

## **Health and Safety Risk Management Policy**

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## Policy statement and principles

### What

This policy outlines NZ Police principles for, and the approach to, managing risks to our workers and others as defined by the [Health and Safety at Work Act 2015](#) (HSWA).

### Why

NZ Police must comply with the [Health and Safety at Work Act 2015](#) (HSWA). The following sections of [HSWA](#) inform this operational policy:

- **Section 30 Management of Risks** - This requires [PCBUs](#) to eliminate risks to health and safety, so far as reasonably practicable and if it is not reasonably practicable to eliminate risks to health and safety, to minimise those risks so far as reasonably practicable.
- **Section 36 Primary duty of care** - This requires [PCBUs](#) to ensure, so far as reasonably practicable, the health and safety of workers at work for the [PCBU](#), workers whose activities are directed or influenced by the [PCBU](#) and other persons, from work carried out as part of the conduct of the business or undertaking.

The [Health and Safety at Work \(General Risk and Workplace Management\) Regulations 2016](#) have further requirements around the maintaining and review of control measures to mitigate risk.

### How

Health and safety risks can be managed by following a four-step process (WorkSafe 2017):



**Note:** A more detailed description of this process is described after the roles and responsibilities section of this policy.

## Terms and definitions

| Term                                                    | Definition or explanation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Control measure                                         | A way of eliminating or minimising risks to health and safety.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Hazard                                                  | Something (an activity, circumstance, event, substance, or behaviour) with potential to cause harm.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Health and Safety Risk                                  | The likelihood that a hazard will cause harm in combination with the consequence of injury, damage or loss that might occur.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Critical health and safety risk                         | Risks with the greatest credible potential to kill or cause life-threatening or life-altering injuries or illness. This includes risks with a low likelihood of occurrence.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Hierarchy of controls                                   | If a risk cannot be eliminated, a <u>PCBU</u> must then minimise the risk so far as reasonably practicable.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Reasonably Practicable (Section 22 of <u>HSWA</u> 2015) | <p>What is or was reasonably able to be done to ensure health and safety taking into account and weighing up relevant matters including:</p> <ul style="list-style-type: none"> <li>- the likelihood of the risk concerned occurring or workers being exposed to the hazard</li> <li>- the degree of harm that might result</li> <li>- what the person concerned knows, or ought reasonably to know, about: <ul style="list-style-type: none"> <li>- the hazard or risk</li> <li>- ways of eliminating or minimising the risk</li> </ul> </li> <li>- the availability and suitability of ways to eliminate or minimise the risk</li> <li>- after assessing the extent of the risk and the available ways of eliminating or minimising the risk, the cost associated with available ways of eliminating or minimising the risk, including whether the cost is grossly disproportionate to the risk.</li> </ul> <p>Control measures can only not be implemented where cost is grossly disproportionate.</p> |
| Risk Assessment                                         | A formal process of identifying hazards, assessing the risk they generate and then either eliminating or controlling (minimising) the risk.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |

## Roles and responsibilities

| Role                                   | Responsibility                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| All workers                            | <ul style="list-style-type: none"> <li>- Follow all reasonable instructions to manage risk by using controls identified by the organisation and your own work group.</li> <li>- Report emerging risks to line manager.</li> <li>- Request support from Health and Safety representatives if a known risk is not being managed at a local level. Follow escalation pathways (see <a href="#">H&amp;S Committee TenOne page</a> for details).</li> </ul> |
| Work Group Lead                        | <ul style="list-style-type: none"> <li>- Create, maintain and review regularly (annually), a risk register related to your work group as each work group will have role specific risks.</li> <li>- Engage with workers when assessing work risks and how to manage those risks.</li> <li>- Provide guidance and support to workers in managing health and safety risks (e.g. <u>SOP</u>'s, SWMS etc).</li> </ul>                                       |
| District Health and Safety Advisor     | <ul style="list-style-type: none"> <li>- Support workgroups in undertaking risk assessments, task analysis and any other risk identification tools which enable completion of a risk register.</li> <li>- Remind workgroups to review risk registers annually or if there is a major incident which shows controls are not effective.</li> </ul>                                                                                                       |
| Safer People Group                     | <ul style="list-style-type: none"> <li>- Owner of this operational policy</li> <li>- Ensure NZ Police remain aware of current and emerging health and safety risks, including critical risks.</li> <li>- Provide analysis of best practice and innovation to inform ongoing improvements in Critical risk management.</li> </ul>                                                                                                                       |
| National Health and Safety Committee   | <ul style="list-style-type: none"> <li>- Provide support to workgroups who have escalated a health and safety risk which has not been able to be resolved at a local level.</li> </ul>                                                                                                                                                                                                                                                                 |
| Health and Safety Advisory Group       | <ul style="list-style-type: none"> <li>- This advisory group ensures the application and administration for prioritising our verification activities to address material risk to Police, and to establish a way to prioritise recommendations made and robust reasoning for rejecting recommendations.</li> </ul>                                                                                                                                      |
| Police Executive Dedicated H&S Meeting | <ul style="list-style-type: none"> <li>- This governance group includes all Officers of the PCBU and approves overarching Wellness and Safety systems and content, including organisational policy and process and procedures relating to wellness and safety. Monitors strategic indicators of critical risk management performance and progress towards strategic goals; and seeks assurance in relation to necessary corrective actions.</li> </ul> |

