective

To provide a framework of how the Health and Safety Management system links together and control documentation required for the effective operation of the HSMP.

12.1 Health and Safety Management System Documentation

The BRL Health and Safety System comprises of many documents that all interlink to support the operational activities. These are listed on the master list of controlled Health and Safety documents register contained in Appendix 30. This register shall be reviewed periodically to ensure it is kept current. This is scheduled as an event on the Health and Safety activity schedule.

All documents shall remain legible, identifiable and maintain version control. Where version control is not required, the document should be marked as uncontrolled where possible.

The core documents are detailed on a Health and Safety Management System roadmap document for reference and demonstrate how they interlink.

References:

Document Title	Location	Link
Health and Safety Management System Road Map	Appendix 18	N/A
Master List of Health and Safety Controlled Documents	Appendix 30	N/A

12.2 Control of Documents

The following are the key BRL Health & Safety Management System document review requirements:

Health and Safety Management System Review					
Plan	**Life**	**Developed by**	**Reviewed by**	**Period of Review**	**Reporting Requirements**
Health and Safety Management System Plan	Continuous	SafeWay NZ	General Manager	Annual	Manager
Operational Risk Register	Continuous	BRL	General Manager	Annual	Manager
Management Plans	Continuous	BRL	General Manager	Annual	Manager
Emergency Response Plan	Continuous	BRL	General Manager	Annual	Manager

12.3 Health and Safety Management System Reviews

Reviews against the Health and Safety Management System are carried out annually to assess:

a) The suitability and effectiveness of the Health and Safety Management System
b) The impact of any legislative changes
c) The results of any Accident/ Incident investigations and actions taken to prevent recurrence
d) Advances in technology
e) That the BRL Health and Safety Management System is in line with industry best practice
f) Verify Effective Communications processes are in place and operating
g) Ensure adequate Training and Resources
h) The effects of organisational changes on Activities, Training, Tasks, Materials/Equipment, Facilities, Staffing.

Section 13: Non-conformance, Incident and Action Management

Objective

Ensure all incidents are investigated, lessons learnt are recorded and corrective actions identified and communicated.

13.1 Event Reporting Procedure

This procedure is for the management of all incidents, near miss events and major hazards. It provides guidance on the appropriate methodologies for:

a) Notification and recording

b) Investigating (including establishing a sequence of events, identifying all factors that contributed to the event and establishing the root cause)

c) Analysis of the impact(s) and the potential risk of future incident

d) Communicating to relevant people/groups

e) Managing corrective actions to prevent reoccurrence

f) Maintaining an Accident Register and ensuring all details are recorded in the Register

g) Where a serious harm incident occurs, WorkSafe must be notified as soon as possible after the occurrence and written notice (on the WorkSafe prescribed form) forwarded to WorkSafe within 7 days of incident occurrence

h) Where a person is seriously harmed whilst at work, no person(s) shall interfere with the incident scene unless authorised to do so by a WorkSafe Inspector.

13.2 Rating of Events

All events must have the Actual Consequence and the Potential Consequence evaluated for each impact type. This is due to the fact many events have a very low actual risk rating or outcome as the event might have been a near miss or for reasons such as good luck or a single control remained to prevent something more severe occurring. It's important to consider the potential consequence of events to consider the severity of how bad it could have been and ensure an appropriate level of investigation is conducted to determine suitable outcomes to prevent re-occurrence.

Impact types consequence categories for consideration include:

- safety
- environment
- reputation; and
- financial.

An event can have multiple impact types. Each impact must be evaluated independently, with the most significant classification forming the main rating of the incident.

The Actual and Potential Consequence for an event must be categorised as either:

- Insignificant
- Minor risk
- Medium risk

- Serious risk
- Major risk
- Catastrophic risk.

BRL risk matrix contains defined consequence scales to be used to determine the appropriate category for each impact.

The Actual and Potential risk rating is based on a risk evaluation of the consequence assessment of the impact type and the likelihood of the event occurring again given reasonable failure of existing controls. Each impact type likelihood must be evaluated and classified as:

- Very Low
- Low
- Moderate
- High; or
- Very High.

To ensure consistency of terminology and analysis, the BRL risk matrix must be used for the evaluation.

From conducting a risk rating in the above manner, each event will have an actual and potential risk rating. The investigation level shall be determined on the highest ranking (actual or potential).

13.3 Accident and Incident Management

It is essential that all accidents, injuries and/or near-miss incidents, are reported so that these are investigated to prevent future harm.

The list of incidents that need to be reported and recorded includes:

- Early reports of pain and discomfort;
- Near-misses;
- Accidents/incidents;
- Hazards;
- Deficiencies;
- Threats;
- Exposure (when you think that you may have been ‘exposed’ to something like a chemical or a disease);
- Suggestions for improvement.

Some events don’t fit within the normal definition of accident, but they still require investigation and resolution, so the wider term ‘incident’ is used rather than accident.

To report an incident, employees and contractors should:

- Complete an incident form;
- Forward the completed form to the Manager.

BRL will investigate all accidents/incidents to ensure that the appropriate corrective action is taken.

13.3.1 Accidents Involving Serious Harm

Serious harm means death, or harm of a kind or description declared by the Governor-General by Order in Council to be serious for the purposes of the Act; and 'seriously harmed' has a corresponding meaning.

Until such an Order in Council is made, the following types of harm are defined in Schedule 1 as 'serious harm' for the purposes of the Act:

1. Any of the following conditions that amounts to or results in permanent loss of bodily function, or temporary severe loss of bodily function: respiratory disease, noise-induced hearing loss, neurological disease, cancer, dermatological disease, communicable disease, musculoskeletal disease, illness caused by exposure to infected material, decompression sickness, poisoning, vision impairment, chemical or hot-metal burn of eye, penetrating wound of eye, bone fracture, laceration, crushing
2. Amputation of body part
3. Burns requiring referral to a specialist registered medical practitioner or specialist outpatient clinic
4. Loss of consciousness from lack of oxygen
5. Loss of consciousness, or acute illness requiring treatment by a registered medical practitioner, from absorption, inhalation or ingestion of any substance.

