LORD HOWE ISLAND BOARD

OHS Risk Management System

October 2004
Version 1

P:\Corp Governance & Support\OH&S\LHIB Risk Management System
Lord Howe Island Board
Occupational Health & Safety Risk Management System
First edition: October 2004
Introduction

The LHI Board, staff and contractors have obligations under the OHS Act 2000 and OHS Regulation 2001 to ensure health and safety in the workplace. The Board is committed to taking all reasonable measures to ensure the organisation meets these obligations.

The OHS Risk Management System has been developed to support a systematic way of managing the various obligations in all of the Board's workplaces. It aims at being a user-friendly tool to assist in meeting the OHS legislative requirements in managing the many and diverse hazards associated with work performed by the Board.

The benefits of implementing such a system include: reduced likelihood of injury to staff and visitors; improved planning processes and decision making around OHS issues; decreased costs and negative impacts associated with workplace injury and illness; decreased likelihood of WorkCover prosecution of the Board and/or individual staff members; improved organisational morale and improved image in the community.

To ensure its enduring success, the system will require ongoing monitoring and review, and continuing staff and Board commitment. As mentioned, the Board is committed to OHS management and will strive to provide leadership in this area.

Chairperson
LHI Board
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**Note:** Other Board publications that relate to the OHS Risk Management System document include:
- LHIB Public Risk Management Plan
OHS Legislation
OHS Legislation

Introduction

Occupational health and safety and workers compensation legislation in NSW imposes significant obligations upon all employers including the NSW Government.

The legislation is based on these key mandatory principles:

- preventing, as far as possible, work related injury and illness through systematically identifying, assessing and controlling workplace risks
- the return to work of injured employees as soon as is practicable and to suitable duties
- consultation with employees on issues affecting the health, safety and welfare of employees, clients and visitors and having in place appropriate consultation arrangements, such as elected OHS Committees, OHS Representatives, and other agreed arrangements, to assist employers in meeting their 'duty to consult'

Government corporations and agencies must be able to show that their policies and procedures are based on these principles. Failure to do so could result in significant penalties.

The Occupational Health and Safety Act 2000 requires employers to consult with employees about issues that might affect their health, safety and welfare and to share information with them about these issues. It also requires employers to give employees the opportunity to express their views and contribute their ideas for resolving OHS issues in a reasonable timeframe. The Act requires employers to value employees’ views and take them into account when making decisions.

The Occupational Health and Safety Regulation 2001 reinforces the right of employees to be directly involved in identifying and controlling hazards, and in reviewing the effectiveness of procedures.

Employers, however, remain responsible for identifying any foreseeable hazards in their workplaces or associated with their operations. This could include assessing the risks associated with work practices and systems, shift arrangements, plant, hazardous substances, manual handling, the layout and condition of the workplace, biological organisms, products or substances and occupational violence.

Recent amendments to the Workplace Injury Management and Workers Compensation Act 1998 are designed to ensure:

- prompt medical attention to workers’ injuries
- certainty about appropriate income support for injured workers
- timely and sound decisions by insurers
- a reduction in the number of disputed claims

- the prompt resolution of any disputes

The amendments also strengthen existing injury management provisions with an increased emphasis on early intervention and effective return to work strategies including provision of suitable alternative duties.

The Occupational Health and Safety Act 2000 and Occupational Health and Safety Regulation 2001 constitute the main legislative framework for injury prevention in NSW, supported by a range of approved industry Codes of Practice.

Of particular importance is the emphasis on a systematic approach to OHS.

![Diagram 1.1 OHS Regulatory Regime](image)

**Occupational Health and Safety Act 2000**

The Occupational Health and Safety Act 2000 (OHS Act) is the principal legislation which codifies the right to a safe and healthy working environment.

- **Duties of employers**

The OHS Act imposes three main statutory duties on employers:

1. **Section 8(1)** of the OHS Act requires employers to ensure the health, safety and welfare at work of all employees. This includes providing safe premises, plant, substances and systems of work as well as the necessary information, instruction, training and supervision. Adequate facilities should also be provided for the welfare of the employees at work.

2. **Section 8(2)** extends the employer’s duty of care to those at the workplace who are not employees. This would cover, for example, contract staff, clients and visitors.

3. **Section 13** obliges an employer to consult with employees so that they can contribute to decisions affecting their health and safety at work. **Section 15** identifies specific situations in which employers must consult with employees. **Section 16** provides that this new duty
to consult may be met by having an OHS Committee, an OHS Representative or by some other arrangements agreed by the employer and employees.

Whatever mechanisms are agreed to, employers must ensure that employees are given an opportunity to express their views, and that their views are taken into account in resolving OHS issues. However, while the OHS Act promotes jointly agreed outcomes, ultimate responsibility and accountability for OHS decisions rests with the employer. This includes responsibility and accountability for minimising hazards for employees and others in the workplace.

- **Duties of controllers**

  **Section 10** of the OHS Act imposes a duty of care on controllers of work premises, plant and substances. Government agencies that have some control over premises, even though they do not directly employ those working there, will have this duty of care. This would include, for example, agencies which lease out premises, those responsible for maintenance and repairs to work premises, and those which commission contractors to undertake projects on behalf of the government.

- **Duties of employees**

  While employers have the primary duty of care under the OHS Act, employees also have responsibilities. **Section 20** of the OHS Act requires employees to take reasonable care for the health and safety of all concerned at work. Employees must co-operate with their employer and assist the employer meet their obligations under the Act, for example by following safe working procedures, reporting workplace hazards, incidents and injuries and wearing any personal protective equipment provided by the employer.

- **Penalties**

  **Section 118** of the OHS Act now specifically binds the Crown and provides that government agencies and corporations may be directly prosecuted for occupational health and safety breaches.

  Under **Section 12** of the OHS Act, the maximum penalties for breaches by a government corporation or government agency are:

  - 5,000 penalty points ($550,000 at the time of publication) for a first offence
  - 7,500 penalty points ($825,000) for a second or subsequent offence

  Importantly, under **Section 26**, each director of a corporation (including government corporations) and each person concerned in the management of the corporation may also be prosecuted for occupational health and safety breaches unless they can satisfy the court they were not in a position to influence the conduct of the corporation or used all due diligence to prevent the breach.

  In addition to these penalties, under **Section 115** the court may order offenders to publicise an OHS breach, for example in a newspaper or in the company’s annual report. Under **Section**
116, the court can order the offender to undertake a specific project to improve the health, safety and welfare of the community. Section 117 provides for additional penalties for failure to comply with court orders.

- **Summary**

The OHS Act outlines the broad duties of all parties including employers, controllers and employees. The Act also describes how consultation between employers and employees should be ensured, and prescribes penalties for offences. These penalties include government agencies, government corporations and individual directors and managers of government corporations.

**Occupational Health and Safety Regulation 2001**

While the OHS Act sets out the broad duties of parties, the Occupational Health and Safety Regulation 2001 (the OHS Regulation) prescribes the ways in which people should carry out their duties of care.

The OHS Regulation has 12 Chapters, arranged as shown in Diagram 2.3 and described briefly below.

**Diagram 1.2 Structure of OHS Regulation 2001**

- **Chapter 1**

  This is a general introduction to the regulation.

  It is a matter of particular note that, under Clause 8 of the OHS Regulation, where several people are responsible for occupational health and safety matters: (a) each person remains responsible as an individual and (b) those jointly responsible must carry out their duties in a coordinated way.

- **Chapter 2**

  This chapter deals with risk management which is the cornerstone of the OHS Regulation. It encourages employers to identify hazards, assess the risks associated with the hazards, and eliminate these risks. Where this is not possible the employer must control the risk to the lowest level possible. Chapter 2 also provides more detailed information on issues such as instruction, training and supervision, and it sets out the requirements for amenities, personal protective equipment and first aid and emergency procedures.

- **Chapter 3**
Chapter 3 provides guidance on the required consultation arrangements in risk management and describes how these arrangements (ie OHS Committees, OHS Representatives or other means as agreed) must ensure that the interests of the workgroup are represented. Workgroups in this context can be described by reference to criteria such as geographical location and the kind of work performed. This has significant implications for agencies that have several locations and for agencies whose employees undertake many different sorts of work.

- Chapters 4 to 8

These chapters prescribe controls for a range of specific hazards. Some of these, Working Environment (Chapter 4), Plant (Chapter 5) and Hazardous Substances (Chapter 6) apply to all workplaces. The controls in Chapters 7 and 8, on the other hand, are relevant only to some specific workplaces. Chapter 7, Hazardous Processes, for example, sets out specific control measures for spray painting, abrasive blasting, welding, electroplating, molten metal, lead and electrical work, while Chapter 8 is about construction work.

Table 2.1 outlines these controls in more detail.

<table>
<thead>
<tr>
<th>OHS Reg</th>
<th>Hazard</th>
<th>Controls</th>
</tr>
</thead>
<tbody>
<tr>
<td>Chapter 4</td>
<td>Work environment</td>
<td>Includes requirements relating to lighting, heating and cooling, noise, atmosphere, fall prevention, fire, explosions, electricity, confined spaces and manual handling. This chapter also imposes obligations on controllers of work premises.</td>
</tr>
<tr>
<td>Chapter 5</td>
<td>Plant</td>
<td>Includes information and instruction requirements for all plant, controls (such as guards) for specific equipment, and registration requirements for high risk plant.</td>
</tr>
<tr>
<td>Chapter 6</td>
<td>Hazardous substances</td>
<td>Lists controls for hazardous substances, for example the labelling of substances, and the provision of Material Safety Data Sheets.</td>
</tr>
<tr>
<td>Chapter 7</td>
<td>Hazardous Processes</td>
<td>Deals with controls relevant to hazardous activities including spray painting, abrasive blasting, welding, electroplating, working with molten metal, lead work and electrical work.</td>
</tr>
<tr>
<td>Chapter 8</td>
<td>Construction work</td>
<td>Deals with controls relating to excavation, demolition, diving and work involving asbestos. This chapter also sets out the specific responsibilities of owners, principal contractors and sub-contractors on certain types of construction projects.</td>
</tr>
</tbody>
</table>

Table 1.1 Specific hazards and their controls as prescribed by the OHS Regulation

- Chapters 9 to 12

These chapters set out licensing and reporting requirements which are designed to assist in the control and monitoring of workplace activities. Chapter 9 describes the existing requirements for operators of plant, such as cranes and forklifts, to have the relevant
certificates. Chapters 10 and 11 deal with the requirements for business licences and for work permits for those undertaking demolition work and asbestos removal.

Chapter 12 requires employers to notify the WorkCover Authority of NSW (WorkCover NSW) when there is a serious incident or other **notifiable occurrence**. These include incidents which lead to death or amputation or to a person having to be placed on a life support system. WorkCover NSW must be notified about any workplace incident which leads to a person being off work or unable to carry out their normal duties for a continuous period of seven days or more.

- **Summary**

The OHS Regulation encourages a systematic and consistent approach to health and safety by providing detailed information about effective consultation, **risk assessment**, hazard control and licensing and reporting requirements.

**Codes of practice**

Both the OHS Act and OHS Regulation contain mandatory health and safety provisions. The remaining section of the regulatory framework, Codes of Practice, takes a slightly different approach. Codes of Practice are not mandatory, but they should be followed unless there is a better alternative. A person or organisation cannot be prosecuted for failing to comply with a Code of Practice. However, in legal proceedings, failure to observe a Code of Practice may be used as evidence of failure to comply with the provisions of the OHS Act or Regulation.

Codes of Practice help employers to meet their obligations with regard to specific issues. They set out an approach, but not the **only** approach, to a particular issue. The issue may be how to carry out a particular kind of work or how to deal with a common health and safety problem. For example, the **Code of Practice for Facade Retention** is designed to deal with that specific work situation and the **Code of Practice for Noise Management** provides information about dealing with the problem of noise in the workplace.

**Other guidance**

In addition to the legislative framework there is a wide range of material available that can help people to understand and meet their obligations. This includes:

- publications from WorkCover NSW and the National Occupational Health and Safety Commission (NOHSC)
- Australian and International Standards
- information produced by other government agencies, industry associations and unions
- operation and maintenance manuals, Material Safety Data Sheets and related information from designers, manufacturers and suppliers of equipment and substances

**Duty of Care**
**Definition:** “To take reasonable care for the safety of employees by providing proper and adequate means of carrying out work without unnecessary risk, by warning employees of unusual or unexpected risks, or by instructing employees in the performance of their work where instruction might reasonably be thought to be required to secure the employee from danger of injury”.


