



<Club Name>

Health and Safety Manual

<Date>

<Club Name> Health and Safety Policies and Procedures manual

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Version 1.1

Updating this Document: This document is to be reviewed on an annual basis with the next review to take place before <date>

<Club Name> commitment and policy

Purpose

This section lists the objectives of the health and safety manual, provides a brief summary of the health and safety legislation and defines accountabilities.

Objectives

The <Club Name> health and safety programme aims to:

- promote excellence in health and safety management.
- continually improve current health and safety performance.
- provide a safe and healthy work environment.
- identify and control actual and potential hazards.
- establish and maintain communication on health and safety.
- support staff and volunteer participation in health and safety matters.
- identify needs and provide training on health and safety.
- demonstrate a commitment to the accurate reporting and recording of health and safety matters.
- comply with legal and organisational obligations.

Objectives will be achieved through:

- club executive and members support and commitment to health and safety.
- implementation of policies and procedures.
- club executive and member education and participation.
- maintaining a quality philosophy.
- regular reviews and evaluations.
- monthly health & safety meetings.
- two-yearly review of this Health and Safety Manual.

Legislative requirements

Health and Safety in Employment Act

The Health and Safety in Employment Act 1992 requires employers to take all practicable steps to ensure the health and safety of all employees, contractors and volunteers (in some circumstances) by:

- providing a safe working environment within any workplace where the employer is deemed to have 'control', which can include a beach.
- providing and maintaining facilities for staff members' safety and health.
- ensuring plant and equipment on the premises are safe.
- ensuring staff members are not exposed to hazards.

- developing emergency procedures.
- ensuring that no action or inaction by staff members is likely to cause harm to themselves or any other person.

Other people who have duties under the Act include persons in control of places of work; self-employed people; principals to a contract; contractors and subcontractors; and staff members.

Despite the title of the Act, the Club as an 'event' organiser does have a duty under the Health and Safety Employment Act to take all practicable steps to ensure the safety of staff, volunteers, participants, and spectators at the event site, by virtue of clause 16 – see below. It is important to remember that an 'event' includes organized Club training sessions.

16. Duties of persons who control places of work

(1) A person who controls a place of work (other than a home occupied by the person) must take all practicable steps to ensure that no hazard that is or arises in the place harms—

- *(a) people in the vicinity of the place (including people in the vicinity of the place solely for the purpose of recreation or leisure);*
- *(b) people who are lawfully at work in the place—*
 - (i) as employees of the person; or*
 - (ii) as contractors engaged by the person; or*
 - (iii) as subcontractors to a contractor engaged by the person; or*
 - (iv) as employees of a contractor or subcontractor to whom subparagraph (ii) or subparagraph (iii) applies*

Other Legislation that may apply

The Health and Safety in Employment Regulations 1995 impose duties on employers in respect of the workplace, certain staff members, and types of work. The Resource Management Act, the Building Act, the Fire Service Act, the Hazardous Substances and New Organisms Act, and the Injury Prevention, Rehabilitation, and Compensation Act also include health and safety elements.

If an incident does occur, the following legislation may also apply:

- **Crimes Act 1961** – in extreme cases, serious omission or misconduct may constitute a criminal offence. Committing an unlawful act or omitting to discharge any legal duty, knowing that such an act or omission could endanger the lives, safety or health of the public or any individual may constitute criminal negligence under section 145 of the Crimes Act 1961. In most cases, consent is available as a defense to criminal proceedings, due to participants assuming certain risks and hazards when participating in a sport. There have however been cases in NZ of event organisers being charged under the Crimes Act.
- **Civil liabilities** – where legal action is taken by a private individual as a result of a serious act or omission by another person. For example, breach of contract or torts (nuisance and negligence). In many situations, the Accident Compensation Act 2001 covers injury caused by negligence. However, there may be situations that are outside the legislation where a civil case can be made if there is a failure to take reasonable care where a duty of care is owed to a person.
- One possible defense to negligence could be to argue that the person who has suffered the loss has voluntarily assumed the risk of that loss or injury. Again, it will depend on the circumstances of the incident.

- Also, the **Accident Compensation Act does not cover mental injury** which means people can seek compensation for mental injuries that have resulted from a breach of a duty or a serious omission which did not result in personal injury (for example the mental trauma of seeing someone being attacked by a shark when Tri NZ or a Club did not call off the event after a shark sighting in the area).
- **Land Transport Act** – range of criminal fines and penalties (including imprisonment) for breach of the Act. This may be applicable where a vehicle is used.
- **Other law** – depending on the event location, there may also be requirements under Maritime law and Council bylaws to comply with. Currently there is a blind eye turned to IRB's being operated in excess of 5 knots within 200m of the shore, but if speed was deemed to be a factor in an incident involving an IRB then there is no immunity from prosecution under Maritime law. Similarly, there may be no enforcement of bylaws requiring the wearing of lifejackets on small craft in competitions, but if this was found to be a causal factor in an incident then this would not prevent prosecution or liability being put onto event organisers who did not enforce the bylaw.

Future Legislation

Changes to Health & Safety Legislation in 2016 will most likely make it very clear that **volunteers doing work for a club will must be treated as if they were paid employees**. This Manual reflects this philosophy.

Who is liable?

- **Clubs as Event/ Activity Organisers.** These are the most at risk as they are ablest (and expected) to implement safe procedures for the event/ club activity.

Event/ Activity organisers also can also be held liable for the acts and omissions of other people, such as volunteers, officials and participants, including their negligence unless their actions were committed were well beyond normal behavior or their duty/role.

As noted earlier, an 'event' would include organized Club training sessions.

- **Individuals.** Where an incident is caused by a particularly reckless act or omission on the part of the individual they may be held liable – such as for a volunteer, participant or official not following the safety procedures set out by the Club/ Event Organiser. Intent and knowledge will be looked at in determining liability.
- **Other parties.** Depending on the circumstances, there is a duty of care owed by one competitor to another, so an incident caused by reckless disregard for the safety of a fellow competitor could see a competitor being held liable. In other situations, it may be that local authorities, or the police/ security organisations, or suppliers to the event are held liable for their role in an incident, but usually this is in conjunction with the Event Organiser.

Accountability

The Club Chairman has ultimate accountability for the health and safety of all members and staff (which includes volunteers). This is provided for by:

- Demonstrating continuous improvement through a systematic approach to health and safety matters that includes setting specific objectives, systems and programmes in partnership with members/staff and reviewing these regularly (refer [Appendices 1 and 2](#)).
- Documenting and communicating the health and safety policy and holding members/ staff responsible for supporting the policy and related procedures.
- Taking appropriate actions (including disciplinary actions) in the event of unacceptable performance or behaviour, consistent with normal operational practice.
- Incorporating health and safety as an element in job descriptions and as a measurable outcome of an individual's performance appraisal where appropriate.
- Expecting all members/ staff to share the responsibility for meeting the requirements of health and safety legislation and maintaining ongoing accountability through the roles and responsibilities defined below.

The Club Chairman (or delegated individuals) has key responsibilities for developing, implementing and improving the health and safety management system as an integral part of day-to-day operations. These include the following:

- providing leadership and direction in matters of health and safety.
- developing member/ staff commitment to achieving excellent health and safety standards.
- establishing, monitoring and achieving overall health and safety goals and objectives.
- ensuring that all members/ staff receive appropriate induction training, and are involved in the improvement of systems and practices where relevant.
- ensuring any health and safety representatives receive appropriate training (for courses available from the employment relations service, see the website www.acc.co.nz/preventing-injuries/at-work/health-and-safety-in-the-workplace/health-and-safety-representatives/PI00076
- conducting regular health and safety inspections.
- maintaining up-to-date information on changes to health and safety legislation, regulations, codes of practice and standards.
- acting in the capacity of the health and safety representative.
- ensuring any changes to the health and safety manual are distributed to the appropriate people and the manual is kept up to date and is managed as a controlled document.

Health and Safety Meetings

- Health and safety meetings are to be held in conjunction with the regular 'Club Executive' meetings, which takes place on a monthly basis.
- An extraordinary meeting of the Club Executive will be held in the event of a serious harm injury being investigated.
- This Health and Safety manual will be reviewed at least on a two-yearly basis by the

Club Chairman in consultation with the club membership and in conjunction with ACC Safe Workplace self-assessments.

Member Consultation

Members are encouraged to actively participate in all aspects of health and safety.

Where changes to policies are being considered, members will be invited to comment and participate in the consultation process prior to implementation of changes.

