

RCG Safety Manual



Image: RCG – Little River, Banks Peninsula, Canterbury Region

Photo Credit: Keith Reid, Downer

Contents

.....	4
Purpose, Scope, and Benefits	4
Process Maps	5
Flowchart processes	5
These have been prepared in the SIPROC format, showing the activity/action for	5
CIP H&S Documents.....	5
Leadership, Policy, Planning and Review.....	7
Duty of Care	7
RCG Commitment	7
RCG H&S Principles	8
RCG H&S Document Structure.....	8
RCG_H&S_Manual_V1.0	1

Location of Documents	9
Legal Requirements	9
H&S Policy	11
Leadership & Accountability	11
Participation and Consultation	12
Communication of H&S Information	13
Roles & Responsibilities	14
Annual Planning	17
Performance Reporting & Measures	18
Reporting Structure	18
Routine Activities	19
Change Management.....	19
Emergency Situations	20
H&S Meetings	20
Safety Walks – Board	21
Safety Walks – Functional Leads.....	21
I-Auditor	22
Risk Management	22
Reporting & Communication	22
RCG High-Risk Standards.....	23
Identification of Risks.....	24
Risk Management - Contractors	24
Assessing the Risk	25
Implementing Controls	25
RCG Top 8 Risks.....	26
Monitoring & Review of Controls	26
Risk Reporting	27
Particularly Hazardous Works (Notifiable Works).....	27
Visiting Site.....	28
Permit to Work	28
PPE	30
Incident Management and Investigation.....	31
Incident Classification	32
Incident Review and Action Closure	32
Reporting Timeframes	33
Reporting to Regulators.....	34
Preserving the scene.....	34
RCG_H&S_Manual_V1.0	2

Investigations	35
Investigation Timeframes	35
Shared Learnings.....	36
Trend Analysis	36
Injury Management	36
Seeking medical treatment & ACC.....	37
Contractor Management	39
Contractor Life Cycle.....	39
Work Scope	39
Pre-qualification and Assessment.....	40
Contract Awarded & Engagement	41
Prior to work starting.....	41
Pre-start meeting.....	42
During Contract and Monitoring.....	42
Review.....	43
Contractor Performance Review	43
Records	43
RCG – Document Responsibility Matrix.....	44
Incident Management.....	44
Contractor Management	45
Risk Management	45
Information, Training and Supervision	47
Assurance / Audit.....	48
Policy / Planning.....	48
Emergency Management.....	48
Information, Training and Competency.....	49
Induction	49
Annual Re-induction	49
Identify Training Needs.....	49
Training	49
Training - Competency.....	50
Trainer Selection	50
Supervision.....	51
CG will Licensing/ Certification	51
RCG H&S Working Group	51
Composition.....	52
Terms of Reference.....	52
RCG_H&S_Manual_V1.0	3

Meetings	52
Promotion of RCG Working Group	53
Working Group Initiatives	53
Emergency Management.....	56
Emergency Procedures & Approved Evacuation Scheme	56
Emergency Equipment & Resources including First Aid.....	56
Wardens.....	57
Drills	57
Means of Escape Monitored.....	57
Audits and Assurance.....	59
SERCO audits – external annual.....	59
Project Site Audits.....	60
CIP Audit.....	60
H&S Management System Review	61
Post contract review	61

Purpose, Scope, and Benefits:

The Rural Connectivity Group (RCG) Health and Safety (H&S) management system is a framework and set of tools that RCG uses to keep all workers safe from the risks inherent in our business activities.

The Board and RCG Senior Leadership Team (SLT) support a continuous improvement approach to all aspects of the business, including health and safety.

The activities being undertaken by the Rural Connectivity Group Project can be broken into two phases of activities: build and operations. Each of these two phases will have a different risk profile, operational management, and contractual requirements.

The management system and associated procedures apply to RCG employees, visitors, and contractors at all RCG sites and places of work during the build and operations phase. Any variations will be identified during the review process.

RCG will maintain an effective and efficient management system to manage safety and health. The continuous improvement and assurance aspects included in the management system will ensure the system remains fit for purpose with changes communicated to workers through regular team meetings.

NB: Excluded from this management system are the documentation and procedures to manage the safe construction of the Build sites. Responsibility and documentation ownership for these is with the Contractor.

The benefits of having a H&S Management System include:

- Co-ordination of health and safety protocol across the business
- Reduction of risk through consistent processes and procedures
- Baseline of current H&S standards, capturing and sharing continuous improvements
- Effective management of contractor network

During the construction of the build site and through ongoing operations, it is imperative the company ensures the H&S Practices are:

- safe
- reliable
- efficient

Process Maps

To support workers' understanding and to ensure consistent H&S protocol, the business has created a series of flowcharts. These are included in the appendix.

Flowchart processes:

- H&S Induction
- Training & Learning
- Emergency Preparedness – Office
- Risk Management
- Incident Reporting – Actual/Potential Medical Treatment or Higher
- Incident Reporting – Actual/Potential First Aid Injury or Lower
- Contractor Management
- Site Shut Down – Work Site
- Site Shut Down – Office
- Monitoring and Auditing

These have been prepared in the SIPROC format, showing the activity/action for:

- Suppliers – who/what provides the input
- Inputs – the items required to drive/feed into the process step
- Process – the actual work to do
- Outputs – the item/s that the process creates
- Customers – Recipient of the items/outputs
- Requirements – Important information

And can be found here: [RCG SIPROC Flowcharts](#)

CIP H&S Documents

Under the Network Infrastructure Project Agreement (NIPA), RCG is undertaking work on behalf of Crown Infrastructure Partners (CIP) and is required to build network infrastructure for the rural community and manage ongoing operations.

Under this Agreement CIP stipulates:

- Working to a CIP approved Project Safety Management Plan (adhering to CIP template)
- Provision of monthly H&S performance reports
- Communication of notifiable events to WorkSafe NZ and investigation of findings

RCG must use the following template as part of NIPA:

- Project Safety Management Plan

Leadership, Policy, Planning and Review

Duty of Care

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	All Workers	H&S Team

Duty of Care is the responsibility or the legal obligation of a person or organisation to avoid acts or omissions (which can be reasonably foreseen) likely to cause harm to others.

All workers, contractors, and visitors have a responsibility for health and safety.

A duty of care exists when someone's actions and decisions could reasonably be expected to affect other people.

If your role requires others to be reliant on you and your actions, then it will generally be the case that you owe them a duty of care.

Everyone working for RCG must be clear about the nature of the care or support they are providing. Failure to exercise care in any given situation may lead to foreseeable injury that could have been avoided if due care was taken.

RCG Commitment

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	All Workers	H&S Team

To ensure our people are safe and healthy at work

To achieve this:

- Anyone can stop work if they think something is unsafe
- Everyone is accountable for achieving H&S goals
- H&S is a priority in all activities
- Our decisions support our commitment to health and safety
- Risk Management processes are applied
- We work with our workers, communities, visitors, and contractors to develop robust H&S systems
- We are proactive in identifying H&S improvements.

Link to relevant documents	RCG Safety Policy
----------------------------	-----------------------------------

RCG H&S Principles

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	H&S Team

RCG Values:

- Trust – ourselves and each other
- Respect – Being open-minded and tolerant of others, and their points of view
- Integrity – Being transparent and honest even when decisions are hard to make, and taking responsibility and focusing on the outcomes
- Pride – Enjoying what we do and having a sense of achievement

RCG has the following H&S guiding principles, to support the RCG values, and to achieve a safe and healthy workplace:

- Open communication and engaging workers in health and safety improves ownership and safety outcomes
- Providing sufficient time and resources for work to be undertaken safely
- Consistently and continuously improving our health and safety systems
- Unsafe acts and conditions are never acceptable
- All our people are empowered to prevent and correct unsafe acts and conditions
- No one will be directed to do anything that they genuinely believe is unsafe
- Everyone is responsible for ensuring no other person comes to harm
- All workers will be fit for work and unaffected by drugs or alcohol

Link to relevant documents	RCG Safety Policy
----------------------------	-----------------------------------

RCG H&S Document Structure

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	H&S Team RCG Working Group

RCG's Health and Safety Management System is comprised of documents providing guidance, outlines, responsibilities, and references to achieve the business objectives for managing risk to its workers and providing a safe and healthy workplace.

In addition, SERCOs provide information using their own templates for review and acceptance.

- Any deviations from the RCG H&S Management System needs to be approved by the RCG CEO.
- Forms can be modified as long as intent, within reason, is maintained and a risk management approach is supported, and modifications are approved by the RCG H&S Team

The RCG H&S Management System is supported by the RCG SharePoint page, which provides further information and details on how business is conducted within RCG: e.g., document control, corrective action management (CAM), procurement etc

The hierarchy of documents within the H&S Management System:

Directors Responsibility	H&S Board Charter
	H&S Policy
Leadership (Management) Responsibility	H&S Management System
	Risk Assessment
	Legal and other requirements
Operational Responsibility	Operational H&S: <ul style="list-style-type: none"> • Procedures • Worker engagement, participation & communication • Risk registers and assessments Training, supervision • Monitoring/audit programmes • Contractor management • Emergency management • Injury management
Everyone's Responsibility	Day to day operations: <ul style="list-style-type: none"> • Safe practices • Safe equipment • Safe workplace

Location of Documents

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Manager	RCG Working Group

All active H&S processes, documents and templates are located on the RCG SharePoint page/H&S folder. Inactive/archive documents are located on the RCG SharePoint Page/H&S folder/Subheading/Archive folder.

The RCG H&S SharePoint site and contents are owned by the RCG H&S Team.

Review of H&S documentation, including the H&S Management System, will be completed annually, or following a significant event and managed through the Routine Calendar. Variances to this are identified in the RCG Document Control Register.