# 1. Plan: assess risk and identify control measures

## Identify and assess risk

Health and safety risk identification and assessment within Police occurs under three scenarios:



Core operations refers to all types of regular and expected work (i.e. business as usual), where risks are understood and procedures and training are in place.

Event response refers to work that is conducted with a limited time horizon in response to an unplanned event, where risks are specific to the event and adaptive procedures and training may be required.

Dynamic refers to the nature of work that requires continuous scanning and adjustment for changing risk conditions.

Several methods are used within Police to identify and assess health and safety risks:

| Proactive methods                                                                | Reactive methods                                |
|----------------------------------------------------------------------------------|-------------------------------------------------|
| <a href="#">Staff observation</a>                                                | <a href="#">Operational debrief*</a>            |
| <a href="#">Line-up/pre-start meeting/check</a>                                  | <a href="#">Health and safety event review*</a> |
| <a href="#">Operational planning - health and safety risk assessment process</a> | <a href="#">Health monitoring results*</a>      |
| <a href="#">Task safety analysis</a>                                             |                                                 |
| Safety inspection                                                                |                                                 |
| <a href="#">Critical risk verification programme</a>                             |                                                 |
| Supplier/contractor's instructions                                               |                                                 |
| Updates to industry standards                                                    |                                                 |

### Staff observation

The training, planning, and briefings prior to operations will have prepared staff to identify and manage the anticipated risks during deployment. [TENR](#) is a decision-making process that supports the timely and accurate assessment of information directly relevant to the safety of Police and others. Staff also operate within a [command and control](#) framework that supports dynamic risk management through effective communication and decision-making.

Staff must be aware that when they encounter a new or unanticipated risks, or one that holds levels of risk beyond their capacity to safely manage, they will need to **pause, reassess, and call for support**. It is important at this point to engage with the appropriate level of support to assess and manage the risk. A [Safety Officer](#) could help facilitate the engagement of support if one was appointed during the operational planning phase.

Staff are encouraged to consider their colleagues' health and safety by reporting the unanticipated risks they observe by using a [Hazard and Risk Notification Form](#) or by reporting a [near miss incident](#).

## Line-up/pre-start meeting/check

Police has several methods for staff to identify health and safety risks immediately prior to engaging with a job or operational task:

- Operational briefing
- [Safer People line up videos](#)
- Pre-op vehicle checks
- Pre-op equipment checks

## Operational planning - health and safety risk assessment process

The planning phase is essential to effective risk management.

The [Hazard and Risk Register - National](#) is a general assessment of health and safety risks that apply to core operations. Each site/workgroup should develop a customised register that identifies applicable risks and the appropriate corresponding safety control measures.

Please consult with a [Health and Safety Advisor](#) for guidance on completing a [risk assessment](#).

Event response requires greater attention to identifying risks because unfamiliar risks are more likely to be encountered. Risk identifications begins with the *safety first* and *appreciation* components of the [command and control](#) process. A [Safety Officer](#) may be appointed to provide safety oversight for work activities, operations, scenes, and emergency responses to minimise harm to Police and other persons.

## Types of risk

### Critical risk

An assessment of risk should align with the [Critical Risk Programme](#) whenever any of our top health and safety risks are identified. This collaborative programme was established by Safer People to ensure we're doing all we can to keep our people safe from hazards and risks that can seriously harm or kill people.