Any harm that causes the person harmed to be hospitalised for a period of 48 hours or more commencing within seven days of the harm's occurrence.

Accidents involving serious harm must be reported to the Manager and WorkSafe as soon as possible after the accident has occurred (WorkSafe requires serious harm accidents are reported within seven (7) days).

At the time of the serious harm incident, the accident scene must not be disturbed until WorkSafe has given approval unless action is required to:

- Save life
- Prevent or relieve suffering of any person
- Prevent further harm or damage to property.

This may be done by isolating the scene using ‘danger tape’ or similar means to ensure no one goes into the area.

The official WorkSafe Serious Harm notification form must be sent to WorkSafe within seven (7) days of the accident occurring.

If new hazards are identified as a result of the accident/incident investigation, then the hazard details are to be entered onto the “Risk Register”.

13.3.2 Investigation

The Manager of the relevant work area or department is responsible for investigating all events, especially any serious harm accidents, or incidents with high risk potential in a timely manner. It is important that any person conducting or assigned to investigate is considered competent to do so. This

will generally require some formal training in incident investigation, especially when required to perform serious harm or high potential/actual risk events.

For investigation purposes BRL treats harm as serious harm if a person can't commence their duties on the following work day.

It is important that the sequence of events and circumstances that surround an incident/near miss be analysed correctly so that the "Root Causes" are arrived at, and that the correct recommendations and actions can be implemented to prevent recurrence. In some cases, recommendations may have a wider scope than only pertaining to the particular incident. If it is established that a similar incident/near miss could occur in other areas of the organisation then the results will be discussed with the site Health and Safety Team.

13.3.3 Responsibility for Investigation

The Manager will perform or delegate responsibility for investigating accidents or incidents. This task may require investigating in conjunction with WorkSafe or other external agencies appointed by WorkSafe where serious harm accidents have occurred.

For internal investigations the "Incident Report and Investigation" form will be used to document accident investigations and assist with determining and implementing controls to prevent recurrence. There is a standard Incident Investigation and a Detailed Incident Investigation format that can be used depending on the level of investigation required. Supplementary documentation, photos and drawings can be attached to the form.

Where the event is considered significant, the Manager may elect to have a suitably qualified independent person external to the operation conduct the investigation on his/her behalf.

All incidents must be recorded on the accident register.

13.3.4 The 6 Main Steps to Incident Investigation

1. Control scene of incident;
    a) After providing appropriate medical attention to the accident victim
    b) Do not disturb the accident site of a serious harm accident without obtaining site clearance from WorkSafe
    c) Barriers, powers off etc. Consider possible secondary action
    d) Notify Manager, who will in turn notify WorkSafe, if serious harm accident.

2. Collect all relevant information on the:
    a) People – Witnesses, associated people
    b) Equipment – Vehicles, workplace, incident scene
    c) Environment – Weather, workplace environment
    d) Processes – procedures, reports, photos, maps, documents
    e) Organisation – who was involved, responsibilities, contracts, history

To ensure all the facts are identified, consider the who, what, when, where, why and how for each category above. Also review;

a) What appears to have happened?
b) Who should be interviewed?
c) What is the state/condition of machinery, equipment or tools involved?
d) What things may have failed in each category?
e) What do you need to know about training, maintenance and other records?

3. Analyse all significant causes;
   a) Detail a sequence of events
   b) Analyse facts, conduct a causal factor analysis and consider all possible causes
   c) Review any significant hazards or risk involved?
   d) Compare with safe work practices, do not make assumptions
   e) Review what elements of the Health and Safety Management system were absent or have failed
   f) Sort out what you know and what you need to find out.

4. Develop corrective actions and take remedial action;
   a) While investigating, decide and initiate protective measures if any risks remain present
   b) Prepare for longer term remedial action
   c) Make sure these will eliminate incident causes (i.e. preventative actions)
   d) Make sure you do not create new hazards or risks
   e) Link back into risk management.

5. Report
   a) Complete incident causation analysis
   b) Complete incident investigation form
   c) Send written notification of incident to WorkSafe (within seven (7) days of incident for notifiable events).

6. Follow up
   a) Ensure recommendations are implemented
   b) Ensure it actually eliminates the risks
   c) Provide feedback to all concerned.

It is important that the sequence of events and circumstances that surround an accident/near miss be analysed correctly, so that the “Root Causes” are arrived at, and that the correct recommendations and

actions can be implemented to prevent recurrence. In some cases, recommendations may have a wider scope than only pertaining to the particular incident. If it is established that a similar accident/near miss could occur in other areas of the business, then the results will be discussed at the Health and Safety Committee meeting and communicated to the business.

13.4 Significant Incidents

All significant incidents; i.e. those with any impact categorised with an actual consequence of major or catastrophic; or a potential risk rating outcome of High and Very High risk (classed at Category 1 events) should be investigated using a detailed incident analysis methodology to a level as demonstrated in the table below.

All other incidents (those classified with impacts having an Insignificant/Minor consequence or Low or Moderate risk rating outcome either actual or potential and classed as category 2 and 3) may use other basic investigation methods to determine the root cause and identify corrective or preventative actions.

The results from all investigations should be aligned with the terminology used by the approved BRL methodology.