Link to relevant documents	Managing Documents at RCG
----------------------------	---

Legal Requirements

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	H&S Team

There is a range of Health and Safety Acts, Regulations, Guidelines and Codes of Practice the business needs to comply with.

Where documents are developed to manage specific risks and/or meet specific legislative requirements, appropriate references shall be made within the document to raise awareness and compliance levels, where possible.

RCG will maintain and monitor relevant legislation updates and develop plans to assess and achieve any required changes to RCG documentation.

WorkSafe NZ	http://www.business.govt.nz/worksafe
Australia/New Zealand Standards	http://standards.co.nz/
New Zealand Legislation	http://www.legislation.govt.nz/

Key Legislation relevant to RCG operations -

Act:

- Health and Safety at Work Act 2015 (HSWA)
- Civil Aviation Act 1990 (CAA)

Regulations:

- Health and Safety at Work (General Risk and Workplace Management), 2016
- Health and Safety at Work (Worker Engagement, Participation and Representation), 2016
- Health and Safety at Work (Asbestos), 2016
- Health and Safety at Work (Hazardous Substances), 2017
- Electrical Safety Regulation, 2010

The following sources of guidance are arranged below as a compliance hierarchy according to the degree of strict compliance that the courts require.

Level 1	Health and Safety at Work Act 2015	Strictly Applied
Level 2	Regulations made under the Act	Strictly applied without evidence of an alternative practice being as effective
Level 3	Approved codes of practice	Applied by the courts as evidence of good practice
Level 4	Standards	May be accepted by the courts as evidence of good practice
	WorkSafe Guidelines	

	Industry publications, and best practice documents	
	Manufacturers' information, SDSs, manuals, etc.	

H&S Policy

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG Working Group

The H&S Policy is a statement of RCG's intent and commitment to health and safety:

- The H&S Policy is also required to be available on the H&S noticeboard and communicated as part of the induction process (new starter and refresher).
- The policy will include a date and be managed and reviewed through the RCG document control process.

The Policy will be:

- Reviewed annually or after a critical event/significant change
- Signed off by the Board

Link to relevant documents	RCG Safety Policy
----------------------------	-----------------------------------

Leadership & Accountability

Who is Accountable	Who is Responsible	Support/Input From
RCG Board RCG CEO	Functional Lead	All Workers

Leadership & Accountabilities	
Board of Directors	
Set direction	for H&S policy and culture within RCG, with the support of the RCG CEO
RCG CEO/Functional Leads	
Embody	The safety culture of RCG
Translate	H&S Policy and strategy into actions
Set	KPI's
Create	Consistency, awareness, engagement, and action to continue the improvement in H&S performance
Show	The team that H&S is important
Visibly lead	H&S processes, with a belief that the standard you get is the standard you walk past H&S in weekly stand-up meetings

Establish	and resource a support system appropriate to the level of risk, providing training, tools, equipment, capital expenditure, and people to adequately maintain a safe environment.
Involve	All workers through consultation, participation, and open communication
Recognise and reward	Continuous improvement and involvement in H&S
Use feedback and learning	From workers and contractors to continuously improve the H&S system and processes
RCG Workers	
Communicate	Risks, control, and other relevant information in a timely manner
Act immediately	to correct non-conforming behaviours and physical conditions
Promote	H&S awareness and safe behaviours Innovation and continuous improvement
Participate	be an active participant in all H&S areas, conversations, and activities

Participation and Consultation

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	All Workers	H&S Team RCG Working Group

RCG’s health and safety management system actively encourages the participation of workers in good H&S practices.

The benefits of having workers, and other parties as appropriate, involved in improving H&S include:

- Increased workers’ awareness about work health and safety matters
- Stronger worker commitment
- Boosted cooperation and trust, and stronger working relationships
- Improved health and safety standards
- Improved decision-making and practical solutions
- A positive workplace culture
- The ability to raise issues that the business may not be aware of
- Prioritising the health and safety matters that need to be addressed

Management will promote and encourage worker participation through:

- Worker inductions
- Weekly Stand-Up Meetings
- Weekly H&S Topic
- Hazard identification, reporting, risk analysis and determination of controls
- Incident investigation – identifying learnings and corrective and preventative actions
- The development and review of the health and safety policy and objectives
- Workplace inspections, audits and/or review of findings

- Input gained through general reporting and team/H&S meetings

Workers are encouraged to take responsibility and be actively involved in all aspects of health and safety across the business. Workers are encouraged to participate in raising and implementing improvement suggestions.



Communication of H&S Information

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	H&S Team	RCG Working Group

The effective communication of H&S information supports a safe and healthy workplace with all workers, contractors, and visitors.

RCG will endeavour to provide information in a manner which is clear, concise, and straightforward.

To	By Whom	What	When	How
Workers	<ul style="list-style-type: none"> • Manager • RCG CEO • H&S Team • RCG Working Group 	<ul style="list-style-type: none"> • Procedure updates • Coaching/ Training • Performance updates • Issue/Action completion • H&S information: risk, emergency, audit results 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Face to face • Weekly Stand Up's • Meetings • Noticeboards • Induction • Weekly SLT Meeting • RCG Working Group
Contractors	<ul style="list-style-type: none"> • RCG CEO (escalations) 	<ul style="list-style-type: none"> • Monitoring results 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • SERCO 1:1 • SERCO Combined

	<ul style="list-style-type: none"> • Functional Lead • RCG H&S Manager • Procurement 	<ul style="list-style-type: none"> • Issues/ opportunities for approval • Risk Management • Incident Management 		<ul style="list-style-type: none"> • Face to face • Teams • Weekly SLT Meeting • Monthly Project Mgmt. Meeting
Industry Forum/s	<ul style="list-style-type: none"> • CIP • RCG H&S Manager 	<ul style="list-style-type: none"> • Learnings • Good ideas • Industry / Incident trends • Future areas of focus 	<ul style="list-style-type: none"> • Monthly 	<ul style="list-style-type: none"> • Teams
Other (e.g., external stakeholders, public)	<ul style="list-style-type: none"> • RCG CEO 	<ul style="list-style-type: none"> • H&S updates • Policy updates 	<ul style="list-style-type: none"> • As required 	<ul style="list-style-type: none"> • Meetings • Newsletters • Community events

Roles & Responsibilities

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG SLT Team	All Worker

Everyone is responsible for H&S however there are specific requirements by roles required to manage H&S processes

	Content	Board	RCG CEO	Functional Lead Manager	RCG H&S Team	Working Group
Policy	Board Charter <ul style="list-style-type: none"> • Create & communicate • Regular review 	✓	✓			
	H&S Policy <ul style="list-style-type: none"> • Create & communicate • Regularly review 		✓		✓	
Management System	Legal requirements <ul style="list-style-type: none"> • Assessment of legislative requirements. • Review policies and procedures to ensure compliance with legislative requirements 				✓	
	Crisis Management <ul style="list-style-type: none"> • Crisis mgmt. procedures • Business continuity 		✓	✓	✓	

	Emergency Management <ul style="list-style-type: none"> • Fire drills • Emergency procedures • Specialist internal skills e.g., warden 				✓	✓
	Monthly Statistics <ul style="list-style-type: none"> • Collect data required for H&S performance measures • Workplace incident/injury records & data is accurate 				✓	
	Routine Activities <ul style="list-style-type: none"> • H&S activities to maintain H&S compliance in place • Monitor and update progress 				✓	✓
	Corrective/Preventative Action Management <ul style="list-style-type: none"> • Maintain register and manage closure 			✓	✓	
	Risk/Hazard Register <ul style="list-style-type: none"> • Maintain a list of risks • Ensure control measures are reviewed (effectiveness and in place) at planned intervals • Monitor and update Register 			✓	✓	✓
	Pre-Employment /Health Monitoring <ul style="list-style-type: none"> • Complete pre-employment medicals, as appropriate & assess need for monitoring based on workplace hazards (e.g., lung function etc) • Review medical testing results against job requirements/new risks & hazards • Set up testing program • Recordkeeping, communication, confidentiality, and link into risk registers 			✓	✓	
	Inductions <ul style="list-style-type: none"> • Training for all new/transferred workers & contractors on H&S site information (emergency procedures, risks/hazards, PPE etc) • Records maintained 			✓	✓	

	Worker Participation & Consultation <ul style="list-style-type: none"> • Run weekly/monthly meetings • Meeting minutes generated, distributed and corrective actions managed 				✓	✓
	Documentation <ul style="list-style-type: none"> • Maintain files of RCG specific H&S documents 				✓	
	Contractors – Internal roles within RCG <ul style="list-style-type: none"> • Induction • Monitor performance 		✓	✓		
	Contractors – External - Serco <ul style="list-style-type: none"> • Contractors assessed prior to being engaged • Contracts in place • SSSP documented for work, includes hazards/controls • Induction prior to commencing task • Monitor contractor performance 			✓	✓	
	Contractor relationship management – External – External -Serco		✓	✓	✓	
	Contractors – External (general) <ul style="list-style-type: none"> • Contractors assessed prior to being engaged • Contract in place • JSEAs documented for all work, includes hazards/controls • Induction prior to commencing task • Monitor contractor performance 			✓	✓	
	Incident Investigations <ul style="list-style-type: none"> • Review quality of investigation reports • Approve incident investigation reports 		✓	✓	✓	✓
	Injury Management <ul style="list-style-type: none"> • Liaise with ACC • Assist lodgement of claims • Submission of claims, as appropriate 			✓	✓	
	First Aid program				✓	✓

	<ul style="list-style-type: none"> • First aider requirements • Assessment and on-going monitoring of first aid facilities 					
	Audit/Monitoring <ul style="list-style-type: none"> • Develop audit programme based on risk and project stage • Communicate and manage non-conformances • Review and file audit documentation, complete reports as required 			✓	✓	
	Management Review <ul style="list-style-type: none"> • Conduct a review of the RCG H&S performance 		✓		✓	
	Wellbeing <ul style="list-style-type: none"> • Initiatives and programmes • EAP 			✓	✓	✓

Annual Planning

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Manager	RCG Working Group

H&S objectives/initiatives provide direction for improvement to build a safe and healthy work environment, as well as indicating specific areas that need focus.

