



NEW ZEALAND  
**RED CROSS**  
RĪPEKA WHEREO AOTEAROA

**Health Safety & Wellbeing Management System Framework**

**Version 2.0**

**April 2024**

# Health, Safety and Wellbeing Management System Framework

## Amendments

<b>Version</b>	<b>Date</b>	<b>Author(s)</b>	<b>Organisation</b>	<b>Amendment</b>
1.0	November 2017	Julie Barber	Senior H&S Business Partner	Original version
2.0	April 2022	Teena Cleary	HSW Manager	Review and update in alignment with Standard AS/NZ 45001:2018
2.0	April 2024	Rebecca Webster	HSW Manager	Review only, no changes made.

**This document is to be reviewed every two years.**

**Review due: April 2025**

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# 1. Purpose and Structure of HSWMS framework

The Health, Safety and Wellbeing Management System (HSWMS) framework outlines the approach by New Zealand Red Cross (NZRC) to establish, implement, maintain and continually improve a Health Safety and Wellbeing Management System (HSWMS). The primary outcomes of the HSWMS are:

- to provide safe and healthy workplaces;
- to prevent injury and ill health to workers;
- continual improvement of HSW performance;
- fulfilment of New Zealand legal requirements under the Health and Safety at Work Act 2015 (“the Act”) and relevant regulations; and
- achievement of HSW objectives as set by the NZRC National Board.

The framework is both strategic and operational, providing governance, direction and guidance for the HSWMS. It is flexible, relevant and responsive to our varied and changing organisational needs. Its success depends on strong leadership, commitment and participation at all levels, and functions across the organisation.

The Health, Safety and Wellbeing Management System (HSWMS) is aligned to the Australian/New Zealand Standard: Occupational health and safety management systems (AS/NZS ISO 45001:2018) and covers the following sections:

- Leadership and worker participation
- Planning and review
- Competence, information and training
- Operational management
- Performance evaluation
- Improvement

In addition to this document NZRC also has a range of specific HSW policies, standards, processes and procedures that detail how specific aspects of the HSWMS are managed. These include documents on our intranet, as well as our induction, training and procurement processes.

## 2. Scope

The HSWMS applies to all New Zealand Red Cross (NZRC) employees, members/volunteers and contractors (“Red Cross people”). It applies to all tasks they carry out on behalf of NZRC in New Zealand and internationally.

NZRC has and continues to consider the needs and expectations of our people in the establishment of this HSWMS, including when their requirements exceed our legal obligations around health, safety and wellbeing.

## 3. Context

### 3.1. Understanding what we do and the issues that affect us

As a member of the International Red Cross Red Crescent Movement, NZRC is committed to serving vulnerable people through the application of the Fundamental Principles of the Movement.

To achieve our purpose, we respond to and work across a wide range of diverse activities and situations which by their very nature can present risk to the health safety and wellbeing (HSW) of our workers, members and communities we work in.

Our people work in multiple locations across New Zealand, in both planned and responsive work including natural disasters. We also employ a small number of delegates who are deployed internationally under International Federation of Red Cross (IFRC) programmes.

We are committed to keeping all Red Cross people and those affected by our activities, physically and mentally healthy and safe. Where significant internal and external issues arise, NZRC recognises these issues may affect the context of the organisation and will review this framework accordingly.

Internal issues may include (but are not limited to):

- governance, organisational structure, roles and accountabilities;
- working conditions and organisational culture;
- policies, objectives and strategies; and
- introduction of new products, materials, services, tools, software, premises and equipment.

External issues may include (but are not limited to):

- cultural, social, political and legal landscape;
- introduction of new competitors, suppliers, partners and providers; and
- key drivers and trends relevant to the not-for-profit sector.

## 3.2. Understanding the needs and expectations of our people and other interested parties

We have identified the following groups as interested parties to our HSWMS:

- legal and regulatory bodies such as WorkSafe NZ;
- our parent body, the International Federation of Red Cross and Red Crescent Societies (IFRC);
- funders, suppliers, contractors and subcontractors;
- employees, volunteers and members (“red cross people”); and
- our local New Zealand communities, customers, clients and supporters.

## 3.3. Legal Requirements

NZRC is legally required to comply with the requirements of the [Health and Safety at Work Act 2015](#) (“the Act”) and its Regulations, including:

- [Health and Safety at Work General Risk and Workplace Management Regulations 2016](#)
- [Health and Safety at Work Worker Engagement Participation and Representation Regulations 2016](#)
- [Health and Safety at Work \(Hazardous Substances\) Regulations 2017](#)
- [Health and Safety at Work Asbestos Regulations 2016](#)

## 3.4. Overlapping duties under the Act

Our operations require us to regularly work with and alongside other PCBU’s and agencies to ensure the health, safety and wellbeing of everyone involved, particularly where our duties overlap, i.e. there are shared premises, tasks and workplaces. This is a specific requirement of the Act.

To achieve this, NZRC consults, cooperates and coordinates with other PCBUs and agencies we work with to address HSW matters where our duties overlap. This includes contractors working within our workplaces, NZRC workers entering another PCBU’s workplace and work activities where there are shared premises.

# 4. Leadership and Worker Participation

## 4.1. Leadership commitment and due diligence

The NZRC National Board, Secretary General (Secretary General) and Executive Leadership Team (ELT) demonstrate their commitment to HSW by developing, leading and promoting values and behaviours which support a fair and just HSW culture and creating an environment where this is shared by everyone.