Note: Generally, a duty of care requires everything “reasonably practicable” to be done to protect the health and safety of others at the workplace. This duty is placed on:

- all employers
- all employees
- any others who have an influence on hazards in the workplace

“Reasonably practicable” means the requirements of the law vary with the degree of risk in a particular activity or environment, which must be balanced against time, trouble and the cost of taking measures to control the risk. It allows the duty holder (i.e. employer, employee or otherwise) to choose the most efficient means for controlling a particular risk from the range of feasible possibilities. The duty holder must show it was not reasonably practicable to do more than what was done or that they have taken reasonable precautions and exercised *due diligence*.

**Due Diligence**

“The essence of OH&S within an industry is the provision of a safe system of work operating within a safe working environment. The practical way to achieve this is the exercise of due diligence.”

- a. The provision of proper and adequate induction and training of employees
- b. The provision of a proper and suitable system of safe work.
- c. The system of work is competently supervised.
- d. The supervision is monitored by management.
- e. The system of safe work is maintained and improved where appropriate.
- f. The system of safe work must address all likely hazards arising out of the organisation’s endeavours.
OHS Risk Management System Framework
OHS Risk Management System Framework

How do we implement the Occupational Health & Safety Risk Management System?

The LHIB will implement the Occupational Health & Safety Risk Management System in all workplaces. A workplace for the purposes of this document is a location at which any Board activities are being carried out. The Occupational Health & Safety Risk Management System will be based around the following elements:

Planning

The Board recognises that the successful implementation of an Occupational Health & Safety Risk Management System requires an effective planning process with well defined and measurable outcomes. To this end the Board will:

- Maintain plans to manage and control the initial implementation and enhancements to the Occupational Health & Safety Risk Management System.
- Develop specific OHS plans to manage each workplace.
- Develop and measure key performance indicators to measure safety performance.
- Ensure that all plans and objectives are realistic, achievable and communicated to all personnel.

Implementation

The Board will provide for the implementation of the Occupational Health & Safety Risk Management System by providing appropriate capabilities, support mechanisms and information to achieve the policy and planned activities. In particular the Board will:

- Define, designate, document and communicate Occupational Health & Safety responsibilities.
- Demonstrate commitment by consultation and communication with employees, & contractor management.
- Select competent employees and subcontractors and provide appropriate induction and training.
• Provide appropriate induction and training.

• Ensure procedures are in place to identify, assess and control hazards using internal or external expertise as appropriate.

• Provide appropriate documented procedures where these are required to ensure safety.

• Review all contracts to ensure that all risks are identified and controls are put in place to mitigate risks.

• Ensure that all contracts for goods and services include requirements to review Occupational Health & Safety for the level of risk.

• Ensure plans for emergency response and evacuation are prepared for appropriate locations.

**Monitoring & Review**

Measuring, monitoring, evaluating and reviewing are key activities that ensure the Board is performing in accordance with its Occupational Health and Safety policy and plans. Systems will be put in place to monitor and evaluate performance and regular reviews will take place. In particular the Board will:

• Audit the Occupational Health & Safety Management System on a regular basis.

• Ensure that all findings, conclusions, recommendations & other non-conformances are attended to in a timely manner.

• Investigate all accidents & serious incidents.

• Undertake a Board review of the Occupational Health & Safety Management System annually.
OHS Risk Management System Framework

**OHS Act 2000 & OHS Regulation 2001**

- Duty on employer to ensure safe systems of work
- Duty on employer to consult with employees on safety issues
- Requirements for the implementation of a systematic risk management process for workplace hazards
- Defines joint responsibility of employer and employee in ensuring workplace safety

**Planning**

Management

Employees

**Policy  Responsibilities  Systems/Programs**

- Consultation processes established with employees
- Hazard identification, assessment and control processes developed
- Incident reporting systems for capturing accidents and near misses
- Accident investigation policy and procedures
- Safe work practices for high risk activity, supported by corporate policy where required
- OHS training to ensure adoption of safe work practices
- Communication systems established
- OH&S obligations addressed in Contract Management
- Performance agreements capture management accountability & responsibility

**Monitor & Review**

Management

**Data collected & analysed to:**

i. Assess compliance
ii. Identify opportunities to improve system/program

- Audit system in accordance with AS/NZS 4801
- Benchmark performance within agency & across agencies
- Identify broader corporate influences on OHS system
- Maintenance & enhancement of knowledge around risk control strategies for application across agency

**Implementation**

Management

Employees

Programs that occur regularly at all levels throughout the workplace that include & show evidence of:

- Hazard ID and risk assessment for tasks undertaken
- Risk controls implemented for identified risks
- Approved codes of practice are applied as appropriate
- Consultation occurring both locally and throughout Service
- Safe work practices communicated & staff trained in safe systems of work
- Staff adequately supervised
- Remedial recommendations implemented following investigation of accidents & near misses
- Process for ongoing review of new or changed tasks using hazard identification and risk assessment process
Occupational Health & Safety Policy
1. Occupational Health and Safety Policy

The LHIB is committed to the health, safety and welfare of all its employees, contractors and others who may be affected by our activities.

We are committed to implementing a systematic risk management approach to OHS to provide and further develop a safe work environment including the following key components:

- Complying with all legislative requirements related to Occupational Health and Safety
- Ensuring a system is in place to facilitate effective consultation regarding OHS issues
- Ensuring Occupational Health & Safety is incorporated into all planning documents including the Corporate Plan
- Incorporate Occupational Health & Safety into performance agreements
- Ensuring an effective system is in place to facilitate hazard identification, risk assessment and control
- Encouraging the reporting of all injuries and near misses and ensuring effective investigation and remedial action is carried out
- Ensuring OHS is a regular agenda item at all management and staff meetings
- Establishing performance targets for controlling accident rates and system implementation
- Providing adequate instruction, training and information
- Effectively promoting and communicating OHS matters including staff responsibilities and accountabilities

Chairman
LHIB
Responsibility & Accountability for OHS
2. The Board’s Responsibility and Accountability for OHS

The Board is committed to ensuring the occupational health and safety of all employees and those visiting Service workplaces. Effective management of occupational health and safety requires input from all levels of the organisation.

Additionally, the *Occupational Health and Safety Act 2000* outlines the legal obligations for all individuals within an organisation from director to employee.

A key requirement in order to meet the commitment to OHS is to clearly articulate the responsibilities and accountabilities of all individuals within the Board. The following document outlines the responsibilities and accountabilities for OHS in the Board.

**The Board**

The Board is responsible for ensuring there is an effective system in place for managing OHS in their organisation. The Board is required to organise, lead and control the effort for controlling the OHS risks in the organisation.

Specifically, the Board must:

1. Ensure the OHS Management System meets legislative requirements and the needs of the Board

2. Set OHS performance objectives for the Board as a whole and for the specific management areas.

3. Allocate adequate resources to ensure the OHS Management System can be effectively implemented and objectives met

4. Ensure the responsibilities and accountabilities relating to OHS are communicated throughout the Board

5. Monitor the performance of the Board and its managers in the area of OHS

6. Regularly review the OHS Management System and ensure any deficiencies are corrected as soon as possible

7. Review OHS issues regularly
**Management (Senior Management Team)**

Each manager is required to ensure that the Board’s policy and the OHS Management System are effectively implemented in their area of control, and to support supervisors and hold them accountable for their specific responsibilities.

Specifically the Manager must:

1. Ensure that supervisors are given appropriate resources for the identification, evaluation and control of hazards
2. Ensure supervisors have the appropriate knowledge skills and experience to meet the OH&S requirements of their position
3. Ensure that supervisors have the authority to maintain the OHS Management System in their work areas
4. Ensure consultative arrangements are in place so that all groups are represented in the OHS Management system
5. Designate staff to maintain the administrative framework of the OHS Management System
6. Set clear OHS performance objectives for areas under their control
7. Ensure that the OHS Management System, OHS performance objectives and responsibilities and accountabilities are clearly communicated to supervisors
8. Monitor the OHS performance of the areas under their control
9. Review areas under their control which are not meeting OHS objectives
10. Support staff in their efforts to implement health and safety initiatives

**Supervisors (all first line supervisors of staff)**

Each first line supervisor is responsible, and will be held accountable, for taking all practical measures to ensure:

- That the workplace under their control is safe and without risks to health
- That the behaviour of all persons in the workplace is safe and without risks to health
Specifically, the supervisor must:

1. Detect any unsafe or unhealthy conditions or behaviour, assess the risk and set priorities for corrective action (risk minimisation). If the supervisor does not have the necessary authority to fix a problem, they must report the matter promptly – together with any recommendations for remedial action – to a supervisor or manager who does have the necessary authority.

2. Develop safe working procedures for hazardous jobs and make sure that they are documented and kept up to date.

3. Investigate accidents, injuries and incidents immediately to establish contributing factors.

4. Conduct regular safety inspections of work areas and work practices.

5. Assess any items prior to purchase (e.g. tools, plant, machinery and chemicals) for any hazards.

6. Respond to employees' concerns and enquiries about health and safety.

7. Consult with employees in their area of control on issues that affect health and safety in their workplace.

8. Provide job instruction, information and ongoing training to employees so that they are aware of safe working procedures.

9. Ensure that the workplace is maintained to ensure the health and safety e.g. preventive maintenance and corrective actions are carried out on the working environment, plant, substances and equipment.

10. Ensure that all staff have the personal protective equipment that they require for their jobs.

11. Participate in emergency response arrangements for first aid, fire and evacuation.

12. Take appropriate disciplinary action when employees do not comply with Service policies, procedures or workplace instructions which impact upon the health and safety of either themselves or others in the workplace.

Note:
The supervisor and manager who has the necessary authority will be held accountable for taking prompt remedial action to eliminate any unsafe or unhealthy conditions or behaviour.

Employees (all staff)

All employees are required to cooperate with the Board’s OHS policy and programs to ensure their own health and safety and the health and safety of others in the workplace.

Specifically, employees must:
1. Report all hazards to the Supervisor as soon as possible

2. Report all accidents to the Supervisor as soon as possible. This includes "near miss" incidents as these can identify areas where some sort of preventative action needs to be taken

3. Participate in the health and safety committee if you are a representative

4. Attend required training and instruction in safe working practices and procedures

5. Use and care for any equipment provided for health and safety purposes

6. Take reasonable care to protect the health and safety of self and others while at work
OHS Planning
3. OHS Planning

Introduction

1. Planning is essential to effectively implement an Occupational Health & Safety Risk Management System both at the implementation stage and for specific elements. The planning process addresses the regular identification of hazards and associated risks, assessment of risks, implementation of controls, performance monitoring, legal requirements and optimises the resources available for managing Occupational Health & Safety & Rehabilitation.

Legislation and References

- OHS Act 2000
- OHS Regulation 2001
- Occupational Health, Safety and Rehabilitation Improvement Standard, Performance Criterion 3, Premier’s Department New South Wales, 2001

Purpose

2. This policy and procedure defines the process for planning Occupational Health & Safety initiatives.

Objective

3. The objective of this policy is to ensure that each level of management of LHIB has identified appropriate plans, performance indicators and ongoing actions to achieve the objectives of the Occupational Health & Safety Policy.

Definitions

4. **OHS Plan**: is a strategic documented plan (see example table 3.1) linked to the Board’s planning and budgeting cycle and is based on the requirements of the Board’s OHS Risk Management System.

Policy

5. OHS Plans are to be developed annually and are to be implemented at the following levels:
Senior Management Team Level
6. This plan relates to the overall structure of the OHS Risk Management System and the Senior Management Team (SMT) review process and will form part of the overall business plan.

7. The plan will include the audit criterion that will be used to monitor performance. The audit criterion will be determined initially and reviewed annually by the Senior Management Team in consultation with the OHS Committee.

Management Unit Level (Business and Corporate Services ; Operations)
8. This plan will identify any initiatives to be taken at a management unit level to fulfil the requirements of the OHS Risk Management System and any specific initiatives included in the SMT’s plan that relate to that Management Unit.

9. This plan will form part of the management units input into the annual Operations Plan.

Work Unit Level (Nursery, Bottleshop, Environment, Works)
10. This plan will consist of any initiatives identified in the work unit plan to be undertaken taken by that unit to fulfil the requirements of the OHS Risk Management System.