The Annual Plan will document how RCG will achieve its objectives/initiatives and enable the spread of Health and Safety tasks/initiatives throughout the year.

Annual H&S improvement plans will be available for:

- RCG
- RCG Working Group

Reminders to support the annual planning process are included in the RCG H&S Calendar – Routine Activities

Link to relevant documents	RCG H&S Annual Plan RCG H&S Working Group Annual Plan Routine Activities Calendar
----------------------------	---

Annual Planning – Planning For

Who is Accountable	Who is Responsible	Support/Input From
--------------------	--------------------	--------------------

RCG CEO	RCG H&S Lead	RCG H&S Manager RCG Working Group
---------	--------------	--------------------------------------

Preparation for the annual planning process will include the completion and findings from the H&S Management System Review. The process will include functional team input and will consider, but not be limited to, H&S resourcing and budget (opex/capex) requirements.

The annual planning process is undertaken throughout the year and finalised in Q4

Resources, budgets, and plans are approved by the RCG CEO

Performance Reporting & Measures

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S Manager RCG Working Group

The Board provides direction on the level and performance focus areas based on:

- Industry trends
- Past performance
- Incidents

The H&S KPIs agreed with the Board, are in the H&S SharePoint/Leadership, Policy & Planning/Records and are communicated to the business through the Functional Leads and RCG Working Group.

Progress against measures is included in the monthly H&S section of the Board report and communicated to workers during the monthly Working Group meeting with a summary provided on an annual basis.

Communication of performance is reported separately to CIP monthly using the CIP template stipulating minimum performance reporting requirements.

Reminders to support the reporting process are included in the RCG H&S Calendar – Routine Activities

Link to relevant documents	RCG HSE Performance Report Template
----------------------------	---

Reporting Structure – Board

Who is Accountable	Who is Responsible	Support/Input From
RCG Board Chair	RCG CEO	RCG H&S Lead

H&S Governance ensures that all parts of the business undertake the H&S activities that have been committed to reducing their risk, and that communication processes and resources are in place and effective

RCG has developed a RCG Board H&S Calendar, based on the IOD Guidelines, to provide structure to Board reporting.

Minutes from RCG Board meetings are held by the RCG Finance Manager.

Routine Activities

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Manager	RCG Working Group Chair	RCG Working Group RCG H&S Team

There is a range of activities regularly completed to support the application of the H&S management plan. These are identified and managed through the RCG H&S Calendar - Routine Activities. This document is on the H&S SharePoint site

The RCG H&S Manager and the H&S Work Group Chair will communicate upcoming activities and manage through to completion.

The person responsible for an activity is required to update the Calendar once an action has been completed.

Link to relevant documents	Routine Activity Calendar
----------------------------	---

Change Management

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	All Workers

Change management is a risk management process through which hazards and risks introduced by changes are identified, evaluated, and controlled. The change could be positive or negative.

RCG must ensure they identify and manage changes to any business processes that may impact Health and Safety performance.

Changes may be:

- planned or unplanned
- sudden or gradual
- temporary or permanent

When these occur, an analysis of the risks associated with a change must take place.

Management of the process will be through the RCG H&S Management of Change as described below
Identification:

The management of change process applies to the following activities or items which may change, but are not limited to:

- Project phase
- Emergency procedures
- Company structures and responsibilities

- Personnel changes, training, or competency requirements
- Individual roles and responsibilities
- Regulatory and statutory requirements
- Contractors and suppliers.
- Design and construction of any new workplace
- Planning process for future activities
- Equipment modifications
- Operating procedures

Assessment:

- When a change has been recognised, a risk assessment should occur
- When assessing the risk, it should include key stakeholders involved in the change, those it could impact, and technical expertise as appropriate.
- A documented action plan should be implemented, recorded, and monitored for completion.

Approval:

- Authority for approval of change is managed through RCG H&S Lead.

Communication:

- Effective communication of what has changed and why is a critical element of change management and should be included in the action plan.
- Communication should be to those who are required to implement the change, affected by the change and upstream/downstream of the change.

Monitoring & Evaluation:

- Both during and post-implementation it is essential that the change is monitored and evaluated
- A review must be carried out to evaluate the actual outcome and any further impacts against the intended objective and to identify and address any deviation that may have occurred

Emergency Situations

Formal management of change is generally exempt during emergencies where the full management of change procedure cannot practically be applied. The RCG CEO should approve changes.

H&S Meetings

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	H&S Team RCG Working Group

There is a range of H&S meetings held regularly to manage and communicate H&S across the business. These include:

- H&S Working Group – Workers (minutes available)
- Contractor management – SERCOs, service companies and suppliers (minutes available)
- H&S/Relationship management – Clients (minutes available)

- SLT Meeting – Senior Leaders (minutes available on request)
- H&S Management – Internal departments

The RCG H&S Meeting Overview document provides specific information on meeting focus, attendees, and frequency.

Minutes are a record of formal meetings which are stored in the Records folder of the H&S SharePoint/H&S:

- Leadership, Policy & Planning
- Working Group
- Contractor Management
- CIP H&S

Link to relevant documents	H&S Meeting Overview
	Leadership, Policy, and Planning
	RCG Health and safety Working Group Agenda & Minutes
	Contractor Management Minutes
	CIP H&S

Safety Walks – Board

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG Board RCG Senior Leaders	H&S Team

- There is a requirement for the Board to undertake Leadership/Support Safety Walks Half Yearly.
- Board members will be escorted by a member of the RCG H&S team and a Senior Leadership member
- The Leadership/Support Safety Walks are managed and recorded in I-Auditor. The Board members share Safety Walk findings with the Board at the next meeting.
- Post the Walk, Board members are required to consider and share a ‘Moment to Reflect’, opportunities for improvement and positives/negatives (from their experience):
 - Board – send email to RCG CEO
 - Senior Leader – comments captured into I-Auditor

The programme and completion of the number of Walks are recorded in the H&S Monthly Report, CIP H&S Report, RCG Calendar – Routine Activities

Safety Walks – Functional Leads

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	H&S Team

There is a requirement for senior leaders within RCG to undertake Leadership/Support Safety Walks quarterly. Senior Leaders may choose to be escorted/coached by a member of the H&S team.

The Leadership/Support Safety Walks are managed and recorded in I-Auditor. Safety-Walk findings are shared with the Board through the H&S Monthly Report.

The programme and completion of the number of Walks are recorded in the H&S Monthly Report, CIP H&S Report, RCG Calendar – Routine Activities

I-Auditor

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG H&S Team

I-auditor is the primary tool to manage:

- Site activity
- Pre site build audit
- Contractor management on site
- Capturing non-conformances
- Management non conformances
- Recording safety walks
- Record management
- Audit frequency – risk complexity review ratings
- Records incidents/information for reporting through to the Board

I -Auditor is required to be used by all contractors and RCG field-based team

Suggested updates and changes should be communicated to the RCG H&S Manager for action.

Risk Management

Purpose: Proactively identifying and managing hazards across the business which leads to a reduction in risk and actual or potential harm to people, equipment, and the environment.

Reporting & Communication

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	RCG Workers (including Contractors)

Risks must be identified and eliminated or minimised. This applies to all work and places of work including offices, vehicles, project and work sites, activities, and anywhere a worker is working for RCG.

Risks are reported through I-Auditor (all workers) and the Risk Register is updated as appropriate

Risks are recorded and managed in the RCG Risk Register.

Risk Register, and updates, will be communicated through:

- Induction/Re-induction
- Serco monthly meetings
- Safety Alerts
- RCG H&S Working Group
- Monday Morning Stand Up

RCG High-Risk Standards

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG Workers

High-risk standards were developed to support the 12 most common industry actual/potential harm events. Based on RCG activities 8 of the 12 are key focus areas.

RCG manages their Top 8 risks through the High-Risk Standards, instructions and minimum guidelines for workers and contractors

High-Risk Standards are reviewed annually, consultation with workers, and signed off by RCG CEO (process managed through the Routine Activities

Link to relevant documents	Top 8 High Risk Standards
----------------------------	---

Risk	RCG Top 8	RCG min requirements available (top 8 procedures or similar)	Expectation to manage through SERCO SWMS	Compliance reviewed through RCG Audit
Lone working	✓	✓	✓	✓
Driving To/From Site – Public Roads	✓	✓	✓	✓
Driving To/From Site – Off Roads	✓	✓	✓	✓
Working at Height (including fall zones)	✓	✓	✓	✓
Cranes	✓	✓	✓	
Helicopter use	✓	✓	✓	X

Working in Hot/Cold Temperatures (Thermal Extremes)	X	X	✓	X
Isolation (electrocution)	✓	✓	✓	✓
Radiation	✓	✓	✓	✓
Manual Handling	✓	✓	✓	X
Machine/Plant Failure	X	X	✓	✓
Catastrophic Events	X	X	✓	X
Fatigue	✓	✓	✓	✓
Tools & Equipment (falls from height)	✓	✓	✓	✓
Animals (domestic livestock)	X	✓	✓	✓
Drugs and Alcohol – (included in Fatigue Mgmt. Std)	✓	✓	✓	✓
Asbestos	X (RCG High-risk standard)	✓	If present must be included	X

Identification of Risks

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead RCG H&S Team	RCG Workers

Risks can be identified through observations, audits, incidents/investigations and industry learnings and guidelines.