Their actions are vital to the success of the HSWMS, including setting the strategic direction for HSW, ensuring critical risks are managed, ensuring sufficient resources are available to manage HSW and regularly reinforcing the importance of HSW to the organisation.

As “Officers” under the Act, the NZRC National Board, Secretary General and ELT have specific and personal obligations to exercise due diligence towards HSW.

HSW governance and due diligence training will be provided at least two yearly; or sooner if:

- it is requested by the Secretary General, ELT or National Board;
- there are significant and impacting changes to the Act and associated Regulations; or
- legal action is taken against NZRC (by WorkSafe NZ) as a result of a notifiable event.

## 4.2. Statement of Commitment (policy statement)

The Health, Safety and Wellbeing Statement of Commitment (policy statement) underpins the HSWMS and is signed by the National President and Secretary General on behalf of the Board and ELT.

The policy statement provides a high-level summary of leadership commitment to all aspects of HSW at NZRC, as well as the collective HSW responsibilities of all Red Cross People.

The policy statement is reviewed and re-signed every two-years to ensure it remains relevant, appropriate and consistent with NZRC strategy, HSW objectives and legislative and best practice requirements, including AS/NZS ISO 45001. It may be reviewed earlier following a critical incident or significant change in NZRC operations.

The policy statement is communicated to all workers via the intranet and internet, visibly displayed in NZRC workplaces and made available to stakeholders.

## 4.3. Zero Harm Workplaces pledge

The Zero Harm Workplaces pledge is signed by the Secretary General as a member of the Business Leaders’ Health and Safety Forum. This pledge confirms that New Zealand Red Cross has made a firm commitment in working towards the goal of zero harm by operating without exposing our people, contractors and visitors to injury through the implementation of safe work systems and processes.

## 4.4. NZRC roles, responsibilities and authorities

The “Officers” of the NZRC have overall responsibility and authority for the HSWMS. However, every person in the workplace is responsible for their own HSW and the HSW of others.

All roles at NZRC have HSW responsibilities and accountabilities. These differ by role level (i.e. management) and type (i.e. Health Safety and Wellbeing Team). A full list of responsibilities by role is set out in **Appendix 1 – HSW responsibilities by role**. Workers are consulted with on the range of HSW responsibilities assigned to the different roles, including where responsibilities may be changed.

HSW responsibilities are part of all NZRC job descriptions and are reinforced in our induction and employee performance management processes. Contractors’ HSW responsibilities are outlined within their Contract of Service.

## 4.5. Worker consultation and participation

NZRC “workers” include employees, volunteers and members – our **Red Cross people**.

Worker consultation and participation is essential to the success of our HSWMS. Workers have in-depth knowledge of their work environment, tasks and activities and are actively involved in all HSW decisions that affect them. This includes the development, planning, implementation, performance evaluation and actions for improvement of the HSWMS.

To enable worker consultation and participation, NZRC will:

- provide mechanisms, time, training and resources necessary for consultation and participation;
- provide timely access to clear and relevant information about the HSWMS; and

- identify and remove or minimise barriers to engagement, consultation and participation.

The consultation and participation of workers in non-management roles is important. This includes consulting with worker representatives on:

- the development, planning, implementation, performance evaluation and actions for improvement of the HWSMS;
- mechanisms for consultation and participation;
- all aspects of this HSWMS framework in an ongoing capacity;
- annual HSW review and planning;
- hazard and risk identification, management and control; and
- investigating incidents and non-conformities and determining corrective actions.

In line with the Act, NZRC has a worker participation framework that provides Red Cross people with the opportunity to become, nominate and elect HSW representatives. The responsibilities of HSW representatives are set out in **Appendix 1**.

All HSW representatives are provided with appropriate training to support them to carry out their role. NZRC funds this training and allows HSW representatives appropriate time and resources to carry out their role. For employees, their duties as a HSW representative are part of their normal paid working hours.

All NZRC offices and work groups are represented, with the number of HSW representatives aligned to criteria set under the Act.

Where numbers allow, HSW Committees will operate in a number of locations. Committees will include the following membership:

- elected HSW representatives;
- an equal or lesser number of management representatives; and
- other roles as agreed or relevant.

The responsibilities of HSW Committee members are set out in **Appendix 1**.

HSW Committees will meet at least quarterly, or more frequently at the discretion of the committee. General terms of reference and templates such as meeting minutes are provided by the HSW team to ensure consistency across NZRC.

## 5. Planning and Review for Health, Safety and Wellbeing

### 5.1. Actions to address risks and opportunities

#### 5.1.1. General information

Planning and review are ongoing activities within our HSWMS. Through planning and review we can identify opportunities to:

- ensure our HSWMS achieves its intended outcomes;
- prevent or reduce undesired risk effects such as injuries and ill health; and
- achieve continual improvement.

We identify opportunities for HSW improvements through:

- regular workplace inspections and audits;
- job task analysis and task-related assessments;
- incident or non-compliance investigations and corrective actions;
- ergonomic and other injury prevention-related assessments;
- review of HSW policies, standards and procedures; and
- integrating HSW requirements at the earliest stage of planning for facilities, equipment or process changes.

