

# Message from Dave Benham

## Chief Executive



There are a significant number of New Zealanders injured or killed in workplace accidents every year. Many of these deaths are in industry sectors that GW staff are employed in, such as agriculture, forestry and construction.

We are committed to providing and maintaining a safe and healthy working environment for all staff and others who could be exposed to dangers through our activities. We don't want any of our staff to become one of these statistics.

This document follows the requirements of *AS/NZS 4801* and is designed to help us ensure our responsibilities under the *Health and Safety in Employment Act* are being met and that we deliver on our commitment to the health and safety of our employees.

I am determined to ensure that the health and safety of all of us is assured at work and I urge you all to make your contribution.

A handwritten signature in blue ink, appearing to read 'David Benham'. The signature is stylized and fluid.

David Benham  
Chief Executive

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# Health and Safety Policy

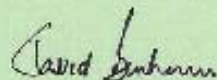
**Greater Wellington is committed to achieving the highest levels of health and safety performance in our workplaces**

We will endeavour to minimise any factors that may contribute to the injury or illness of our employees, contractors, visitors or the communities in which we operate.

All staff are expected to actively contribute to providing a healthy and safe workplace by taking personal responsibility for their own actions, and participating in the development and implementation of programmes in their workplace.

We will ensure that:

- **Occupational health and safety has equal priority to organisational productivity**
- **Staff and their representatives are consulted and involved in developing our health and safety policies and programme**
- **Compliance with the law and all relevant standards drives our health and safety system**
- **Health and safety objectives are included in all our business and planning processes**
- **All incidents and identified hazards are reported and action is taken when we identify the need for improvement**
- **All staff, including senior managers, are provided with ongoing support to ensure they understand the health and safety issues affecting their workplace**



**David Benham**  
Chief Executive  
September 2007



# Health and Safety Management

Greater Wellington's Health and Safety Management System (HSMS) provides us with a standard framework for achieving our strategic objective of full compliance with all health and safety related legislation. The HSMS will ensure that we are consistent in the way that health and safety management is planned, implemented, organised, and monitored so that we are always updating and improving safety within Greater Wellington (GW).

## 1. Scope

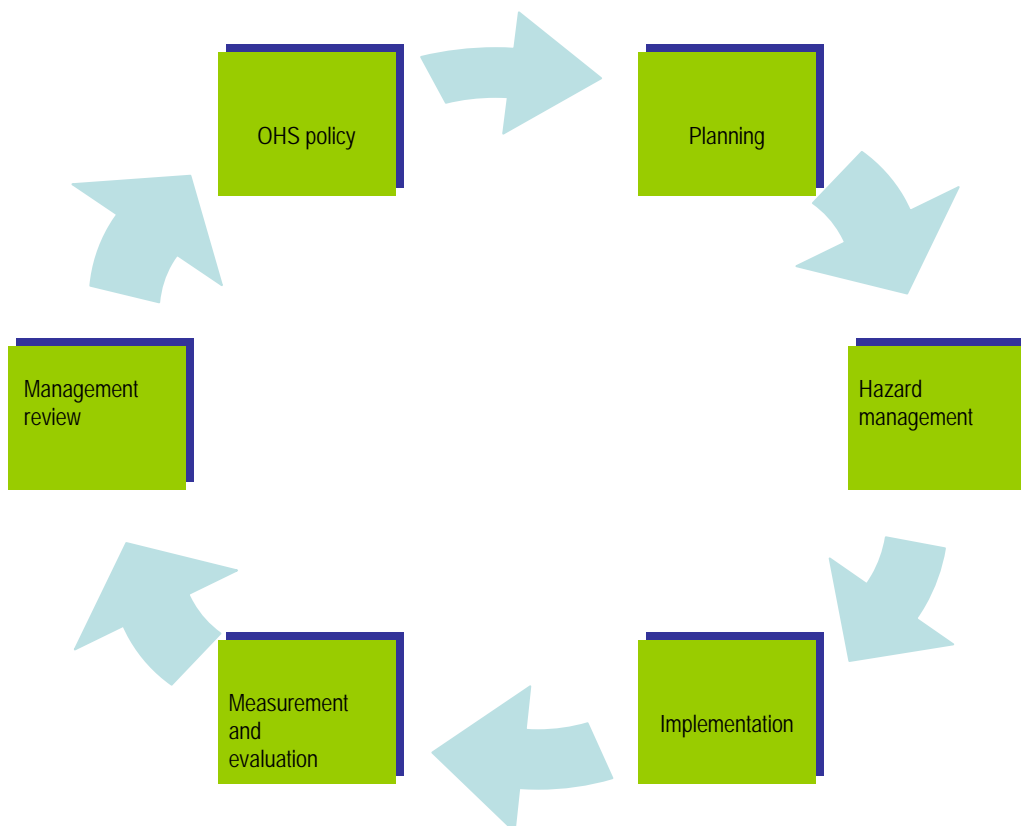
The Health and Safety Management System (HSMS) applies to all our operations and places of work.