References

The Health and Safety in Employment Act 1992 and Amendment

The Health and Safety in Employment Regulations 1995

Other relevant regulations and codes of practice

Tri NZ Health & Safety Manual (Events)

<Club Name> Health & Safety System

The <Club Name> Health & Safety System is made up of the following components:

Ref	Component	Elements
1	An overall Strategy for managing Health & Safety	<ul style="list-style-type: none"> • This Health & Safety Manual • Health & Safety Manual - Events
2	Hazard Management – proactively preventing incidents	<ul style="list-style-type: none"> • Hazard Register – Appendix xxx • Job Safety Analysis sheet – Appendix xxx • Hazard Notification Form – Appendix xxx • RAMS form – Appendix xxx • Daily Threat Analysis form – Appendix xxx
3	Incident Management - recording what has happened to learn from it	<ul style="list-style-type: none"> • Incident Reports – Appendix xxx • Review of H&S and incidents at every Club Committee meeting
4	Giving people the skills they need	<ul style="list-style-type: none"> • Tri NZ Coach Accreditation • Technical Official training • Induction H&S training • Pre-activity briefings

But most importantly these are operating in a **safety-conscious culture**.

Hazard management

Purpose

To further improve the method for systematically identifying, assessing and controlling hazards in the workplace as required by the Health and Safety in Employment Act 1992.

Scope

The procedures apply to all <Club Name> workplace activities. Note separate Hazard Management procedures apply for <Club Name> run sports events (see Tri NZ Health & Safety Manual – Events).

Responsibilities

The Club Chairman is responsible for

- ensuring regular health and safety inspections are conducted.
- maintaining the Hazard Register (refer **Appendix 6A**) including identification and risk analysis.
- working with staff to control identified hazards.
- authorising specialist consultants to be contracted where existing Club Executive competency is not available to identify, eliminate or minimise hazards (for example assessment of Toxic Chemical storage at pool).

All members are responsible for:

- implementing hazard management procedures in their work area.
- contribute to maintaining the Hazard Register (refer **Appendix 6A**) including identification and risk analysis.
- taking all practicable steps to ensure that hazards identified are eliminated, isolated or controlled.
- completing a hazard notification form (refer **Appendix 7**) if a hazard is identified and providing this to the person responsible for the site (who will undertake a full identification and risk analysis and enter details into the hazard register).
- informing others (staff, volunteers, members, visitors and contractors) of any hazards to health and safety which are known to be associated with the work they perform and the steps to be taken to control any such hazard.
- ensuring unsafe acts and unsafe conditions are appropriately addressed.

Procedure

Hazard management steps include:

1. **Identification** – describe the hazard and state the location of the hazard.
2. **Risk analysis** – rate the risk.

3. **Control** – recommend & implement the control measure (eliminate, substitute, isolate, operational controls, administrative controls or use of personal protective equipment).

Detail on these steps will be recorded in the Hazard Register (**Appendix 6A**).

If difficulties are experienced in identifying, eliminating or controlling hazards, the Club Chairman will engage outside resources with appropriate experience.

Hazard management needs to be completed:

- systematically for all areas and processes at regular intervals.
- when an accident occurs; a check is needed to ensure hazards listed and their controls are adequate.
- when a new process, material or piece of equipment is introduced.
- if a new hazard is observed or reported.

New equipment, processes and materials should be selected based on a pre-purchase safety assessment. This ensures there is continuous improvement in safety and minimises the need for retrospective processes such as adapting equipment to suit Triathlon operating conditions.

When new equipment or materials are used, new tasks or processes undertaken, or new personnel are involved for the first time, a “Job Safety Analysis” sheet (Appendix 6B) can be used as part of the hazard identification process.

Definitions

- **‘Hazard’** means an activity, arrangement, circumstance, event, occurrence, phenomenon, process, situation or substance (whether arising or caused within or outside a place of work) that is an actual or potential cause or source of harm. In effect a hazard can be interpreted as anything that can cause harm in terms of human injury or ill health, damage to property, damage to the environment or a combination of all these.
- **‘Hazard Identification’** is the process of recognising that a hazard exists and defining its characteristics.
- **‘Hazard Assessment’** is the overall process of determining whether a hazard is significant.
- **‘Significant hazard’** means a hazard that is an actual or potential cause or source of:
 - Serious harm; or
 - Harm (that is more than trivial) the severity of whose effects on any person depends on the extent or frequency of the person’s exposure to the hazard; or
 - Harm that does not usually occur, or is not easily detectable, until a significant time after exposure to the hazard.
- **‘Harm’** means ‘illness, injury or both’. The term is only used in the context of harm that is more than trivial.
- **‘Serious harm’** is essentially a work-related injury, illness or condition that will result in admission to hospital for 48 hours or more or being off work for more than one week.

Step 1 – Identify hazards

Hazard Identification needs to take place across the whole organisation (Club); members/ staff are actively encouraged to address hazards as they arise within their environment. If they cannot address the hazard themselves then they need to refer it up the chain to their supervisor or Manager.

Hazard Identification Process ²		
1.	Use inspection, audits, walk-through surveys, checklists and available literature to determine hazards	
	<p>Working Environment</p> <ul style="list-style-type: none"> • Area used and its physical condition • Workplace layout • Location of material/equipment and distances moved • Types of equipment used • Energy hazards • Hazards which could cause injury • Characteristics of materials, equipment • Hazards which could cause ill health • Psycho-social environment • Organisation environment 	<p>Human Factors</p> <ul style="list-style-type: none"> • Knowledge and training • Skills and experience • Health, disabilities, fitness • Age and body size • Motivation • Risk perception and value systems • Protective clothing, equipment, footwear • Leisure interests
		<p>Tasks</p> <ul style="list-style-type: none"> • Task analysis • Working postures and positions • Actions and movements • Duration and frequency of tasks • Loads and forces involved • Intensity • Speed/accuracy • Originality • Work organisation
2.	Analyse any 'near miss' (non-injury) accidents that may have been recorded in the incident register or documented in the minutes from health and safety meetings	

As noted above, a Job Safety Analysis sheet (Appendix 6B) can be used to assess any new activities, equipment, processes or material.

Step 2 – Risk analysis

Risk analysis is the process of estimating the magnitude of the risk and deciding what actions to take. Risk Magnitude is assessed using the probability and consequence scales below.

Probability scale

Score	Scale	Frequency of accident or illness
1	Rare	Would only occur in exceptional circumstances,
2	Unlikely	Incident conceivable at some time, but only remotely possible
3	Possible	Could occur at some time, has probably happened in the past.
4	Likely	Will probably occur in most circumstances, known to have happened in the past
5	Almost certain	Expected to occur in most circumstances, regularly occurred in the past

Consequence scale

Score	Scale	Severity of accident or illness
1	Insignificant Injuries	No real injury or illness resulting – e.g. minor bumps, bruises or abrasions
2	Minor Injuries	First aid or minor medical treatment is required – e.g. sprains, strains and cuts
3	Significant Injuries	Injury or illness requiring treatment by a qualified medical practitioner such as a GP or A&E, e.g. fractures, dislocations or wounds needing stitches.
4	Serious Injuries	Life or limb threatening Injury or illness requiring immediate emergency medical assistance (hospitalisation), e.g. multiple trauma in injuries with potential for permanent disablement.
5	Fatality	One or more multiple fatalities are possible.

A risk assessment category (Critical, High, Moderate or Low) for each hazard is compiled by using the chart on the following page. Hazards with the highest rating are given priority.

Risk assessment chart

Consequence	Fatality	5.0	5.0	7.5	10.0	12.5	15.0	17.5	20.0	22.5	25.0
		4.5	4.5	6.75	9.0	11.25	13.5	15.75	18	20.25	22.5
	Serious Injuries	4.0	4.0	6.0	8.0	10.0	12.0	14.0	16	18	20.0
		3.5	3.5	5.25	7.0	8.75	10.5	12.25	14.0	15.75	17.5
	Significant Injuries	3.0	3.0	4.5	6.0	7.5	9.0	10.5	12.0	13.5	15.0
		2.5	2.5	3.75	5.0	6.25	7.5	8.75	10.0	11.25	12.5
	Minor Injuries	2.0	2.0	3.0	4.0	5.0	6.0	7.0	8.0	9.0	10
		1.5	1.5	2.25	3.0	3.75	4.5	5.25	6.0	6.75	7.5
	Insignificant Injuries	1.0	1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
			1.0	1.5	2.0	2.5	3.0	3.5	4.0	4.5	5.0
			Rare		Unlikely		Possible		Strong Possibility		Almost Certain
Probability											

Legend:

Critical	Critical risk; immediate action required
High	High risk; senior management attention is needed
Moderate	Moderate risk; management responsibility must be specified
Low	Low risk; manage by routine procedures

The risk assessment category is entered into the Risk Score column beside the hazard on the Hazard Register form. ‘Significant Hazards’ are identified according to the definition earlier in this section.

Step 3 – Control

Overview

Hazard control is the process of deciding what to do with the hazard once identified and analysed. There is a prescribed hierarchy of six levels of controls with the goal of either eliminating the risk presented by a hazard totally or reducing the risk to an acceptable level. This process is to be used for all Significant Hazards. The aim is to control the hazard as close to the source as possible. Administrative controls and Personal protective equipment should be considered only as "back-up" control measures. They should not be used as long term controls.