Where changes are planned (either permanent or temporary) we assess HSW risks and opportunities before the change is implemented.



We keep documented information on risks and opportunities, as well as evidence of our processes used to identify and address these.

### 5.1.2. Hazard, risks and opportunities - identification and management

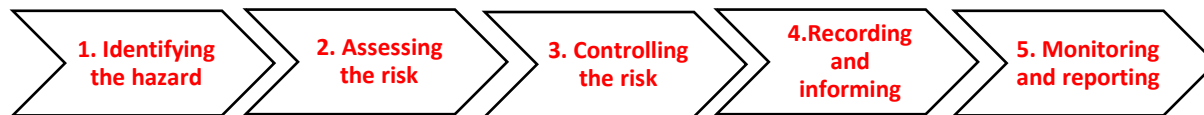
#### Hazard and risk identification

NZRC's HSW hazard and risk identification processes are ongoing and proactive. These consider:

- a) How work is organised, including psychosocial factors such as workload, work hours and conflict. It also covers leadership and culture within NZRC.
- b) Routine and non-routine work activities and situations, including hazards and risks arising from:
  - o physical conditions of the workplace, e.g. infrastructure, equipment, materials and substances;
  - o project and service design, including service delivery;
  - o human factors such as training and competency; and
  - o how work is performed, e.g. lone working.
- c) Relevant internal or external incidents or events, such as emergency situations. For example, we have identified processes for the following:
  - o fire;
  - o earthquake and tsunami;
  - o medical events;
  - o infectious diseases;
  - o adverse weather conditions (e.g. storm, flooding, heat); and
  - o aggressive behaviour and threats.
- d) People with access to our workplaces or nearby, including visitors, contractors, volunteers and workers.
- e) Dangerous situations that could occur at or near places where our people work, whether or not such situations are within our control.
- f) Actual or proposed changes to our organisation, operations, processes, activities and the HSWMS.
- g) New or different knowledge about relevant hazards and risks.

#### Assessment of HSW risks and opportunities

NZRC uses a risk management process to identify, assess and effectively manage HSW risks and opportunities for improvement, and to prevent potential harm. This process involves:



New and existing hazards and risks are regularly reviewed to assess the effectiveness of existing controls. To determine appropriate controls, both inherent and residual risk ratings are determined through a risk assessment process which considers the likelihood and consequences of the risk eventuating.

The level of inherent risk determines the priority for action. We always take all reasonably practicable steps to eliminate the risk, if that cannot occur then we take all reasonably practicable steps to minimise the risk of potential harm.

Actions to address critical risk are given priority, with specific action and documented policies, procedures and operational guidelines developed to support the risk management process.

NZRC undertakes continuous monitoring of HSW risks and control measures as part of usual business activities described in the HSWMS. More formal and systemic reviews of current risks, risk control measures and opportunities for improvement are also completed at least annually as per the HSW plan, or after any of the following:

- there is a change in business operations likely to give rise to a new or different risk;
- a new hazard or risk is identified;

- an injury, illness or incident demonstrates failure of existing controls; or
- it is requested by a worker, or HSW representative.

Learnings from risk assessments are used to adapt how and where our people work and to further identify opportunities to eliminate hazards and mitigate HSW risk. This includes acting on opportunities to improve the HSWMS.

## 5.2. Planning and review in alignment to legal requirements

NZRC is committed to meeting and exceeding our legal obligations under the Act where possible. We regularly review HSW legislation, regulations and codes of practice, best practice guidelines and voluntary industry standards applicable to our workplaces and work activities. Our systems and processes are updated to reflect any legislative changes as required.

Significant legal changes are communicated to the NZRC National Board, Secretary General, ELT and workers. HSW information is sourced from several professional sources including (but not limited to):

- WorkSafe NZ;
- external legal firms, particularly commentary on prosecutions and enforcement orders;
- industry publications and websites; and
- HSW industry forums and networking opportunities.

Changes in legal requirements are notified to NZRC's officers (under the Act), along with any potential impact to NZRC and our activities, and any action required.

## 5.3. Planning and review action

In our HSW planning and review, we develop actions to:

- address HSW risks and opportunities;
- address our legal and other relevant HSW requirements; and
- prepare for and respond to emergency situations.

Actions are included in the annual HSW workplan and prioritised in accordance with our risk assessment framework and hierarchy of controls.

The effectiveness of actions within the HSW workplan are regularly evaluated and reported through to the NZRC National Board, Secretary General and ELT.

## 5.4. HSW objectives and planning to achieve them

### Setting HSW Objectives

NZRC establishes annual HSW objectives at relevant functions and levels for the purpose of maintaining and continually improving our HSWMS and HSW performance.

Our objectives will:

- be consistent with our current HSW Statement of Commitment;
- be achievable, measurable and time lined;
- consider HSW risks and opportunities;
- be monitored, evaluated and reported on;
- be communicated with our workers and relevant parties; and
- be updated as needed.

HSW objectives are set and agreed annually by the NZRC National Board, Secretary General, ELT and HSW representatives (on behalf of workers). They are often linked to our NZRC organisational strategy and plans.

Annual HSW objectives are documented and communicated to workers via a range of appropriate channels, including the intranet.

Evaluation and monitoring of HSW objectives will be completed on a quarterly basis by the HSW team and a subsequent progress report will be provided to the NZRC National Board, Secretary General, ELT and workers.