Identify actual and potential hazards through:

Physical Inspection/Area

- Identify hazards by walking around the place/area of work. Include equipment checks and housekeeping site audits, key topics

Task Analysis

- Look at the tasks in each job, break down the steps involved and observe the actions of the workers

Process Analysis

- Follow the process from start to finish and identify hazards involved at each stage

Incident Investigation Details/Industry learnings

- Analyse incident investigations to identify hazards involved

Risk Management - Contractors

Who is Accountable	Who is Responsible	Support/Input From
RCG	Contracting Company	Contractor workers and contractors

Risks identified by contractors will be managed through the contractor’s risk management system and reviewed during scheduled SERCO management meetings (combined and 1:1).

Assessing the Risk

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	All Workers

Risk analysis provides a quantitative score to determine the level of individual RCG risks. This involves understanding the likelihood of occurrence and the consequence that the risk poses.

Established controls and their effectiveness should be considered when assessing the Current Risk Level.

Assessment of risk will be undertaken by a group with the involvement of workers and recorded in the Risk Register

The risk will be reassessed during routine risk register review periods or post a significant event

Link to relevant documents	Top 8 High Risk Standards
----------------------------	---

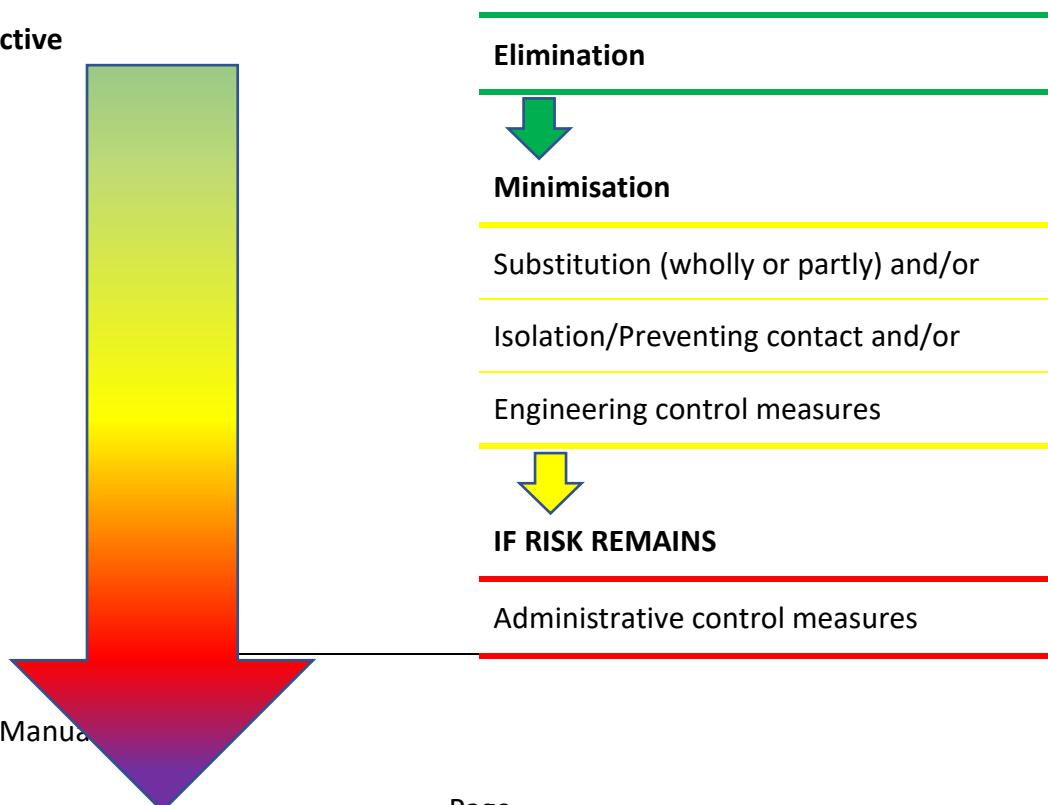
Implementing Controls

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Team	All Workers

RCG Risk Register will record the level of control and identified controls.

RCG uses the following hierarchy of control:

Most effective





IF RISK STILL REMAINS

Least effective

Personal protective equipment (PPE)

RCG Top 8 Risks - Controls

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG Working Group Nominated Workers

RCG Top 8 Risks controls will be managed and reviewed by undertaking a feasibility assessment every 6 months (managed through RCG H&S Calendar – Routine Activities). All other risks and controls will be reviewed annually or post a high-risk incident (whichever is first).

Link to relevant documents	Top 8 High Risk Standards
----------------------------	---

The effectiveness of control plans will be measured using the following assessment:

- Effective
- Partially effective
- Ineffective

Monitoring & Review of Controls

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead RCG H&S Manager	RCG Working Group

The key objectives of reviewing risk information include:

- Obtaining further information to validate risk analysis
- Obtaining information on the effectiveness of established controls and available alternatives etc
- Obtaining information on progress made concerning the implementation of controls, both established and additional
- Detecting changes e.g., in external or internal context, business strategies and objectives
- Identifying new or emerging risks

Findings from the review and monitoring of risks and controls are in I-Auditor with a summary provided in RCG H&S Monthly Report.

Risk Reporting

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	RCG Working Group

The key meetings relevant to this process include:

Meeting	Frequency	Meeting Owner/s
Board	<ul style="list-style-type: none"> Monthly, with deep dives quarterly 	<ul style="list-style-type: none"> Board Chair
RCG SLT Meeting	<ul style="list-style-type: none"> Weekly 	<ul style="list-style-type: none"> RCG CEO
RCG Team	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> RCG H&S Lead/RCG Working Group
SERCO meetings	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> RCG H&S Manager, contractor rep
RCG Working Group	<ul style="list-style-type: none"> Monthly 	<ul style="list-style-type: none"> RCG Working Group Chair

Risk reporting should include:

- Risk management activities completed since the previous period
- Summary of key risks
- Highlight new risks
- Changes in risk score
- Risks which have occurred
- Risks which have been closed
- Progress on mitigation plans

Particularly Hazardous Works (Notifiable Works)

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	SERCOS

WorkSafe NZ requires notification (by employer and person controlling workplace) at least 24 hours prior to commencement of certain work, as required under Regulation 26 of the Health and Safety in Employment Regulations (1995). Records must be maintained as per record management procedures.

Notifiable Work includes:

- Construction work with a risk of falling 5 metres or more (exclusions apply);
- Erecting or dismantling scaffolding with a risk of falling 5 metres or more;
- Logging or tree felling undertaken for commercial purposes;

- Use of a lifting appliance where the appliance has to lift a mass of 500 kilogrammes or more at a vertical distance of 5 metres or more (exclusions apply);
- Work in any drive, excavation, or heading in which any person is required to work with a ground cover overhead;
- Work in any excavation in which any face has a vertical height of more than 5 metres and an average slope steeper than a ratio of 1 horizontal to 2 vertical;
- Work in any pit, shaft, trench, or other excavation in which any person is required to work in a space more than 1.5 metres deep and having a depth greater than the horizontal width at the top;
- Work involving the use of explosives, or storage of explosives for use at the worksite;
- Work in which a person breathes compressed air, or a respiratory medium other than air (diving);
- Work in which a person breathes compressed air, or a respiratory medium other than air (not diving).

Link to relevant documents	Work Safe - Notifiable Work
----------------------------	---

Visiting Site

Who is Accountable	Who is Responsible	Support/Input From
RCG Functional Lead	Workers	RCG H&S Team

During Build:

- Review SWMS
- Complete I-Auditor pre-site visit checklist
- Advise landowner of visit, if required (noted in NexysOne)
- Wear appropriate PPE
- Follow all H&S instructions, including sign-in as required
- Report any risks/incidents/opportunities as soon as possible (I-auditor)
- Undertake Site Complexity Post Build Review with updated site information

Live Site:

- Complete Gateway Permit Process
- Follow all H&S instructions, including sign-in as required
- Wear appropriate PPE
- Report any risks/incidents/opportunities as soon as possible

Permit to Work

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG Functional Lead	Contractor RCG H&S Manager

A Permit to Work provides details of work to be done for high-risk activities, requires permission for the task to be carried out and is managed by the contractor.

Build Phase:

- Contractors manage the PTW process, using their procedures.
- These procedures are approved by RCG H&S Manager prior to work commencing.

PTW applicable to RCG during the build phase include:

- Work at Height
- Excavation
- Electrical
- Isolation
- Work Access
- Service Location
- Hot Works
- Traffic Management Plan (TMP)
- 3rd party (e.g., forestry etc)

Permit to Work - Site Live

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Operations Manager	Contractor

PTW is managed through the Gateway Site Access Permit which includes:

- Gateway accreditation
- Request for Permit
- Issued Permit to Work (prior to commencement of work) by Gateway

The PTW includes instructions, risk information and key contacts.

PTWs will be audited to ensure compliance in The RCG upgrade works phase

Link to relevant documents	Permit To Work
----------------------------	--------------------------------

New or Modified Process/Equipment/ service/materials etc (Safety in Design)

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	Various

Whenever a new piece of equipment or process is introduced into the workplace, workers involved in using the equipment should be involved in identifying hazards that it may create, identifying the training required and controls to prevent harm from occurring from its use.

A team, including H&S, design, operations, procurement, and QA will consider the following aspects:

- Design features for safety
- Availability of safety and training information

- Conformance to national or international standards and testing information (where applicable)
- Areas of operations including installation, adjustment, maintenance, dismantling and repair etc.
- Ergonomic considerations (e.g., accessibility for repair and servicing) and environmental considerations (e.g., noise)
- Purchasing documents and contracts must ensure that the supplier is made aware of RCG’s exact requirements including any health and safety aspects
- Make sure all hazards associated with the new plant, equipment or material are identified and controls put in place to manage those hazards.