### High-risk activities

Police are involved in many high-risk work activities, which have the same potential outcomes as our organisational critical risks. Here are some examples of these high-consequence, low-frequency events:

- Risks associated with flooding and swift water rescue
- Risks associated with response to potential suicide, such as high places or toxic chemicals
- Intense fire and toxicity risks of electric vehicle (EV) batteries
- Electrical hazard incidents at cannabis grow operations.

Application of [TENR](#) in such situations will signal the less obvious and atypical high-consequent risks, at which point specialist/expert support should be engaged. Examples of specialist support include SAR, FENZ, and a [Health and Safety Advisor](#).

## Health and safety risk types

While TENR is an important tool to assess potential harm, timely and effective planning will partner it with [health and safety risk assessment tools](#) that will capture the full range of risk types:



| Risk type            | Examples                                                                                                                                                                      | Health/injury consequence                                                                                                                                          |
|----------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Physical environment | Working at height<br>Machinery and equipment<br>Noise volumes<br>Electrical/power<br>Trips, slips and falls<br>Extreme heat and cold temperatures                             | Head/spinal injury, death<br>Fractures, lacerations, death<br>Hearing loss<br>Shock, burns<br>Musculoskeletal injury (sprains/strains)<br>Heat stroke, hypothermia |
| Biological           | Blood and bodily fluids<br>Air born infectious disease<br>Bacteria, mould, bites                                                                                              | Illness<br>Infection                                                                                                                                               |
| Hazardous substances | Hazardous chemicals (toxic, carcinogenic, sensitising, corrosive, irritants)<br>Dust<br>Fumes (diesel/petrol)<br>Asbestos                                                     | Lung disease<br>Dermatitis<br>Burn<br>Cancer                                                                                                                       |
| Job design/process   | Ergonomics<br>Manual handling<br>Repeated, sustained awkward movements<br>Shift work<br>Inadequate training and supervision<br>Unsuitable equipment<br>Hours and pace of work | Musculoskeletal disorder/injuries<br>Fatigue<br>Burnout                                                                                                            |
| Psychosocial         | Violence and aggression<br>Bullying<br>Excessive work demands                                                                                                                 | Stress<br>Depression<br>Anxiety<br>PTSD                                                                                                                            |

## New Risks

Regular review of health and safety risk assessments should include a scan for new risks, which may be introduced into the workplace in the following ways:

- new technology or equipment
- modified equipment
- new or modified facilities or protective security requirements

- change in process
- introduction of projects or trials
- new workers or contractors
- societal changes in attitude
- working from home.

Where there is significant change proposed, which may impact the work done, the workplace, the equipment used, or new designs proposed, then health and safety must be considered prior to implementing any change:

- What new or emerging risks have been identified?
- How can these risks be controlled to ensure no harm comes to workers and others as a result of the change?

It is recommended that when a new hazard is identified, the workgroup affected should seek advice from subject matter experts, health and safety specialists, and the workers that may be impacted by any change to ensure the associated risk is managed so far as it reasonably practicable. Those who do the work must be involved as their expertise can provide clarity on whether control measures will work.