Accountabilities and Responsibilities

Senior Management Team
11. The SMT is responsible for reviewing the Occupational Health Safety performance of LHIB. This includes the development of an annual plan to meet the Occupational Health & Safety Policy and establishing targets and objectives.

13. Directors will develop Occupational Health & Safety plans on the basis of the Corporate targets and objectives and any identified deficiencies in their area of responsibility in consultation with the appropriate OHS Committee/representatives.

Unit Managers
14. Managers will develop Occupational Health & Safety plans on the basis of the targets and objectives and any identified deficiencies in their area of responsibility in consultation with the appropriate OHS Committee/representatives.

Work Units
15. Work Unit Managers will provide direct input into the development of the Management Unit Health & Safety plans in consultation with supervisors, staff and OHS Representatives.

16. Work Unit Managers are responsible for ensuring the components of the Management Unit OHS plan that relate to the area under their control are implemented.
Costing

17. All Occupational Health & Safety Plans will be fully costed and approved in line with the normal budget planning process (see example table 3.2).

Reviews

18. Occupational Health & Safety Plans will be reviewed by an appropriate level of management on a quarterly basis in line with Quarterly Operations Plan reviews.

19. The progress of the plans will be provided to employees on a biannual basis via a suitable process e.g. newsletter, OHS Committee minutes.

Training and Support

20. Training needs will be assessed on an annual basis.
OHS Planning Process Cycle
# Example Format for Occupational Health & Safety Plans

This plan relates to: XXXX Region

Period: 1 July 2002 – 30 June 2003

The following strategies have been identified from a review of Occupational Health & Safety issues and performance in line with the requirements of the OHS Risk Management System.

<table>
<thead>
<tr>
<th>System Component</th>
<th>Objective</th>
<th>Task</th>
<th>Responsibility</th>
<th>Date Due</th>
</tr>
</thead>
<tbody>
<tr>
<td>OHS Policy and Accountabilities</td>
<td>Documents to be provided to all workplaces and policy statement displayed in all workplaces</td>
<td>Check all workplaces have documents in workplace and order additional if required</td>
<td>Unit Managers</td>
<td>30/09/02</td>
</tr>
<tr>
<td>Hazard Identification, Risk Assessment and Control/Job Safety Analysis</td>
<td>All jobs requiring JSA are identified and scheduled for completion</td>
<td>Assess all existing jobs for the need of Job Safety Analysis and prioritize order of completion</td>
<td>Unit Managers</td>
<td>01/09/02</td>
</tr>
<tr>
<td></td>
<td>All Depots to have a non-local supervisor conduct Field Operations Risk Checklist/Inspection x 1</td>
<td>Area managers to have Field Supervisors schedule and complete inspections</td>
<td>Unit Managers</td>
<td>01/09/02</td>
</tr>
<tr>
<td></td>
<td>Establish major plant and equipment maintenance records as per the Regulation</td>
<td>Works Supervisor to review records and rectify as required</td>
<td>Works Unit Supervisor</td>
<td>01/02/03</td>
</tr>
<tr>
<td>Training</td>
<td>Conduct training needs assessment</td>
<td>Coordinate annual assessment with Directorate L &amp; D Officer</td>
<td>SMT</td>
<td>01/08/02</td>
</tr>
<tr>
<td></td>
<td>Complete OHS Risk Management Training for all supervisors</td>
<td>Identify officers and nominate for WDU course</td>
<td>SMT</td>
<td>30/07/02</td>
</tr>
<tr>
<td></td>
<td>Complete outstanding training for OHS Committee members</td>
<td>Nominate outstanding members for completion of WDU course</td>
<td>SMT</td>
<td>30/04/03</td>
</tr>
<tr>
<td></td>
<td>Key Staff to complete Contractor Management course</td>
<td>Call for EOI and nominate officers to WDU course</td>
<td>SMT</td>
<td>31/05/03</td>
</tr>
<tr>
<td>Training (continued)</td>
<td>Establish and maintain competency for ticketed/compulsory activities</td>
<td>Assessment and/or training arranged for officers as required e.g. Chainsaw First Aid ATV Industrial Rope Access Certified plant &amp; equipment loaders etc</td>
<td>Unit Mgr Works Supervisor</td>
<td>ongoing</td>
</tr>
<tr>
<td>------------------------------------------</td>
<td>---------------------------------------------------------------------</td>
<td>-----------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------</td>
<td>---------</td>
</tr>
<tr>
<td>Monitoring/Audit</td>
<td>Ensure that a self audit of all workplaces is completed with a goal of the following compliance levels: Communication of Policy: 100% Hazard ID, RA and Control/JSA: 85% Safety Manual policies: 85% Hazard Reporting: 100% Accident Near Miss Reporting &amp; Invest: 85% OHS Consultation: 85% Training: 85% Contractor Management: 75% Auditing: 90% Information: 90% Workplace injury Mgt policies: 85%</td>
<td>Obtain Audit Criteria from OHS Unit Train Audit Officers Conduct Self Audit Collate information and prepare report</td>
<td>SMT</td>
<td>01/03/03</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SMT Unit</td>
<td>01/03/03</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Unit Mgrs</td>
<td>01/04/03</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>SMT</td>
<td>01/05/03</td>
</tr>
</tbody>
</table>
Costing

The following safety activities have been planned and budgeted for in the plan period.

<table>
<thead>
<tr>
<th>Activity</th>
<th>Estimated Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Completing training and updating competency of staff in:</td>
<td></td>
</tr>
<tr>
<td>1. Chainsaw</td>
<td>$2,000</td>
</tr>
<tr>
<td>2. ATV</td>
<td>$2,500</td>
</tr>
<tr>
<td>3. Industrial Rope Access</td>
<td>$3,500</td>
</tr>
<tr>
<td>4. Completion of OHS committee training</td>
<td>$1,500</td>
</tr>
<tr>
<td>Implement following risk controls as per prioritised register:</td>
<td></td>
</tr>
<tr>
<td>1. Hoist for XXXX Depot</td>
<td>$5,000</td>
</tr>
<tr>
<td>2. Installation of earth leakage protection on XXXX, YYY and ZZZZ locations</td>
<td>$950</td>
</tr>
<tr>
<td>3. Dangerous Goods storage improvements at XXX &amp; YYY Depots</td>
<td>$7,000</td>
</tr>
<tr>
<td>4. Purchase of motorised wheelbarrow for regional track work</td>
<td>$1,200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$23,650</strong></td>
</tr>
</tbody>
</table>
Managing Hazards and Associated Risks
4.1 Hazard Identification, Risk Assessment & Control

Introduction

1. The Occupational Health & Safety Act 2000 requires that all practicable measures be taken by an employer to ensure the health, safety and welfare of its employees and others who may be affected by its activities.

2. The OHS Regulation 2001 requires that risk management principles be implemented in the workplace to eliminate or control hazards.

3. Hazard identification, risk assessment and control is a systematic way of reducing the likelihood of a workplace injury or illness occurring whilst demonstrating a duty of care in relation to the above legislation.

Purpose

4. This policy and procedure describes the method by which all hazards will be identified, assessed for risks and appropriate control mechanisms put into place.

Relevant Legislation

- Occupational Health & Safety Act 2000

Scope

5. This policy and procedure applies to all Service workplaces, employees, contractors and volunteers.

Definitions

6. **Hazard** is anything that has the potential to cause injury or illness (to employees, contractors, volunteers, visitors or the neighbouring public) or damage to plant or property. A hazard can be related to a physical state or a work practice or procedure. A hazard can be introduced when implementing changes to existing arrangements.

7. **Hazard identification** is the process of identifying all situations or events that could give rise to the potential for injury, illness or damage to plant or property.

8. **Job Safety Analysis** (JSA) is the process of identifying potential hazards associated with a job, assessing their risk and recording how to eliminate, or minimize, the risk to worker safety (controls). The main purpose of a JSA is to provide clear documentation of the risk controls identified and facilitate communication of those controls.
9. **Job Safety Brief** is the process of communicating to staff the hazard controls developed for their job, allowing consultation about the hazard controls, and documenting that this process has taken place.

10. **Risk** means the likelihood of injury, illness or damage to plant or property arising from exposure to any hazard.

11. **Risk Assessment** is the process of determining the likelihood of an injury, illness or damage to plant or property happening.

12. **Risk control** is the process of implementing measures to reduce the risk associated with a hazard. The control process must follow the control hierarchy, in order, as prescribed in some health and safety legislation. It is always important that any control measure does not introduce new hazards, and that ongoing effectiveness of the control is monitored.

13. A **Volunteer** is a person performing unpaid work for the benefit of the Board. For the purpose of this policy and procedures, permit holders such as researchers, or persons conducting approved University work or work experience in LHIB workplaces are considered volunteers.

**Policy**

14. **General**

A process of hazard identification, risk assessment and control will be implemented in all workplaces throughout the Board in accordance with the procedures set out below.

15. The process will include the assessment and control of risk arising out of:

- systems of work
- the use of plant and equipment
- the use of chemicals and materials
- working environment (both built and natural)
- access and egress

16. Any proposal for the commencement of a project, introduction of new equipment, processes or systems of work, or the modification of equipment, processes or systems of work, must have a hazard identification process completed. A risk assessment must be completed on any identified hazards. Risk Controls must be developed and documented if required by the risk rating.

17. Monitoring and review of the risk control measures must be undertaken regularly and whenever changes occur to ensure the controls remain appropriate for the risk.

18. **Field Operations OHS Risk Checklists**

Field Operations are required to complete the *Field Operations OHS Risk Checklist* initially then every 6 months thereafter. The risk assessment checklist shall be completed by the supervisor of the workplace i.e. field supervisor in consultation with staff.
19. **Documentation**
   Adequate recording of the workplace OHS risk management process is required to demonstrate due diligence and compliance with OHS legislation.

20. Information recorded shall include:
   - How the hazard was identified
   - How the risks associated with the hazards were assessed
   - How a decision was made on control measures to manage exposure to the risks
   - How the control measures were implemented
   - How the measures were monitored for effectiveness
   - Any checklists and worksheets used in working through the OHS risk management process

21. The Board will provide proformas and checklists to assist in the recording of the OHS risk management process. These include:
   - Job Safety Analysis (JSA) form is to be used as per Job Safety Analysis Policy
   - Hazard Control Report (HCR) is to be used for recording the assessment and control of individual hazards not covered by a Job Safety Analysis or Service Policy.
   - Job Safety Brief (JSB) form is to be used for all briefings given in regards to staff safety unless a job specific format has been developed, for example Hazard Reduction briefings.
   - Hazard Report form is to be used for the reporting of all hazards by staff, contractors and volunteers. It may also be used by staff to document hazards reported by others affected by the Board’s work activities.
   - Field Operations OHS Risk Checklist for periodic assessment of the depots and work activities of field based units.

22. All JSA’s, HCR’s, Field Operations OHS Risk Checklists, JSB’s and Hazard Reports shall be documented on the proformas outlined in the policy and procedures.

23. A copy of all JSA’s, HCR’s, Field Operations Risk Checklists, JSB’s and Hazard Report documents will be held by the Unit manager.

**Responsibilities**

**Senior Managers**

24. Are required to ensure that an effective system is in place within their management units that ensures that all foreseeable hazards in the workplace are identified, assessed and controlled as necessary as per Service policy.

25. Are required to ensure that the Board system for identifying, assessing and controlling workplace hazards is implemented effectively by the managers and supervisors of the workplaces under their control.
Work Unit Managers & Workplace Supervisors
26. All work unit managers and workplace supervisors are required to ensure that all foreseeable hazards in the workplace are identified, assessed and controlled as necessary according to Service policy. They are responsible for ensuring that OHS information is available to management and staff to allow the OHS risk management process to be undertaken.

Employees
27. All employees are required to report hazards that they have identified directly to their supervisor as soon as possible as per the Board’s Hazard Reporting Policy and Procedures.

28. All employees are required to participate in the risk assessment and control process as required and to cooperate with management in the implementation of hazard controls.

OHS Committees
28. The role of the OHS Committee is to consult with staff and management to ensure the OHS risk management processes are appropriate to the workplace and assist in developing solutions. Additionally, the OHS Committee monitors the workplace to ensure the OHS risk management process is being implemented effectively.