## HSW Strategy

The HSW strategy works in conjunction with the HSWMS towards continual improvement in HSW practice, performance and maturity by outlining agreed steps to be taken over time to achieve the desired outcome. This is aligned to the overarching NZRC Strategy 2030 to ensure it supports our overall organisational direction and opportunities.

## 6. Competence, information and training

### 6.1. Resources

NZRC reviews and provides resources needed to support the HSWMS. These include:

<b>People</b>	<ul style="list-style-type: none"> <li>• A dedicated HSW team, within the People and Capability team;</li> <li>• HSW representatives; and</li> <li>• an external Employee Assistance Programme (EAP) for wellbeing support (EAP Services).</li> </ul>
<b>Technology</b>	<ul style="list-style-type: none"> <li>• A system for reporting, recording, actioning and monitoring HSW incidents and events (GOSH).</li> <li>• A system for monitoring and reporting on safe driving (EROAD).</li> </ul>
<b>Financial</b>	<ul style="list-style-type: none"> <li>• Dedicated financial resources administered by the People and Capability team.</li> </ul>
<b>Infrastructure</b>	<ul style="list-style-type: none"> <li>• Suitable and safe workplaces, plant, equipment, utilities and systems.</li> </ul>

### 6.2. Competence

NZRC ensures our workers have the essential information, knowledge and skills to carry out their work activities safely; and to identify and manage HSW workplace hazards and risks associated with their work and workplace.

In determining the HSW competence required for each role, NZRC considers:

- the position description and person specification for each role and any training needed to maintain competence, e.g. professional registration and/or certification;
- the work environment;
- preventative and control measures identified from risk management processes;
- requirements applicable to the HSWMS (e.g. duties of “officers”) and the HSW statement of commitment;
- legal requirements;
- potential HSW consequences for workers;
- input from other workers based on their knowledge and skills;
- individual capabilities including language, skills, literacy and diversity; and
- improvement of competence levels as required by changes to work environment, activities, processes or equipment.

Where possible, workers are involved in the process of determining HSW competence and suitable training required for relevant roles. This is particularly important for high-risk roles.

HSW training is delivered to reach target audiences in a number of ways and formats, such as:

- HSW induction for new and transferring employees;
- on-line health, safety and wellbeing modules;
- formal training delivered by qualified providers – e.g. HSW representative training, first aid, emergency response; and
- on the job training and supervision.

Records are kept and regularly reviewed to ensure all HSW training remains current and relevant. Non-compliance for all assigned training is reported to managers for follow up and management.

Workers are trained in how to remove themselves from situations that present a risk of harm, through inductions and relevant training around the hazards and risks associated with their work. NZRC keeps records of HSW training in a number of ways, including via our online learning platform (Aspire).

Contractors are required to provide proof of relevant HSW training before being engaged by NZRC, e.g. electrical certification, working at height. This is recorded by NZRC during their contractor induction.

### 6.3. Awareness

A minimum programme of HSW training is provided via a range of methods to all NZRC workers. This is essential to make them aware of key HSW information, including:

- the HSWMS, HSW Statement of Commitment and annual HSW objectives;
- why their contribution to the HSW of NZRC is important;
- the implications and potential consequences of not following NZRC's HSW requirements and procedures;
- HSW roles and responsibilities;
- hazards and risks associated with their workplace and work activities, as well as the risk control measures that must be followed;
- specific HSW procedures and work instructions that apply to their work;
- emergency response procedures and names of floor wardens / first aiders;
- how and where to report incidents and hazards via GOSH;
- names of HSW representatives and committees;
- where to find HSW information; and
- what to do if they are injured at work.

HSW awareness campaigns and communications are also targeted towards current workers, e.g. the outcomes of incident investigations that are relevant to their role and/or workplace; new hazards/risks and associated actions.

Through HSW induction and information on the intranet, NZRC makes workers aware that they can remove themselves from work situations that they believe present an imminent and serious risk of harm and they will be protected from undue consequences for doing so.

NZRC actively informs contractors and visitors of the potential HSW risks they may encounter while working within or visiting NZRC workplaces, either at the start of their visit or via a specific HSW induction.

### 6.4. Communication

NZRC ensures our people are aware and well-informed of HSW requirements, resources, initiatives, and ways they can contribute or raise ideas for continuous improvement. We use plain language across a range of formal and informal communication channels, considering the needs and diversity of our people.

We use internal communication methods as appropriate to the messages and target audiences. This includes, but not limited to:

- our intranet;
- our online HSW system (GOSH);
- emails;
- physical HSW noticeboards; hard copy posters and flyers, e.g. at reception/sign-in for visitors and contractors;
- team meetings;
- the HSW team, HSW representatives and HSW committees; and
- area councils.

Different types of HSW communications will have different audiences. Support and approval from ELT and the NZRC Communications team will be sought where appropriate, particularly for formal communications.

All HSW communication must:

- be reliable/verifiable;
- meet any relevant legal obligations;
- be consistent with the HSWMS; and
- be retained on our document management system, as appropriate.

## 6.5. Documented information

When creating and updating HSW information, NZRC document management procedures must be adhered to. This includes the description, classification, distribution, accessibility, protection, storage, modification and review of documented HSW information.