## 2. Leadership and Commitment

The Chief Executive is responsible for ensuring that we have systems in place that enable GW to meet its legislative health and safety requirements. Operational responsibility has been delegated to divisional and department managers, but all staff have a role and responsibility in relation to health and safety.

## 3. Overview of the Health and Safety Management Model

GW's health and safety system is described in the following model.



## **4. Planning and Strategic Objectives**

Planning is crucial if we are to consistently achieve high standards in health and safety. For planning to be effective, it is essential that we have both an overall GW-wide plan and more specific operational plans.

### **4.1 Corporate Objectives and Targets**

GW will set annual corporate objectives and targets, with timelines and responsibilities where appropriate. These objectives and targets set the framework and provide guidance on health and safety matters to be included in the health and safety section of departmental operating plans.

Corporate objectives and targets will be prepared in conjunction with the Health and Safety Advisory Group (HSAG) and will be signed off by the Executive Management Team (EMT).

Details on progress against the corporate objectives and targets will be provided to the Chief Executive each quarter.

### **4.2 Department Objectives and Targets**

Department managers are responsible for the development of annual department operating plans.

These plans will include a section on health and safety, which must include:

- specific department objectives and targets for the year (based upon incident analysis and corporate objectives);
- a programmed hazard review; and
- a programme for the annual review of potentially hazardous processes, inspection of plant and equipment and work sites.

The objective of department operating plans is to ensure that controls in place have been effective, plant meets regulatory requirements and safety procedures are being followed.

Department objectives and targets will be consistent with corporate objectives and targets, where appropriate.

### **4.3 Overview and Approval**

The Senior Health and Safety Advisor will take an overview of the health and safety sections of department operating plans to ensure they are consistent with the corporate objectives and targets.

The Senior Health and Safety Advisor will make such recommendations as necessary, to the Chief Executive, to ensure that department operating plans are consistent and

contribute towards GW's corporate objectives and targets. These recommendations will be available to the relevant managers.

#### **4.4 Monitoring and Performance Measurement**

Monitoring and performance measurement against department operating plan objectives will be completed by each department, as part of the quarterly review process. This information will be included in the Divisional report and provided to the Chief Executive.

#### **4.5 Review**

Departments will complete their own internal review of health and safety performance on an annual basis. A GW-wide review and audit process will be carried out annually as part of the ACC Workplace Safety Management Practice (WSMP) audit.

### **5. The Hazard Management Process**

Hazard identification, assessment and management is at the core of the system. All hazards will be assessed for significance and prioritised using a standard risk assessment matrix. This assessment method will ensure the systematic identification of health and safety critical activities and ensure that appropriate management measures have been put in place. Ongoing monitoring and reporting of the effectiveness of health and safety performance is also fundamental to the success of the HSMS.

#### **5.1 Methodology**

GW manages hazards by:

- systematically identifying all hazards;
- assessing identified hazards for significance and record details of these hazards in GW's Hazard database;
- prioritising hazards according to their likelihood and consequence;
- taking "all practical steps" to eliminate/isolate/minimise all hazards following the *Health and Safety in Employment Act (1992)* hierarchy;
- establishing emergency and contingency provisions in the event of controls failing;
- monitoring all hazards that have not been eliminated or isolated, to ensure that the controls are effective and that the level of risk is as low as practical; and
- providing employees and managers with necessary information, supervision and training.

## 5.2 Hazard Identification

All departments will use GW's standard method of identifying and assessing hazards.

This process includes:

- Regular inspections of all work areas to identify new hazards and ensure existing controls are maintained. A review of all tasks that expose staff to, or could create significant hazards;
- Key staff are trained to understand what constitutes a hazard and how to deal with hazards; and
- Hazards are identified relating to:
  - plant (e.g. is machinery guarded, regularly maintained);
  - location or environment (e.g. housekeeping, ventilation and extraction systems);
  - chemicals (e.g. storage and labelling);
  - behaviour (work practises, PPE usage); and
  - tasks (e.g. working alone, driving).