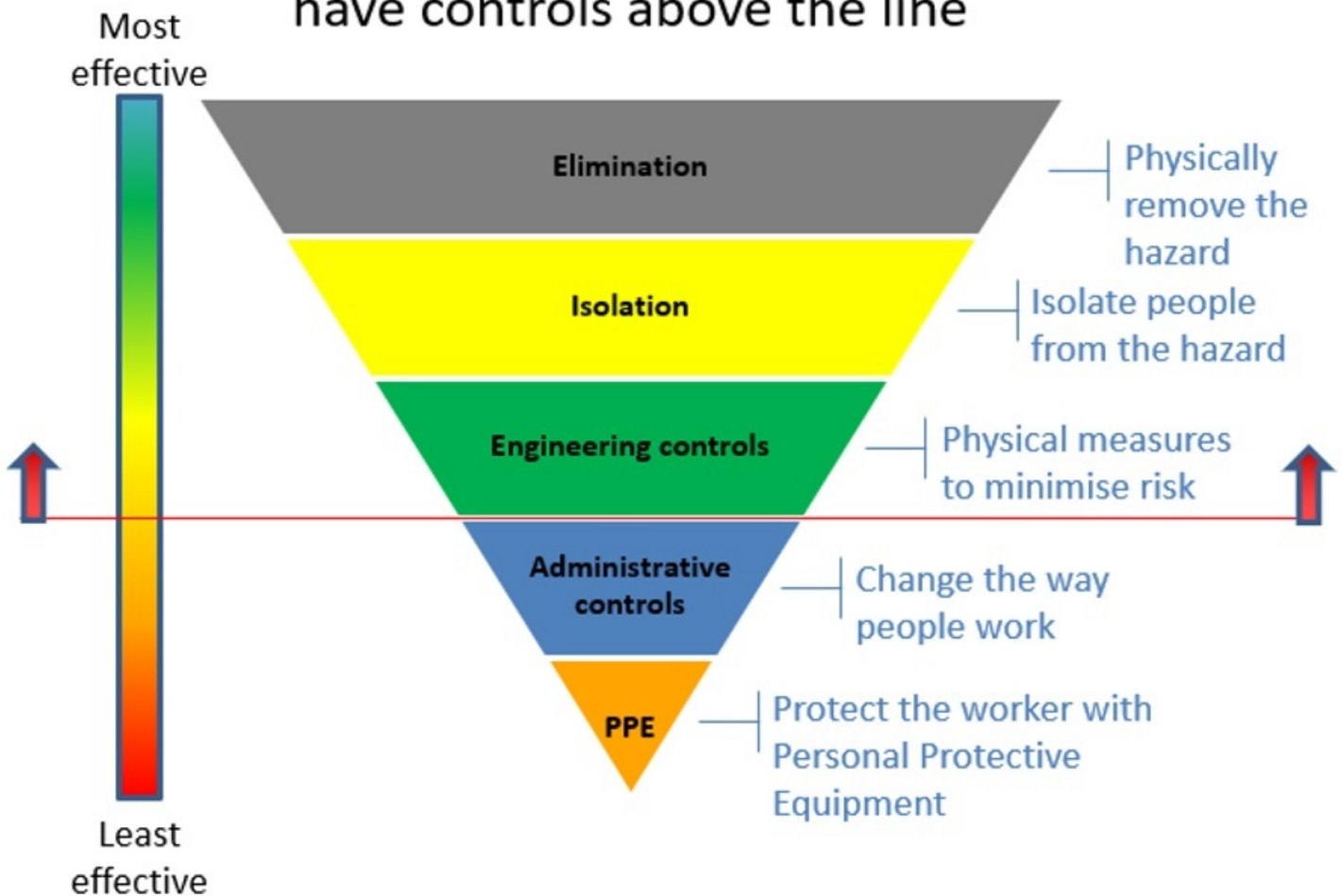
## **Identify control measures**

Controls are those things that are used to minimise a risk when the risk cannot be eliminated. The first step is to try and eliminate the risk. If this is not reasonably practicable to do, the risk is minimised so far as reasonably practicable.

The below hierarchy of controls shows the most effective to least effective control mechanisms. Controls above the yellow line are the most effective.

## Hierarchy of controls

For critical controls the aim is to have controls above the line



When using the hierarchy of controls to minimise risk, you first take one or more of the following actions that are the most appropriate and effective, taking into account the nature of the risk:

- substituting with a lower risk activity or substance e.g. substituting a hazardous chemical with a non-hazardous option.
- isolating the hazard/preventing people from coming into contact with it e.g. spit hoods, Perspex barriers in vehicles.
- applying engineering control measures e.g. cell design, barriers, extraction ventilation, fitting guards to machinery

If, after applying these higher order control measures a risk remains, you minimise this by putting in place administrative control measures.

Finally, if a risk still remains, you minimise the remaining risk by ensuring the provision and use of suitable personal protective equipment (PPE).

PPE is only used when other control measures alone can't adequately manage the risk. PPE should not be the first or only control measure considered and WorkSafe expects you to give preference to other control measures that protect multiple at-risk workers at once.