ZEROHARM WORKPLACES			Analysis Requirement	Analysis Level and Participants	Expected Investigation Analysis Time Frame
Incident Classification & Risk Level	Cat 3	Very Low	Incident Report Only	Supervisor leads investigation team 1. Involved person 2. Supervisor 3. Others as required (e.g. employee representatives)	10 days
		Low			10 days
	Cat 2	Moderate	Detailed investigation required for events with a Major or Greater Consequence Rating,	Management leads investigation team 1. Others as required (e.g. employee representatives)	7 Days
	Cat 1	High	Detailed Investigation Mandatory	Management leads investigation team 1. As per above 2. Incident skilled analyst preferred 3. Experts/technical/other • Legal advisor • Others as required (e.g. employee representatives, external consultant)	7 Days (Final Report)
		Very High			3 Days (Preliminary Report)

13.5 Notification Details

Incidents (including non-conformances) must be reported to BRL in accordance with the timeframes below:

ZEROHARM WORKPLACES	Incident & Hazard Risk Level				
	Notification Requirements				
	Very Low	Low	Moderate	High	Very High
Directors & CEO	Not required	Not Required	Routine performance reporting	Within 12 hours by phone, Incident database or email	Immediate by Phone
General Manager	Routine Incident notification	Routine Incident notification	Immediate	Immediate	
Accident Register	48 hours	48 hours	48 hours	24 hours	24 hours
WorkSafe (Serious Harm Incident only)	**ASAP to all personnel listed above but within 24 hours by phone and confirmation via Serious Harm notification form to WorkSafe**				

13.6 Sharing Significant Learning's

All significant incidents must be summarised for their lessons learnt after the investigation and communicated through the relevant Industry Forums to ensure critical lessons learnt are shared.

13.7 External Investigations

It is a requirement that all staff co-operate fully with any external agencies that are directed by WorkSafe to investigate accidents/incidents. This may include: WorkSafe Inspectors, District Court; High Court, Police; Persons appointed by District Court Judges or the Coroner (if a fatality has occurred). The Manager is the only person who has "Authority" to speak on behalf of BRL about the incident under investigation.

13.8 Key Accident Classification

- **Minor Incident/Accident:** no time lost
- **Lost Time Injury** (LTI): occurrences that result in time of one day, one shift, or more lost from work due to a work-related injury, illness or disease. It does not include the shift or day on which the LTI occurs or arises
- **Medical Treatment Injury** (MTI): when an employee or contractor receives any medical treatment from a Registered Medical Professional as a result of a work-related injury, illness or disease that is beyond the scope of first aid. Any medical assessment without treatment will not constitute a MTI
- **First Aid Injury** (FAI): any work-related injury that requires/is managed by first aid treatment only. First aid treatment is defined as treatment that falls within the scope of recognised or standard first aid protocols, regardless of whom administers the treatment

- **Major Incident/Accident**: Serious harm injury or illness, lost time
- **Fatal Accident**: Death
- **Near Miss Incident:** a documented event where property damage, system failures injury or illness could have occurred but did not.

Refer definitions section for full listings.

References:

Document Title	Location	Link
Incident Report and Investigation Form	Appendix 19	N/A
Detailed Incident Report and Investigation Form	Appendix 31	N/A
Accident Register	Appendix 20	N/A
Serious Harm Notification Form	Appendix 21	http://www.business.govt.nz/worksafe/notifications-forms/accident-serious-harm

Section 14: Measuring and Monitoring

Objective

To measure hazards, aspects or the impact of our activities and evaluate the effectiveness of our controls.

To monitor the workplace, environmental performance criteria, or product specifications to determine conformance and compliance

14.1 Organisational Measuring and Monitoring

BRL will regularly measure and monitor the key characteristics of its work activities that could have significant Health and Safety risks. Procedure(s) to control the process must be implemented where significant risk/s are identified.

14.2 Occupational Health Measurement and Monitoring

Whenever a hazard is identified that could impact employee health, procedures for measuring and monitoring occupational health exposure shall be developed. These may include:

a. Detail of what must to be measured and monitored, based on a risk analysis or identified legal and other requirements

b. The frequency of measurement and monitoring

c. Necessary equipment

d. Data quality requirements (including details on the sample size for statistical validation and any rejection criteria)

e. The sampling and analysis method(s) including any laboratory certification requirements

f. Training and competency requirements for relevant personnel (including contractors) who undertake workplace and environmental monitoring

g. Relevant information about the potential risks to personnel associated with (performing or receiving) the monitoring or testing.

14.3 Test Equipment

Inspection, monitoring, measuring and test equipment must be conducted routinely. This includes:

a. Identified and maintained to ensure compliance with specified customer and legislative requirements

b. Controlled / safe guarded from unintentional adjustments

c. Stored and protected from damage

d. Calibrated or verified against a traceable standard at specific intervals

e. Recorded or contain identification in order to determine its calibration status.

References:

Document Title	Location	Link
Electrical Equipment Register	Appendix 22	N/A
Fire Extinguisher & Equipment Register	Appendix 23	N/A
Calibrated Equipment Register	Appendix 24	N/A

14.4 Non Calibrated Equipment

Where no calibration standard exists, such as in the case of computer software, tooling or other equipment that is critical to manage Health and Safety, the method used for calibration or verification of the equipment's ability to satisfy the intended application must be confirmed. This verification must be undertaken prior to initial use and reconfirmed as necessary.

Monitoring results must be collected and analysed using descriptive statistics on a regular basis for:

a) Trends and potential exceedances from legal and other requirements (such as operating criteria or occupational exposure limits)

b) Inconsistent or unusual results

c) Evaluating the effectiveness of existing controls

d) Conformance against stated objectives and targets

e) Continual improvement opportunities.

14.5 Exceedances to Specified Requirements

Exceedances from specified requirements or limits (for plant and equipment) must be recorded, investigated and reported back to the people or area involved. The appropriate actions in response to the exceedance must be recorded, assigned accountability and tracked to completion.

14.6 Health and Medical Surveillance

Where any medical surveillance programme has been identified to monitor exposures to any hazard, it must:

a) Include employees and relevant contractors

b) Be consistent with local regulatory requirements

c) Be designed based on the identification and evaluation of operational health risks

d) Include a process to inform the appropriate personnel about changes to roles (such as new employees, transfers or departures) such that the required medical examinations are conducted and records updated.

Where a possible increased health risk is identified, workers must be encouraged to participate in an appropriate medical surveillance programme.