If applicable, departments will also have processes in place to identify hazards by incorporating health and safety reviews and procedures in:

- Projects;
- Issuing work permits for non-routine hazardous work;
- Purchasing, design and construction;
- Ensuring contractors comply with GWs health and safety requirements; and
- Ensuring all volunteers and members of the public are aware of work related hazards they could be affected by.

## 5.3 Assessment for Significance

All hazards identified must be assessed to see if they are a significant hazard. The *Health and Safety in Employment Act 1992* defines a **significant hazard** as one that is an actual or potential cause or source of:

- (a) serious harm; or
- (b) 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

- (c) harm that does not usually occur, or usually is not easily detectable, until a significant time after exposure to the hazard.

### 5.4 Assessment for Likelihood and Severity

The following matrix will be used when assessing hazards.

<b>Likelihood<sup>1</sup> of harm</b>	<b>Very likely</b>	<b>4</b>	<b>8</b>	<b>12</b>	<b>16</b>
	<b>Likely</b>	<b>3</b>	<b>6</b>	<b>9</b>	<b>12</b>
	<b>Unlikely</b>	<b>2</b>	<b>4</b>	<b>6</b>	<b>8</b>
	<b>Highly unlikely</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
		<b>No harm foreseen</b>	<b>Slightly harmful</b>	<b>Harmful</b>	<b>Extremely harmful</b>
<b>Potential severity of harm</b>					

<sup>1</sup> Likelihood = probability X frequency

Catastrophic		Work must be stopped immediately and may not recommence until the hazard has been eliminated, isolated or minimised.
Medium risk		Work may continue. However, control measures must be implemented to eliminate, isolate or minimise the hazard within one week.
Low risk		Work may continue. However, control measures must be implemented to eliminate, isolate or minimise the hazard within one month.

It is essential that staff are trained in the methods for identifying, assessing and managing hazards and that the methods are tested to ensure that results are relatively consistent.