Key Requirements for any new equipment based on principles of change:

- Conduct a risk assessment to identify any new hazards
- Ensure adequate training is conducted

Where a high to critical initial risk exists, all relevant information must be obtained including manufacturer’s or supplier’s manuals or instructions, safety data sheets, information on restrictions and limitations, controls, training and competency requirements. A standard operating procedure, SWMS or risk assessment must be completed prior to first use where applicable.

Records from reviews will be in RCG H&S SharePoint/Risk Management/Safety in Design

PPE

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	H&S Team	RCG Working Group

PPE minimises a worker’s exposure to a hazard when used correctly.

What PPE is required to be worn/supplied is identified in the risk register.

PPE required during site visits may include:

- High visibility clothing/vest
- Safety boots
- Hard hats
- Ear protection

Issue	Through RCG H&S Manager
Maintenance & Use	By PPE owner: <ul style="list-style-type: none"> • Check for wear and damage regularly, replace as required • Use correctly • Ensure correct fit e.g., ear protection
Renewal	Through RCG H&S Manager

A register of what PPE is issued, and expiry dates will be reviewed annually

PPE – Worker Responsibilities

Who is Accountable	Who is Responsible	Support/Input From
Functional Lead	Worker	RCG H&S Team

The worker is responsible for:

- wearing and using PPE correctly
 - checking PPE is fit for purpose and in good condition prior to use
- maintaining PPE

Pre-employment Medicals and Health Monitoring

Who is Accountable	Who is Responsible	Support/Input From
	H&S Team	

RCG has not identified any risks with the potential to harm a worker’s health

Specialist Advice

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Leaders	RCG H&S Team

External assistance may be required to provide advice on the risk level, control and/or monitoring of a risk where skills or knowledge are not available in-house.

Prior to engaging, confirm the company/professional(s) supplying the advice are certified as competent (certification, skills, length of time in role). Communicate advice findings to workers as appropriate

Incident Management and Investigation

Purpose: Accurately reporting, recording, and investigating incidents prevents future harm, identifies continuous improvement opportunities, and provides appropriate injury management support.

Incident Reporting – Incident Register & I-Auditor

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	All Workers	RCG H&S Team

All RCG worker, visitor incidents are recorded through I-Auditor Incident Notification Form. A contractor can record through either the I-Auditor Incident Notification Form or via their own business template.

The RCG H&S Manager records incidents in the RCG Incident Register.

An automated email from I-Auditor of incidents is shared based on actual harm:

- All incidents – Functional Lead, RCG H&S Manager

Incident Reporting - Additional

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S Team

Additional reporting requirements and actions may be required depending on the severity of the event and/or where it occurred, these could include:

- Notification to relevant RCG management/Board/CIP (as appropriate)
- Making the area safe or putting exclusion zones in place
- Contacting families of those involved in the incident, where applicable
- Advising the authorities of a notifiable injury or incident, where applicable (see Reporting to Regulators)
- Ensuring workers on-site are aware that an incident has occurred, and the scene is secured until cleared by the relevant statutory authorities
- External agencies
- Site shut down

Any escalation of serious incidents needs to follow the CIP Incident Reporting process
[CIP Incident Reporting process](#)

The RCG CEO reports incidents to the Board and CIP, as appropriate

Incident Classification

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG H&S Team

RCG will use the following definitions to classify incidents. Incidents will be assessed on their actual and potential harm.

Lost Time Injury (LTI)	Unable to turn up to next scheduled day of work due to work injury
Medical Treatment Injury (MTI)	Treatment required by a doctor
First Aid Injury (FAI)	Treatment is usually provided by a first aider, nurse or similar
Near miss	An incident, in differing circumstances, may have resulted in harm
High Potential	An incident which may have resulted in a fatality or serious injury (using RCG Risk Matrix)
Safety-Critical Events	The actual or potential risk of fatality
Total Recordable Incidents (TRI)	LTI + MTI + FAI

Incident Review and Action Closure

Who is Accountable	Who is Responsible	Support/Input From
--------------------	--------------------	--------------------

RCG CEO	RCG H&S Lead	RCG H&S Team RCG Working Group Contractors
---------	--------------	--

A review of incidents, investigations, action closure and changes are completed through various H&S meetings (see RCG H&S Meeting Overview)

Contractors are required to provide an update on how they are tracking closing actions from incidents, at least monthly. This information is provided through the H&S Monthly Report. The RCG H&S Manager updates the RCG Incident Register accordingly.

The RCG H&S Manager reviews contractor incidents monthly which include:

- Desktop review of all events and investigations
- As part of the RCG audit process verifying the closure of corrective actions and communication of changes for all actual and potential risks rated moderate and above events (near misses and incidents)

Further review and discussion of incidents are completed during the scheduled 1:1 contractor meeting.

The RCG CEO may request a separate meeting, with relevant parties, to review significant events.

Reporting Timeframes

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S Manager

Incidents (including non-conformances) must be reported to RCG in a timely manner and in accordance with the timeframes below (minimum):

	Risk Level (Actual/Potential)				
	FAI/No injury	Serious FAI/MTI	LTI	Hospitalisation or Medical Treatment	Fatality or Loss of Limb
CIP	Routine performance reporting	48 hrs - phone	48 hrs - phone	Within 24 hours by phone	As soon as possible, via phone
RCG Board	Routine performance reporting	Routine performance reporting	Routine performance reporting	Within 24 hours by phone	
RCG CEO	Routine performance reporting	48 hrs – phone	24 hrs – phone call	As soon as possible	

Functional Lead	I-Auditor notification	I-Auditor notification	I-Auditor notification	I-Auditor notification	
Manager	As soon as possible and by end of the day	As soon as possible and by end of the day	As soon as possible	As soon as possible	
RCG Incident Register	48 hrs	48 hrs	48 hrs	48 hrs	48 hrs
Incident Report	24 hrs – into I-Auditor	24 hrs – into I-Auditor	24 hrs – into I-Auditor	24 hrs – into I-Auditor	24 hrs – into I-Auditor
Incident Notification	4 hours – phone call	4 hours – phone call	4 hours – phone call	4 hours – phone call	4 hours – phone call
WorkSafe (Notifiable Events only)	As soon as practicable by phone, written information followed within 7 days				

Reporting to Regulators

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG CEO or Delegate	RCG H&S Team

All notifiable incidents, injuries and illnesses must be reported to WorkSafe NZ as soon as practicable by the business in control of the workplace as per the HSWA 2015.

The RCG CEO, or nominated delegate, has the authority to notify Regulators of notifiable incidents

- NB: notification to Regulators for events occurring on-site managed by a Contractor will be completed by the Contractor and communicated to RCG that the event and notification have occurred.

A Notifiable Event Notifiable Form needs to be completed within 48 hours of notification to Regulator

Contact Details for WorkSafe NZ:

Regulator	Contact	Information on Notifiable Incidents
WorkSafe NZ	0800 030 040	https://worksafe.govt.nz/

Preserving the scene

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Person in Charge of Site	RCG H&S Team

The site of the notifiable injury or incident must not be disturbed until a Regulatory Inspector provides permission unless there is a need to:

- Protect the health and safety of a person(s)
- Aid an injured person(s) involved in the incident; and/or
- Take essential action to make the site safe or to prevent any re-occurrence of an incident.

Investigations

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	Workers (including Contractors)

Investigations are required to be undertaken by the employing business, with the level of investigation aligned to the actual or potential level of risk. Discussion and review of root cause(s) and changes made from contractor investigations will be discussed during the scheduled contractor review meetings.

All events must be investigated to:

- Help identify and document new risks (hazards) or potential hazards
- Assist in finding the root cause and contributing factors of work injuries, illness, and property damage
- Help develop safe systems of work and any corrective actions that will prevent similar occurrences.

The level of investigation completed is determined by RCG H&S Lead, RCG H&S Manager and Functional Lead on a case-by-case basis. The two levels of investigation are:

- Category 1 (near-miss level)
- Category 2 (repeat incidents, MTI, LTs)

Investigations may be carried out by a third-party specialist on behalf of RCG, on request by the RCG CEO or RCG Board.

Wherever possible, workers will be included in the investigation process and/or identification and review of practical corrective actions/controls.

Corrective/Preventative actions will be managed through the RCG Corrective Action process and followed up in various internal and contractor meetings.

Legal Privilege will be considered on a case-by-case basis and be approved by the RCG CEO.

Sign Off	By Whom	Secondary sign off
High level incidents	RCG H&S Lead	RCG CEO
Near miss	RCG H&S Manager	RCG H&S Lead

Link to relevant documents	Incident Management CAT 1 & 2
----------------------------	---

Investigation Timeframes

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Manager	RCG H&S Working Group

All investigations should be completed within 7 working days.

Exceptions are to be approved by the RCG CEO.

Shared Learnings

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Manager	RCG H&S Working Group

Sharing of incidents and investigations outcomes will be through Safety Alerts, RCG Working Group and Safety Notifications

RCG will support a culture of learnings in industry forums to enable risks, controls, and questions to be openly shared.

Contracting companies will have processes in place to communicate learnings from their events through Industry Forum/s, safety alerts or similar.

SERCO Contractors will share any learnings findings with RCG through the Combined SERCO H&S Meeting

Other contractors will have shared learnings and findings communicated through Safety Alerts and emails.

Trend Analysis

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S Manager

The RCG H&S Lead will regularly review incident data for trends to reduce injury rates and develop improvement initiatives as appropriate.

Trend analysis and injury prevention initiatives will be discussed during the RCG H&S Working Group meeting, RCG SLT Meeting and Board meeting and managed through the Routine Activities Calendar. This information will be used to support the annual planning process.

Trends contractors have identified within their business and subcontractor network will be shared during the Combined SERCO H&S meetings and communicated internally through the RCG Stand Up meeting.

RCG will support the sharing of contractor injury trends and initiatives through Industry forum(s) and networks.