Training
31. Supervisors and Managers required to undertake hazard identification, risk assessment and control will be trained in the process as per the WorkCover Course OHS Risk Management for Supervisors and Line Managers or similar.

32. Seniors Managers will be trained in OHS risk management appropriate for their areas of responsibility.

33. General induction training will be provided as per the Board’s Induction Policy to ensure staff understand the principles of the OHS risk management process.

Procedures
34. Occupational Health and Safety Legislation requires anyone in control of the workplace to identify the potential hazards of the proposed work, assess the risks involved and develop controls to eliminate, or minimise, the risk. This process must be undertaken in consultation with the staff performing the work.

35. A Field Operations OHS Risk Checklist is to be completed by Field Supervisors initially then every 6 months. Copies of the report are to be forwarded to the Area Manager.

36. All risks carrying a risk rating (according to LHIB Health & Safety Risk Level Matrix) of High or greater, after controls are implemented, shall be notified to the Unit Manager and be placed on the Board’s Risk Register, and appropriate control action taken as required.
37. A Job Safety Analysis (JSA) shall be completed for identified risks associated with a job that requires a series of steps or procedures to ensure controls are effective – refer to Job Safety Analysis Procedure.

38. A Hazard Control Report (HCR) shall be completed for “one off” risks that do not rely on work procedures to ensure control. (see appendix 1).

39. Staff shall be briefed on the hazard controls required for their work as identified in the JSA or HCR. The briefing shall be documented on the Job Safety Brief (JSB) proforma (see appendix 2).

General Process for Hazard Identification, Risk Assessment & Control

Step 1: Identify Hazards

40. The first step in the workplace health and safety risk management process is to identify workplace hazards. This means looking for those things at the workplace that have the potential to cause harm. The desired outcome of this step is a list of all the hazards in your workplace.

41. The identification of hazards should be undertaken at the following times:
   - During the work project planning process
   - When undertaking the purchase of new plant or equipment
   - When undertaking a Job Safety Analysis (JSA)
   - During routine workplace inspections
   - When changes occur in the workplace
   - Before using a location or premises as a workplace
   - When OHS information relevant to the undertaking becomes available
   - While work is being carried out (ongoing monitoring)

42. Workplace hazards are not always obvious. Some hazards can result in long-term health effects rather than in an immediate injury. For example, exposure to loud noise over a long period can result in gradual hearing loss.

Particular Requirements of OHS Regulation 2001

43. The OHS Regulation 2001 requires that, in particular, reasonable care must be taken to identify hazards arising from:
   (a) The work premises
   (b) Work practices, work systems and shift working arrangements (including hazardous processes, psychological hazards and fatigue related hazards)
   (c) Plant (including the transport, installation, erection, commissioning, use, repair, maintenance, dismantling, storage or disposal of plant)
   (d) Hazardous substances (including the production, handling, use, storage, transport or disposal of hazardous substances)
   (e) The presence of asbestos installed in a place of work
   (f) Manual handling (including the potential for occupational overuse injuries)
(g) The layout and condition of a place of work (including lighting conditions and workstation design)
(h) Biological organisms, products or substances
(i) The physical working environment, including the potential for any one or more of the following:
   (i) Electrocution
   (ii) Drowning
   (iii) Fire or explosion
   (iv) People slipping, tripping or falling
   (v) Contact with moving or stationary objects
   (vi) Exposure to noise, heat, cold, vibration, radiation, static electricity or a contaminated atmosphere
   (vii) The presence of a confined space, and
(j) The potential for workplace violence.

44. To assist this process, resources such as the following will be used:
   • Existing LHIB policies and procedures
   • WorkCover and trade based Codes of Practice and other publications, e.g. safety alerts;
   • Workplace experience;
   • Hazard Profiles for specific trade groups;
   • Australian Standards, and
   • Consultation (for example during JSA and Job Brief) with workers experienced in the task to be undertaken
   • LHIB OHS database

How to Look for Hazards

45. A simple way to begin looking for hazards can be by dividing the workplace into logical workplace groupings, such as:
   • tasks (working on the sign router, loading the truck, spraying the weeds, data entry)
   • locations (depots, offices, visitor facilities, construction areas)
   • roles or positions (field officers, rangers, clerks etc)
   • plant and equipment

46. There are many other activities that can be undertaken to help with identifying hazards. These include:
   • Using a checklist specifically designed for the type of workplace, such as the Field Operations OHS Risk Assessment (available from OSCU or OHS Unit)
   • Hazard reports from staff
   • Consulting staff. If not formally reported, ask about any problems they have encountered and any near misses and unreported minor injuries
   • Analysing accident and near miss reports for the workplace
   • Consulting with workplace OHS representatives and OHS committees
   • Information provided by suppliers and manufacturers of plant and substances
   • Audit results
47. After completing step 1, you may have discovered many hazards associated with your workplace and the jobs undertaken. The risks associated with these hazards need to be assessed. This will be achieved in step 2 of the risk management process.

**Before Proceeding to Step 2**

48. Before proceeding to step 2, however, you should identify the risks associated with each hazard and consider whether any of these risks are:
   - Relatively minor; or
   - Issues about which there is an applicable regulation, code of practice or Australian Standard.

**Minor risks**

49. If any of the risks are relatively minor and/or the hazard can be easily eliminated, attend to these straight away. That is, you may not need to work through step 2 before controlling the risk (step 3). For example, you may be able to move flammable liquids into an existing appropriate store.

**Hazards for which there is a regulation, code of practice, Australian Standard or Service Policy**

50. If there is a regulation, code of practice, standard or existing Service Policy for that hazard, refer to the advice provided in that document. You must follow the advice of a regulation to meet legal requirements. It is recommended that the advice provided in a code of practice or standard is followed. If you choose not to use a code of practice or standard, then the alternative method of control must meet or exceed the level of protection provided by the code or standard.

**Step 2: Assess the Risk**

51. Step 2 involves assessing the risk associated with the hazards identified in Step 1. The desired outcome of this step is a prioritized list of risks for further action. Various methods can be used to undertake a risk assessment, however for most of the Board’s risks, the qualitative risk assessment process is adequate. A Risk Level Matrix used to give a hazard a risk rating. This is achieved by determining predicted consequences and likelihood, and charting it as set out below.

**Determining Consequence**

52. To determine the consequence, a judgement must be made on the severity of the potential outcome. Information gathered during the identification stage, including incident statistics and manufacturer’s data should be reviewed to assist in determining a realistic consequence. The descriptive scale on the *Health and Safety Risk Level Matrix* (overleaf) will assist in categorising the consequence.

**Determining Likelihood**

53. Use the descriptive scale on the *Health and Safety Risk Level Matrix* to nominate the likelihood of an incident occurring at the workplace. Information gathered during the identification stage, including incident statistics and manufacturer’s data should also be reviewed to assist in determining a realistic likelihood.
Rate Each Risk
54. The level of risk, or ‘risk level rating’, is determined by the relationship between likelihood and consequence. This relationship can be represented by using the Health and Safety Risk Level Matrix to plot the likelihood and consequence to determine a risk level.

55. This stage of the risk assessment gives a basis for ranking risks in terms of their priorities.

Prioritise Risks
56. Prioritise risks based on their risk level.

57. Remember, the risk levels are useful for comparison purposes only. When risk levels for all risks in the workplace are compared, the resulting ranking will be a guide to the order in which the risks should be addressed.

Step 3: Decide on Control Measures
58. Step 3 involves deciding on control measures to manage exposure to identified risks. Refer to the diagram Heirachy of Controls to determine the most appropriate control measures.

59. In many cases, it will be necessary to use more than one control measure to satisfactorily manage exposure to a risk. For example, to minimise exposure to a risk involving a chemical, you could decide to replace the toxic chemical with a less hazardous one, implement safer work procedures and use personal protective equipment.

60. In some cases where the risk of exposure is unacceptably high, immediate action may be necessary to control the exposure before long-term control, or more permanent or more costly, measures can be introduced. For example, employees may be required to use team lifting to perform a particular manual handling task in a depot until a forklift is purchased.

Reasonably Practicable
61. Due diligence requires that workplace risks to health and safety are minimised as far as reasonably practicable.

62. What is known about an individual hazard, its associated risks and the severity of potential injury or harm to health is considered in relation to the overall cost and feasibility of the control measures necessary to eliminate or reduce the risk.

63. Selecting the appropriate level of control will require a judgement on what is “reasonably practicable”.

35
## LHIB Health & Safety Risk Level Matrix

<table>
<thead>
<tr>
<th>Likelihood</th>
<th>Consequences</th>
<th>Insignificant</th>
<th>Minor</th>
<th>Moderate</th>
<th>Major</th>
<th>Catastrophic</th>
</tr>
</thead>
<tbody>
<tr>
<td>Almost certain</td>
<td>Likely to occur about once a month</td>
<td>H</td>
<td>H</td>
<td>E</td>
<td>E</td>
<td>E</td>
</tr>
<tr>
<td>Likely</td>
<td>Expected to occur once every year</td>
<td>M</td>
<td>M</td>
<td>H</td>
<td>E</td>
<td>E</td>
</tr>
<tr>
<td>Possible</td>
<td>Will be Expected to occur once every 10 years</td>
<td>L</td>
<td>M</td>
<td>M</td>
<td>H</td>
<td>E</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Will be expected to occur once every 100 years</td>
<td>L</td>
<td>L</td>
<td>M</td>
<td>H</td>
<td>E</td>
</tr>
<tr>
<td>Rare</td>
<td>Will be expected to occur once every 1000 years or less</td>
<td>L</td>
<td>L</td>
<td>M</td>
<td>H</td>
<td>H</td>
</tr>
</tbody>
</table>

### Level of Risk
- **E:** Extreme risk; immediate action required
- **H:** High risk; senior management attention needed
- **M:** Moderate risk; management responsibility must be specified
- **L:** Low risk; manage by routine procedures
Heirachy of Controls

Controls should be as high as practical in the “Best to Worst” guide shown below.

1. **Remove the hazard completely**
   For example
   - remove risk of electrocution by using compressed air driven tools.

2. **Separate people from the hazard**
   For example:
   - guards on power tools,
   - use effective barriers and safety rails,
   - enclose noisy machinery.

3. **Use an engineered control**
   For example:
   - use earth leakage device (safety switch) on electrical power source.
   - use a machine to lift heavy objects.
   - use scaffolding rather than ladders to reduce risk of falls.

4. **Change work practices**
   For example:
   - training in lifting techniques.
   - tagging procedures.

5. **Provide personal protection** (PPE)
   For example:
   - hearing protection, eye protection etc.

*NOTE: PPE should be the last barrier to protect people when all else fails.*

64. The following factors need to be considered:
   - How serious the hazard and associated risks are.
   - How much is known about it, and how to control it.
   - Whether the means to control the risk are available.
   - Whether the benefit will justify the cost.

65. In making a judgement as to whether a control measure is reasonably practicable, the assessor/s need to take into account what is common practice and knowledge throughout the industry. It is not acceptable for an employer to claim not to know
what to do about certain hazards if those hazards are widely known by others in the industry, and effective safeguards are in place.

**Step 4: Implement Control Measures**

66. Step 4 involves putting the selected control measures in place at your workplace.

67. Implementing control measures involves:

- **Developing work procedures (including JSA)**
  This will be required if there are a series of steps involved to ensure the controls are effective. Develop work procedures in relation to the new control measures to make sure they are effective. Management, supervision and work responsibilities may need to be clearly defined in the work procedures. Refer to the Board’s JSA procedure.

- **Communicate the Controls (Job Safety Brief)**
  Staff must be instructed in the control measures to be taken to ensure the controls are understood and implemented effectively. A briefing of necessary controls is provided, including JSA and/or procedures via a Job Safety Brief (refer Service’s JSA procedure). The Job Safety Brief (JSB) also allows an additional opportunity for consultation in the process.

- **Providing training, instruction and information**
  Appropriate training and instruction should be provided in relation to the control measures.

  Information provided may include Material Safety Data Sheets for chemicals and operational handbooks for plant and equipment. The provision of instruction and information may be recorded on a JSB form.

- **Supervision**
  Adequate supervision should be provided to verify that the control measures are being used correctly

- **Maintenance**
  Maintenance relating to control measures is an important part of the implementation process. Work procedures need to outline maintenance requirements to ensure the ongoing effectiveness of the new control measures.

**Step 5: Monitor and Review**

68. A risk management program is cyclical, once current workplace hazards have been successfully controlled the process does not cease.