## 5.5 Risk Matrix Guide

### Risk Scoring

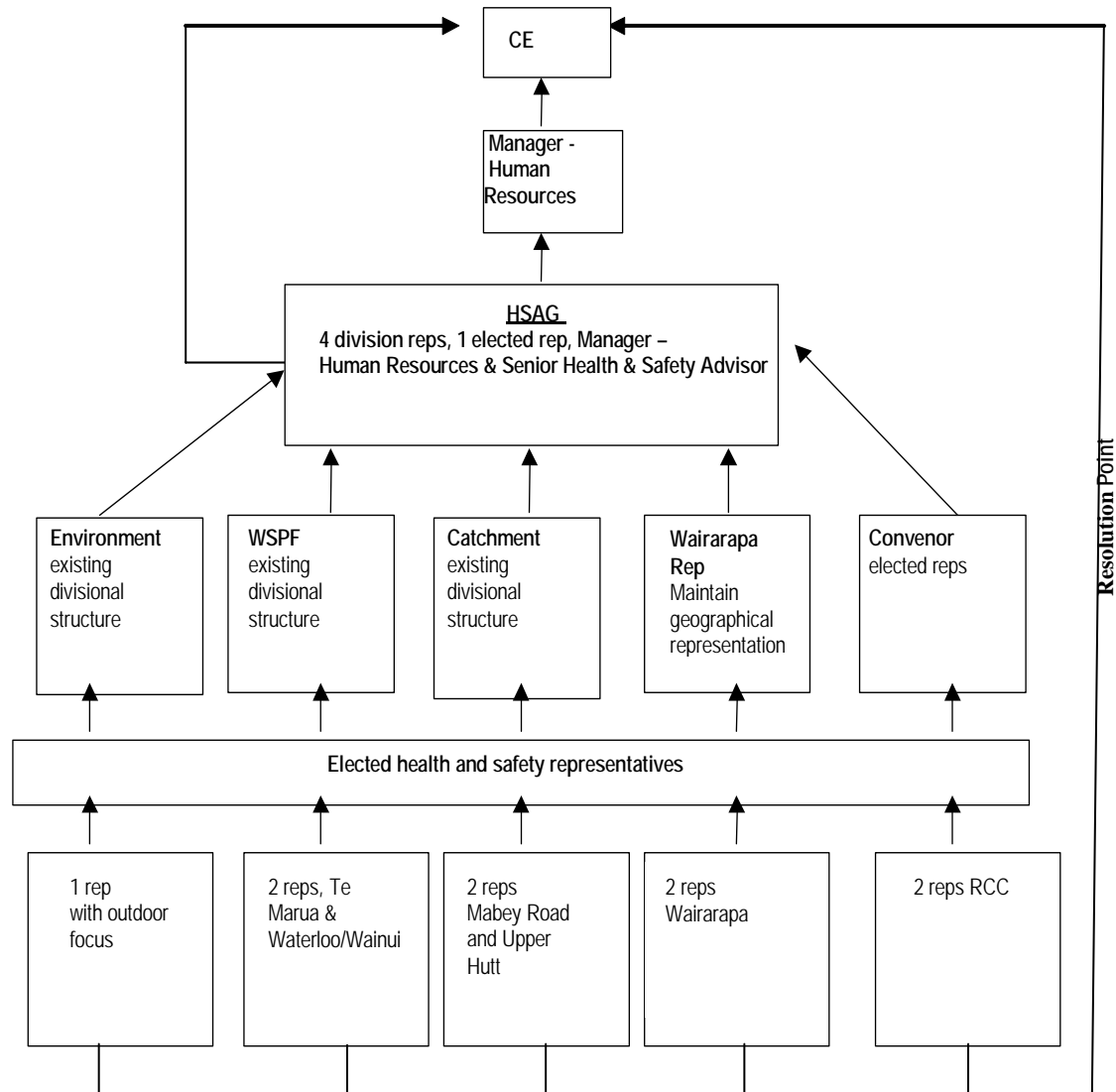
Likelihood of Harm	Very Likely	1 in 1 yr	Event will occur on annual basis	4	8	12	16
	Likely	1 in 3 yrs	Event has occurred several times or more in your career	3	6	9	12
	Unlikely	1 in 10yrs	Event could occur once in your career or could occur at any time	2	4	6	8
	Highly Unlikely	1 in 30yrs	Event has not yet occurred but could occur at some time	1	2	3	4
			<b>SAFETY</b>	First aid injury	Medical aid injury	Serious harm injury or LTI	Fatality
			<b>ENVIRONMENT</b>	Local environmental damage	Contamination or damage sufficiently large to impact environment, but without permanent effects	Limited loss of discharges of known toxicity, recovery of limited damage within one year. More than one complaint	Severe environmental damage requiring extensive measures to restore polluted/damaged environment
			<b>VALUE (Loss/Liability)</b>	< \$5,000	\$5,000 - \$50,000	\$50,000 - \$200,000	> \$200,000
			<b>REPUTATION</b>	No significant internal/external attention	Workforce attention only. Possibly some media interest, depending on context.	Local community stakeholders, media or government notification	National media or other external attention, such as political or regulatory agency.
				<b>No Harm Foreseen</b>	<b>Slightly Harmful</b>	<b>Harmful</b>	<b>Extremely Harmful</b>
				<b>Potential Severity of Harm</b>			

<b>8 - 16</b>	Work must be stopped immediately and may not recommence until the hazard has been eliminated, isolated or minimised
<b>3 - 6</b>	Work may continue. However, control measures must be implemented to eliminate, isolate or minimise the hazard within one week
<b>1 - 2</b>	Work may continue. However, control measures must be implemented to eliminate, isolate or minimise the hazard within one month

## 6. Organisation, Responsibilities and Documentation

### 6.1 Our Health and Safety Structure

To effectively manage health and safety, an appropriate structure must be in place. The following structure is used to manage health and safety.



GW has an employee participation system to ensure that employees have an opportunity to raise health and safety concerns and have these concerns heard. There are nine elected representatives. The elected representatives elect one representative to be the convenor of the group and sit on the Health and Safety Advisory Group (HSAG).

### 6.2 Responsibility

Effective health and safety management requires the involvement of everyone in the workforce. This means responsibility for certain aspects of health and safety management must be clearly defined and allocated to specific individuals within GW.

Health and safety responsibilities will be allocated through job descriptions and must be recognised in department operating plans. .

### **6.2.1 Management Leadership and Commitment**

Management leadership can be best demonstrated by being actively involved in the HSMS processes and activities, and by making sure that health and safety is treated as an essential part of all daily activities.

All GW managers must:

- create a culture that allows staff to take ownership for health and safety in their workplace;
- take a personal interest in incidents within their area of influence, and ensure proper investigation, follow up, and where appropriate, the rehabilitation of people involved;
- ensure that health and safety is given a high priority in meetings, business plans, design processes and projects;
- provide adequate resources and training to ensure the success of health and safety initiatives;
- ensure that management health and safety responsibilities and accountabilities are clearly defined; and
- comply fully with Health & Safety policy and guidelines.