Hierarchy of Controls

Note that this has expanded from the previous three levels of Eliminate, Isolate and Minimise.

1. ELIMINATION

Remove the source of the danger entirely. For example, an old kayak could be disposed of to take the risk physically away from the club membership.

If not practical, then.....

2. SUBSTITUTION

Substitution involves replacing hazardous equipment or hazardous work practice with a less hazardous one. Replacing the kayak with a new safer one.

If not practical, then.....

3. ISOLATION

Isolation involves separating the hazard from persons at risk of being injured by it. An example of this could be using lane ropes to isolate an area of the pool that has cracked tile.

If not practical, then.....

4. ENGINEERING CONTROLS

If the hazard cannot be eliminated, substituted or isolated, Engineering Control is the next preferred option. Examples include such things as safety features on the equipment (e.g. bell on lead bike)

If not practical, then.....

5. ADMINISTRATIVE CONTROLS

Administrative controls include the use of danger signs, work practices that reduce the risk such as restricting use of particular equipment to certain people, regular rest breaks for keyboard operators and reduced exposure to noisy machines (by job rotation), supervision and training. Written procedures accompanied by associated training are also considered to be administrative controls.

If not practical, then.....

6. PERSONAL PROTECTIVE EQUIPMENT (PPE)

Personal protective equipment should be considered only when other control measures are not practical, or to increase protection. PPE includes items such as helmets, lifejackets, eye protection, hearing protection, safety footwear, appropriate clothing, and gloves. The provision of PPE must be accompanied by training in its proper use, fitting, cleaning and maintenance.

Monitoring Requirements

If the hazard control uses an approach that minimizes (rather than removes) the risk, then the Health and Safety Act requires monitoring of the employees exposure to the hazard. The criteria for hazard monitoring will be stated in the Hazard Registers with a frequency and person responsible outlined on the register. The Act also requires a review and audit process take place on a regular basis; this is facilitated by the relevant Managers. All hazard controls and registers will be reviewed at least annually.

Selection of the Hazard Control Strategy

There may be a number of options available to control a hazard. The options may have different costs and time frames. In determining which control method to use, consider:

Costs and benefits. There is a balance, and it may not be practical or affordable to eliminate every hazard.

Long term/short term strategies: - Existing resource constraints may require directing an interim strategy which requires higher initial costs or effort until more appropriate processes or facilities are implemented.

References

The Health and Safety in Employment Act 1992 and Amendment.

Incident management

Policy statement

A safe and healthy work environment is fostered through a partnership where all involved combine their efforts and share the responsibility for work-related personal injury prevention and management. Early reporting is essential to this process and <Club Name> has a specific incident reporting and investigation form that must be used in the event of all work injury accidents, non-injury accidents, other incidents and OOS type conditions.

A staff member or volunteer worker injured at undertaking activities for the club who needs medical treatment must also provide <Club Name> with a copy of the completed ACC forms, and, if an employee and time off work is also required, must provide a medical certificate.

Scope

This policy applies to employees, volunteers and members of <Club Name>, including fixed-term, part-time and casual or seasonal staff. Specifically, this includes all coaches, when undertaking coaching.

Purpose

To provide consistent procedures for recording and investigating work-related incidents and accidents and to set out the work-related personal injury claim process.

Responsibilities

To assist <Club Name> in meeting its aims in the prevention and management of work-related personal injury, there are responsibilities for the employer through line managers working in partnership with employees.

The Chairman is responsible for:

- preventing accidents and injury by providing a safe and healthy work environment within their areas of operation.
- taking all practicable steps to see that all employees and members are aware of the accident reporting system, know where to obtain the appropriate form, and report such events when they occur.
- arranging for appropriate first aid and emergency care (or other assistance) where required if an accident does occur.
- for employees ensuring that weekly compensation payments are paid during any period of incapacity.
- acting as the health and safety representative, including liaison with ACC and Worksafe NZ investigation of workplace injury or accident.

All staff and members are responsible for:

- observing any established health and safety procedures that relates to the work performed.
- participating in relevant health and safety training
- accurately reporting and documenting all accidents, incidents and observed hazards to the Chairman.
- obtaining initial medical treatment from a registered treatment provider of his/her choice (this must be a registered medical practitioner if lost time is involved).
- for employees providing a copy of the completed ACC forms and, if lost time is involved, a medical certificate from the registered medical practitioner, to the Chairman.
- for employees reporting non-work injuries resulting in time off to their Manager as soon as possible.

Procedures

Pre-employment injury prevention procedures

The person or agency responsible for recruitment will check information provided as part of the application process to ensure that prospective employees or volunteers have stated that they are physically and medically fit to perform the duties of the position for which they have applied before appointment is finalised.

Record of accident/incident/serious harm

The Incident Form (Appendix xxx) is to be completed as soon as possible.

The Health and Safety in Employment Act also places requirements on employers to record and investigate accidents. "Serious harm" accidents must be reported, in writing, and on the prescribed form, to the Occupational Safety and Health Service (OSH) of Worksafe NZ, within seven days of the event.

The purpose of the investigation procedure is to determine actual causes of an accident/incident and to put in place procedures or controls to minimise the chances of a recurrence.

Notification of work-related⁷ accidents/incidents and how to make a claim

Whenever there is a work-related accident, incident or 'Serious Harm' injury the employee or member must take the following steps:

- Inform the Chairman or Club Executive member as soon as possible after the accident/incident occurs.
- Complete an Incident Form (as above).
- If a paid employee and medical treatment is required and/or there is lost time, the staff member must, in addition to completing the form above, seek treatment from a treatment provider of their choice. (This must be a registered medical practitioner if lost time is involved.) ACC forms will need to be completed. Provide copies of any completed ACC forms (and a medical certificate if lost time is involved) to the Chairman as soon as possible.

Incident reporting investigation

In the event of 'serious harm' or a significant hazard the Chairman must be advised immediately so that Worksafe NZ can be advised and the appropriate forms completed.

The Chairman should:

- ensure receipt of all relevant information (incident form, ACC forms, medical certificates as applicable).
- initiate and carry out an investigation. This must commence within 12 working hours of the event concerned.
- ensure any hazard that is identified as the cause of the event is eliminated, isolated or minimised in accordance with the requirements of the Health and Safety in Employment Act.
- ensure all corrective actions that have been identified are carried out within the specified timeframes.
- review the investigation report to ensure that the corrective actions have been carried out as indicated and to check, if applicable, that significant hazards have been controlled in accordance with the requirements of the Act.
- When events result in 'serious harm', take the following steps:
 - Make sure anyone injured or suspected of injury has received medical attention if necessary.
 - Do not interfere with the accident scene without the permission of an Inspector from Worksafe NZ.
 - Complete the reporting and investigation procedures and take steps to eliminate, isolate or minimise any identified significant hazards. The injured person must also provide a medical certificate from the treatment provider and forward it to the Chairman.
- OOS type conditions may become 'serious harm' and must be reported to Worksafe NZ (via the Chairman) if the following conditions are met:
 - The person is suffering from pain which is significantly more than discomfort, and considers it work related.
 - The person is unable to carry out, or is directed not to carry out, normal duties for a period of more than seven calendar days, irrespective of whether they take sick leave.
 - The person has voluntarily obtained, or been directed to obtain, medical help for the condition.
 - A diagnosis of an OOS type condition that is or could be work related is made by a medical practitioner.

⁷ Affecting the employee.

Definitions

- **'Work-related personal injury'** is a personal injury that the staff member suffers as set out in the Injury Prevention, Rehabilitation, and Compensation Act. This includes a definition of personal injury caused by a work-related gradual process, disease or infection.
- **'Lost time accidents'** are work-related personal injuries that result in more than a day off the job (i.e. the staff member is unable to resume work the day after a personal injury has occurred).

- **‘Treatment provider’** means a registered medical practitioner if time off work is required, or a registered health professional such as a physiotherapist, chiropractor etc. if time off work is not necessary.

References

Injury Prevention, Rehabilitation, and Compensation Act 2001

Privacy Act 1993

Human Rights Act 1993

Health and Safety in Employment Act 1992 and Amendment

Emergency management

Policy

<Club Name> recognises the need to be prepared for emergency situations that may be encountered while at work.

Scope

This policy applies to all <Club Name> full-time and part-time permanent employees, seasonal staff, contractors, volunteers and members.

Responsibilities

The Chairman or other delegated person at an <Club Name> controlled workplace is responsible for:

- acting as the warden for <Club Name>.
- ensuring all relevant staff, volunteers, contractors and members receive emergency preparedness training.
- maintaining emergency supplies of water and provisions in accordance with civil defence requirements.
- maintaining a register of those people who may require special assistance in the case of an emergency requiring evacuation.