69. A program needs to be developed to ensure the control measures remain valid. Hazards and risks need to be monitored to ensure changing circumstances do not alter the effectiveness of control measures.
70. The monitoring program should be developed to review changes to the:

<table>
<thead>
<tr>
<th>The nature of the hazard</th>
<th>For example, have noise levels increased; has a chemical based product changed to become more toxic; has a facility deteriorated; have traffic levels increased?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood and frequency of exposure</td>
<td>How many and how often are employees exposed?</td>
</tr>
<tr>
<td>Severity of the consequences</td>
<td>Has the outcome changed? High level risks should be monitored more closely than low level risks</td>
</tr>
</tbody>
</table>

These programs include:

<table>
<thead>
<tr>
<th>Testing and Maintaining Controls</th>
<th>Ensures the integrity of the controls that have been put in place</th>
</tr>
</thead>
<tbody>
<tr>
<td>Inspection</td>
<td>Provides confirmation that the nature of the hazard or the environment in which the hazard exists has not changed</td>
</tr>
<tr>
<td>Consultation</td>
<td>Allows for communication to ensure any changes to the hazard, controls or environment can be appropriately managed</td>
</tr>
</tbody>
</table>

71. Any changes to the process or work activity should initiate a review of the assessment.

72. Follow-up inspections and reviews should be documented and kept with the original assessment documentation.

73. Monitoring may also reveal that knowledge, and therefore compliance with, established risk control procedures has declined. If this is the case, and the procedures remain current, then the original process of JSB should be repeated.

Further Information

- LHIB OHS Unit
- WorkCover NSW tel. 131 050 or website www.workcover.nsw.gov.au
- WorkCover Code of practice for Risk Assessment 2001 (LHIB Intranet)
- OHS Regulation 2001
- AS 4360 1999 Risk Management
OHS Risk Management Flowchart

1. Identify Hazards by:
   - Project Planning process
   - Purchasing process
   - Job Safety Analysis (JSA)
   - Hazard Reports
   - Routine workplace inspections or
   - Accident/near miss reports

5. Monitor & review
   - Monitor the controls to ensure they are effective
   - Review the controls and make adjustments if no longer valid
   - Record the monitoring & review process

2. Assess the Risks
   - Consult with staff undertaking the work.
   - Refer to risk level matrix
   - Record the level

3. Decide on control measures
   - Eliminate or minimise the hazard by developing controls in consultation with staff performing the work and other persons with relevant knowledge of the hazard.
   - Record the selected control measures
   - Record the plan for implementation of controls including people responsible for key actions
   - Refer high level risks to Regional Risk Review Team

4. Implement the control measures
   - Implement controls as per plan
   - Brief staff of the controls as appropriate via Job Safety Brief (JSB)
   - Record that the controls have been implemented

Is there a regulation, code of practice, standard, guide or Service policy about the hazards you have identified?

- Yes
- No

Follow the information provided by these documents.
# Hazard Control Report

## 1. HAZARD IDENTIFICATION

<table>
<thead>
<tr>
<th>Mgt Unit:</th>
<th>Work Unit:</th>
</tr>
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<tbody>
<tr>
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</table>

Item of plant, site, structure or activity relating to hazard:

<table>
<thead>
<tr>
<th>Date identified:</th>
<th>How identified:</th>
</tr>
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<tbody>
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<td></td>
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</table>

Description of hazard:

## 2. RISK ASSESSMENT

<table>
<thead>
<tr>
<th>Consequence</th>
<th>Likelihood</th>
<th>Risk level</th>
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<tbody>
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<td></td>
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</table>

Comments:

## 3. RISK CONTROL

### Recommended controls:

1.
2.
3.
4.
5.

<table>
<thead>
<tr>
<th>Action required:</th>
<th>Person Responsible:</th>
<th>Date due:</th>
</tr>
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</table>

### Assessment Team:

<table>
<thead>
<tr>
<th>Name</th>
<th>Position</th>
<th>Signed</th>
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<tbody>
<tr>
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</table>

Date completed: 
Supervisor’s name: 
Signed:

## 4. REVIEW

<table>
<thead>
<tr>
<th>Date to be reviewed:</th>
<th>Date reviewed:</th>
</tr>
</thead>
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<tr>
<td></td>
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</tbody>
</table>

Outcome: 
Signed:
4.2 Hazard Reporting

Purpose

1. This procedure describes how hazards are reported by employees. The Hazard Report applies to the reporting of any health and safety issues other than personal injury. (refer to The Accident Reporting and Investigation Policy when an accident has occurred).

Scope

2. This procedure applies to all employees, volunteers and the employees of contractors.

Relevant Legislation

- Occupational Health & Safety Act 2000
- Occupational Health & Safety Regulation 2001

Procedure

3. The Unit Manager shall ensure that the Hazard Report Form is available to all employees in all work locations.

4. The Unit Manager shall ensure that the “Report That Hazard” notice is prominently displayed in all work locations. (refer appendix 2.)

5. If there is an immediate risk of injury or illness an employee shall take action to make the area safe, ensuring their own safety is not jeopardised and immediately report the hazard to their supervisor.

6. Employees shall immediately report any hazard to their supervisor and complete the Hazard Report Form. (refer appendix 1.) The employee should keep a copy of the completed form.

7. The supervisor on receipt of the Hazard Report Form shall:
   (a) Assess and control the hazard as per the Board’s OHS Risk Management Procedures
   (b) Where the hazard has resulted in a “near miss”, refer to the Board’s Accident & Near Miss Reporting and Investigation procedures.
   (c) take action to prevent employees being exposed to the hazard if immediate danger exists
   (d) refer the issue to senior management if unable to adequately control the hazard
   (e) forward the Hazard Report to the Area/Unit Manager within 1 day of receiving the report.

8. The Unit Manager shall forward all Hazard Reports to the Regional OHS Committee and shall allow the relevant employee health and safety representative access to the Hazard Report file.

9. Copies of Hazard Reports are to be filed at each location in a folder marked “Hazard Reports”.

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10. The Unit Manager is to ensure that an explanation of this procedure is included in the induction for new employees and contractors.

11. The Unit Manager is to ensure that the Hazard Reporting Procedure is explained in workgroup meetings every 6 months.
Hazard Report

Mgt Unit: __________________________ Work Unit: __________________________

Reported by:
Name: __________________________ Position: __________________________
Telephone No. __________________________

Subject:
[ ] Workplace Hazard [ ] Hazardous Work Practice

Description of Hazard and any action taken:
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

Reported to:
Supervisor: __________________________
Safety Committee/Rep: yes/no

Reporting person’s Signature: __________________________ Date: ______________

Supervisor use only

Date report Received: ______________

Action taken or recommended:
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________
___________________________________________________________________________

Date Implemented: ___________________

Name: __________________________ Signed: __________________________

HAZREP02

Supervisor/Book copy
REPORT THAT HAZARD

If you see something that you think is DANGEROUS

1. Take action to ensure the hazard is not an immediate threat to you or anybody else e.g. barricade, tag, lockout, signage, de-energise, advise staff/visitors

2. Tell your supervisor immediately

3. Fill in a Hazard Report Form (available from your supervisor)


5. If you aren’t satisfied with what has been done to address the issue you can discuss the matter with your OHS Committee/Group or Safety Representative.

The Employee Health and Safety Representative for this area is:

__________________________________________

Tel._______________________________________
4.3 Job Safety Analysis (JSA)

Purpose
1. The JSA process ensures risks associated with work undertaken by the Board are assessed for hazards and associated risks and appropriate controls are put in place.
2. The JSA form (attached) provides a record to demonstrate the process has been undertaken in accordance with Occupational Health and Safety Legislation.

Scope
3. This JSA procedure applies to:
   (a) all work undertaken in Service workplaces
   (b) all work undertaken by Service employees.

Legislation
- Occupational Health and Safety Act 2000
- Occupational Health and Safety Regulation 2001

Procedure
4. An initial assessment should be conducted on all jobs performed in the field or in workshops to determine the risk level (refer Health and Safety Risk Level Matrix). All other jobs that are identified by staff and/or management to have a potential to cause harm should also be assessed.
5. A JSA should be conducted for all jobs with a risk level of Medium or higher.
6. A JSA will be developed prior to commencement of the work.
7. For major works this process should be completed during the planning process in consultation with staff who are to perform the work. This also allows for a costing of appropriate controls. The interim JSA developed in the planning phase is based on broadly defined job steps that will be used, and general hazards identified.
8. The JSA will demonstrate LHHIB understanding of the risks (particularly extreme, high and moderate risks) involved in the work and typical controls implemented. The controls identified in the JSA can include standard LHHIB procedures that cover the activity.
9. Prior to commencement of work on site the interim JSA will be reviewed. Where job steps or site conditions have changed from those planned the JSA will be updated to reflect the way the job will actually be done on the specific site and how safety will be controlled – a site specific JSA.
10. The person responsible for implementing a particular action to eliminate, or minimise, the risk of the potential hazard is nominated on the JSA. This will ensure responsibility for risk control is allocated and can be followed up.

11. JSA will be completed and signed by an appropriately qualified person/s who are competent in the work activity to be undertaken.

12. JSA will be reviewed and signed by the appropriate supervisor or manager of the job or project.

13. Employees will review the JSA and sign that they understand and are willing to implement the controls required to carry out the work safely (Job Safety Brief).

14. Work will not proceed until the above criteria are achieved.

16. **Job Safety Analysis Step by Step**

*Does the JSA provide:*

1) A description of the work activity or task to be undertaken?

2) The date the JSA was developed?

3) The name and signature of the person/people who developed the JSA?

4) The names of the staff consulted in the development of the JSA?

5) The project or job name/number?

6) The job steps involved in doing the work?

7) Potential hazards associated with the work and its job steps?

8) The risk level of the potential hazards?

9) The controls that will be put in place to eliminate or minimise the potential hazards identified?

10) A list of policies, codes of practice, standards, guides and specific legislation?

11) Controls as high as practicable on the “best” to “worst” control guide.

12) The name of the person/s responsible for ensuring that the control/s are in place?

Note: If there are more than fifteen key steps identified in the job requiring controls, then consideration should be given to breaking the job down further into smaller sections and separate JSA’s.

**Review of the JSA**

17. The JSA will be evaluated regularly on how well the identified hazards, (especially extreme, high and moderate risk levels) have been controlled and whether any additional hazards have developed.
Training

18. Supervisors required to undertake JSA will be trained in the process as per the WorkCover course *OHS Risk Management for Supervisors and Line Managers* or equivalent.

Documentation

19. JSA’s shall be recorded on the JSA01 form unless a work specific form has been developed that meets or exceeds the requirements of the JSA01 form.

20. The completed JSA’s are to be kept in a designated file in the workplace. Additionally, a copy of the JSA may be kept in a file relating to the specific project covered by the JSA.

21. All staff required to undertake the job covered by the JSA shall have direct access to the JSA.
## LHIB Job Safety Analysis

<table>
<thead>
<tr>
<th>Mgt Unit:</th>
<th>Project/Job Name/No:</th>
<th>Manager:</th>
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<tbody>
<tr>
<td>Work Activity/Task:</td>
<td>Staff consulted:</td>
<td>Name</td>
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<tr>
<td>Date to commence:</td>
<td>Date of JSA:</td>
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<tr>
<td>Prepared by:</td>
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<td>Signature:</td>
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<th>Item</th>
<th>Job Step</th>
<th>Potential Hazard</th>
<th>Risk</th>
<th>Controls</th>
<th>Person Who Will Ensure this Happens</th>
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<tbody>
<tr>
<td></td>
<td>Break the job down into steps.</td>
<td>What can harm you?</td>
<td>Level</td>
<td>What you are going to do to make the job as safe as reasonably practicable.</td>
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Reviewed by: ____________________________________________/____/____

Job Supervisor/Project Manager   Signature   Date
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<th>Item</th>
<th>Job Step</th>
<th>Potential Hazard</th>
<th>Risk Level</th>
<th>Controls</th>
<th>Person Who Will Ensure this Happens</th>
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<tbody>
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<td></td>
<td>Break the job down into steps.</td>
<td>What can harm you?</td>
<td>What you are going to do to make the job as safe as reasonably practicable.</td>
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List of referenced policies, codes of practice, standards, guides and specific legislation:

List of training requirements of personnel undertaking work:

Reviewed by: ______________________________________________________ / /  
  Job Supervisor/Project Manager    Signature    Date
4.4 Job Safety Briefing (JSB)

Purpose

1. The Job Safety Briefing (JSB) process ensures identified risk controls are communicated to all staff essential to the safe conduct of the work.