Section 15: Corrective and Preventive Action Requirements

Objective

The objective of this element is to ensure that:

a) The fundamental causes of non-conformances are identified, corrected and prevented in future

b) Incidents and non-conformances once identified are reported and analysed

c) Corrective, preventative actions are taken and recorded and registered.

15.1 Corrective or Preventative Action Requirements

BRL shall ensure all non-conforming activities requiring Corrective or Preventive Action Requirements (CPAR) are generated for the purposes of continuous improvement. CPAR's may be identified in any of the following ways:

a) Incidents

b) Hazards

c) Audits and Management Reviews

d) Inspections

e) Change Management

f) Risk Assessments

g) Management Plans, Compliance Meetings

h) External – Regulators, Stakeholders

i) Deficiencies

j) Suggestions for Improvement.

15.2 Safety Improvement Plan - Actions Register

BRL shall have a documented Actions Register in the form of a Safety Improvement Plan. The register is to be maintained and reported against on a monthly basis by the Site Manager. The report should monitor the following but not limited to:

a) Number of actions

b) Number of overdue actions

c) Number of actions current.

It is important that actions listed on the safety improvement plan are achieved in the nominated time frames. Where these cannot be achieved, the Manager shall re-evaluate the initial priority assigned, if it's considered a low risk action, then time frames can be amended, if it's considered a high risk action, appropriate resources shall be assigned to address.

15.3 Incidents and Hazards Actions

Incident reports will be completed as described in Element 13 Non-conformance Incident and Action Management.

An incident analysis will be conducted into the causes of the incident and immediate action required to address the deficiency will be determined. Each incident will be assessed to determine the need for corrective action (action to prevent recurrence). Where corrective action is not required the incident form is completed and details recorded in the Accident/Incident register. Where corrective action is required, the details of corrective action are to be recorded in the Action Register of the Accident/Incident register.

15.4 Audits and Management Reviews

All audit and management review action requirements are to be placed in the Accident/Incident register to record and monitor completion.

15.4.1 Health and Safety Audits

Health and Safety Audits are organised by the Manager using internal staff or externally qualified consultants.

Audit Reports will be reviewed by the Manager and responsibility assigned for addressing any problems or recommendations within the report.

15.4.2 Health and Safety Checks

Staff will ensure that “self-checks” are performed where required. Examples include:

- Safety checks on equipment and materials prior to use (pre start-up checks)
- Checks on work areas and work stations
- Checks on chemical storage areas
- Checks on personal protective and/or safety equipment.

Any anomaly identified shall be reported through the hazard report process directly to the Manager.

15.5 Inspections

All workplace inspection reports and action requirements are to be placed in the Accident/Incident register to record and monitor completion.

15.6 External Notices and Infringements

All action requirements detailed from external enforcement notices and or infringements are to be placed in the Accident/Incident register to record and monitor completion.

15.7 Audit of Accident/Incident Register

BRL will audit their Accident/Incident register and address any overdue and outstanding action/s on a monthly basis.

Section 16: Performance Assessment and Auditing

Objective

To regularly evaluate and report on performance and measure conformance to the management system requirements.

16.1 Lead and Lag Indicators

BRL has a process for measuring Health and Safety performance. Metrics include leading and lagging indicators to measure the effectiveness of the Health and Safety Management System and drive continuous improvement.

Lead indicators are designed to drive and measure activities that are carried out to proactively control and prevent illness and injury, as well as loss to property and process. They enable the design and implementation of intervention strategies to address negative trends and loss events.

Lead indicators BRL Limited will measure as a minimum:

- Ratio of Hazards Reported vs. Incidents Reported Target 2:1
- Number of Actions completed on time
- Number of Outstanding Actions
- Number of Inspections completed against activity schedule
- Number of Safety Team Meetings scheduled and completed/attended.

Lag indicators provide information on undesired events that have resulted in harm to people and/or loss of process and property. This data allows comparison between historic and current Health and Safety performance and helps drive our actions and understanding - that all injuries are preventable. Lag indicators also allow us to monitor safety performance against industry data.

The frequency of injuries (employees and contractors) is used as one measure of Health and Safety performance.

Lag indicator measures BRL will monitor include:

a) Number of Lost Time Injury events (total rather than standard frequency rates to be used)

b) Incidents/accidents.

16.2 Performance Reporting

A report summarising the organisation and/or BRL operations performance must be generated for each site Health and Safety Team meeting. It shall contain details or summaries of all incidents and progress against corrective actions. The performance shall be reviewed with employees and performance improvement opportunities determined where relevant.

References:

Document Title	Location	Link
Performance Data Summary	Appendix 27	N/A

Document Owner: Zero Harm Workplaces Limited ©

16.3 Health and Safety Interactions

The Manager will conduct regular Health and Safety interactions with staff and contractor that;

a) Reinforces positive behaviours consistent with company/industry standards, procedures and system requirements

b) Corrects behaviours inconsistent with company/industry standards, procedures and system requirements

c) Verifies that personnel have the adequate training, equipment and certification if required - to undertake work that conforms to procedures and the hazards associated with the activity or task

d) Corrects non-conformance.

The interactions may be formal or informal and shall be viewed as a positive visible felt leadership process providing positive feedback and any areas of development required. Where these are done formerly (as recommended for contractors) the safe work observations form shall be used. When used informally this form also provides a good guideline of the key areas that should be observed.

References:

Document Title	Location	Link
Safe Work Observations Template	Appendix 28	N/A

16.4 Audits, Inspections and Reviews

BRL has a process for conducting audits and regular inspections of all work areas.

The process is scheduled on the site Health and Safety Activity schedule. The evaluation process is based around consideration to:

a) The level of evaluated risk associated with specific activities that the organisation or operational unit undertakes

b) The identification of non-conformances with standards, and system requirements

c) The identification of hazards.

All records of activity schedule functions shall be retained for a period of at least two (2) years. Actions arising from inspections and audits shall be entered onto the Accident/Incident register.