NZRC adheres to the principles of the Privacy Act 2020 and NZRC's Privacy policy when managing personal information. Personal HSW information for employees and members/volunteers (i.e. rehabilitation plans, COVID-19 vaccination records) will be kept confidential and held in secure locations with restricted access.

All original copies of documents and information required by this HSWMS will be stored on the NZRC shared drive under People and Capability. HSW documents and information includes (but is not limited to):

- HSW policies, processes and procedures;
- records of HSW discussions, i.e. HSW committees;
- evidence of HSW records and events, i.e. training certificates, attendee lists, training outlines;
- HSW communications, i.e. awareness events;
- risk assessments and hazard controls;
- incident investigations and corrective actions;
- legal advice and opinions; and
- relevant legislation and external documents such as regulations and Codes of Practice (CoPs).

To ensure accessibility, most HSW information is available in a printable version so it can be made available to workers who do not have internet access.

All approved, version controlled HSW documents are reviewed on a two-yearly basis, or earlier following legislative or other change which impacts their accuracy. Obsolete documents are retained and archived for legal purposes and as evidence of the review and continual improvement of our HSW documentation.

## 7. Operational management

### 7.1. Operational planning and control

#### 7.1.1. Operational control

Operational control refers to how NZRC manages its suite of HSW processes aimed at eliminating hazards and mitigating risk levels for operational activities.

We maintain operational control by:

- implementing and using procedures and systems of work;
- ensuring the competence of our workers through induction modules and specific HSW training;
- establishing preventative/predictive maintenance and inspection programmes, such as test and tag of electrical equipment;
- establishing specifications for the procurement of goods and services;
- following legal requirements and manufacturer instructions;

- using engineering and administrative controls as needed; and
- adapting work to workers via induction, incorporating ergonomic factors.

NZRC ensures that higher risk situations, operations and activities are identified and have the necessary documented operational controls in place to reduce, manage and monitor the risk.

Our current HSW higher (critical) risks with operational controls are:

- International deployment;
- Disaster management;
- Vicarious trauma;
- Driving;
- Working alone;
- Infectious disease/pandemic; and
- Mental health and wellbeing.

Operational activity is reviewed on a regular basis and appropriate safe working practices developed where activities change, new activities are introduced, or incident trends emerge. Relevant approved Codes of Practice are followed where applicable.

Pre-employment screening and health monitoring is conducted in situations that require this, such as international deployments.

### *7.1.2. Eliminating hazards and mitigating risks*

NZRC uses a consistent risk assessment process to eliminate or minimise hazards and mitigate HSW risks. The risk assessment comprises two parts:

1. assessing the level of risk using a likelihood/consequence matrix; and
2. assessing appropriate controls to eliminate the hazard or reduce the risk level (residual risk).

NZRC uses a best practice hierarchy of controls:

- a) Eliminate the hazard;
- b) if this can't occur then minimise the hazard by:
  - substituting with less hazardous processes, operations, materials or equipment;
  - isolating the hazard;
  - reorganising work and/or use engineering controls;
  - implementing administrative controls, i.e. training; and
  - providing adequate and appropriate personal protective equipment (PPE) where appropriate.

Specific examples of potential actions that can be taken for each level of control are documented within our risk assessment processes.

### *7.1.3. Management of change*

When planning or responding to temporary or permanent changes affecting Red Cross People, HSW must be reviewed and addressed during the change management process. We do this mitigate any harm the changes may cause to our people.

Types of changes that could affect HSW and require new controls include (but are not limited to):

- new or changed workplace locations and surroundings;
- change in how work is organised (e.g. restructures, changes of duties within the team);
- change in working conditions;
- new or upgraded equipment;
- change in workforce;
- changes to legal or compliance requirements;
- changes in knowledge or information about hazards and risks; and
- development in knowledge and technology.

NZRC will also review the consequences of unintended changes, taking necessary action to mitigate any adverse effects. We recognise that changes can result in both risks and opportunities for HSW.

#### 7.1.4. Procurement

NZRC's procurement processes for products and services are aligned to our HSW system and requirements.

##### **Contractors**

Contractors are engaged by NZRC to fulfil a wide variety of duties including cleaning, maintenance, building, administration and management. NZRC has an overlapping duty to manage contractor HSW and takes all reasonably practicable steps to keep contractors safe and well.

We work with our contractors to check their HSW systems before, during and after we engage them. Specifically, contractors are required to identify hazards and control risks that could arise from their activities and operations and could affect NZRC, their workers and any other relevant parties.

NZRC has a suite of contractor management forms and guidelines available to staff via the intranet. Contracting company records are stored in the GOSH system.

Contractors and their workers are required to meet the standards set by this HSWMS and our supporting contractor processes.

NZRC maintains a list of preferred contractors who have met selection criteria. Contractor HSW practices are monitored, audited and reviewed before, during and after contract completion.

##### **Outsourcing**

NZRC will ensure that any functions and processes outsourced by NZRC must have appropriate and legally compliant HSW controls in place. We will work with external providers to address any impact that outsourcing could have on our HSW performance.

## 7.2. Emergency preparedness and response

This section is in alignment with NZRC's wider emergency response, crisis management and business continuity planning which are tested regularly to assess NZRC's preparedness and resilience.