### **6.2.2 Divisional Managers**

Each divisional manager shall ensure:

- their division complies with the *Health and Safety in Employment Act 1992* and our health and safety programme requirements;
- divisional and department health and safety plans are in place and that department managers have effectively included health and safety issues in their department operating plans;
- that department managers are suitably resourced and supported to effectively deliver their health and safety responsibilities;
- they regularly review department health and safety performance indicators to ensure that no worrying trends are emerging;
- that incident reporting identifies any hazards that have and/or may contribute to an accident or incident;
- independent annual hazard audits are conducted ;

- that employees are involved and aware of health and safety policies and guidelines; and
- that health and safety accountabilities are linked into performance plans and employment agreements.

### 6.2.3 Department Managers

Each department manager must:

- ensure that they comply with the *Health and Safety in Employment Act 1992* and GW's health and safety programme requirements;
- promote a positive attitude towards health and safety and encourage employee involvement in health and safety matters;
- ensure health and safety issues are addressed and budgeted for in the department operating plan;
- provide quarterly reports on health and safety performance to divisional managers;
- take all practicable steps to ensure the safety of employees at work;
- establish and maintain health and safety accountabilities;
- establish effective methods for managing hazards;
- ensure the appropriate induction, training and supervision of employees;
- provide employees with information on applicable health monitoring, emergency procedures and hazards;
- investigate incidents to identify and address multiple and underlying causes;
- ensure identified corrective actions are completed, progress is monitored and effectiveness is periodically reviewed;
- undertake internal health and safety activities audits and review findings;
- monitor performance and compliance of health and safety;
- ensure contractors comply with the requirements of the HSMS and the *Health and Safety in Employment Act*;
- ensure volunteers comply with the requirements of the HSMS and the *Health and Safety in Employment Act*; and
- ensure that health and safety accountabilities are linked into performance plans and employment agreements.

## **6.2.4 Employees**

All GW employees must:

- practice safe work methods and follow health and safety procedures;
- protect themselves, their fellow employees and any other party, from unsafe situations by working in a safe and responsible manner, in accordance with statutory requirements;
- participate in hazard identification and developing recommendations for corrective action; and
- report all accidents, including near misses, whether or not these accidents involve injury.

## **6.3 Documentation**

It is essential that all aspects of the health and safety system are thoroughly and clearly documented to ensure consistent application throughout GW. Documentation also helps in the review process, and internal and external auditing of the system.

### **6.3.1 Policy**

Policies provide information and outcomes for critical health and safety activities. Policies are general statements and may not detail methods for achieving the required outcomes. For example: Incident Management Policy.

### **6.3.2 Guidelines**

Guidelines support policies by providing guidance on how a particular policy should be implemented. Guidelines can either be produced internally or externally. Codes of Practice, Standards and other reference documents may be adopted into the guidelines.

### **6.3.3 Department Operating Plans**

Department operating plans should be developed by Departments to establish a framework in which specific hazards can be managed. They should reflect both the operational needs of the site and policy responsibilities. The department operating plans, in combination with supporting documentation such as rules, procedures and work instructions should contain sufficient detail to establish an auditable explanation of what measure should be taken to manage specific hazards.

## **7. Implementation, Monitoring and Corrective Action**

Departmental managers are responsible for ensuring that employees are aware of health and safety issues and that any initiatives or improvements are implemented at department or site level. Employees should be actively involved in this process. Management reports will be used for monitoring the implementation of corrective actions.

## **8. Audit**

A structured audit programme will be included in the department operating plans. This programme must include provision for specific hazard, internal and external audits. The frequency of each type of audit is determined by the Divisional Manager. This audit programme will ensure that the system is implemented as planned, corrective actions are identified and progress is being made towards the objectives in GW's corporate objectives and targets.

## **9. Management Review**

The Health and Safety Management System will be reviewed annually, revised and updated to provide for:

- changes to legislation;
- new objectives and targets;
- new planned activities;
- changes within GW;
- feedback (particularly from employees); and
- lessons learnt from hazard audits and accidents and incidents.

Corrective actions and improvements will be identified and implemented through the business planning processes.

## 10. Related Documents

Document	Owner
Incident Management Policy	Human Resources
Contractor Management Policy	Human Resources
Injury Management and Rehabilitation Policy	Human Resources
GW Employee Code of Conduct	Human Resources
Wellness Policy	Human Resources
Emergency Management	Corporate & Strategy
Employee Assistance Programme	Human Resources
Greater Wellington Pandemic Response Plan	Human Resources