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References:

Document Title	Location	Link
Health and Safety Activity Schedule	Appendix 4	N/A
Workplace Inspection Checklist	Appendix 29	N/A
Daily inspection Checklist	Appendix 30	N/A

16.5 Performance Data Review

The Manager for each company department is responsible for maintaining health and safety performance data and statistics. Any information indicating a trend that is identified must be addressed.

All information is summarised monthly including contractor incidents and any incidents involving any employees and/or contractors and measured against company objectives, targets and set KPI's at management meetings.

Section 17: Data Management and Reporting

Objective

To manage and maintain all data requirements for the management system and ensure the currency and security of records.

17.1 Control of Health and Safety Records

BRL will ensure that the following records are kept and available upon request of WorkSafe:

a) The current version of the Health and Safety Management System

b) Any previous versions of the Health and Safety Management System that applied in the preceding seven (7) year period

c) Records of all reviews and audits of the Health and Safety Management System, or any part of it, that have been conducted in the preceding seven (7) year period

d) Records of any risk appraisal carried out to identify principal hazards at the operation.

17.2 Records Privacy

Personal information originating from medical surveillance and occupational hygiene monitoring where conducted must be reported in a form that respects the privacy of the individual, but enables Management to fulfil their duty of care obligations to Employees. The names of individuals must not be disclosed without their written authorisation.

17.3 Medical Examinations

Medical examination reports must be dated and signed by the examining physician, nurse or equivalent. They must be legible and include a printed name to assist with identification and authentication of the results (electronic signature is acceptable).

17.4 Retention Periods

Retention periods for all records must be established and documented.

Standard retention periods for key documents:

Document	Time Period
Health Assessment Results	Length of Employment + 7 years
Workers Compensation	25 Years
Common Law Claims	7 Years
Occupational Hygiene	40 Years
Training Records	Length of Employment + 7 years
Health & Safety Working Documents	Min 12 months depending on document type, e.g. risk assessments and permits to work life of project/activity

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	plus 12 months etc
Accident Registers	Duration of organisation
Risk Assessment Registers	Duration of organisation

Section 18: Health, Injury Management and Wellness

Objective

Monitoring and maintaining employee health, injury management, hygiene and wellness is critical to the success of BRL Limited.

18.1 Wellness Programme

BRL endeavours to help employees maintain their well-being through a Wellness Programme that includes (but is not limited to):

- A smoke-free environment
- Qualified first aiders
- General health activities
- Physical Activity
- Where a need for further wellness initiatives are identified, these shall be reported through to the Manager and discussed at safety team meetings.

18.2 Occupational Health Monitoring

BRL monitors staff health and tasks required of each position and work environments. The purpose of this is to identify as early as possible, any variations to employee's health or environment resulting from work conditions so that appropriate corrective action(s) can be taken.

This may require some or all of the following health monitoring:

- Initial or pre-employment screening to determine any pre-existing medical conditions
- Periodic or routine employee, task and environment monitoring to assess individual changes
- Environmental monitoring to assist in the control and management of environmental hazards conducted periodically or when there has been a change in a process, role or activity
- Testing following a significant or critical event
- Where appropriate exit testing to determine any changes in staff health during tenure in position
- Where appropriate pre-employment testing to determine how best to minimise any exposure to significant hazards that may exist in the position being employed.

18.2.1 Base Monitoring

The following work related health monitoring will be undertaken, if certain hazards are identified, as part of the functions of the role the staff member has been recruited for. These will be undertaken pre-employment and will form the base line for any ongoing and exit health monitoring as required.

18.2.2 Hearing Testing

Any employees routinely or occasionally exposed to excessively noisy work areas are directed to use the hearing protection equipment provided and avail themselves to pre-employment and regular hearing testing as provided. Hearing protection is also checked to ensure it is in good condition and that workers know how to use it correctly.

18.3 Drug and Alcohol

Individuals whose behaviour is impaired by drug use can threaten the safety of themselves and others at work.

BRL views the issue of drug use and alcohol problems in the workplace and the way we deal with them as part of our broader Health and Safety responsibilities. Drug use is fundamentally a health issue and the organisation will provide employees and contractors with:

a) A clear policy
b) Information and education programmes
c) A compliance drug testing programme
d) Random drug testing in safety sensitive areas, and
e) Assistance and treatment.

The development and implementation of the policy on how we view and respond to alcohol in the workplace provides a foundation for any further intervention. The policy is developed following consultation at all levels of the organisation.

References:

Document Title	Location	Link
Drug and Alcohol Policy	Appendix 31	N/A

18.4 Managing Workplace Fatigue and Stress

Workplace stress is the result of the interaction between a person and their work environment. For the individual, workplace stress is the awareness of not being able to cope with the demands of the work environment, with an associated emotional response.

Employees experiencing workplace stress should inform their Manager (or another trusted person) about the stress they are experiencing. BRL personnel must be vigilant in recognising, checking form and dealing with the early signs of workplace stress and fatigue before it becomes a Health and Safety problem.

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Sometimes things outside the workplace (e.g. personal issues and lifestyle) can cause and/or compound workplace stress. While the company often has no direct control over, or responsibility for, the non-work factors in an employee's life, the employer and the employee need to ensure that the workplace is not being affected detrimentally by non-work factors.

Fatigue and stress may affect the ability of employees to work safely in the workplace by affecting the physical or psychological state of the employee, producing a risk of unsafe work practices. As a result there is significant potential to harm themselves, other employees and the public and increased risk of property damage and disruption to production.

BRL has a policy relating to fatigue and stress that requires the following three main principles to be taken into account:

- The wellbeing of employees, contractors and visitors in the workplace and the ability of employees to perform the inherent requirements of the job without compromising Health and Safety or themselves or others due to the risk of fatigue and/or stress
- Ensure a system for providing assistance, education, counseling and information for employees who may be experiencing fatigue and stress related difficulties
- Ensure a process in place to encourage the reporting and management of all incidents and risk exposures, including those that are fatigue or stress related.