We have established processes and procedures to protect and adequately support our people in emergency events. These include:

- establishing a planned response to different emergency situations, including the provision of first aid;
- providing training for the planned response, e.g. fire warden and First Aid training;
- periodically testing and exercising the planned response, e.g. fire drills;
- evaluating performance with relevant work groups after testing and any actual emergency situations. Then as necessary, revising our planned response;
- providing relevant information to all workers on their duties and responsibilities via HSW induction and training;
- communicating relevant information to visitors, emergency services, government authorities and, as appropriate, the local community;
- considering the needs and capabilities of all relevant, interested parties and involving them as appropriate in developing planned responses;
- maintaining appropriate emergency equipment, e.g. first aid kits, civil defence supplies; and
- ensuring there is an adequate number of trained floor wardens and first aiders in all our workplaces.

Documented emergency response procedures are located on the intranet and in hard copy at each NZRC site.

All new workers are inducted in emergency procedures. Induction of emergency procedures also occurs for work and community activities or events.

NZRC encourages our people and teams to use the external, confidential and free Employee Assistance Programme (EAP) if they need additional support following an emergency event.

## 7.3. Workplace rehabilitation

Early and proactive opportunities for injured and ill employees to rehabilitate in the workplace has positive benefits for the employee and NZRC.

NZRC supports active rehabilitation of injured and ill employees in the workplace regardless of the cause. This includes opportunities for early return to work on alternate duties (if suitable and available) in conjunction with the employee, treatment providers, manager and People and Capability. This team sets return to work goals aligned to vocational and medical assessments.

If an injury is work-related, employees can submit a claim for cover to the Accident Compensation Corporation (ACC). Where ACC approves the claim, the employee will be entitled to weekly compensation of 80% of their usual income for time off work, as signed off by their medical professional. If the employee has sick leave available, they can use this to top up their ACC payment to 100% of their normal income.

## 8. Performance Evaluation

### 8.1. Monitoring, measurement, analysis and performance evaluation

NZRC builds regular monitoring, measurement analysis and performance evaluation (“monitoring”) into our HSW processes and the HSWMS where appropriate.

The HSW team is responsible for monitoring and reporting HSW performance data to key audiences in NZRC, including the National Board, ELT, HSW committees and workers. Key measurements and frequency of reporting is agreed with representatives of these groups. The HSW team ensures data collection and reporting is valid and accurate.

Reporting consists of a mix of lead and lag indicators, and includes (but is not limited to):

- progress towards achievement of our HSW objectives;
- progress towards completing HSW projects as per the annual HSW workplan;
- the effectiveness of our operational controls in mitigating risk levels, particularly in relation to critical risks;
- incident and injury trends including location, type and causal factors;
- EAP trends;
- feedback from audits, assurance and reviews;
- updates on worker participation, engagement and representation programmes;
- HSW training plans and tracking; and
- injury prevention and wellbeing initiatives.

NZRC actively evaluates the extent to which we comply with our legal requirements and other key HSW regulatory requirements such as AS/NZS 45001:2018.

Monitoring and evaluation will be carried out by the HSW team, who are also responsible for ensuring up to date knowledge of compliance requirements. Other parties such as ELT members and HSW representatives are included in this process.

HSW monitoring results and associated reports are documented and made available for the intended audiences via the intranet.

### 8.2. Internal audit

NZRC regularly audits and assesses the efficiency, effectiveness and reliability of the HSWMS. Internal audits are carried out on an annual basis. External audits are undertaken by qualified professionals as and when directed by the NZRC National Board or Secretary General. The criteria and scope must be determined before each audit.

Internal audits may also occur on an ad-hoc basis following legislative changes, changes to organisational structure, or if a failure to all or part of the system is identified. Audits are carried out in addition to routine HSW monitoring and reporting.

Internal audits are led by the HSW team with the involvement of worker representatives wherever possible.



Audit templates are maintained by the HSW team and updated as necessary to ensure they remain fit for purpose and comply with legal HSW requirements.

Non-conformities and corrective actions identified by internal and external audits are recorded by the HSW team, along with how and when these will be addressed. Progress on rectifying correction actions will be reported to ELT and the National Board as required.

Audit results are communicated to NZRC leaders for management review. The results are documented and shared with workers, their representatives and other relevant parties.

### 8.3. Management review

“Management” in this section refers to ELT, the Secretary General and the NZRC National Board.

Management annually reviews the suitability, adequacy and effectiveness of the HSWMS. This planned review process broadly covers the following, and will result in management decisions related to:

- how the HSWMS fits NZRC, our operations, culture and business systems;
- whether the HSWMS is being implemented appropriately;
- whether the HSWMS is achieving its intended outcomes;
- opportunities for continual improvement; and
- any need for changes to the HSWMS, including in response to legislative or regulatory changes.

A management review template provides a full list of the HSW topics to be covered. These topics can be reviewed throughout the year rather than all at once. The HSW team will provide relevant information to management to support their review processes, e.g. audit results.

To ensure it remains fit for purpose, the entire HSWMS framework is reviewed by NZRC management on a minimum two-yearly basis.

## 9. Improvement

### 9.1. Incident nonconformity and corrective action

NZRC proactively reports, investigates and acts on incidents and non-conformities identified through our HSWMS and associated processes.