All staff, volunteers, contractors and members are responsible for:

- maintaining familiarity with emergency responses and following procedures.
- advising the Chairman or other delegated person of any special assistance that may be required in case of an emergency requiring evacuation (e.g. in case of deafness, physical disability).
- ensuring their own safety if working in the building after hours or alone, by utilising security measures that are available (e.g. doors electronically locked).

Procedures

1. When emergency services are required

- For emergency services dial 111 and ask for the service you require:
 - FIRE
 - AMBULANCE
 - POLICE.
- Stay calm, give your name, details of the emergency, phone number and street address.
- Visitors are the responsibility of the person they have called to see.

2. Fire

Ensure you are familiar with the building evacuation scheme or evacuation procedure.

- **If you discover a fire:**
 - activate the alarm and dial 111.
 - alert people in your area and the nominated warden.
 - do not extinguish the fire unless there is no personal danger to you or anyone else.
 - if time permits and there is no danger, close all doors and windows.
 - evacuate the building following the evacuation procedure or scheme.
 - after evacuation meet at the assembly point.

- **If the fire alarm sounds:**
 - walk quickly to your nearest exit (do not use lifts).
 - make sure any visitors leave the building with you.
 - do not stop to take personal items with you.
 - keep to the left on any stairs.
 - meet at the assembly area and report to the nominated warden.

3. Earthquake

- Keep calm.
- Move away from windows, equipment and shelves that may fall.
- Take cover under solid furniture such as tables and desks.
- Do not try to evacuate until the shaking has stopped.
- Be prepared for aftershocks.

When the shaking stops:

- keep calm and help those who need assistance.
- turn off all electrical sources and gas taps.
- wait for orders from your site warden.
- check for hazards and extinguish any fires if safe to do so.
- evacuate if instructed to do so.
- listen to the radio for civil defence instructions.

If you need to evacuate or the fire alarm sounds:

- use evacuation procedures to leave the building.
- keep together.
- follow any warden's instructions.
- meet at the assembly area.

4. Tsunami as a result of localised Earthquake – Refer to Patrol Operations Manual Section A 4.4

- Initial response follows above 3. Earthquake
- Move away from windows, equipment and shelves that may fall.
- Take cover under solid furniture such as tables and desks.
- Do not try to evacuate until the shaking has stopped.
- Be prepared for aftershocks.

When the shaking stops:

- keep calm and help those who need assistance.
- listen to the radio for civil defence instructions.

When threat is known

- use evacuation procedures to leave the building.
- keep together.
- follow any warden's instructions.
- Proceed to designated green zone
- listen to the radio for civil defence instructions.

5. Flooding (in building, e.g. sprinklers)

- Shut off the power and water and turn off electrical appliances if there is no personal danger to you or anyone else.
- Try to identify the source of the flooding if safe to do so.
- Contact the building manager or most senior Club Executive member on site.
- Prepare to evacuate.

6. Flood (Natural Disaster)

- Shut off the power and water and turn off electrical appliances if there is no personal danger to you or anyone else.
- Move vital records to highest accessible point if safe to do so.
- Notify emergency services.
- Prepare to evacuate.

7. Unwanted visitor

If a person is displaying unusual behaviour:

- keep calm, make no sudden movements.
- do what they ask.
- try to memorise as many details about the person as possible.

- • notify police as soon as it is safe to do so. Leave the phone line open until police arrive.

References

Business Continuity Plan

First aid

Policy statement

<Club Name> has a responsibility to take 'all practicable steps' in providing effective first aid arrangements.

Purpose

To ensure safe and consistent care is taken when first aid may be required in the workplace.

Scope

This policy applies to all <Club Name> employees, volunteers and members.

Responsibilities

The Chairman is responsible for:

- ensuring appropriate first aid supplies are provided at <Club Name> workplaces and in vehicles.
- ensuring that first aid supplies are accessible to employees, volunteers and members at the office and in vehicles.
- ensuring there is a designated first aid representative for <Club Name> controlled offices holding an appropriate first aid certificate or other equivalent qualification.
- ensuring a first aid register form (= incident form) is completed in the event that first aid is rendered

References

The Health and Safety in Employment Act 1992 and Amendment.

The Health and Safety in Employment Regulations 1995.

Guidance Notes on Providing First Aid Equipment, Facilities and Training, OSH, Oct 2000.

Addendum

<Club Name> office first aid supplies:

Minimum contents for workplace first aid kits

- A manual giving general guidance on first aid.
- 20 individually wrapped sterile adhesive dressings (various sizes), appropriate to the type of work.
- 2 sterile eye pads.
- 2 individually wrapped triangular bandages.
- 6 safety pins.
- 6 medium-sized, individually wrapped sterile unmedicated wound dressings, about 12 cm x 12 cm.

- 2 large sterile individually wrapped unmedicated wound dressings, approximately 18 cm x 18 cm.
- 1 pair of disposable gloves.
- 1 resuscitation mask.

Note: Pain relief should not be included in first aid kits. Special provision for treating allergic reactions should be the responsibility of the person with the allergy.

Information, training and supervision

Policy statement

<Club Name> recognises the responsibility of the employer to promote a safe and healthy workplace. Employees (including volunteers) and the general membership need to actively participate in workplace health and safety and require information, training and supervision to support safe workplace practices.

Purpose

To ensure that employees (including volunteers) and members are provided with adequate information, training and supervision on health and safety matters.

Scope

This policy applies to all <Club Name> employees (including volunteers) and members.

Responsibilities

The Chairman is responsible for ensuring that all employees, volunteers and members receive:

- a relevant induction to health and safety in the workplace (refer checklist, **Appendix xxx**)
- where appropriate a copy of this Health and Safety Manual.
- an opportunity to gain familiarity with <Club Name> policies and procedures.
- any additional training that is required as a result of specific work activities or requirements.
- any protective clothing or equipment required for the activities they will undertake.

The Chairman is responsible for ensuring that all employees, volunteers and members receive:

- opportunities to contribute to health and safety.
- notification of all health and safety meetings.
- an opportunity to attend ongoing training in relation to health and safety relevant to the organisation and responsibilities.

All employees, volunteers and members are responsible for:

- following instructions of those in charge (e.g. Coach, event organiser).
- as necessary completing an induction process including reading relevant policies and procedures and undertaking training as directed.
- reporting hazards.
- using and caring for protective equipment or clothing provided by the club.
- cooperating with the monitoring of workplace hazards and employees' health (with permission).
- reporting work-related injuries or ill health.

- not undertaking work that is unsafe.
- not interfering with an accident scene.

References

The Health and Safety in Employment Act 1992 and Amendment

Triathlon Event Safety

Triathlon NZ H&S Manual - Events

<Club Name> is firmly committed to running safe Triathlon events, and has developed a separate Event Safety procedures to cover this aspect of operations.

APPENDICES

Appendix 1: Checklist for review of the Health & Safety Manual

Health & Safety System	Policy components	Review date
Employer commitment to health and safety	<ul style="list-style-type: none"> • Outline of Health and safety programme (objectives) • Employer commitment including employer and employee responsibilities • Volunteers • Health and safety committees • Acknowledgment of and cross-reference to relevant legislation • Quality systems that support health and safety such as internal audit 	
Hazard identification and management	<ul style="list-style-type: none"> • Hazard identification process and risk analysis • Managing hazards • Stress at work • Occupational Overuse Syndrome prevention • Manual handling guidelines • Smoke-free workplace • Forms for hazard identification and analysis 	
Accident reporting and management	<ul style="list-style-type: none"> • Definitions of accident and serious harm • Procedures for investigating and recording accidents • Making claims • Rehabilitation – employer commitment to vocational rehabilitation programmes and early return to work • Forms for recording accidents and investigations 	
Emergency planning and readiness	<ul style="list-style-type: none"> • First Aid • Disaster management (fire, earthquake, flood) • Management of an unwanted visitor, bomb threat 	
Employee information, training and supervision	<ul style="list-style-type: none"> • Induction process & training • Employee responsibilities • Ongoing training and staff development • Cross-references to employer commitment 	
Employee involvement	<ul style="list-style-type: none"> • Employee participation • Cross reference to health and safety committees 	
Contractors and visitors	<ul style="list-style-type: none"> • Definitions • Processes to ensure safety while on-site • Responsibilities 	
Event management	<ul style="list-style-type: none"> • Health and safety off-site • Responsibilities and functional relationships with other stakeholders • Checklists managing risk – event management 	

Appendix 2: Checklist for ACC Safe Workplace Preparation Audit

Checklist to assist in preparation for the ACC Safe Workplace Audit to be used in conjunction with the Self-Assessment Guide (ACC1663)

Questions	Response	Follow-up required? (when & who by)
Who is your H&S Representative?		
Has this person had recent training in H&S? (specify what and when)		
Do you have a visitors' book or other mechanism for monitoring and ensuring visitor safety?		
Do you have a contractors' book or other mechanism for monitoring & ensuring contractor & staff safety?		
Do you provide information to visitors & contractors of hazards & emergency procedures? (How is this done?)		
Do you obtain information from contractors about hazards they may be bringing on-site?		
Do you have a qualified first aid person? (When does their First Aid Certificate expire?)		
Do you have first aid supplies? (Are they current & complete?)		
Have you identified hazards?		
Do you have a hazards register? (Is this regularly updated?)		
Have you had any expert assistance to identify or mitigate hazards?		
Have you had any incidents & accidents?		
Have incidents & accidents been recorded?		
What action has been taken as a result of incidents & accidents?		
Have you had regular H&S meetings? (If yes, how often?)		
Are there minutes of these meetings including who attended & action plans where applicable?		
Have you circulated any material relating to H&S in staff newsletters or emails over the past year?		
Have you any staff who are union members?		
Have staff been informed that they are able to have a representative or union representative assist them in relation to the H&S matters?		
Have staff participated in the review of any policies or procedures relating to H&S?		
Do you set yearly objectives for H&S?		