Injury Management

Who is Accountable	Who is Responsible	Support/Input From

RCG CEO	Functional Lead	RCG H&S Team
---------	-----------------	--------------

RCG intends that all workers who have been injured (inside or outside of work), return to meaningful work as soon as they are able.

To help facilitate this RCG will work with the injured worker and other key stakeholders, including ACC, cooperatively and collaboratively to ensure a safe return to work, where possible.

Workers are expected to participate in all aspects of rehabilitation and have the provision to include a support person in the process.

As part of supporting the early return to work, modified/alternative duties are provided. Duty options will be provided to the doctor to review and confirm suitable tasks/roles that can be performed.

Modified/alternative duties should be:

- meaningful
- a minimum of 2 hours per day (prioritise your participation in key meetings)
- wherever possible aligning with the worker’s normal daily start time

Discussion on any increase of duties and hours will be between the injured person and the functional lead, with support from the doctor as appropriate. RCG may require a doctor’s certificate prior to starting full duties.

To maintain privacy requirements, injury-related information should be kept in secure worker files within a separate section for each injury.

Seeking medical treatment & ACC

Who is Accountable	Who is Responsible	Support/Input From
Functional Lead	Worker	RCG H&S Team

In New Zealand, workers are covered by ACC for all work-related personal injuries, including gradual process injuries that they suffer while working. Non-work injuries are also covered by ACC. To ensure the worker receives the benefits they are entitled to, they should follow these steps:

1. Report the injury to their manager:
 - As soon as possible
 - If they are unable to report the injury themselves, get somebody else to do it for them.
2. Get treatment:
 - Tell the treatment provider (e.g., doctor) they are claiming for a work-related injury and complete an ACC45 (the treatment provider will have copies)
 - Provide the treatment provider with consent to release medical information to RCG
 - Provide the treatment provider with information about the tasks the worker does so that they can make an informed decision when considering the worker’s fitness to return to work and available modified/alternative duties. (Position description, ACC's work type details sheets or similar)
 - Complete the 'Injured Person Details Section' of the ACC45

- Provide a copy of ACC45 and any further medical certificates to the manager following medical appointments

3. Rehabilitation

- Work with ACC, and other providers, to support an early and safe return to work,
- Maintain daily contact with the worker (if off work) and provide suitable modified/alternative duties

Contractor Management

Purpose: To ensure H&S risks associated with procured materials, equipment, services, and labour are effectively managed and effective communication processes are in place.

Contractor Life Cycle

Who is Accountable	Who is Responsible	Support/Input From

Phase	Description
(i) Scope the Works	<ul style="list-style-type: none"> The scope of work is defined at the initial stage of the Contractor management process (prior to issuing tender documents). This will identify the nature of the work, the governance structure to be applied (when appropriate), the contractor attributes required, and the HSE risks to be managed
(ii) Prequalification	<ul style="list-style-type: none"> The evaluation of a potential Contractor’s HSE management systems and performance, including legal compliance & certification levels
(iii) Contractor Selection	<ul style="list-style-type: none"> The setting of RCG’s HSE requirements; the provision of this information to those tendering, assessment of HSE attributes; and the letting of the contract. Contractual terms and conditions incorporating HSE legal/RCG standards are finalised prior to selection of the preferred tenderer
(iv) Pre-Commencement	<ul style="list-style-type: none"> RCG and the successful Contractor confirming activity specific HSE plans and agreeing and documenting any new or adjusted HSE expectations or procedures Induction – site rules, emergency procedures safety reporting
(v) Execution, Communication and Monitoring	<ul style="list-style-type: none"> Nominated RCG person(s) who will monitor Contractor HSE performance/functions The ongoing interaction between RCG, the Contractor and other parties, and the monitoring of the Contractor’s compliance to the agreed standards and activities. In alignment with an agreed governance structure and coordination, consultation, and communication processes
(vi) Review/Handover	<ul style="list-style-type: none"> The review of HSE performance, against the agreed standards and activities, at the end of the contract or other defined timeframes as applicable

Work Scope

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Team	RCG H&S Team

The work scope must include consideration of the work activity risk profile and an assessment of the category of work/service. The scope of work that the Contractor(s) will perform is identified in the Statement of Work. This will include:

- Determining what work is to be contracted out/what product(s), goods or services are to be provided
- Identifying what will be required from the Contractor
- The anticipated timeframes
- Expectations and/or specifications of goods and/or services; and
- When determining and describing the work to be undertaken, considering the potential environmental, health or safety implications of the work
- An initial assessment must be made of the potential HSQE risks to all workers, visitors, and others i.e., what is the potential harm to people or damage to the environment or property that could occur

Any relevant environment, health or safety information that may need to be provided to the contractor/supplier must also be identified

Pre-qualification and Assessment

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG H&S Lead

- The assessment of the contractor’s application is undertaken by Gateway for Contractors and RCG Health and Safety Manager. Other minor contractors through the RCG Contractor Supplier Evaluation form.
- The information supplied by the Contractor will be evaluated to ascertain if their systems and processes meet RCG minimum requirements
- Where it is felt necessary, due to gaps in the information supplied by a Contractor, the Contractor shall be required to provide additional information

Contractors providing Tender Submissions may range in size from large companies to single person, owner-operators with specialist expertise. Subsequently, it can be expected that their HSE systems will vary in size, scope and complexity, and their on-the-job application or implementation of their HSE may be different.

The decision in selecting a Contractor is focused upon:

- The magnitude and complexity of the work that the contract will be issued for
- Assessing technical capabilities to complete the work safely, to specifications, on time and within budget
- Consideration of their HSE attributes and performance, including:
 - Safety Management System
 - Safety track record
 - Legal compliance
 - Safety leadership

Contract Awarded & Engagement

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG Procurement	Functional Lead

- The Conditions of Engagement form is completed by Procurement as part of the Standing Services Agreement for Pre-Qualified Contractors.
- This form sets out the tasks it is considered the Contractor is competent to perform and any restrictions / special conditions that need to be observed when engaging the Contractor.
- The Prequalification Evaluation form and Conditions of Engagement form shall be saved in Finance files.

The person engaging the Contractor shall follow the Contracting Project Management Framework ensuring the Job Sheet (which references back the Standing Services Agreement) is completed in full and signed by the Project Manager and Contractor.

- It is the responsibility of the RCG staff member engaging the Contractor to ensure only an approved Contractor is used to perform work.

Prior to work beginning on-site, the RCG Project Manager shall ensure all workers of an existing Contractor who will work on the contract, have completed an Induction, and hold relevant and current competencies required to complete the tasks they have been asked to undertake.

Prior to work starting

Who is Accountable	Who is Responsible	Support/Input From
Functional Lead	RCG H&S Manager	RCG H&S Team

Before a Contractor commences activities, a pre-commencement process must be conducted to confirm a mutual understanding of HSE requirements

One of the key aspects to be confirmed is the alignment of the Contractor's intended HSE management to RCG's expectations, including applicable legislation. The Contractor will provide all information required, including any work programme/site or service specific HSE information/plans.

The HSE Plan, or similar, must be work/activity specific (i.e., addressing the specific risks in the contracted works), including:

- Hazards identified (specific to the tasks to be carried out), risks assessed, controls established
- Safe Work Method Statements (SWMS/JSEA's)
- Identification of Notifiable Works or works requiring Permits or Consent
- Qualifications/competencies to perform tasks
- Plant and equipment certification
- Hazardous substance control and Safety Data Sheets (SDS)
- PPE requirements
- Incident reporting and management

- Emergency response plans

The HSE plan may also include but is not limited to the following:

- Details of the Contractor’s processes for monitoring and evaluating the implementation of the plan
- Team members’ participation and involvement in safety meetings
- Clear definition of the HSE responsibilities of all key persons involved in undertaking the works
- Worker health monitoring (including drugs and alcohol monitoring)
- Inspection and self-audit programme.

Pre-start meeting

Who is Accountable	Who is Responsible	Support/Input From
RCG Project Manager	Contractor Project Manager	RCG H&S Team

The pre-start meeting, for Contractors, will be carried out by the Project Manager or their delegate. This meeting, where applicable, will serve to confirm:

- The personal commitment of both company and contractor management to HSE in the execution of the contract
- The work specific HSE plan and any modifications that may have been agreed
- Any ‘Notifiable Works’ have been/will be advised as required to the regulator
- All required works, plant, and equipment consents, permits and/or certifications have been obtained by the Contractor,
- Team members’ participation and involvement in safety meetings
- Management of subcontractors and visitors (if applicable)
- All plant and equipment are fit for purpose and will be regularly and competently maintained
- The setting of specific safety and environmental KPIs if appropriate

During Contract and Monitoring

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	RCG H&S Manager	Contractor

Communication:

Health and Safety notifiable incidents/events shall be reported to RCG, as per RCG processes. Serious injuries and incidents/events related to RCG High risks shall be reported to the RCG Project Manager in charge of the Contract

Depending on the contract size, duration and level of risk, arrangements will be made for:

- Weekly liaison between parties on-site/at safety meetings
- The weekly exchange of health and safety information between all parties
- Monthly meetings to review health and safety performance including positive features as well as opportunities for improvement

Monthly Reporting:

- A requirement in the Standing Services Agreement is for the Contractor to submit a Supplier Monthly Report. The Contractor is asked to complete the total hours worked for RCG, safety statistics, any staff movements, and changes to staff competencies. This report is emailed to RCG and is then saved into the Health and Safety system.

