

Safety

Health and Safety provides expert advice and oversight on issues relating to safety, health and wellbeing within an incident. The function supports the Controller to ensure that all those involved in the response are kept safe in accordance with the requirements of the *Health and Safety at Work Act 2015*.
Outputs for Health and Safety across response levels include: Liaison structure, safety risk register, documentation of decisions and actions

- Expert advice and influencing
- Systems, monitoring and reporting
- Practice and culture shifts
- Set up and manage the H&S team

National Level (L)

Builds on tasks identified at Local and Regional levels

Incident Level (I)

Classification 1

- Ensure responders are following their routine agency/employer H&S procedures; know what those procedures are ●
- Assess/identify/advise on risk as an integral part of planning and selection of strategy and tactics ●
- Ensure dynamic risk assessment is being done (including by contractors) ●
- Ensure feedback loops are working well – accident reports, near misses, any other relevant information from the field (including from contractors) ●
- Ensure a system/process is in place which monitors and ensures that volunteers are given the same level of health and safety protection as paid workers. The implementation of any system/process will be determined by what is reasonably practicable for the specific event and includes (but is not limited to) providing the necessary information, training, instruction, and/or supervision to do the work safely ●
- Ensure correct H&S processes are in place and being used consistently ●
- Manage and report on incidents/near misses using established procedures ●
- Monitor risk management on a regular basis to ensure controls for registered risk are still effective ●
- Advise across the response so that correct processes are being put in place, used consistently and continuing to happen as shifts change ●
- Put systems in place appropriate to the situation (H&S management plan, risk register) and ensure that all functions regularly review and update as response activities change and/or incidents occur and/or new risks are identified ●

Classification 1

2

Local Level (L)

- Determine the skills, knowledge and capacity required in the Health and Safety team ●
- Ensure team understands the response objectives, their role, expectations and the relationships they require ●
- Oversee and track team performance ●
- Continue induction, briefing and handovers to maintain continuity and consistency of effort in the team ●
- On the basis of the controller briefing, response objectives and Action Plan, define the problem, how it may unfold (length, size, scope, scale), and begin to assemble advice ●
- Identify what is already in place and that it is fit for purpose ●
- Provide H&S input into the Action Plan ●
- Ensure the system/process in place for volunteers is implemented; that volunteers are well briefed, aware of standards and expectations, have correct safety equipment and are closely supervised. ●
- Identify other agencies involved in the response and the H&S obligations, policies and practices they have in place ●
- Provide advice to functions and agencies on their H&S obligations, policies, systems and procedures, including creation of Safety Liaison officers where required ●
- Put systems and practices in place (e.g. hazard register, risk register, risk assessment, incident management systems, H&S reps, H&S tactical briefings) and engage with all functions on their use ●
- Work with Logistics to ensure H&S thinking is embedded in preparation and management of rosters and in procurement and contracting processes ●
- Work with Operations to ensure H&S thinking is embedded in day to day activities and planning ●
- Embed the 3 Cs (consult, cooperate, communicate) under the HSW Act in day to day practice across the response ●
- In conjunction with other functions, identify and assess critical risks and ensure these are owned and proactively managed by the relevant function/s ●
- Use data from H&S monitoring and other systems to proactively develop advice and recommendations on issues and solutions ●
- Support the Controller, function teams, and external agencies and contractors to lift H&S performance to best practice levels within the response ●
- Manage reporting to Regional and National levels ●
- Identify problems and provide analysis and options to resolve situations ●
- Identify and use a range of feedback loops and information sources to understand the safety culture on the ground (e.g. H&S liaison, site visits) ●
- Put systems in place appropriate to the situation (H&S management plan, risk register) and ensure that all functions regularly review and update as response activities change and/or incidents occur and/or new risks are identified ●

Classification

2

3

Regional Level (R)

Builds on tasks identified at Local level

- Identify H&S issues which require response level solutions and work with the Controller to get these taken on board ●
- Model a mature safety culture: ●
 - Ensure response elements understand why a safety culture is important
 - Focus on commitment and behaviour over compliance
 - Create a climate where individuals are able to raise issues and say no in relation to unsafe practices
- Provide strategic insight, judgment and advice to functions and agencies on their H&S obligations, policies, systems and procedures ●
- Convey H&S intent and approach across a number of response levels ●
- In conjunction with other functions, problem-solve on H&S issues escalated from Local level ●
- Oversee H&S activities and practices across functions and multiple sites, networking with liaison officers across sites ●
- Manage reporting to a National level and escalation of problems and issues where necessary ●
- Ensure that regional welfare centres have appropriate safety risk management in place, including for vulnerable people ●