2. The JSB process also provides a mechanism for consultation on OHS issues prior to the commencement of work, or the implementation of workplace changes affecting OHS.

3. The JSB form (JSB01) provides a record to demonstrate the process has been undertaken in accordance with Occupational Health and Safety Legislation.

Scope

4. This JSB procedure applies to:
   (a) all work undertaken in Service workplaces, and
   (b) all work undertaken by Service employees.

Legislation

- Occupational Health and Safety Act 2000
- Occupational Health and Safety Regulation 2001

Procedure

5. An initial assessment shall be conducted on all jobs performed to determine if risk controls are required as per the JSA procedure.

6. If risk controls are identified, and these controls require staff awareness, knowledge and actions to ensure their effectiveness, then a JSB is required.

7. Situations that may require a JSB include:
   (a) commencement of a new job or project
   (b) commencement of new staff
   (c) use of plant or equipment introduced to the workplace
   (d) use of chemicals or substances in the workplace
   (e) new work premises or site
   (f) high risk jobs that require regular briefing e.g. bush fire fighting, industrial rope access work
   (g) workplace emergency procedures or Medivac Plans need to be communicated

8. A JSB shall be conducted outlining all the risk controls required to perform the work safely.
9. Referenced documents and material including policies, procedures, JSA’s, MSDS’s, manufacturers’ instructions, codes of practice, standards and videos should be itemised on the JSB form.

**Review of the JSB**

10. Work shall be monitored by the supervisor to ensure risk controls remain relevant and effective. The JSB should be reviewed and/or repeated under the following situations:
   (a) new JSA or procedure developed for the job
   (b) new plant or equipment introduced to the workplace
   (c) new chemical or substance is introduced to the workplace
   (d) change in work premises or site
   (e) high risk jobs that require regular briefing
   (f) monitoring and/or accident and near miss investigation reveals that knowledge or awareness of established procedures has declined (resulting in low compliance)

**Documentation**

11. JSB’s shall be recorded on the JSB01 form (provided in the workplace in the form of a carbon book) unless a work specific form has been developed that meets or exceeds the requirements of the JSB01 form e.g. bushfire fighting.

12. The original JSB form shall remain in the book and the carbon copy shall be filed with the JSA or project/job file as appropriate.
**Record of Job Safety Brief**

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<th>Workplace:</th>
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<td>Supervisor/presenter:</td>
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**Persons Present at Brief**

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**Documentation and other information provided (JSA, standards, codes, policies, videos manufacturers’ instructions, etc):**

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**Issues raised by staff:**

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Accident &
Near Miss Reporting &
Investigation
5. Accident & Near Miss Reporting & Investigation

Purpose

1. Accidents are usually the result of a combination of various causative factors, many of which are controllable. Information about past accidents can assist in reducing the risk of recurrence by enabling appropriate preventative programs to be identified and implemented.

2. Accident and near miss reporting and investigation serves as a medium for gathering information in order to identify the chain of events which led to the accident to enable preventative measures to be implemented.

3. The objective of accident and near miss reporting and investigation is to identify the real causes to prevent a recurrence of the accident, not to apportion blame.

4. The prompt reporting of accidents also facilitates the rehabilitation and workers’ compensation process for injured employees, ensuring availability of assistance as early as possible.

Scope

5. This policy and procedures applies to all Service workplaces, employees, volunteers, contractors and visitors.

Legislation

Duty of Care

6. The Occupational Health and Safety Act 2000 requires that all practicable measures are taken by an employer to ensure the safety and welfare of its employees and visitors. Accident and near miss investigation is required to demonstrate that all possible causes of an incident were assessed and preventative measures were implemented. Failure to do so is a breach of the legislation and may also result in common law action.

7. The Occupational Health and Safety Regulation 2001 requires that a systematic risk management approach is taken to manage workplace health and safety. Appropriate investigation and review of accident or near miss causative factors is required to demonstrate a duty of care under the Regulation.

In-house Accident Reporting


9. The Workplace Injury Management and Workers’ Compensation Act 1998 places responsibility on employers to rehabilitate injured employees. An effective rehabilitation program is dependent on timely notification of an accident to the
Human Resources Service Centre and the OH&S Manager so that an assessment can be made as to whether a rehabilitation program would benefit an injured worker.

External Accident Reporting
10. The Occupational Health and Safety Act 2000, requires that WorkCover be notified of serious accidents, i.e. accidents causing death or serious injury, and serious work related illnesses or a dangerous occurrence.

Definitions
11. Serious injury: Injuries or work related illnesses are considered serious under the Regulation if they result in an employee being unable to attend work and carry out normal duties for a continuous period of at least seven days.

12. Near Miss: A near miss is an incident that, had it occurred, either earlier or later, would have had real potential to cause an injury or death.

13. Dangerous occurrence: This is defined on the WorkCover Incident Report Form as:
   (a) an uncontrolled explosion, fire or escape of gas, dangerous goods or steam
   (b) any occurrence involving risk of explosion, fire or escape of gas, dangerous goods or steam
   (c) any occurrence involving imminent risk of death or serious injury to any person or substantial damage to property.

Policy
14. All accidents, regardless of whether work time is lost or not, sustained by employees of the Board will be investigated by the employee's Supervisor and reported to the Unit Manager Unit within seven days of the accident occurring.

15. The local WorkCover Regional Inspector will be notified immediately following an accident causing death or very serious injury.

16. All accidents causing death or serious injury, serious work related illnesses or dangerous occurrence will be reported through the employee's Supervisor to the local WorkCover office within seven days on the WorkCover Incident Report Form.

17. All accidents causing death or serious injury, serious work related illnesses or dangerous occurrence will be reported to the Manager via the Supervisor as soon as possible and not greater than 48 hours after the incident.

18. All accidents will be recorded on the LHIB Accident & Near Miss Report form (carbon book).

19. All near misses that had the potential to cause a serious injury must be reported and investigated as per the procedures set out below.
Procedures

**In the event of all employee accidents and near misses.**

20. The Supervisor, with the assistance of the injured employee, shall complete the *LHIB Accident & Near Miss Report Form (carbon book in workplace)* immediately, or as soon as practical, after the accident has happened or has been reported. Refer to Checklist 1 and Checklist 2 for guidelines.

21. The Supervisor shall determine if further investigation is required to ensure all possible causes are identified.

22. The Supervisor shall conduct an investigation of the accident, near miss or dangerous occurrence at a level commensurate with the actual or potential injury sustained. Consultation with the Workplace Safety Committee or the Manager OHS Unit may be required. Refer to Checklist 1 and 2.

23. The Supervisor shall send the original *LHIB Accident & Near Miss Report Form* to the Unit Manager within seven days of the accident occurring and retain a copy in the workplace book.

24. The Unit Manager shall file the *LHIB Accident & Near Miss Report Form* for their record. Alternatively, the Regional Operations Co-ordinator may manage Area records if deemed appropriate by the Regional Manager.

25. The Supervisor shall send a copy of the *LHIB Accident & Near Miss Report Form* to the Manager OHS Unit within seven days of the accident occurring.

26. Supervisors should obtain additional copies of the *LHIB Accident & Near Miss Report Books* from the Manager OHS Unit.

27. The Supervisor shall develop, in consultation with their manager and staff, a program to take preventative action as identified by the investigation.

28. The Supervisor shall notify the officer responsible for processing workers’ compensation claims (i.e. HR Service Centre Manager) if lost time or medical costs have been, or are likely to be, incurred.

**In the event of all accidents causing death, serious injury, and serious work related illnesses or dangerous occurrence (employee or visitor) in addition to the above**

29. The injured person's Supervisor must notify their manager and the Manager LHIB immediately.

30. The injured person's Supervisor must take measures to ensure that plant involved in the incident is not used, moved or interfered with until advised otherwise by the Manager LHIB. This requirement is to ensure the Board complies with the “non-disturbance” provisions as set out in clause 344 of the OHS Regulation 2001.
31. The injured person's Supervisor must take measures to ensure that no person disturbs an area at the premises that is within 4 metres from the location where the incident occurred until advised otherwise by the Manager LHIB.

32. The Manager LHIB shall notify WorkCover of the accident immediately and provide advice to the Supervisor and Management regarding further action required by the Board, for example the type of investigation.

33. An investigation may be carried out by, or directed by, the WorkCover Inspector.

34. The Supervisor must complete the WorkCover Incident Report Form and forward it to the local WorkCover office within 7 days.

35. The Supervisor must retain a copy of the completed form for record. Not to do so may incur a penalty of $1000.

36. Supervisors should order a supply of WorkCover Incident Report Forms from the nearest office of WorkCover.

Training

37. Appropriate training will be provided for all staff required to conduct accident investigation as part of their duties.

Additional Information

- Video, Accident Investigations in the Workplace, available from the DEC Video Library.
- LHIB Workers’ Compensation and Return to Work Policy & Procedures
- WorkCover's Incident Report Form
### Accident and Near Miss Report

**To be completed by workplace supervisor**

#### What sort of incident is being reported?
- Injury [ ]
- Near miss [ ]
- Damaged property/plant [ ]

#### 1. Persons details if injured or ill
- **Name:**
- **Address:**
- **Sex:**
- **Date of birth:**
- **Job title:**
- **Permanent** [ ] **Temporary** [ ] **Casual** [ ]
- **Contractor** [ ] **Volunteer** [ ] **Visitor** [ ]

#### c) What were the sequence of events that led to the incident?

#### 2. Workplace details
- **Mgt Unit:**
- **Cost Centre:**

#### 3. Date occurred:
- **Time:**

#### 4. Results of accident/near miss:
- **Fatal** [ ] **Off work** [ ] **Medical treatment only** [ ]
- **First aid only** [ ] **Property/plant damage** [ ] **Nil** [ ]

#### 5. Nature of injury, disease or damage:

#### 6. Location of injury, disease or damage:

#### 7. Brief description of plant/property damage:

#### 8. Description of incident (include any particular Chemical, plant, process or product involved)
- a) What was the worker doing at the time?
- b) How exactly was the injury, disease or damage sustained? (including possible injury, disease or Damage for near misses)

#### 9. List the identified contributing factors:
- (e.g. component failure, inadequate maintenance, Inadequate information and training)

#### 10. Preventive action proposed or taken:

#### 11. Witnesses:

#### 12. Reporting Requirements: (tick appropriate box)
- WorkCover report completed (> 7 days lost time)
- Workers’ Comp papers completed (if medical costs &/or lost time)
- OHS Unit notified of serious injury
- Further investigation required

#### 13. Lost time & return to work:
- **Total number of days lost:**
- **Estimated date of resumption of work:**
- Will a return-to-work-plan be required?  Yes [ ] No [ ]
  (i.e. modified work, workplace changes required)

#### 14. Details of person completing report
- **Name:**
- **Position:**
- **Signature:**
- **Date:**

#### 15. Copy forwarded to:
- **Area/Unit Manager** [ ] **Received:**
- **OHS Unit** [ ] **Received:**
- **OHS Committee** [ ] **Received:**

---

**ACCREP01**
CHECKLIST 1.

Accident or Near Miss Checklist

Supervisors may find the following a useful accident checklist. It is by no means exhaustive but gives some indication of subject headings that may be of use when compiling a report. Whether the incident is an accident or a near miss, investigations must be thorough.

General details

Date of accident/near miss
Location of accident/near miss
Who was involved
Witness names
What happened (sequence of events)
Agency of injury (object that caused the damage)
Mechanism of injury (action that caused the damage)
Method of work

What was the state of:

Lighting
Temperature
Noise
Dust and Fumes
Flooring
Housekeeping

Training and Supervision

How long had worker been doing the job?
Had they had any safety training?
Who gave the instructions and directions?
Was there adequate supervision?
Had the supervisor any training in safety?
Method of work. Was it adhered to? Why not?
Protective Clothing and Equipment

What Protective Clothing was made available?
What condition was it in?
Did it hamper communication (e.g. warning shout not heard)?
Was it used correctly?

Other incidents

Have similar incidents been discussed by local safety committee?
Records of similar incidents

Common factors

Conclusion and Recommendations

What factors from above should be addressed to minimise recurrence.
CHECKLIST 2.