Do you have a management plan of how these objectives will be achieved?		
Have you undertaken a review of objectives to monitor progress toward achievement?		
Do you have copies of H&S inspections of equipment (e.g. of fire extinguishers) /fire drills etc?		
Do you have a fire warden? (If yes, has this person had fire warden training?)		
Do you have reference material available to staff and H&S matters in addition to any policies and procedures?		
Is there an orientation or induction process for new staff that includes H&S?		
Are H&S responsibilities assigned to managers or the H&S Representative written into the job description of those people?		
Are H&S responsibilities included in the performance review of staff?		

Appendix 3: Risk Analysis Management System

Club Training Session / Event RAMS Form

RISKS Accident, Injury, other forms of loss	<ul style="list-style-type: none"> • Death – Drowning • Injury – Cuts, Abrasions, Soft Tissue, Fractures • Stings • Missing person • Hypothermia • Sunburn • Loss of Confidence 		
CAUSAL FACTORS Hazards, Perils, Dangers	People	Equipment	Environment
	<ul style="list-style-type: none"> • Swimming unsupervised. • Inadequate Supervision. • Inappropriate Ratios. • Unconscious – from blow to head or medical condition. • Out of depth. • Separated from equipment. • Boundaries not clearly set. • Sunscreen not applied. • Peer/ Adult pressure. • Activity wait times too long. • Conflicting users (e.g. kite surfers). 	<ul style="list-style-type: none"> • Equipment not maintained. • Faulty or damaged. Equipment. • Incorrect use of equipment. • Throwing of equipment. • Inappropriate swimming attire. 	<ul style="list-style-type: none"> • Rips/ holes/ currents/ sandbars. • Shore break/ big surf. • Changeable/ unpredictable conditions. • Windy conditions. • Cold wind and or rain. • Cool/ hot temperatures. • Cool sea temperature. • Stinging jellyfish. • Broken glass. • Rocks. • Hot sand. • Pollution/ poor water quality.
RISK MANAGEMENT STRATEGIES Normal Operation	<ul style="list-style-type: none"> • Ensure water safety ratio is adhered to at all times (1:5) • Buddy System. • Supervisors to be fully briefed on roles/ responsibilities. • Surveillance carried out regularly throughout activities. • Supervisors to be well informed of any medical conditions or special supervising needs of participants. • Emergency Signal system in place. • Participants briefed on 'Assistance Required' signal. • Emergency Stop signal in place and briefed to all. • Activity wait time kept to a minimum. • Opportunities for participants to withdraw (supervised) from activities if cold. • Activities kept a safe distance from conflicting users. 	<ul style="list-style-type: none"> • All equipment to be well maintained. • Hazards explained to students. • Correct use of equipment explained and restricted to those authorized to use it.. • Compulsory use of safety equipment and leashes. • Whistles checked regularly. • Swimming attire restricted to swimming togs only (wetsuits in cold conditions). • Warm Clothes and shelter available. • Sun block meets SLSNZ guidelines and is applied at required intervals. 	<ul style="list-style-type: none"> • Area to be safe for relevant activities. • Depth of water to be appropriate for participants. • Area to be clearly defined by supervisors. • Supervisors to have appropriate experience and equipment. • Water quality to be tested if there are any concerns.

Daily Threat Analysis Form

Location _____

<p>Group Name: _____</p> <p>Person in charge: _____</p> <p>Instructors: _____</p> <p>_____</p> <p>_____</p> <p>Experience Level : _____</p> <p>_____</p>	<p>Date: _____</p> <p>_____</p> <p>No. of Participants : _____</p> <p>_____</p> <p>No. of Supervisors : _____</p> <p>_____</p>
<p>Medical Conditions Present: Yes/ No</p> <p>Description of Medical Conditions: _____</p> <p>_____</p> <p>_____</p> <p>Special Needs Consideration</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Participant/ Supervisor RATIO FOR ACTIVITIES:</p> <p>_____</p> <p>_____</p> <div style="border: 1px solid black; padding: 5px; margin-top: 20px;"> <p>Land Based = 20 : 1 Water Based = 5 : 1 This ratio does not include instructors.</p> </div>
<p>Checklist Environmental Conditions</p>	
<p>WEATHER AM TIME: _____</p> <p>Conditions: _____</p> <p>Clear / cloudy / rain Burn Time: _____</p> <p>_____</p> <p>Wind Direction: _____</p> <p>_____</p> <p>Heavy / medium / light</p> <p>Onshore / offshore</p> <p>Continuous/ intermittent</p>	<p>WEATHER PM TIME: _____</p> <p>Conditions: _____</p> <p>Clear / cloudy / rain Burn Time: _____</p> <p>_____</p> <p>Wind Direction: _____</p> <p>_____</p> <p>Heavy / medium / light</p> <p>Onshore / offshore</p> <p>Continuous/ intermittent</p>

Forecast: Fine / cloudy/ rain / storm	Forecast: Fine / cloudy/ rain / storm
BEACH AM TIME: _____ Circle if applicable: Streams/ rivers / Stormwater Outlet Level: Low / medium / high Debris/ rubbish/ pollution _____ Beach Inspected: Activity areas clear Yes/ No	BEACH PM TIME: _____ Circle if applicable: Streams/ rivers / Stormwater Outlet Level: Low / medium / high Debris/ rubbish/ pollution Beach Inspected: Activity areas clear Yes/ No
SEA AM TIME: _____ Tide: High/ Medium/ Low Incoming/ Outgoing Surf Size in metres: _____ Shorebreak Yes/ No Rips/ holes / current Yes / No _____ Sea debris / Pollution: _____	SEA PM TIME: _____ Tide: High/ Medium/ Low Incoming/ Outgoing Surf Size in metres: _____ Shorebreak Yes/ No Rips/ holes / current Yes / No _____ Sea debris / Pollution: _____

EQUIPMENT CONDITIONS:			
INTERNAL	CONDITION OF:	HAZARDS	MANAGEMENT OF HAZARD
		Yes / No	
		Yes / No	
		Yes / No	
EXTERNAL			
		Yes / No	
		Yes / No	

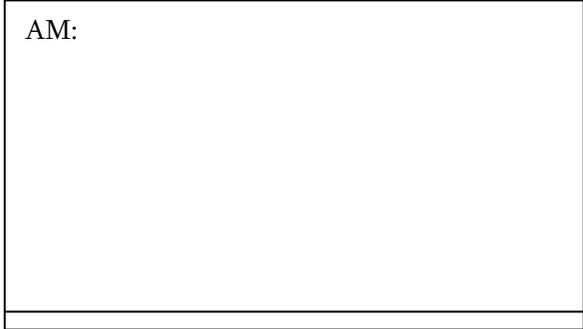
EXTERNAL – PUBLIC RELATED

Do other groups / individuals or animals enter into activity zones at times? Yes/ No

Management of Situation: _____

ACTIVITY AREAS: show total activity area in relation to clubhouse or delivery facility

AM:



OTHER COMMENTS:

Signed:
Person in Charge:

Signed:

Appendix 4: First aid register

Clubs should be using the standard 'Incident Report form' as their record of first aid activity at the club.

Only in exceptional circumstances should anything else be needed.