Where it is clear that an employee is suffering the effects of work-related stress and/or fatigue, the Employee and his or her Manager will act to eliminate, isolate, or minimise the condition:

The Manager will investigate the Employee's claims and identify the work-related factors causing or contributing to the Employee's stress.

The Employee and the Manager will identify solutions to eliminate, isolate or minimise stress; and

- The employee and the Manager will agree and implement the necessary solutions – this may include encouraging the employee to take leave, and/or referring the employee to a doctor or professional counselling.
- Employees who have suffered workplace stress should continually monitor and check for on-going stress related issues, and keep the Manager informed.

References:

Document Title	Location	Link
Fatigue and Stress Policy	Appendix 32	N/A

18.5 Smoke-free Environment Policy

BRL has a smoke-free policy, which means that at no time may a person smoke within any BRL buildings and main work areas. This smoking ban also applies to motor vehicles being used for BRL business. Smoking is permitted outside the building in the designated area.

Any person who wishes to make a complaint relating to the smoke-free environment policy should direct the complaint to the Manager for investigation and resolution.

18.6 Early Intervention Process for Managing Pain and Discomfort

A successful early reporting programme assists people to manage their pain and discomfort and includes education of employees to allow recognition of early warning symptoms and signs. Early reporting can lead to the quick identification of problem tasks, such as working on certain plant, equipment, work place organisation and workstations and tools. Once recognised, work flow and workstation set up can be redesigned or modified. An early reporting system is only successful if employers and employees create a work climate that is positive, supportive and encourages openness.

If you have pain and discomfort, advise your Manager/Supervisor immediately.

18.7 Pre-Employment Screening

Pre-employment medical screening may be undertaken as part of the recruitment process. Questions regarding the health status of an applicant will have a direct bearing on the position being filled. The Manager (or designate), may refer applicants to a company nominated GP or their own GP for an opinion on any detrimental effects that the position may have on applicants with existing medical conditions. “Baseline” information on the health status of applicants will also be required for Accident Insurance to cover gradual process deterioration such as hearing loss.

Preclusion of an applicant on medical reasons will be totally justified on the grounds that the tasks required to be performed are likely to put the applicant or fellow staff members in a situation that can result in serious harm, and that a GP’s or medical specialists report provides a sound and comprehensive basis for that conclusion.

18.8 Injury Management

In the event that an employee suffers a work or non-work injury, BRL is committed to providing the best first aid, medical and rehabilitative care for that employee. All parties have a moral, social and economic interest in ensuring employees return to work in a safe and timely manner.

The Injury Prevention, Rehabilitation and Compensation Act 2001 (and amendments) describes the responsibilities of employers with regard to work injury management.

The Accident Compensation Corporation (ACC) provides comprehensive, no-fault personal injury cover for all New Zealand residents and visitors to New Zealand. This means injured people can apply for our help, no matter how they got injured, or whose fault it was.

18.8.1 Injury Management Key Requirements

BRL aims to ensure and maintain a preventative injury management process. The Company will implement and maintain the following key requirements as the core principles for injury management but to enable this to occur, all employees and contractors must actively participate. The company will:

- Encourage all employees to take a preventative approach to health and fitness.
- Implement a “case management” approach to injury/illness management and ensure the effective co-ordination of treatment services and involvement of employees and their nominated representatives.
- Fully support workplace-based rehabilitation and will instigate this where necessary, to ensure the employee is able to return to full duties.
- If an employee is unable to return to their usual employment, The Company shall consider, as far as possible, job modification or an alternative job within the workplace.

- Where an employee is unable to return to work due to the nature of their injury, the company shall support that person in gaining alternative employment through re-training and development and if necessary, community-based independence.
- Ensure that all employees are fully informed as to how the injury management process works. This will include the following basic information as part of the induction and awareness programme:

    - What the ACC Programme is,
    - Actions required following a work injury,
    - How to make a work injury claim,
    - What entitlements all employees are entitled to receive,
    - Medical treatment,
    - The rehabilitation (return to work) process.

References:

Document Title	Location	Link
ACC Website	N/A	http://www.acc.co.nz/

Section 19: Management Review

Objective

Ensure the organisations management system is efficient and effective in managing Health and Safety performance and other requirements.

19.1 Management Review

BRL Management will conduct a review of the Health and Safety Management System performance at least annually. The review evaluates the performance data and identifies any need for change, the maturity of the safety culture and establish actions to improve the system, its processes and resource needs. Outcomes should feed into the strategic and safety improvement plans.

The review is led by the Manager and considers:

a) The suitability of the policies
b) The impact of changing legislation
c) The management of risk registers
d) Health and Safety objectives, targets and performance indicators
e) Changing expectations and requirements of relevant stakeholders/communities (including complaints)
f) Changes in the products or activities of the organisation
g) Changes to the structure of the organisation
h) Communication and feedback (particularly from employees and customers)
i) The effectiveness of the management of change process
j) Workplace, environmental and medical monitoring
k) The status of corrective and preventive actions
l) Performance statistics, including an annual summary of safety statistics, occupational hygiene, medical and environmental monitoring results
m) Findings of completed audits and reviews
n) Follow-up on actions from previous management reviews
o) Recommendations and opportunities for improving the effectiveness of the management system.
p) Performance of contractors and suppliers

The review is scheduled on the Health and Safety Activity Schedule and should be documented as being undertaken.

Section 20: System Review

Objective

The Health and Safety Management Plan (HSMP) needs to be regularly reviewed to ensure its continuing suitability, adequacy and effectiveness. This section is to ensure all necessary information is collected to facilitate formal and effective evaluation and review of HSMP to maintain the continuous improvement cycle.