Audits/assurance –

- see audits/assurance section

Review

Who is Accountable	Who is Responsible	Support/Input From
RCG Project Director	Functional Lead	All Workers

Lessons Learnt Review (every quarter)

Each Contractor will be subjected to a review bi-annually, involving Build, QA, H&S, SAQ and design, will be asked to complete the Bi-annual Contractor Review form:

- The information saved in the Contractors file in Gateway and SharePoint shall be used to check for any non-conformances and/or safety issues
- The Contractor performance reviews shall be assessed to identify any trends or concerns
- The Contractor shall be asked to supply updated HS&E statistics, staff competencies and current insurance certificates
- This information shall be checked to ensure they are current and at the level required by RCG.
- The completed Annual Contractor Review form shall be saved in the Contractor’s workspace in SharePoint

Contractor Performance Review

On completion of a project, the Project Manager shall complete a Contractor Performance Review form. This assesses how the Contractor performed on the project and gives recommendations for any improvements when the Contractor is next engaged.

- The completed form shall be saved in the Contractors file in SharePoint

Records

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S manager

All Contractor records and information is filed in SharePoint/H&S/Contractor Management. This information shall be kept for a minimum of seven years

RCG – Document Responsibility Matrix

Document/ Process	RCG states require ment	RCG document/te mplate to be used	Contractor to use own document	RCG Acceptance required (of contractor document) (PreQual)	Sighted by RCG - prior to work commencing	Completed document to be sighted by RCG – on request at the site
Incident Management						
Incident Management Process	✓	X	✓	✓	X	X
RCG Incident Register	✓	X	✓	X	X	✓
RCG Cat 1 Incident Investigation	✓	X	✓	✓	X	X
RCG Cat 2 Incident Investigation	✓	X	✓	✓	✓	X
RCG Project Managers Guide to On-Boarding Suppliers	✓	✓	X	X	✓	X
I-Auditor incident notification (2 hr notification)	✓	✓	X	X	n/a	n/a
Contractor Incident Notification (contractor can use either their form or I-auditor)	✓	X	✓	✓	n/a	n/a
Incident Report (24 report)	✓	✓	X	X	n/a	n/a
Injury Mgmt. documents	X	X	✓	X	X	X
Protocol for escalation of a serious incident	✓	X	X	✓	✓	X
Safety Alerts	✓	X	✓	X	✓	X
Shared Learning Process from RCG to network/ industry	✓	✓	X	X	✓	X

Contractor Management						
Contractor Management Process	✓	X	✓	✓	X	X
RCG Supplier H&S and Wellbeing Requirements	✓	✓	X	✓	X	X
RCG SERCO Combined Monthly Meeting	✓	✓	X	X	X	X
RCG SERCO 2 nd Monthly Meeting	✓	✓	X	X	X	X
Contractor H&S Performance Report – RCG with Contractor	✓	✓	X	✓	✓	✓
H&S Site Plans	X	X	✓	✓	✓	✓
SERCO Pre-Qual (re name)	✓	X	✓	✓	✓	X
Site Prestart meeting	✓	X	✓	X	X	✓
Subcontractor Agreements	✓	✓	X	✓	✓	X
Civil build contractor procedures	✓	✓	X	✓	✓	X
Risk Management						
Risk Management Process	✓	X	✓	✓	X	X
Risk Register (contractor)	✓	X	✓	✓	✓	✓
RCG Contractor Supplier Evaluation Form	✓	✓	X	✓	✓	X
Training Matrix	✓	X	✓	✓	X	✓
Key 8 High Risk Standards	✓	✓	X	✓	✓	✓
Covid – 19 Policy	✓	✓	X	✓	✓	✓
BP Request Covid -19 Work APR 20 (C8)	✓	X	✓	✓	✓	X
BP Request Covid -19 Work APR 20 (BRS)	✓	X	✓	✓	✓	X

BP Request Covid-19 Work APR 20 (Downer)	✓	X	✓	✓	✓	X
Shut Down of Site	✓	✓	X	✓	✓	X
Authorised Permit Issue and Receivers Register	✓	X	✓	X	X	✓
Gateway Permit	✓ (Plus, Vodafone)	X (Owned by Vodafone)	X	✓	✓	✓
CAA Authorisation – Drone, Halo	✓	X	✓	✓	✓	✓
Civil Build Hazard Board	✓	✓	X	X	X	✓
Contract Risk Register	✓	⊖	✓	✓	X	✓
SWMS	✓	⊖	✓	✓	X	✓
RCG Risk Assessment	✓	✓	X	X	X	✓
I-Auditor Prestart Checklist (Job Planning Prestart Risk Assessment)	✓	✓	X	✓	✓	✓
SAQ/Prebuild risk assessment	✓	X	✓	✓	n/a	n/a
Plant and Equipment Inspections	✓	X	✓	X	X	✓
Purchasing or modification of plant and equipment	✓	X	✓	X	X	✓
RCG High Std - Roads	✓	✓	X	✓	✓	✓
Safety Data Sheets	✓	X	X	X	X	✓
Safety in Design Report	✓	✓	X	✓	✓	✓
Site specific Hazardous Substances Register	✓	X	✓	X	X	✓
Site Specific Safety Mgmt. Plans	✓	X	✓	✓	X	✓

Tag Out System	✓	X	✓			✓
TMP	X	X	✓ (Council)	X	✓	✓
Temporary TMP	X	X	✓ (Council)	X	✓	✓
Close Approach Consents (KiwiRail)	X	X	✓	X	✓	✓
Close Approach Permit – from Utility Provider (Electrical)	X	X	✓	X	✓	✓
Council Permits	X	X	✓	X	✓	✓
Digging Permit	✓	X	✓	X	✓	✓
Hot work permit	✓	X	✓	X	✓	✓
Isolation Permit	✓	X	✓	X	✓	✓
Location Test Certificate	✓	X	✓	X	✓	✓
Permits	✓	X	✓	X	✓	✓
Site Permit Register	✓	X	✓	X	✓	✓
Traffic Mgmt. Permits	✓	X	✓	X	✓	✓
W@H Permit	✓	X	✓	X	✓	✓
Work Access Permit	✓	X	✓	X	✓	✓
Information, Training and Supervision						
Information, training, and supervision management process	✓	X	✓	✓	X	X
SWMS Template	✓	X	✓	✓	✓	✓
Side by Side Safety Notice	✓	✓	X	X	X	✓
Site Induction	✓	X	✓	X	X	✓
Project/site safety rules	✓	X	✓	X	X	✓
Safety Training Needs Analysis	✓	X	✓	X	X	✓
SERCO Mgmt. Procedure	✓	X	✓	X	X	✓
SERCO Site Specific Induction	✓	X	✓	X	X	✓

Assurance / Audit						
Assurance/audit management process	✓	X	✓	✓	X	X
I-Auditor Site Audits	✓	✓	X	✓	✓	✓
RCG site risk complexity review	✓	✓	X	X	X	✓
Policy / Planning						
Project Safety Management Plan	✓	X	✓	X	X	✓
H&S Policy	✓	X	✓	X	✓	X
Covid-19 Policy	✓	X	✓	✓	✓	X
H&S Manual/Management systems	✓	X	✓	✓	X	X
Emergency Management						
Evacuation / Emergency Management Procedures	✓	X	✓	✓	✓	✓
Roles & Responsibilities	✓	X	✓	✓	✓	✓
CAR	✓	X	✓	X	✓	✓

Information, Training and Competency

Purpose: To ensure processes are established to provide the requisite training, competency, and awareness to effectively manage health and safety risks.

Induction

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	RCG H&S Team

During the induction period, RCG will provide workers with key information (e.g. hazards, emergency procedures, company standards etc) to enable them to complete their tasks safely

Signed induction records are stored in a worker's personal file

Link to relevant documents	RCG Induction Checklist
----------------------------	---

Annual Re-induction

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	RCG Working Group

- All RCG workers will be re-inducted annually (group setting at the start of a new calendar year) – refresh key information, share key changes
- Signed induction records are stored in a worker's personal file

Identify Training Needs

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead Worker	RCG H&S Team

Training needs will be identified by role or individual

Identification of training needs will be from, but not limited to:

- Risk Register
- Job Descriptions
- Objectives
- Trend Analysis
- Operational requirements
- Equipment manufacturer's recommendations, as appropriate

Training

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	

Training, internal/external, will be provided as required to upskill workers (licencing, technical, certification, inhouse training etc)

Records of training are maintained in the RCG Training Matrix which shows:

- Training completed by role/person
- Level of competence, including supervision and trainer levels, as appropriate
- Expiry dates, as appropriate

Link to relevant documents	RCG Training Matrix
----------------------------	-------------------------------------

Training - Competency

Who is Accountable	Who is Responsible	Support/Input From
Functional Lead	RCG H&S Team	RCG H&S Working Group

Workers will complete a quiz, observation, or similar assessment at the completion of in-house training to determine competence and the level of supervision required (filed in personal files).

- Retraining will be undertaken where the level of competence is not obtained.

Confirmation of competence records will be stored in personal files and managed by the HR Team.

Who is Accountable	Who is Responsible	Support/Input From
Functional Lead	Worker	RCG H&S Working Group

Workers are only to complete tasks they are trained and competent (or under supervision) to undertake

Trainer Selection

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Lead	office Manager / Functional lead	RCG H&S Team

The trainer’s role is to teach workers the required skills to complete a task or activity to a certain level.

Select appropriate external/internal trainers based on areas not limited to:

External:

- Skill
- Experience
- Qualifications
- Timing / Availability
- Cost

Internal:

- Skills & experience at performing the task, including length of time
- Formal qualifications
- Specific expertise

Supervision

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	RCG H&S Team

Supervision may be required for workers undergoing on the job training to ensure the worker’s newness to the task or role does not endanger themselves, others, or equipment.

Select appropriate personnel to provide supervision to workers undergoing on the job training.

Selection will be based on, but not limited to:

- Skill
- Experience
- Qualifications
- Ability to train/pass on information
- Consistently demonstrate safe work methods

Those requiring supervision will be identified in the RCG Training Matrix

CG will Licensing/ Certification

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Functional Lead	RCG H&S Team

Some equipment and machinery require a certain level of knowledge and/or practical experience before a person is allowed to operate it. On the assessment of competence, a license or certificate will be issued.