If for some reason an Incident Report form was not available, the following basic information should be recorded:

Name (of patient):	
Role/ activity being undertaken:	
Date of treatment:	
Time of treatment:	
Person giving first aid:	
Incident Report completed by:	
Nature of injury:	
Treatment provided:	

Appendix 5: Hazard Register

Location: _____

<Club Name> Controlled Site: Yes / No

Hazard Identification and Analysis					Action		
Hazard/ Task	Risk Score. with no controls	Significant (Yes/ No)	Controls Required (incl existing) <i>(Eliminate, Substitute, Isolate, Engineering controls, Admin controls, PPE)</i>	Risk Score after controls	Person Responsible	Monitoring Required (Who & When)	Review & Audit (Who & When)

Risk Category

Critical	Critical risk; immediate action required
High	High risk; senior management attention is needed
Moderate	Moderate risk; management responsibility must be specified
Low	Low risk; manage by routine procedures

Hazard Register EXAMPLE

Location: <Club Name & Location>

<Club Name> Controlled Site: Yes

Hazard Identification and Analysis					Action		
Hazard/ Task	Risk Score. with no controls	Significant (Yes/ No)	Controls Required (incl existing) <i>(Eliminate, Substitute, Isolate, Engineering controls, Admin controls, PPE)</i>	Risk Score after controls	Person Responsible	Monitoring Required (Who & When)	Review & Audit (Who & When)
Quad Bike	13.5	Yes	4. Engineering – Roll bar fitted to quad.	4.5	Equip Officer	Equip Officer Continuous	Club Chair Annually July
			5. Administrative –Only licensed and trained operators allowed to use it.	4.5	Equip Officer	Equip Officer Continuous	Club Chair Annually Dec
			6. PPE – Helmet and shoes to be worn at all times (no jandals or bare feet).	6.0	Patrol Captains	Patrol Captains Continuous	Club Chair Annually Dec
IRB	10.5	Yes	5. Administrative –Only licensed and trained operators allowed to use, or if in training then under direct supervision of a trained instructor.	7.5	Equip Officer	Equip Officer Continuous	Club Chair Annually Dec
			6. PPE – Helmet and lifejackets to be worn at all times.	6.0	Equip Officer	Equip Officer Continuous	Club Chair Annually Dec
Lifting & Manual Handling	9.0	Yes	2. Substitution – Keep lifting loads to a manageable weight and use two people for heavier loads that can't be broken down or more people as required.	4.5	All Members	Equip Officer Continuous	Club Chair Annually Dec

Risk Category

Critical	Critical risk; immediate action required
High	High risk; senior management attention is needed
Moderate	Moderate risk; management responsibility must be specified
Low	Low risk; manage by routine procedures

Appendix 6: Job Safety Analysis Sheet

This worksheet is to be used when undertaking tasks for the first time, when new equipment, processes or materials are used or when new staff are involved.

Location: _____

Date: _____

Person in charge: _____

Task Description:

Site Safety Check- What Hazards Exist?:(see page 2 for detailed rating)

Has the Hazard Register been referred to for this task? Yes or No (please circle)

What Control Procedures are Required?:

Is any PPE Required?: Is so, please specify.

Are all staff involved suitably experienced, trained, qualified or supervised to carry out the controls? Yes or No (please circle)

New Hazards Identified

New Hazard	Risk Score with no controls	Significant (Yes/ No)	Controls <i>(Eliminate, Substitute, Isolate, Engineering controls, Admin controls, PPE)</i>	Risk Score after controls	Monitoring Required? <i>(if Yes – by who & when)</i>	Hazard Register Updated? <i>(by who and when)</i>

Risk Category

Critical	Critical risk; immediate action required
High	High risk; senior management attention is needed
Moderate	Moderate risk; management responsibility must be specified
Low	Low risk; manage by routine procedures

Appendix 7: Hazard notification form

Any person who identifies a hazard should complete this form, for example a new hazard that is not entered into the hazard register or an existing hazard that has been entered into the hazard register that has not been correctly managed to eliminate or mitigate risk.

Hazard Notification Form			
Your name:	Date: Hazard Observed	Location of Hazard:	Notification to:
Description of hazard including significance in your opinion:		Any immediate action taken to mitigate: (please describe)	Your recommendations to control or eliminate the hazard:
Signature of person notifying this hazard:			
Health and safety representative report including analysis and action taken:			
Date this form completed:			
Date entered into the hazard register:			
Signature of health and safety representative:			

Appendix 8: Workplace Health & Safety Induction checklist

Topic	Information Provided	Received & Understood
Overview	Organisation philosophy on Health & Safety	
Processes and Procedures	Organisation Health & Safety Manual	
Incident Reporting	Forms and processes.	
First Aid	First Aid room and equipment	
Orientation	<p>Walk around to identify particular H&S aspects of the workplace, including</p> <ul style="list-style-type: none"> • Organisation chart – key contacts. • Parking and access/ security. • Equipment storage and use. • Hazardous substances/ storage. • Safety signs and emergency procedures/ exits. • Fire safety equipment. • Communications equipment (radios/ phones) with emergency contacts. • High risk areas/ unique risks in the environment. • Personal Protective Equipment. • Instruction sheets. 	
Training Programme	<p>Identify any training needs, e.g.</p> <ul style="list-style-type: none"> • Manual Handling. • Vehicle use. • Other Equipment use. • PPE. 	

I certify that all the items above, including regulations, policies and other rules and conditions in effect at this time have been explained to me by _____ and that I understand the information given to me.

Name of inductee (please print)		
	Signed:	Date:
Name of Inductor (please print)		
	Signed:	Date:

Appendix 9: <Club Name> Operating Locations

<Club Name> 'Controlled' Locations

Personnel	Location	Address

<Club Name> personnel operating in non-<Club Name> controlled locations

Personnel	Location	Address	Location Controller

Appendix 10: 2015 Health and Safety Reforms

Below is a table prepared by Sport NZ which highlights the key elements of the proposed new legislation and the major changes.

Topic	Health and Safety in Employment Act 1992	Health and Safety Reform Bill
Effective date	1 April 1993	Submissions closed 9 May, Select Committee due to report back 29 May 2015, likely to be implemented late 2015 – but no later than 1 July 2016.
Application to volunteers	Applies to volunteers doing work on an ongoing and regular basis and the work is an integral part of the business. <u>Does not apply to volunteers participating in a fund-raising activity, providing assistance with sports or recreation, providing assistance with activities for an educational institution, or providing care for another person in the volunteer's home.</u>	A volunteer means a person who is acting on a voluntary basis, whether or not they receive out-of-pocket expenses. See some scenarios at: http://www.business.govt.nz/worksafe/about/reform/7-volunteer-scenarios Note this is an area that may be subject to change following the Select Committee review.
Application to other workers	Applies to a person (not an employee) who is in a place of work for on-the-job training or work experience. Also applies to loaned employees.	Will apply to a wider range of 'workers' including volunteers. Note this is an area that may be subject to change following the Select Committee review.
General duties of employers	Take all practicable steps to ensure the safety of employees while at work.	An officer of a person in control of a business or undertaking (PCBU) must exercise due diligence to ensure that the PCBU complies with that duty or obligation. Officers include members of a Board as well as the Chief Executive Officer (or equivalent) and Chief Operating Officer (or equivalent).
Hazard management	Employers to ensure that there are effective methods to identify, assess, control and investigate hazards.	Similar intent to current legislation.
Information, training & supervision	Employers to provide the results of health monitoring to employees where a hazard cannot be eliminated, and provide them with training and supervision in the hazards, safe work practices, and protective clothing and equipment.	Similar intent to current legislation.
Non-employees	Employers shall take all practicable steps to ensure that no action or inaction of any employee while at work harms any other person.	Similar intent to current legislation.

People who control places of work	Take all practicable steps to ensure that people in the vicinity of the place of work are not harmed by any hazard. <u>Includes people who are in the vicinity of the place solely for the purpose of recreation or leisure. Also includes employees, contractors, sub-contractors, and people who have paid to be there or to undertake an activity there.</u>	A person in control of a business or undertaking (PCBU) has a primary duty of care to ensure the health and safety of all 'workers' and other persons.
Self-employed people	Take all practicable steps to ensure that no action or inaction of theirs while at work harms themselves or any other person.	Similar intent to current legislation.
Principals	Take all practicable steps to ensure that no employee of a contractor or sub-contractor is harmed while doing any work.	A person in control of a business or undertaking (PCBU) has a primary duty of care to ensure the health and safety of all 'workers' and other persons.
Suppliers	Take all practicable steps to ensure that supplied plant is designed, made, maintained and installed so that it is safe for any known, intended, or reasonably expected use.	Similar intent to current legislation.
Employees	Take all practicable steps to ensure their own safety and that no action or inaction of theirs while at work harms themselves or any other person.	Similar intent to current legislation.
Employee participation	Every employer must provide reasonable opportunities for their employees to participate effectively in ongoing improvement of health and safety in the employees' place of work.	Similar intent to current legislation.

The information above is of a general nature and will not address specific individual circumstances. For more information and updates go to: <http://www.business.govt.nz/worksafe/about/reform/reform-bill-update>

Appendix 11: Secondary Policies

These policies are still part of ensuring duty-of-care in Health & Safety legislation, however they are less relevant for Triathlon Clubs.