### **Types of control measures**

This table provides examples of different types of control measures.

| Action                                    | What is this?                                                                                                                                                                                                                                                                        | Example                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Eliminating                               | Removing the sources of harm e.g. equipment, substances or work processes                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>- Removing a trip risk or getting faulty equipment repaired.</li> <li>- Prefabrication of components to eliminate cutting (to eliminate risks from airborne contaminants, vibrations and noise).</li> <li>- Using non-toxic glue instead of a toxic glue.</li> <li>- Using water-based paint instead of solvent-based paint.</li> </ul> |
| Substituting                              | Substituting (wholly or partly) the hazard giving rise to the risk with something that gives rise to a lesser risk (e.g. using a less hazardous thing, substance or work practice).                                                                                                  | <ul style="list-style-type: none"> <li>- Buying quiet plant, equipment and vehicles.</li> <li>- Using methods that produce less vibration (e.g. using a cut off saw instead of an angle grinder).</li> </ul>                                                                                                                                                                   |
| Isolating/preventing contact              | <p>Isolating the hazard giving rise to the risk to prevent any person encountering it (e.g. by separating people from the hazard/preventing people being exposed to it).</p> <p>Isolation focuses on boxing in the hazard or boxing in people to keep them away from the hazard.</p> | <ul style="list-style-type: none"> <li>- Fitting screens or putting up safety barriers around the hazard for example:</li> <li>- Perspex barriers in I Car's, spit hoods.</li> <li>- Well-designed cells in custody units and prison escort vehicles.</li> </ul>                                                                                                               |
| Using engineering control measures        | Using physical control measures including mechanical devices or processes.                                                                                                                                                                                                           | <ul style="list-style-type: none"> <li>- Modifying tools or equipment or fitting guards to machinery.</li> <li>- Using extraction ventilation to remove harmful substances.</li> </ul>                                                                                                                                                                                         |
| Using administrative control measures     | <p>Using safe methods of work, processes or procedures designed to minimise risk.</p> <p>It does not include an engineering control measure, or the wearing or use of personal protective equipment.</p>                                                                             | <ul style="list-style-type: none"> <li>- Call on appropriately trained specialist workgroups (e.g. STG, FENZ) to perform tasks that involve working at height.</li> <li>- Having emergency plans and evacuation procedures in place.</li> <li>- Having exclusion zones so workers don't unnecessarily go near noisy or dangerous equipment or tasks.</li> </ul>                |
| Using personal protective equipment (PPE) | Using safety equipment to protect against harm. <u>PPE</u> acts by reducing exposure to, or contact with, the hazard.                                                                                                                                                                | <ul style="list-style-type: none"> <li>- Using safety glasses, overalls, gloves, helmets, respiratory gear and earmuffs associated with jobs such as handling chemicals or working in a noisy environment.</li> <li>- <u>PPE</u> is the least effective type of control and should not be the first or only control measure considered.</li> </ul>                             |

## 2. Do: Implement control measures

As soon as possible after you have made a decision as to what the most effective control measures are, you should:

- implement the control measures (e.g. install engineering control measures, put in place administrative control measures or PPE, change work procedures, processes or equipment, document your safe work procedures, and/or make changes to the work environment or facilities), sign off a training document if required
- ensure your workers know about the potential risks, what the control measures to manage the risks are and why it's important to use them, and how to apply them
- review and update your emergency procedures/plan if needed.

### **3. Check: monitor performance of control measures**

Control measures should remain effective, be fit-for-purpose, be suitable for the nature and duration of the work and be implemented by workers correctly.

Monitoring the performance of control measures will show you if your control measures are working effectively.

Data to show effectiveness of control measures can be gathered by reviewing near miss and incident reports, completing critical risk verification and monitoring results of health monitoring.

## **4. Act: take action on lessons learnt**

All policies, processes and systems should have a regular review date and a review/audit process to check that they're being followed and are still fit-for-purpose.

Review incidents and near misses to identify their causes and what you need to change to prevent them from happening again.

Talk to your workers on an ongoing basis to check if the control measures are effectively eliminating/minimising work risks.

Use the results of your ongoing worker conversations, reviews/audits, investigations and workplace/worker health monitoring to help you to continually improve the effectiveness of the control measures.

## Resources and references

- [Safer People](#)
  - [Health and Safety at Work Act 2015](#)
  - [Health and Safety at Work \(General Risk and Workplace Management\) Regulations 2016](#)
  - [WorkSafe NZ \(2017\). Identifying, assessing and managing work risks, Quick Guide](#)
-