Questions To Ask During Accident and Near Miss Investigations

This questionnaire is intended to help investigators think of the less obvious ways of preventing an accident recurring. It is not to be used to apportion blame for an accident. The questions will be more effective if they are answered by a team of people rather than one person working alone. The investigator should be reluctant to accept comments such as "Nothing" or "We can't" as answers and might respond with:

"If you had to, how would you?"

What equipment failed?

How can we prevent failure or make it less likely?
How can we detect failure or approaching failure?
How we control failure (i.e. minimise consequences)?
What does this equipment do?
What other equipment could we use instead?
What could we do instead?

What material leaked (exploded, decomposed etc.)?

How can we prevent a leak (explosion, decomposition etc.)?
How can we detect a leak or approaching leak (etc.)?
What does this material do?
Do we need so much of it?
What material could we use instead?
What could we do instead?

Which people could have performed better?
(Consider those who might supervise, train, inspect, check, or design better, as well as people who might construct, operate and maintain better.)

What could they have done better?

How can we help them to perform better?
(Consider training, instructions, inspections, audits etc. as well as changes to design.)

What is the purpose of the operation involved in the accident?

Why do we do this?
What could we do instead?
How else could we do it?
Who else could do it?
When else could we do it?
Consultation on OHS Issues
6. Consultation on OHS Issues

Purpose

- Employee input and participation has been recognised to improve decision making about health and safety matters.

- Through consultation, the Board can become more aware of hazards and OHS issues experienced by employees. Employees can provide suggestions about how to solve health and safety problems.

- The primary objective of consultation is to improve the way OHS is being managed and achieve safer, healthier workplaces. Meaningful and effective consultation involves drawing on the knowledge, experience and ideas of employees and encouraging their participation to improve the systems the Board has in place for managing OHS.

Legislation

- The OHS Act 2000 requires that an employer must consult with employees to enable the employees to contribute to the making of decisions affecting their health, safety and welfare at work.

- The OHS Regulation 2001 outlines specific actions required to meet the obligations outlined in the Act.

- The WorkCover Code of Practice *OHS Consultation* is the practical reference document for establishing OHS consultative arrangements under the OHS Act 2000.

Methods of Consultation in LHIB

- The following arrangements were developed in consultation with the Board’s staff:

  **Risk Assessment & Job Safety Analysis**
  Consultation will be undertaken on an ongoing basis through the Board’s policy and procedures for OHS Hazard Identification, Risk Assessment and Control, and Job Safety Analysis. This process allows for location and job specific consultation in the planning stage.

  Additional opportunities for consultation will be provided in the Job Safety Briefing process associated with the above 2 processes.

  **OHS Agenda Item at Meetings**
  OHS shall be a regular agenda item on all staff meetings to allow discussion of OHS issues. Managers of the work units described above will ensure that OHS matters are dealt with in a timely and effective manner. Where they cannot be dealt with at their level of delegation, they will be referred to the relevant Senior Manager. Senior Manager will bring these matters to the weekly senior management meeting, where the relevant issues and solutions will be noted.

  A summary of OHS issues and actions for each work unit will be brought to the monthly management meetings to facilitate discussion on intra-unit issues and solutions.
All work unit managers will provide a draft 12 month schedule for their monthly meetings to the senior management team by 14/12/04.

OHS standing agenda item will be as follows:
  - Incidents or near misses recorded during last month
  - Actions taken to address causes: (action) (date for completion) (est. cost)
  - Emerging or potential issues
  - Actions required to address: (action) (date for completion) (est. cost)
  - Update on actions resulting from last meeting
OHS Training
7. OHS Training

Purpose

1. The purpose of this policy and procedures is to outline the Board’s commitment and associated processes for ensuring adequate training is provided to establish and maintain a safe and healthy work environment.

Scope

2. This policy applies to all LHIB employees and volunteers.

Legislation

3. The Occupational Health and Safety Act 2000 requires that the employer provides such information, instruction, training and supervision as may be necessary to ensure the employees’ health and safety at work.

4. Additionally, the Occupational Health and Safety Regulation 2001 identifies instruction and training as a method of risk control required under the Regulation. It also identifies specific training and certification requirements for particular types of work activities.

Definitions

Nil relevant.

Policy

5. The Service shall identify the training and instruction requirements of the work undertaken by employee’s and ensure that the training and instruction is provided.

Responsibilities

The Board

6. The Board shall be responsible for ensuring that a system is in place that allows for the identification and delivery of OHS training needs with the Board.

Directors

7. Directors shall ensure that the system is effectively implemented within areas under their control.

Regional/Divisional Managers

8. Regional and Divisional Managers are required to ensure that the Board’s system for identifying and delivering OHS training needs are implemented effectively in areas under their control in consultation with Learning and Development Groups.
Area/Unit Managers
9. Area and Unit Managers are required to ensure that employees under their control have access to, and undertake, appropriate OHS training as identified by the Board’s policies commensurate with the work that they perform.

Supervisors
10. Supervisors are required to ensure that staff and volunteers under their supervision only undertake tasks for which they have received adequate training and instruction as per Service policy.
11. Additionally, supervisors will provide information on the training needs of staff under their control to Area/Unit Managers.

Employees
12. Employees are required to undertake training for specific work activities as required by their supervisor.
13. Employees must not undertake work that has specific training requirements unless that training has been successfully undertaken.

Volunteers
14. Volunteers are required to undertake training instruction as required by their supervisor.

Procedures

OHS Risk Management Training for Directors and Senior Managers
15. All Directors and Senior Managers will be required to attend a one day training session that will familiarise participants with current OHS Legislation, OHS Risk Management principles, responsibilities and the LHIB OHS Risk Management System.
16. This training should be undertaken within the first 6 months of appointment to an Executive or Senior management position.
17. This course is co-ordinated by the OHS Unit

OHS Risk Management Training for Area/Unit Managers and Supervisors
18. All Area/Unit Managers will be required to undertake a 2 day training course that outlines the current OHS Legislation, OHS Risk Management principles, responsibilities and the LHIB OHS Risk Management System. The course will also cover the practical implementation of the LHIB OHS Risk Management System including Job Safety Analysis.
19. This training should be undertaken within the first 6 months of appointment to an Area/Unit Manager position.

Legislated OHS Training and Certification Requirements
20. All staff that are required to undertake work that requires training or certification shall undertake such training or certification.
21. The following work currently undertaken by LHIB is regulated by legislation and requires training or certification:
   - Forklift operation
   - Front end loader operation
   - Front end loader/Backhoe operation
   - Skid steer front end loader operation
   - Excavator
   - Scaffolding
   - Rigging
   - Bridge and gantry cranes
   - Vehicle loading cranes (greater than 10 tonnes)
   - Boom type elevating work platforms/cherry picker (boom length 11 metres or more)
   - Heavy vehicle
   - Explosives
   - Firearms
   - Identified pesticides
   - OHS Committee member
   - First aid
   - Construction work
   - Boat operation
   - Coxswain

22. This training is provided by a combination of directorate and local training resources, depending upon which course is required. Refer to LHIB Learning and Development Calendar.

**Training required by Internal Policy Statements**

23. A number of activities that are regularly performed by LHIB and carry a health and safety risk are covered by internal policy requirements. A number of these activities have training and/or certification requirements. Examples of activities that require training according to internal policy include:
   - Induction
   - Chainsaw
   - ATV
   - Four wheel drive
   - Fire management
   - Industrial rope access
   - 1080 baiting
   - Pesticide use
   - Confined space entry
   - Firearms (additional to legislative requirements)
   - Supervisor EAP referral
   - Traffic control

24. The supervisor must check the work activity against the Staff Safety Manual to establish if an activity carries OHS training requirements.
25. This training is provided by a combination of corporate, directorate and local training resources, depending upon which course is required. Refer to LHIB Learning and Development Calendar.

26. **Training and Instruction Identified by Risk Assessment or Job Safety Analysis**

   The process of risk assessment or Job Safety Analysis may identify training needs as part of the risk control process. This training may be required in addition to the requirements of paragraphs 20-23.

27. Adequate instruction can often be provided by the supervisor by referring to the manufacturers’ handbooks/guidelines, codes of practice, standards and WorkCover Guides.

28. If the training is associated with the use of plant or equipment, the manufacturer or supplier may provide suitable training or instruction.

29. Alternatively, the advice from the OHS Unit, Workforce Development Unit or WorkCover may be sought to identify appropriate training for the activity.

30. **Planning OHS Training**

   OHS Training needs will be identified as part of the annual Directorate and Regional/Divisional planning process and reflected in the Learning and Development Calendar.

### Further Information

- Directorate Learning and Development Officer
- *OHS Regulation 2001*
- LHIB Intranet and OHS CD: Codes and Guides – refer to relevant code of practice
- LHIB Learning and Development Calendar
- OHS Unit tel. 9995 6188
- LHIB Guidelines for Developing Learning and Development Calendar
Managing OHS of Contractors
8. Managing OHS of Contractors

Purpose
1. These policy and procedures define the process for the management of OHS issues associated with the use of contractors.

Scope
2. This procedure applies to all work undertaken by contractors in Service workplaces.

Legislation
3. The Occupational Health and Safety Act 2000 requires that the controller of the workplace must ensure the health, safety and welfare of visitors to the workplace, including contractors.

4. The Occupational Health and Safety Act 2000 also requires that self-employed persons, such as contractors, do not expose others in the workplace to risks to their health or safety arising from their activities.

5. Additionally, the OHS Regulation 2001 requires that a principal contractor must be appointed to: 1) all construction projects that exceed $250,000 in value, 2) all high risk construction work, and 3) all demolition work and asbestos removal if a licence is required to undertake that work.

Definitions

Construction work, as defined by the OHS Regulation 2001, means any of the following:
(a) Excavation, including the excavation or filling of trenches, ditches, shafts, wells, tunnels and pier holes, and the use of caissons and cofferdams,
(b) Building, including the construction (including the manufacture of prefabricated elements of a building at the place of work concerned), alteration, renovation, repair maintenance and demolition of all types of buildings
(c) Civil engineering, including the construction, structural alteration, repair, maintenance and demolition of, for example, airports, docks, harbours, inland waterways, dams, river and avalanche and sea defence works, roads and highways, railways, bridges and tunnels, viaducts and works related to the provision of services such as communications, drainage, sewerage, water and energy supplies.

High risk construction work, as defined by the OHS Regulation 2001, means any of the following:
(a) Construction work involving structural alterations that require temporary support
(b) Construction work at height above 3 metres
(c) Construction work involving excavation to a depth greater than 1.5 metres
(d) Demolition work for which a licence is not required
(e) Construction work involving the use of explosives
(f) Construction work near traffic or mobile plant
(g) Construction work in or around gas or electrical installations
(h) Construction work over or adjacent to water where there is a risk of drowning

Policy

6. The Service will implement strategies to ensure:
   (a) LHIB activities will not jeopardise the health, safety or welfare of visitors to the workplace, including contractors
   (b) contractors do not perform work in a manner that will jeopardise the health, safety or welfare of LHIB employees and other workplace visitors
   (c) contractors perform work in a manner that does not jeopardise the health, safety or welfare of the contractors’ employees or sub contractors.

Responsibilities - General

Executive Committee
7. The Executive Committee must ensure an effective system is in place to meet the provisions provided in the policy statement.

8. The Executive committee must monitor and review the implementation and effectiveness of the system for managing contractors.

Directors
9. All Directors must ensure contracts under their area of control are managed according to the policy.

Regional/Divisional Managers
10. Regional and Divisional managers must ensure contracts under their area of control are managed according to the policy.

Area/Unit Managers
11. Area and Unit managers must ensure contracts under their area of control are managed in accordance with the policy.

Contractor’s Responsibilities

Compliance with Legislation
12. All work undertaken by the contractor is to comply with the requirements of the Occupational Health and Safety Act 2000 and the Occupational Health and Safety Regulation 2001.

Principal Contractor
13. The Principal Contractor appointed to a construction project by LHIB is required to undertake the responsibilities of Principal Contractor as per Chapter 8 of the OHS Regulation 2001.
Corporate OHS&R Management System
14. The principal contractor of all construction projects having an estimated value exceeding $3 million must have an accredited Corporate OHS&R Management System and apply the OHS&R Systems Guidelines as per the NSW Government Construction Policy Steering Committee.