When an incident or nonconformity occurs, we:

- react quickly to take action to control and correct it, and to deal with the consequences;
- involve workers in evaluating the need for corrective action or to eliminate the root causes, this process includes:
  - investigating the accident or reviewing the nonconformity
  - Determining the causes
  - Looking at whether similar incidents or nonconformities have occurred or could potentially occur;
- review and assess new and existing hazards and risks;
- determine and implement any action needed (including corrective actions) in accordance with the hierarchy of controls;
- review the effectiveness of actions taken;
- make changes to the HSWMS if necessary; and
- communicate the outcome of these processes to management, relevant workers and groups.

#### Formal notifications

In the event of an incident which meets the definition of a notifiable event under the Act, the Secretary General is notified immediately, who in turn will notify the NZRC National Board and ELT as appropriate. The HSW team are responsible for actioning notifications to WorkSafe NZ.

Where a formal investigation is required, HSW will lead this process including recommending whether an internal or external investigator is most appropriate. The NZRC National Board or Secretary General also have the authority to request an independent investigation as they deem necessary.

## 9.2. Continual improvement

NZRC's approach to continual improvement is based on the Plan-Do-Check-Act (PDCA) cycle. We will:

- a) Plan: determine and assess our HSW risks and opportunities, establish HSW objectives and processes necessary to deliver results in accordance with our HSW policy;
- b) Do: implement the processes as planned;
- c) Check: monitor and measure activities and processes with regard to our HSW policy and objectives, and report the results; and
- d) Act: take actions to continually improve our HSW performance to achieve the intended outcomes.

We will continually improve our HSWMS by:

- measuring and enhancing HSW performance;
- promoting a supportive HSW culture;
- promoting worker participation in the PDCA cycle;
- communicating continual improvement results and initiatives to workers; and
- Maintaining documented evidence of HSW continual improvement.

## Appendix 1 – HSW responsibilities by role

Role	Responsibility
<b>NZRC National Board (Officers)</b>	<ul style="list-style-type: none"> <li>• Take overall responsibility and accountability for workplace HSW, including the prevention of work-related injury and ill-health, as well as the provision of safe and health workplaces and activities. This includes being answerable to WorkSafe NZ, our stakeholders and interested parties in relation to NZRC HSW decisions and activities.</li> <li>• Ensure HSW policy and related HSW objectives are established, set/reviewed and compatible with the strategic direction of NZRC.</li> <li>• Ensure that the resources needed to establish, implement, maintain and improve the HSWMS are available.</li> <li>• Approve and ensure that the HSWMS achieves its intended outcomes.</li> <li>• Attend and participate in HSW governance and due diligence training.</li> <li>• Support ELT to demonstrate HSW leadership as it applies to their areas of responsibility.</li> <li>• Develop, lead and promote a positive HSW culture in NZRC that supports the intended outcomes of the HSWMS.</li> <li>• Understand, prioritise and ensure the management of critical risks in accordance with risk appetite and tolerances.</li> <li>• Assign responsibility and authority within NZRC for reporting on the performance of the HSWMS, and direction action based on such reports as appropriate.</li> <li>• Ensure that the HSWMS conforms to the requirements of the Health and Safety at Work Act 2015 and AS/NZS ISO 45001 by assigning responsibility and authority within NZRC.</li> </ul>
<b>Secretary General and ELT, including General Managers (Officers) (Tier 1 &amp; 2)</b>	<ul style="list-style-type: none"> <li>• Take overall responsibility and accountability for workplace HSW, including the prevention of work-related injury and ill-health, as well as the provision of safe and health workplaces and activities. This includes being answerable to WorkSafe NZ, our stakeholders and interested parties in relation to NZRC HSW decisions and activities.</li> <li>• Ensure HSW policy and related HSW objectives are established, set/reviewed and compatible with the strategic direction of NZRC; monitor the development and lead the implementation of HSW strategies, plans and objectives.</li> <li>• Attend and participate in HSW governance and due diligence training.</li> <li>• Ensure the integration of the HSWMS requirements into NZRC business processes, planning and decision-making.</li> <li>• Recommend and approve (in line with delegations) required resourcing to effectively manage HSW.</li> <li>• Communicate the importance of effective HSW management and of conforming to the HSWMS requirements.</li> <li>• Approve and ensure that the HSWMS achieves its intended outcomes.</li> <li>• Ensure and promote continuous improvement.</li> <li>• Develop, lead and promote a positive HSW culture in NZRC that supports the intended outcomes of the HSWMS.</li> <li>• Assign responsibility and authority within NZRC for reporting on the performance of the HSWMS.</li> <li>• Ensure that the HSW responsibilities and accountabilities for relevant roles within the HSWMS are assigned and communicated at all levels within NZRC.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure that the HSWMS conforms to the requirements of AS/NZS ISO 45001 by assigning responsibility and authority within NZRC.</li> </ul> <p><b>Supporting others</b></p> <ul style="list-style-type: none"> <li>• Direct and support NZRC people to contribute to the effectiveness of the HSWMS.</li> <li>• Support other management roles to demonstrate HSW leadership as it applies to their areas of responsibility.</li> </ul> <p><b>Risk management</b></p> <ul style="list-style-type: none"> <li>• Understand, prioritise and ensure the management of critical risks in accordance with risk appetite and tolerances; monitor critical risks and escalate for Board attention as required.</li> <li>• Ensure risks are identified, managed and reviewed on a regular basis.</li> </ul> <p><b>Worker participation and engagement</b></p> <ul style="list-style-type: none"> <li>• Protect workers from reprisals when reporting incidents, hazards, risks and opportunities.</li> <li>• Ensure NZRC establishes and maintains a process for consultation and participation with workers.</li> <li>• Support the establishment and functioning of HSW committees.</li> <li>• Lead and promote active worker participation in the management of HSW.</li> <li>• Recognise, reward and celebrate achievement in HSW performance and practice.</li> </ul>
<b>Managers/Directors (Tier 3)</b>	<ul style="list-style-type: none"> <li>• Provide strong HSW leadership and lead by example.</li> <li>• Implement and embed the HSWMS within teams and business units.</li> <li>• Promote a positive HSW culture.</li> <li>• Integrate HSW requirements in business plans and activities.</li> <li>• Ensure risks are identified, managed, monitored and escalated to ELT attention as required.</li> <li>• Ensure hazards/risks, incidents and near misses are reported, investigated and closed out.</li> <li>• Monitor incident trends and take appropriate action.</li> <li>• Ensure new workers receive a HSW induction.</li> <li>• Encourage and promote effective worker participation.</li> </ul>
<b>People Leaders (Tier 4 &amp; 5)</b>	<ul style="list-style-type: none"> <li>• Provide strong HSW leadership and lead by example.</li> <li>• Implement and embed the HSWMS within their teams.</li> <li>• Promote a positive HSW culture.</li> <li>• Clearly define and communicate HSW responsibilities within their team.</li> <li>• Identify and follow up on HSW training requirements and opportunities.</li> <li>• Maintain open communication to empower team members to discuss HSW matters.</li> <li>• Respond promptly to any HSW issues.</li> <li>• Actively participate in return to work plans for employees experiencing injuries or long-term illnesses.</li> </ul>