Occupational Overuse Syndrome Prevention Policy

Policy statement

Occupational Overuse Syndrome (OOS) is a collective term for a range of conditions (including injury) characterised by discomfort or persistent pain in muscles, tendons and other soft tissues. Every case of OOS has the potential to be classified as a significant hazard because the condition may cause 'Serious Harm'. Therefore, the risk factors for OOS need to be controlled by eliminating the hazard if at all possible, or else by isolating or minimising the hazard.

Scope

This policy applies to all members/ staff of <Club Name> doing work for the club.

Purpose

To provide systems and procedures for proactively managing the risk factors that may contribute to a range of occupational overuse type conditions.

Responsibilities

The Club Chairman is responsible for:

- taking all practical steps to ensure that there is compliance with the *OSH Code of Practice (COP) for Visual Display Units*⁴
- ensuring all members/ staff at risk attend an OOS awareness training session in their first month of employment and as may be required.
- encouraging members/ staff to report any club work-related pain to the Chairman as early as possible.
- ensuring the club work environment of any staff/ member who does develop symptoms is monitored and all practicable steps are taken to remedy any deficiencies.
- facilitating an early return to work for any staff/ member who has been absent through an OOS-related injury where possible.

Members/ staff are responsible for:

- reading the OOS awareness information and attending training where required.
- adjusting club workstation equipment to maintain a comfortable body position.
- taking breaks away from the club workstation and practising micro-pauses as appropriate.
- reporting early symptoms to the appropriate person in the <Club Executive> (preferably before visiting a doctor).
- participating in an early return to work programme if applicable.

Procedures

Pre-employment procedures

<Club Name> will seek to establish if the prospective Members/ staff suffers from any gradual process injury that the particular job may aggravate or contribute to, by checking the statement on any application form or asking them before they commence the activity.

⁴ Laptop computers should not be chosen for continuous use at work unless they are plugged into a conventional monitor and/or keyboard.

Existing staff/ volunteer workers

- Individuals should adjust their own workstation to maintain a comfortable working position, vary tasks, practise micro-pauses and take other breaks. They must report any problems to the Chairman, who in turn may request a full workstation assessment from a properly trained Workstation Assessor. The Workstation Assessor will work with the individual to recommend changes or adjustments, and will provide a brief summary of findings to the individual and Chairman. (An example of a workstation assessment form is provided in **Appendix 3**.)
- Early warning symptoms should not be ignored in the hope that the pain will go away. If discomfort during work activities persists for more than a few days the following actions should be taken. By taking these steps individuals will be making important decisions about stopping the symptoms from worsening and developing into a possibly serious and long-term condition.

Standards

Approved Code of Practice for the Use of Visual Display Units in the Place of Work; Guidelines to the Selection and Purchase of Workstation Furniture and Equipment.

Definitions

The Health and Safety in Employment Act defines **Serious Harm** (in part) as “a condition that amounts to or results in permanent or temporary severe loss of bodily function”.

References

The Health and Safety in Employment Act (1992) and Amendment

The current *Approved Code of Practice for the Use of Visual Display Units in the Place of Work* published by the OSH service of the Department of Labour

Guidelines to the Selection and Purchase of Workstation Furniture and Equipment

The Accident Reporting and Rehabilitation Policy

Record of Accident/Incident/Serious Harm

Smoke-free working environment policy

Policy statement

It is a requirement of the Smoke-free Environments Act 1990 that all employers have a written policy on smoking for all areas occupied by the employer and frequented by employees.

<Club Name> recognise that the use of tobacco and smoking presents a health hazard that can have serious implications for both the smoker and the non-smoker and that smoking habits may have life-long adverse consequences. <Club Name> supports a safe and healthy environment.

Scope

This policy applies to employees, members and visitors to <Club Name>

Purpose

This policy was developed to meet the requirements of the Smoke-free Environments Act 1990 and the Smoke-free Amendment Act 2003 and is based on the following principles:

1. Everyone is entitled to a smoke-free environment in all the areas normally used for work.
2. Everyone who does not smoke, or who does not wish to smoke in their place of work, must, as far as is reasonably practicable, be protected from tobacco smoke in their place of work.
3. The implementation of this policy depends on everyone responding courteously to the desire for a smoke-free environment.

Responsibilities

The Chairman is responsible for:

- The maintenance of smoke-free signage.

Procedure

Smoke-free buildings:

Smoking in buildings is prohibited as it endangers the safety of others, creates an unhealthy environment and causes damage to property.

In the event that an employee or member chooses to smoke, a designated area, such as a sheltered balcony outside of the premises, should be used.

Passive smoking:

Smoking is permitted in outside areas, provided others are protected from smoke drift and passive smoking by the smoker keeping their distance from people, and opening windows and doors within their close proximity.

Complaints:

Complaints regarding smoking and suggestions or complaints regarding a smoke-free environment should be brought to the attention of the Chairman.

References

Smoke-free Environments Act 1990

Smoke-free Amendment Act 2003

Stress at work

Policy statement

<Club Name> recognise the responsibility of the employer to actively reduce and manage stress in the workplace. Stress may arise from both personal and organisational sources.

<Club Name> clearly has a degree of control only over the latter, and these guidelines provide a framework for stress management in the workplace.

Background information for employees

Every day, individuals are confronted with a variety of demands or 'stressors'. These may arise from either personal sources e.g. ill-health, marital discord, family problems, financial uncertainty, or from institutional sources e.g. work overload or underload, role conflict, lack of control, physical environment. Stressors produce a biochemical response in the body which prepare the body to do what is essential during a stressful situation (in preparation for fight or flight).

The stress response is highly functional and can lead to elevated performance, through constructive and creative responses, increased and well-directed energy, improved morale and motivation, and increased efficiency and effectiveness. Where an individual is exposed to demands that are too intense, frequent or chronic, the stress response can create unhealthy, destructive outcomes, e.g. cardiovascular disease or depression.

There are wide individual differences in the way we each respond to stressors, and therefore the optimum stress load that maximises performance varies by individual and by task. (The Yerkes-Dodson Law refers to the fact that performance increases with increasing stress loads up to an optimum point, and when the stress load becomes too great, performance decreases.)

Some common signs of stress in individuals are:

- headaches, feeling tired, or having difficulty sleeping.
- worrying a lot, feeling anxious and tense for no explained reason.
- having difficulty concentrating, finding it hard to make decisions.
- lower level of confidence, making mistakes, forgetting things.
- feeling impatient and irritable, drinking more alcohol, smoking more.

Organisational stressors can be grouped into four categories:

- Physical – the physical environment in which one works, e.g. temperature, office design, noise, lighting etc.
- Task – the nature of the work itself, the specific activities assigned to the employee, e.g. reception, budget management.
- Role – the expectations that others have of one's role and its function within the organisation, e.g. conflicting or ambiguous expectations.
- Interpersonal – the social, personal and working relationships that exist.

Scope

This policy is applicable to all employees (including volunteer workers).

Purpose

- To assist all employees to understand the causes of stress, and work together in ways that encourage positive responses to work demands.
- To enable employees to identify indicators or symptoms of stress and to assess the extent to which they or other individuals are responding positively or negatively.
- To encourage managers and employees to seek information and early assistance in managing their own stress in a constructive way.
- To provide information and advice regarding the causes and impact of stress in the work situation, and offer some ways for managing stress positively.
- To have procedures for dealing with negative stress or distress effectively.

Responsibilities

The Chairman is responsible for:

- facilitating training and information for those in positions of responsibility in effective management practices and styles, covering the nature of stress, and promoting responsible prevention and rehabilitation attitudes towards it as determined by the Chairman.
- providing up-to-date and accessible information on stress.
- adjusting the physical environment, the workload, task design, pacing of work and work schedules to alleviate significant stress/distress for an individual, in full consultation with the individual concerned.
- making free specialist counselling available for staff.

Prevention

- allow employees to participate in collaborative decision-making.
- allow employees to exercise as much autonomy and control as is practical.
- provide training to enable work to be done most effectively.
- provide accurate, fair and prompt feedback on performance
- consider job design, job descriptions and performance targets with the aim of reducing unnecessary stressors.
- consult with employees to identify stressors in the workplace.
- Promote activities that make the workplace healthier, more stimulating and more fun.
- Carefully match people to jobs by considering their individual skills, capabilities and needs.

Early intervention

- Act immediately if an employee seems overly stressed.
- Explore whether their stress is in any way job related, discuss ways of alleviating it in the short term initially, and then focus on the sources of stress to consider long-term solutions.
- Short-term solutions could include sharing tasks amongst other staff, taking leave, or

adopting flexible or reduced hours.

- Long-term solutions should aim to eliminate or minimise the cause of stress where possible – the preventative strategies outlined above should be used.
- All employees are responsible for (where applicable):
- managing your time and realistically prioritising tasks.
- taking regular, necessary breaks during the day.
- taking your annual leave.
- taking leave accrued as time in lieu as soon as practicable.
- not working excessively long hours.
- discussing with your manager the issues that are causing you stress, along with any suggested solutions.
- seeking advice and help from others – talk to partners, friends, colleagues, a professional counsellor or your manager if possible.