Job Safety Analysis (JSA)
15. Contractors of all projects are to provide a JSA (or equivalent e.g. safe work method statement) for the components of the project where the contractor or the LHIB have identified a hazard associated with that component. The JSA will provide for a description of how the work is carried out, identify the work activities assessed as having safety risks, identify and assess the risks and identify effective control measures to be implemented. The provision of established safe work procedures that meet the above requirements and effectively control the hazardous component will meet this requirement.

16. Additional information which shall be provided with the JSA will include:
   (a) A description of the type of plant and equipment to be used
   (b) The certification, qualifications and training requirements of personnel undertaking the work
   (c) The standards or codes to be complied with
   (d) Emergency procedures including first aid arrangements
   (e) Communications

17. This information is to be provided at the tendering process or prior to commencement of work if tenders are not required.

Job Safety Briefing/Induction
18. All personnel undertaking the work are to be briefed on the requirements of the above JSA and other requirements identified in section 16, prior to the commencement of work.

Workers’ Compensation Insurance
19. All contractors are to have current worker’s compensation insurance coverage for all employees undertaking work on the project.

Public Liability Insurance
20. All contractors are required to have public liability insurance coverage commensurate with the undertakings of the project (usually $10 million).

Contractor’s OHS Management Checklist
21. The contractor is required to complete the Contractor’s OHS Management Checklist (figure 1) and meet all the obligations outlined prior to the commencement of work.

Non-conformance to Contract
22. It is a requirement of LHIB that contractors undertaking work for LHIB adhere to the items outlined above. Failure to conform to those requirements will be viewed seriously by LHIB and may lead to penalties including suspension or termination of contract.

Procedures
Procuring Contractor Services
23. The LHIB officer procuring the Boards of a contractor must ensure that the contractor meets the provisions of Contractor Responsibilities outlined above. These requirements should be provided in the request for tender document or at time of obtaining quote.

Appointment of Principle Contractor
24. As per OHS Regulation 2001, a principle contractor is required to be appointed for:
   - All construction projects with high risk work
   - Demolition work and asbestos removal if a licence is required to undertake that work; and
   - Other construction projects with an estimated value exceeding $250,000.

25. If a principal contractor is not appointed, then the owner, i.e. LHIB, is considered the principal contractor under the Regulation and must meet those requirements.

Supervision of Contract
26. The LHIB officer supervising the contract must ensure that the provisions of the contract, specifically that the contractor adheres to the safe work procedures that were established prior to the commencement of work. This can be achieved by periodically monitoring the performance of the contractor in line with other requirements of the contract.

Completion of Contractor’s OHS Management Checklist (contracts not exceeding $250,000)
27. The LHIB officer supervising the contract is to ensure that the contractor satisfactorily completes the Contractor’s OHS Management Checklist (figure 1) and that all obligations are met prior to the commencement of work.

LHIB Site Safety Induction
28. The LHIB officer supervising the contract is required to ensure that all contractors are inducted to the LHIB workplace and given information including:
   (i) Communications
   (ii) Emergency procedures including first aid arrangements
   (iii) Site specific hazards and the controls in place
   (iv) Exclusion areas if appropriate
   (v) Site rules
   (vi) Accident and near miss reporting
   (vii) Hazard reporting

Non-conformance
29. The LHIB officer supervising the contract must notify the contractor immediately if work is being performed outside the established safe work methods and take appropriate action to ensure work is conducted as per contract. In extreme cases this may require suspension or termination of the contract.
Further Information

- LHIB Contracting for Services Policy August 2000
- Section 4, Managing Hazards and Associated Risks
- OHS Regulation 2001
- NSW Government Procurement Guidelines – Occupational Health and Safety and Rehabilitation; Department of Public Works and Services 2000
- OHS Unit Tel. 9995 6188
- AS 2124 1986 General Conditions of Contract
# Contractor OHS Management Checklist

**Contract Details**
- Contractor Company Name: ………………………………..
- ACN: ………………………………..
- Principal Contractor’s Name: ………………………………..
- Contractor’s Representative on site: ………………………………..
- LHIB Contract Supervisor: ………………………………..
- Description of Contract work: ………………………………..
- Location of Contract work: ………………………………..
- Duration of work: ………………………………..

## OHS Requirements

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<th>Requirement</th>
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<td>JSA Required?</td>
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<tr>
<td>JSA or equivalent completed and attached</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>Other supporting documents attached</td>
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## Communications

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<tbody>
<tr>
<td>Communications plan developed</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>First Aid/medical arrangements established</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Evacuation procedures established</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>All contractor personnel inducted</td>
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## Insurance

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<tbody>
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<td></td>
<td></td>
</tr>
<tr>
<td>Public Liability Policy</td>
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</tbody>
</table>

## Compliance Agreement by Contractor

I have read and understood the requirements of the above and attached instructions and I, and/or my representatives, agree to abide by these instructions.

**Contractor Representative:** ………………………………..  **Signature:** ………………………………..  **Date:** ………………………………..

**LHIB Representative:** ………………………………..  **Signature:** ………………………………..  **Date:** ………………………………..

**Contract Completed:**
- Satisfactory
- Unsatisfactory

**Name:** ………………………………..  **Signed:** ………………………………..

Figure 1
OHS Information
9. OHS Information

Purpose

1. This policy and procedures defines the process for staff and management to acquire OHS related information.

Scope

2. This procedure applies to all work undertaken in Service workplaces.

Legislation

3. The Occupational Health and Safety Act 2000 and Occupational Health and Safety Regulation 2001 requires that relevant OHS information is available to staff to enable them to work in a healthy and safe manner.

Policy

4. The Service will ensure that all relevant OHS information is available to employees and others undertaking work in Service workplaces.

Procedures

General

5. The following information is to be provided to, or made available to employees and others undertaking work in Service workplaces:
   (a) Service-wide and local safety policy and procedures
   (b) OHS Legislation relevant to the work being undertaken by the employee
   (c) Job Safety Analyses and risk assessments completed for the job/s being undertaken
   (d) Manufacturer’s instructions for all plant and equipment to be used in the workplace by the employee
   (e) Material safety data sheets for all hazardous substances used in the workplace
   (f) Standards and codes of practice relevant to the work being undertaken
   (g) Accident statistics for the Region/Division in which they work
   (h) Annual OHS Plan relevant to the workplace
   (i) Contact details of the workplace OHS committee representative
   (j) Minutes of the OHS Committee meetings that cover their area of work
   (k) Contact details of Employee Assistance Program counseling service
   (l) Service OHS newsletters

6. Examples of how this information is provided or made available includes:
   - Induction training
   - Provision of Job Safety Briefings
   - Availability of up-to-date Staff Safety Manual in the workplace
   - Availability of local OHS policies and procedures
   - Availability of completed Job Safety Analyses and risk assessments
- Display in the workplace the accident reporting and workplace injury management procedures (poster format)
- Availability of Accident and Near Miss Report book
- Display in the workplace the hazard reporting procedures (poster format)
- Availability of a Hazardous Substances Register in the workplace, including material safety data sheets for substances in use
- Display in the workplace the name and contact details of the workplace OHS representative
- Circulation of the LHIB OHS Newsletter in the workplace
- Access to information stored electronically e.g. OHS information on CDs, LHIB Share Drive, internet and LHIB intranet
- Display of Employee Assistance Program posters in the workplace
- OHS news publications as identified eg WorkCover News

Responsibilities

7. The Executive Committee must ensure a system is in place to provide the above information to the workplace

8. Directors shall ensure that the system is effectively implemented within areas under their control.

9. Regional/Divisional Managers must ensure the resources are provided to Area/Unit Managers to enable the provision of the above information to the workplaces under their control

10. The Area/Unit managers must ensure that the above information is provided in the workplaces under their control.

11. Staff purchasing plant, equipment and materials must ensure that adequate instructions, including material safety data sheets, are provided at the time of purchase and made available to the workplace.

12. Workplace supervisors must ensure the information provided in paragraph 6.4 is made available to staff.

13. The Manager, OHS Unit will provide:
   - Up-to-date OHS service-wide policy and procedures
   - Regular injury statistics to the workplace via the Region/Division Manager
   - Regular LHIB OHS Newsletter

14. The OHS Committee shall ensure minutes are available to all workplaces represented by the committee.

Further Information

- LHIB OHS Unit  tel. 9995 6188 or 9585 6932
- Manufacturer of the plant, equipment or substance
- LHIB Intranet and OHS CD ROM
- Workcover NSW tel. 131 050 or www.workcover.nsw.gov.au
- National Occupational Health and Safety Commission tel. 02 6279 1000 or www.nohsc.gov.au
- Australian Standards tel. 1300 65 46 46 or www.standards.com.au
- Employee Assistance program for management and staff advice and counselling on psychological stress issues: IPS Counselling Service Tel 1300 366 789
Monitoring & Review of OHS
10. Monitoring and Review of OHS

Introduction

1. The Services’ Occupational Health & Safety Program consists of various risk management strategies including systematic risk management, consultation, the development and implementation of policies & procedures, provision of information, training and equipment, monitoring of the workplace and the research of workplace hazards.

2. Workplace auditing is required to ensure that the above strategies are both implemented and effective throughout the whole of the organisation.

3. An effective audit tool is a useful reference point for managers and staff in identifying performance requirements.

4. Workplace auditing facilitates the establishment of an internal OH&S benchmark for the purpose of continuous improvement. Comparison can also be made between other public and private sector organisations

Purpose

5. This policy and procedure defines the monitoring and reviewing process for the Occupational Health and Safety performance of LHIB.

Legislation

6. The Occupational Health & Safety Act 2000 states an absolute duty that an employer shall ensure the health safety and welfare of all his employees as far as reasonably practical. The implementation of an OHS Risk Management System allows processes to be put in place to meet this requirement. Auditing assists in demonstrating that the OHS Risk Management System is implemented and effective.

Policy

7. The Service will conduct regular OH&S audits at all levels of the organisation to ensure the OH&S program is effectively implemented universally throughout the organisation.

8. An annual audit program will be developed by the Executive Committee in consultation with the OHS Advisory Group.

9. The audit program will consist of a combination of self-auditing, internal auditing and external (third party) auditing.

10. A standard audit criterion will be identified as part of the planning process and adopted as the standard measure for OH&S performance throughout the Board.
11. The Service shall establish a standard of compliance to be achieved with consideration given to current standards, experience, best practice and corporate objectives.

12. The Service shall monitor and report on accident statistics in combination with auditing as part of the overall monitoring process.

13. The Service will consider the outcomes of the monitoring and review process when developing OHS Plans.

**Procedures**

**Frequency and distribution of audits**

14. Audits will be conducted at a frequency and distribution to be determined by the Executive Committee, with consideration given to factors such as accident rates, level of exposure to risk, and audit history if applicable.

**Implementation of audit program**

15. The corporate audit program will be implemented and managed by the Manager OH&S via the utilisation of internal and external resources and service providers.

**Notification of areas being audited (excluding self audits)**

16. The Manager OH&S Unit will notify the Region/Divisional Manager of the area to be audited of the date, nature and scope of the audit no less than 14 days prior to the planned date of the audit.

**Reporting of audit findings**

17. Audit reports will be provided to the Regional/Divisional Manager responsible for the area audited in addition to the responsible Director.

**Action on audit findings**

18. If an area achieves a level that is below the objective standard, the Regional/Divisional Manager shall develop and implement a remedial program within a time frame commensurate with the level of risk exposure. The program will be monitored by the OH&S Committee and responsible Director.

**Monitoring and overall reporting**

19. The overall audit program and accident statistics will be monitored by the OHS Unit Manager and reported to the Executive Committee and OHS Advisory Group on a biannual basis.

**Personnel conducting audits**

**Self Audit**

20. Self-auditing can be undertaken by:

   (i) an officer of Area/Unit Manager delegation or higher or
   (ii) Directorate OSCU staff as directed by Manager OSCU following instruction from the OHS Unit so long as the audit is of their own area of responsibility.
21. Additionally, members of the subject areas OHS Committee may undertake self-audits of their own location following instruction from the OHS Unit.

**Internal Audit**

22. Audits conducted internally, excluding self auditing, above shall be conducted by staff trained in OHS auditing.

**External Audit**

23. External (third party) audits are to be conducted by a person holding QSA certification as an External OHS Auditor or equivalent

**Additional Information**

- Manager OHS Unit
- Australian Standard 4801