20.1 Health and Safety Management System Review

The Manager must ensure that, in addition to any review required under the Health, Safety and Employment Act and Regulations, the Health and Safety Management System, or, as the case may be, any relevant part of it, is reviewed and, if necessary, revised:

a) Before a significant or material change is made to the operation

b) If a notifiable accident occurs in the operation

c) If an audit of the Health and Safety Management System, or any part of it, indicates a deficiency in the management of hazards in the operation

d) If there is evidence that a significant risk or hazard in the operation is not adequately controlled by the measures outlined in the system

e) If a site Health and Safety representative or industry Health and Safety representative requests the review (where applicable).

f) Decisions and actions relating to possible changes to policies, objectives and targets

g) Information relating to revised risks and any proposed treatment and controls

h) Improvement suggestions for inclusion into future management plans

i) Any other alternation, modification and improvement to the management system that demonstrates a commitment to continual improvement

The review shall be formally recorded and any CPAR's added to applicable management plans.

20.2 Health and Safety Policy Review

As part of the Health and Safety Management System review, the policy must be reviewed in accordance with the above criteria. It shall ensure that the policy is appropriate to the nature of the business, is signed by the current executive and the current version is well displayed in key work areas.

The Policy must commit to:

a) The prevention of incidents that may lead to: injuries, illnesses, pollution, property and environmental damage, security threats, process losses and product quality impacts.

b) Compliance with legal and other requirements, including external requirements to which the company or the organisation/activity subscribes.

c) The effective management of health and safety risks.

d) Adopting leading practice in key health and safety areas through continual improvement.

e) Establishing measurable objectives and targets for improving health and safety performance.

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f) Providing the resources needed to meet our performance objectives.

g) Encouraging employee participation and promoting employee awareness of health and safety threats and opportunities.

h) Meeting customer requirements.

A review of Health and Safety Management Policy will be generated after significant change in work procedures and/or after a critical event such as a serious harm injury.

20.3 Review Periods

In addition to the above, a review shall be conducted annually as a minimum of the Health and Safety Management System.

20.4 Annual Audit System

Health and Safety Management System Assessment (MSA) will be conducted annually against all areas of the operation

The scope of the MSA should be comprehensive, though not all elements need to be reviewed at once and it may take place over a period of time.

This MSA is a high level Health and Safety systems review of the Health and Safety Elements for continued relevance and effectiveness.

The MSA should include the following:

a) Conformance to all elements of the HSMP by BRL

b) Results from company internal audits

c) The accuracy of meeting the annual Health and Safety Targets/Plan

d) The continuing suitability of the Health and Safety Management Plan

e) Health and Safety performance reports

f) Quality of Incident Reports

g) Quality of Hazard Reports

h) Regulatory Compliance performance

i) Quality and number of CPAR

j) Quality of Safety Communication.

Any review findings shall be raised on the safety improvement plan to address as appropriate. A checklist is available to consider core functions of the HSMP.

References:

Document Title	Location	Link
Management System Assessment	Appendix 30	N/A

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Definitions

HSMPS	Health & Safety Management System Standard based on AS/NZS 4801 (occupational Health and Safety) standards and OHSAS 18001 and reflects the BRL Health & Safety Policy, Vision & Mission Statements.
Policy	A statement of intent by the company that defines the minimum goals to be achieved and maintained. Signed by the highest Authority, CEO/Manager/Director/Senior Site Executive.
Principal	"Principal" means BRL or one of its subsidiaries in its capacity as the Operator.
Contract	A legally enforceable document detailing the terms and conditions for procurement and hire, or lease of goods and services, which may include the provision of labour to execute work.
Contractor	An organisation or person under contract to supply goods and services to BRL or one of its subsidiaries.
Principals Contract Manager	The person who manages all aspects of the Contract on behalf of the Principal company. The Principals Contract Manager may delegate specific areas of responsibilities of the contract to nominees with the appropriate competencies. The Principal's Contract Holder shall be the single contact point between the Principal and the Contractor.
Contractor's Representative	The Contractor's Representative of the contract.
Sub–Contractor	A person engaged by a Contractor to perform work in a workplace and who is not an employee of the contractor.
Shall	A mandatory requirement as imposed by BRL .
Should	Identifies that the primary intent is to comply with the full requirements as if it were mandatory, however, it allows scope to adopt other effective controls where this is not practicable.
Accident	An unplanned event that causes any person to be harmed; or in different circumstances, might have caused any person to be harmed.
Incident	At BRL , an incident is something that has caused or could cause an injury or harm to someone on a BRL controlled site or to a BRL employee anywhere on company business. It also includes loss of value, loss of reputation and/or environmental loss.
Significant Incident	An incident determined by: • An incident with a risk rating of Very High or High; or • A incident with a consequence of Major or Catastrophic (as per the Risk Matrix)
Hazard	A source of potential energy or illness to a person, or a situation that has the potential to cause a loss. Also any activity, arrangement, circumstance, event, occurrence, phenomenon, process, situation, or substance (whether arising or caused within or outside a place of work) that is an actual or potential cause or source of harm; and includes: - A situation where a person's behaviour may be an actual or potential cause or source of harm to the person or another person; and - Without limitation, a situation described above resulting from physical or mental fatigue, drugs, alcohol, traumatic shock. Or another temporary condition that affects a person's behaviour.

Significant Hazard

A hazard that is an actual or potential cause or source of serious harm; or

- Harm (being harm that is more than trivial) the severity of whose effects on any person depend (entirely or among other things) on the extent or frequency of the person's exposure to the hazard; or
- Harm that does not usually occur, or usually not easily detectable, until a significant time after exposure to the hazard; or
- A hazard with a risk rating of Very High or High; or
- A hazard with a consequence of Major or Catastrophic (As per the Solid Energy Risk Matrix)

Near Miss

An incident classification, (a free lesson) an occurrence that had the potential to become a significant incident/accident.

Risk

The chance of something happening that may cause injury, illness, equipment damage or business interruption and measured in terms of consequences, likelihood and frequency of exposure.