References

The Health and Safety in Employment Act 1992 and Amendments.

Manual handling

Purpose

To provide a starting point for the identification, assessment, prevention and control of the hazards and risks associated with manual handling in the workplace.

Scope

The policy is applicable to all employees and members.

Responsibilities

The Chairman is responsible for:

- identifying the manual handling tasks that are likely to be a risk to health and safety, re-assessing the risks on a regular basis, taking steps to control those risks, and reviewing the effects of controls. The code of practice for manual handling provides a method that can be used to analyse such tasks in order to establish the healthiest and safest ways of preventing harm to staff members.
- providing information and training for staff and members about the hazards they are exposed to or that they may create and what controls are in place.
- Staff and members are responsible for:
- taking all reasonable and necessary precautions for their own health and safety, (and that of others), when carrying out manual handling tasks
- being familiar with current accepted best practice for manual handling, including use of equipment.

Definitions

The Code of Practice for Manual Handling published jointly in June 2001 by OSH and ACC defines manual handling as:

“any activity requiring a person to lift, lower, push, pull, carry, throw, move, restrain, hold, or otherwise handle any animate, or inanimate object”.

Sources of further information

Information relating to manual handling can be found in the following:

Code of Practice for Manual Handling OSH (Department of Labour and ACC)

Manual Handling Hazard Control Record (Worksheet, OSH and ACC)

Manual Handling: A Work Book (Department of Labour)

Helpful Advice on Managing Your Acute Low Back Pain (ACC)

Active and Working (National Health Committee and ACC)

Acute Low Back Pain Management (National Health Committee and ACC)

Rehabilitation policy

Policy statement

<Club Name> is committed to initiating vocational rehabilitation programmes whenever appropriate for work-related personal injury (all employees) and for non-work personal injury (excludes contracted staff who fall outside the definition of 'employee'). The aim is to assist optimum recovery, early return to work and resumption of normal lifestyle without undue delay. The benefits of rehabilitation are greatest when the process is begun as soon as possible.

Employees are expected to participate fully in their own rehabilitation programme which will be established through a consultative approach. The injured person is entitled to support, advice and representation from their nominated representative⁸. Medical information will be obtained with formal consent from the staff member and will be treated confidentially.

Purpose

Through planned rehabilitation, to manage proactively the early return of employees to as normal a life as possible, having regard to the consequences of the personal injury.

The Chairman is responsible for:

- identifying suitable alternative duties, where possible, to enable an early return to work for the staff member.
- confirming that a rehabilitation plan is established, if appropriate, following a lost time accident.
- monitoring the staff member's progress towards recovery and the suitability of the alternative duties and/or rehabilitation programme.
- taking steps to see that appropriate levels of confidentiality are maintained consistent with the principles of the Privacy Act 1993.
- reviewing health and safety management after a critical event, or if there is a change in work procedures or health and safety policy.
- acting as the health and safety representative and person responsible for liaison with ACC on behalf of your organisation.
- Employees are responsible for:
- participating in an appropriate rehabilitation programme, including a return to work programme which requires alternative duties or partial hours.
- providing ongoing medical certificates to the Chairman.

Rehabilitation procedure

Early return to Work for full-time and part-time employees

A staff member who has experienced work-related personal injury and who has taken time off to recover will be supported in a return to work as early as possible and in accordance with medical advice. This involves a partnership between the staff member and the Chairman, medical treatment providers and others as appropriate in the circumstances. At any stage the staff member can choose to be accompanied by a representative or support person. An early return to work may involve a modification of the person's working environment, alternative duties for a temporary period, and/or changes to the normal hours of work.

Medical information

The staff member must give a copy of their completed ACC forms, or medical certificate, from the treatment provider (this must be a registered medical practitioner if lost time is involved), to the Chairman.

The medical certificate will state the staff member's capacity or incapacity for work and specify a date for review (second visit) by the treatment provider. Selected or restricted activities may also be specified for a certain period of time. If the injured person is off work for more than seven consecutive days then they must provide a medical certificate confirming they are 'fit for work' to the Chairman.

Capacity to work and the provision of alternative duties

The provision of suitable alternative duties is an essential part of rehabilitation. Alternative duties are aimed at providing appropriate and productive work while a staff member rehabilitates to his/her former role. This is a proactive approach to enable a staff member to return to work as quickly as possible and maximise the chances of full recovery.

The Chairman, in consultation with others as appropriate, will try to identify suitable alternative duties after considering:

- the nature and severity of the illness/injury.
- the medical information provided and the restrictions imposed by treatment providers.
- the previous work undertaken by the staff member.
- the predicted timeframe for rehabilitation (if known).

Regular review

The Chairman will review the rehabilitation programme in consultation with the staff member at regular intervals (usually every two weeks) involving others as appropriate. Where uncertainty exists about the suitability of duties being performed or where the progress of a staff member is slower than anticipated, the Chairman will seek additional professional assistance as appropriate.

Alternative placement or permanent disablement

Where at any point it becomes clear that a staff member will be unable or is unlikely to return to former duties as a result of work-related personal injury, <Club Name> will explore the possibility of suitable alternatives with the employee.

When an employee's personal injury is so severe as to prevent him/her returning to their former position and all available options have been fully explored, then termination of employment will be considered in accordance with the relevant employment contract.

Definitions

- **'Rehabilitation'** means a process of active change and support with the goal of restoring the staff member's health, independence and participation to the maximum extent practicable. It comprises treatment, social rehabilitation and vocational rehabilitation.
- **'Rehabilitation plan'** means an individualised rehabilitation programme to facilitate the early and safe return of the staff member to the same or equivalent duties as those previously performed on a long-term basis.

- **‘Alternative duties’** are early return to work interventions. They may include alternative work, or other forms of action appropriate for the staff member. These duties are a temporary modification of the employee’s work tasks. They must not aggravate the personal injury or delay healing, must be compatible with the business of the organisation, and be subject to regular review. A staff member may be fit for alternative duties from the occurrence of the personal injury, or when improvement has occurred following a period of being unfit for work.
- **‘Serious harm’** means resulting in a condition that amounts to or results in permanent loss of bodily function, or temporary severe loss of bodily function and/or any harm that causes the person to be hospitalised for a period of 48 hours or more.

References

Injury Prevention, Rehabilitation, and Compensation Act 2001

Privacy Act 1993

Human Rights Act 1993

Health and Safety in Employment Act 1992 and Amendment

Visitors on site (including contractors)

Policy statement

<Club Name> is firmly committed to the provision of a safe and healthy workplace for contractors, sub-contractors and visitors in accordance with its Occupational Health and Safety Policy and with its duties under the Health and Safety in Employment Act 1992, and related legislation and regulations. In meeting these requirements <Club Name> seeks to:

- ensure that contractors and subcontractors work in a healthy and safe manner and are not harmed (or do not cause harm to others) while working on {organisation name} premises.
- promote measures to prevent injury and illness by insisting on safe methods, safe equipment, proper materials and safe practices at all times.
- ensure that all visitors are not harmed while on <Club Name> controlled premises.

Responsibilities

<Club Name> staff or Executive members are responsible for:

- ensuring details of any specific hazards that may be relevant to the visitor and/or contract worker are provided to the visitor and/or contractor.
- advising the contractor on miscellaneous matters, such as how to activate the fire alarm, the location of fire extinguishers and first aid assistance, escape possibilities, and where and to whom the contractor should report in case of an emergency situation, or an accident.
- advising visitors of any hazards and evacuation procedures in case of an emergency.
- maintaining a record of visitors and contractors on the premises and providing the contractor or any unescorted visitor with suitable identification/access card. Where <Club Name> operates in a building controlled by another organisation then ensure the policies on visitors and/or contractors that apply to the building are followed.
- ensuring there are strategies for on-site communications for contractors (e.g. site meetings).
- ensuring visitors are escorted by a staff or Club Executive member at all times (unless they have been issued with a visitor ID or access card) to ensure their safety and wellbeing and assist that person if required should the building need to be evacuated.
- The contractor is responsible for:
- providing details of any hazards that they will be bringing onto the site or any hazards that may be created as a result of the nature of the work being undertaken, together with how these hazards will be mitigated.
- ensuring the contractor's employees have received the safety training required for the specific job, including protocols for issuing keys or entry to restricted areas.
- providing and using emergency and personal protective equipment they may require.

The visitor is responsible for:

- acting on the instruction of <Club Name> staff or Executive member in the case of an emergency.
- advising of any special assistance that may be required in case of an emergency

requiring evacuation.

References

The Health and Safety in Employment Act 1992 and Amendment

The Health and Safety in Employment Regulations 1995

The Fire Safety and Evacuation of Buildings Regulations 1992

Visitors, and Contractors, Registers