	<ul style="list-style-type: none"> <li>• Ensure hazards/risks, incidents and near misses are promptly reported, investigated and closed out.</li> <li>• Ensure new workers receive a HSW induction.</li> <li>• Provide opportunities for team members to participate in formal worker participation processes.</li> </ul>
<b>All Red Cross people (includes staff, members/volunteers, and contractors)</b>	<ul style="list-style-type: none"> <li>• Proactively ensure their actions or omissions do not adversely affect the HSW of themselves or others.</li> <li>• Participate in HSW induction, training, programmes and activities.</li> <li>• Follow all reasonable instructions to comply with HSW legislation and regulations.</li> <li>• Follow NZRC HSW policies, standards and procedures.</li> <li>• Do not undertake any activities you are not adequately trained for.</li> <li>• Use designated personal protective equipment (PPE) for specific work activities.</li> <li>• Report hazards/risks, incidents and near misses as soon as possible.</li> </ul>
<b>Health, Safety and Wellbeing Team</b>	<ul style="list-style-type: none"> <li>• Act as principal HSW advisors and subject matter experts to the organisation.</li> <li>• Assist the organisation to develop and implement the HSWMS, relevant policies, standards, procedures and resources; and provide guidance on implementation and integration.</li> <li>• Partner with the NZRC Board, Secretary General and ELT to develop appropriate HSW strategy, plans, targets and objectives.</li> <li>• Ensure legal obligations are being met and assist officers in meeting their due diligence duties.</li> <li>• Monitor HSW performance against targets, including performance of the HSWMS and reporting to the Board, Secretary General and ELT.</li> <li>• Partner with key stakeholders to identify HSW risks; implement and monitor risk controls.</li> <li>• Partner with the organisation to develop and implement effective and consistent operational HSW resources.</li> <li>• Report notifiable events to WorkSafe NZ and undertake investigations.</li> <li>• Partner with the organisation to develop, implement and monitor HSW worker engagement and participation mechanisms, to ensure that NZRC maintains effective worker representation.</li> <li>• Lead internal / external HSW audit and assurance programmes.</li> </ul>
<b>Health, safety and wellbeing representatives / committees</b>	<ul style="list-style-type: none"> <li>• Champion worker HSW in their area of work and/or influence, promoting worker HSW interests.</li> <li>• Make recommendations on HSW to management and the HSW team.</li> <li>• Investigate complaints and risks to worker health and safety, escalating when required.</li> <li>• Support and participate in the development, implementation and review of the HSWMS, policies, standards, procedures and operational tools.</li> <li>• Support the reporting, recording and investigation of hazards/risks, incidents and near misses.</li> <li>• Assist in HSW audit processes.</li> <li>• Support employees in rehabilitation processes as needed.</li> </ul>

	<ul style="list-style-type: none"> <li>• Assist in the development and implementation of HSW initiatives.</li> <li>• Attend regular HSW Committee meetings and facilitate two-way communication of issues and initiatives to/from workers.</li> </ul>
<p><b>Area Councils Chairs &amp; Branch Presidents</b></p>	<ul style="list-style-type: none"> <li>• Provide leadership in HSW and lead by example.</li> <li>• Champion and promote member participation in HSW.</li> <li>• Enable two-way communication of HSW information between the wider organisation and members.</li> <li>• Work with the wider organisation to develop and implement appropriate HSW tools and resources.</li> <li>• Promote reporting and monitoring of HSW hazards/risks, incidents and near misses.</li> </ul>