Classification

2

3

- Work with the lead agency and other stakeholders to set consistent H&S expectations across the response ●
- Liaise with Worksafe and other expert agencies for advice and input ●
- Undertake international liaison and engagement around safety systems and practices for off-shore personnel ●
- Establish and lead an advisory group to assist if required ●
- Work across levels of response to build understanding of H&S legislation so they can identify the implications for their people ●
- Collate and analyse H&S data from all levels of the response and provide reports and recommendations to the Controllers on corrective actions ●
- Continually re-assess H&S needs, risks and issues in the light of forecasting and forward planning for the response ●

A larger, complex and/or long-term response at Incident level may move into the Health and Safety tasks identified at Local level

NOTE: Organisations should be aware that the Health and Safety at Work Act 2015 makes distinctions between different types of volunteers. This legislation determines the health and safety duties of a PCBU (person conducting a business or undertaking) that engages volunteers and must be applied whenever volunteers are involved in a response. Refer to the [WorkSafe NZ](http://www.worksafe.govt.nz) website for guidance for PCBUs engaging volunteers.

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Context at Incident Level

- Responsibility for self and those under control in immediate vicinity
- Many people at the frontline
- Different agencies may have different approaches which need to align
- Where volunteers are utilised, these need to be well-briefed and actively managed to reduce risk
- Reliance on existing agency H&S training and preparedness

Context at Local Level

- H&S systems becoming more critical at this level because there are different groups involved, with different H&S training and policies, or minimal training
- All functions need to be well informed on H&S expectations so they understand their obligations, are aware of risks and integrate H&S practices in all aspects of their work
- Likely to be just one H&S Lead/Manager or a very small team at this level (not always with expertise)
- Dealing not just with response agencies but also contractors
- Potential for increased volunteer involvement and risks

Context at Regional Level

- Multisite means more work to do in terms of alignment of practices
- At this level, thinking in terms of a response H&S culture
- Providing expertise for issues that have been escalated from Local and Incident levels – finding solutions and alternatives
- Larger team with more expertise
- Larger health and safety risks for victims, responders and volunteers (e.g. hygiene, disease, sanitation, contractor work, massed volunteers).

Context at National Level

- Development of frameworks for managing H&S – policy level
- Assurance that all levels of the response are meeting their obligations
- Identifying priority areas of risk across the response that require attention
- Ensure effective resourcing to manage H&S risks
- International focus
- Expert advisory role

Incident Classification

As a response moves up the scale:

- As long as working with largely known situations, existing frameworks and approaches apply
- The more the response moves up the classification levels, the more difficult it will be to assess when dealing with more unknowns
- More focus on the potential for hazards which needs to be seen in context of appetite for risk
- Need for specialist technical advice which may be difficult to source

Generic Health and Safety team tasks and capabilities

- Co-ordinate input for planning, monitoring and reporting
- Develop policies, guidelines and procedures
- Collate data and produce reports
- Provide/present analysis and commentary
- Develop and use systems to track H&S issues
- Give advice on straightforward issues
- Develop documentation
- Undertake monitoring
- Produce and share information on H&S issues
- Record meetings and decisions
- Develop and use templates for recording information

Health and Safety Lead/Manager Knowledge, skills and experience

- In-depth understanding of the Health and Safety at Work Act and other relevant legislation
- Experience in providing expert-level advice and oversight on H&S issues
- Experience in advising on and delivering health and safety policy, procedures and systems, including data collection and reporting
- Strong personal presence and influencing skills at all levels from strategic to on the ground
- Strong skills in understanding and managing risk in a response context
- Experience in culture change and managing resistance
- Expertise in dynamic risk assessment
- A track record in embedding safety processes and systems across multiple levels of an organisation
- Understanding of risk appetite and trade-offs and how these factor into planning and risk assessment
- Problem-solving skills, particularly in managing diverse people in complex situations and under time and operational pressure
- Experience in managing upwards
- Skills to position the H&S function within the response