Restricted Work Case Injury

A work related occurrence which rendered the injured person unable to carry out full pre injury duties in their regular established job (including multi-skilled jobs), for one or more full days or shifts, other than the day or shift on which they were injured. The restricted work case is only considered for work days. In the event that a worker subsequently occurs lost time, they are then considered a Lost Time Injury (LTI) and will need to be reclassified. See section 5.5 for the definition of LTI.

All Injury

Any injury that requires medical treatment by a registered practitioner greater than first aid.

All Injury Frequency Rate (AIFR)

Is the number of total recordable injuries per 1 million man hours.

$$\frac{\text{Number of injuries} \geq \text{medical aid x 1000000}}{\text{Man-hours worked}}$$

Restricted Work Case Injury Frequency Rate RWC IFR

Is the number of disabling injury/disease occurrences for each one million hours worked.

$$\text{RWC IFR} = \frac{\text{Number of RWC injuries x 1000000}}{\text{Man-hours worked}}$$

Lost Time Injury

Those occurrences which are work related and resulted in a fatality, permanent disability or lost time from work of one day/shift or more as per Australian Standard (AS) 1885.1.

Lost Time Injury Frequency Rate (LTIFR)

Is the number of lost time injury/disease occurrences for each one million hours worked as per AS 1885.1.

$$\text{LTIFR} = \frac{\text{Number of lost-time injuries x 1000000}}{\text{Man-hours worked}}$$

Medical Treatment Injury

Is a work related Injury that results in the injured person receiving treatment which under normal circumstances would be provided by a medical professional via medical treatment and/or prescription. i.e. means those instances where a medical practitioner has rendered services beyond the level defined as "first aid" in relation to the injury incident.

First Aid Injury

Is any work related injury requiring treatment and subsequent observation of minor scratches, cuts, burns, splinters, and so forth provided by either onsite First Aid person or a physician. Note: a first aid injury is defined as the treatment provided rather than the person who provided it.

Harm

Means illness, injury, or both; and includes physical or mental harm caused by work-related stress.

Serious Harm

Any of the following conditions that amounts to or results in:

- permanent loss of bodily function, or temporary severe loss of bodily function: respiratory disease, noise-induced hearing loss, neurological disease, cancer, dermatological disease, communicable disease, musculoskeletal disease, illness caused by exposure to infected material, decompression sickness, poisoning, vision impairment, chemical or hot-metal burn of the eye, penetrating wound of eye, bone fracture, laceration, crushing
- Amputation of a body part
- Burns requiring referral to a specialist registered medical practitioner or specialist outpatient clinic
- Loss of consciousness from lack of oxygen
- Loss of consciousness or acute illness requiring treatment by a registered medical practitioner, from absorption, inhalation or ingestion of any substance
- Any harm that causes the person harmed to be hospitalized from a period of 48 hours or more commencing within seven (7) days of the harm's occurrence.

Occupational Illness

Is a work-related condition or disorder caused predominantly by exposures at work, other than one resulting from a Work Injury. The primary difference between a Work Injury and an Occupational Illness is whether it resulted from a single event (a Work Injury) or from prolonged or multiple exposures to a hazardous substance or environmental situation.

Notifiable Incident

An Incident required to be reported to external stakeholder by the Manager within a specified time. A legislative requirement.

All Practicable Steps

An absolute duty in law placed on all employees in all places of work covered under the legislation in relation to achieving any result in any circumstances, means all steps to achieve the result that is reasonably practicable to take in the circumstances having regard to:

(a) the nature and severity of the harm that may be suffered if the result is not achieved; and

(b) the current state of knowledge about the likelihood that harm of that nature and severity will be suffered if the result is not achieved; and

(c) the current state of knowledge about harm of that nature; and

(d) the current state of knowledge about the means available to achieve the result, and about the likely efficacy of each of those means; and

(e) the availability and cost of each of those means

To avoid doubt, a person required by this Act to take all practicable steps is required to take those steps only in respect of circumstances that the person knows or ought reasonably to know about.

Management Plans

A Document that specifies, as applicable, the aims and objectives of an activity. It states what will be done and by whom; when, where; and how; what materials, equipment and documentation will or are to be used and how it is to be controlled.

Procedure

Procedures are used to describe the process required to achieve a particular outcome where specific steps cannot or do not need to be defined.

A procedure may also be depicted as a Process Map or a flowchart format.

Standard Task or Work Instruction

A Work Instruction is a written description of the specific steps required to achieve the specified task.

Standard

A standard defines the organisation's expectations that must be met. It is used to clearly communicate the expectations and minimum performance requirements such as haul road design standards.

Formal Risk Assessment	A formal documented process used to develop procedures and plans, introducing new or modified plant and equipment.
Job Safety Analysis	A process used to identify job steps and hazards, through a written procedure, conducted by the supervisor and the work team doing the specific task at the task location.
Auditor	A person who reviews documented activity to ensure they are being carried out.
Emergency	A situation that is developing or has developed suddenly and unexpectedly and poses a threat to life, property or the environment. It necessitates immediate and positive action to reduce impact, loss or injury.
Trigger	A condition or an event that identifies a change in the environment, people, equipment and process. It must be able to be measured or observed and on being reached, requires initiation of predetermined action responses.
Trigger Action Response Plans (TARP'S)	Actions to be taken in the event of an alarm or trigger level being reached to ensure that action is taken to an early stage to prevent injury or an escalation of the condition. A change management process.
Hours Worked	Hours worked are the total number of hours worked including overtime and training but excluding leave, sickness and other absences. They are used to calculate incident rates. The annualised rate is measured by 10 hours per day, 5 days per week = 50, 52 weeks per year divided by 12 months (10x5 = 50 x 52 weeks = 2600/12 = 216 hours annualised).
Approved Codes of Practice	A statement of preferred work practices or arrangements, for the time being approved under section 20 of the HSE Act. These may be recognised in law as taking all practicable steps if it can be proven that they were followed very closely.