Licenses/certifications will be held by workers prior to the operation of machinery or equipment where required. These will be checked during site audit inspections.

Non-workers will not operate any equipment without written permission from the Functional Lead:

- Sight copies of appropriate license/certification

File sign off and license copies on file

RCG H&S Working Group

Purpose: RCG recognises the valuable contribution workers have in making workplaces safe and healthy.

Composition

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	H&S Working Group Chair	RCG SLT Team

Will be made up of H&S Reps from various functional work areas. Representatives will be either through workers nominating themselves or through nomination by the Functional Manager.

Members will be active participants in meetings and projects

Provide 2-way communication of ideas/issues to work teams and H&S Working Group

Functional Leads must provide resources and time for the H&S Working Group to attend meetings and complete projects

RCG will support and encourage all workers in providing a safe work environment

Terms of Reference

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	H&S Working Group Chair	RCG SLT Team

A Terms of Reference is created to help guide the team on their requirements and outputs.

This document will be reviewed annually.

Link to relevant documents	RCG Health and Safety Working Group Terms of Reference
----------------------------	--

Meetings

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	H&S Working Group Chair	RCG Working Group RCG H&S Manager

Meetings are a tool to communicate information and educate. They provide a forum for workers to voice any issues or improvement suggestions.

Meetings are held monthly and are chaired by the RCG Working Group Chair (10x meetings/year)

Minutes are in the RCG H&S SharePoint/RCG Working Group/ Meeting Minutes

The RCG Working Group discussions are managed through an agenda and are not limited to:

- Performance updates & audit findings

- Risk management
- Issues resolution/great ideas
- Corrective & preventative actions, including investigation findings
- Updates/changes to procedures and documentation
- Progress against initiatives – safety, health & wellbeing
- Information sharing
- Review company/team feedback

Link to relevant documents	RCG Health and Safety Working Group minutes
----------------------------	---

Promotion of RCG Working Group

Who is Accountable	Who is Responsible	Support/Input From
RCG H&S Manager	H&S Working Group Chair	Workers RCG SLT

Support and promote H&S committee visibility and communication to the site through:

- Weekly Stand-Up Meeting – Chair sharing information/upskilling
- Representatives from a range of functional areas (finance, operations, build, procurement & communications, site acquisition, Radio Frequency Signal)
- Coffee catch up Chair & CEO – Monthly
- H&S Working Group update at RCG Leadership Team meeting – Quarterly
- H&S Working Group update at Monday morning stand up – Monthly
- Regular safety Comm’s
 - 101 of Safety Comm’s – what does H&S means to me personally? What does it mean to JP/chain of command? – once off
 - H&S Working Group Comm’s – who we are, what we are focusing on, how to utilise the team to create change and improve H&S in RCG
 - Monthly focus area – fun/learning objectives
- Chair to sit in some Serco H&S meetings (help understanding/following significant incident/good or poor audit result)

Working Group Initiatives

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	H&S Working Group Chair	Workers

The Working Group will create an annual plan: identifying key projects and initiatives to reduce risk and build engagement across RCG business

The annual plan, and associated resources, will be approved by the RCG CEO.

Progress to plan will be shared with the wider RCG business through regular updates.

Wellbeing

Purpose: To educate and support lifestyle choices which may impact workers' ability to do their roles safely and effectively.

Initiatives

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Office Manager	RCG H&S Manager RCG Working Group

Wellbeing initiatives, relevant to the business, will be managed through the RCG H&S Annual Improvement Plan and RCG H&S Working Group Annual Improvement Plan

The business will have a range of ambassadors to provide initial support for workers.

Workers can raise initiatives ideas through the RCG annual survey or through their H&S Working Group Representative

Progress on initiatives will be shared with the wider RCG business through Stand-Up meetings

External Providers

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Office Manager	RCG H&S Manager RCG Working Group

RCG works with external providers to provide professional skills and resources to support workers. This includes:

- EAP
- Mental Health First Aiders
- Various external providers, as required

Emergency Management

Purpose: To ensure that the appropriate resources and incident response plans are available and, practised

Emergency Procedures & Approved Evacuation Scheme

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Office Manager	111 Franklin Road occupants RCG Working Group

Occupants of 111 Franklin Road - emergency procedures are managed through the Emergency Management Plan (owned by Building Owner).

The Emergency Management Plan (EMP) identifies potential emergency scenarios and procedures on what to do in an event e.g., fire, earthquake, bomb threat etc. The EMP is reviewed annually.

Potential emergency scenarios and procedures are communicated at induction/re-induction and visitor sign-in area.

A site map should be located by exit doors detailing:

- Building layout
- Location of emergency equipment e.g., fire extinguisher, cabinet etc
- Emergency exits
- Safe assembly point for evacuated personnel

Link to relevant documents	RCG Emergency Management and Evacuation Procedures
----------------------------	--

Who is Accountable	Who is Responsible	Support/Input From
Building Owner	Office Manager	

The building has an Approved Evacuation Scheme managed by the Building Owner (non-RCG).

Emergency Equipment & Resources including First Aid

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Office Manager	

For RCG this information, checked quarterly and managed through the RCG Routine Activities Calendar, includes:

- First aid kits
- Defibrillator locations (includes app)
- Firefighting equipment
- Civil Defence cabinet

- Other Safety equipment (e.g., air horn/siren etc.)

First Aid kits are available in the office. These are checked and restocked monthly.

Requirements for First Aid resources shall be checked annually or when a significant change occurs to facilities or worker numbers.

A list of RCG Key Contacts including Wardens and First Aiders (numbers meeting legislative needs) is located on the H&S Noticeboard

Wardens

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	Chief Fire Warden	

Wardens are required to be predominantly in the office (voluntary/nominated role)

Wardens are identified through orange high viz and/or yellow emergency armband

Training of the Chief Fire Warden and 2IC is completed through FSN

Warden duties are included in the EMP

Link to relevant documents	Emergency Warden Duties
----------------------------	---

Drills

Who is Accountable	Who is Responsible	Support/Input From
Building Owner	Office Manager	Chief Fire Warden

Periodic exercises are to be conducted to test the effectiveness of emergency plans (6 monthly – managed through the RCG Routine Activities Calendar).

Fire drills are managed through an external company (FSN) and coordinated by the Building Owner

Exercises should cover the range of potential emergency events that could arise and can be either a mock exercise or tabletop depending on the scenario being tested.

Opportunities for improvement should be discussed and recorded in the RCG Working Group meeting and procedures updated accordingly (in conjunction with Building Owner)

Evacuation drills may take into account and include relevant interested parties, e.g., emergency services and neighbours, as appropriate.

Means of Escape Monitored

Who is Accountable	Who is Responsible	Support/Input From

Chief Warden	H&S Working Group	
--------------	-------------------	--

Regular checks (quarterly) of the means of escape and the fire safety of the building are to be carried out to ensure they are always operational (I-Auditor Office Safety Walk Through Checklist). Key considerations to be checked include:

- Fire exits are always kept clear of all obstacles
- Smoke control and fire stop doors are to be kept clear and must not be wedged open. (NOTE Use of "hold-open devices" that comply with the building code is permitted)
- Flammable liquids or materials are not stored near or within any part of the building used as a means of fire escape
- Exit doors are not locked, barred, or blocked to prevent occupants from leaving the building at any time
- Exits signs are in place
- Firefighting equipment is not obstructed
- Site plans by exits are available and up to date

Any faults or hazards affecting the means of escape must be rectified immediately and reported to the RCG Working Group for action.

Audits and Assurance

Purpose: To regularly check and confirm processes, systems and practices are in place, and effective, to maintain a safe and healthy workplace and to support a continuous improvement cycle.

Overview

Who is Accountable	Who is Responsible	Support/Input From
RCG Board	RCG CEO	RCG H&S Team

RCG's monitoring programme will be based on the level of risk and complexity of the work being undertaken.

Monitoring will review management systems & procedures with additional items as requested by the RCG CEO:

- risk management
- subcontractor management
- implementation of corrective/preventative actions
- engagement and communication
- discussions and confirmation with workers

Workers are encouraged to participate in monitoring and corrective and preventative action closure. Findings from monitoring programmes are discussed at the weekly SLT meeting and the monthly Working Group meeting and communicated to the Board

SERCO audits – external annual

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Lead	RCG H&S Manager

All SERCOs will be audited annually to confirm there are appropriate H&S management systems in place to provide a safe workplace (e.g., risk management, training & record management, incident management, emergency management, engagement and participation and contractor management).

These audits are directed by their MNO partner and evidence of audit results is shared with RCG. This can be through:

- Evidence of external 3rd party audit: e.g., ISO directed by the SERCO
- Evidence of external 3rd party audit directed by RCG

RCG share audit results with CIP annually for review. Feedback is managed at individual Governance meetings.

Following a serious incident, or on request, RCG may require a SERCO to be audited by an independent 3rd party provider.

Project Site Audits

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Manager	RCG H&S Lead

Post design being available, sites will be assessed to understand the individual site risk and complexity of the build. This will include using the historical performance of the individual contractor and their subcontractors.

Scores will be recorded in NexysOne and will be reviewed after the build and annually through preventative project maintenance (PPM)

Audits will be undertaken by the RCG H&S Manager and findings from the audit recorded in I-auditor, pictures will be included where possible. Results will be shared with the contractor and through the RCG H&S Monthly Report.

Regular monitoring will be completed of major contractors focusing on:

- Processes – confirming effectiveness (doing what they said they would do), including the competence of workers
- Practices – risks and behaviours

Monitoring may be a mix of:

- Observation
- Conversations

Significant non-conformances will be addressed during the audit; this may include the requirement to stop work.

Non-conformances are included in the RCG Corrective Action Management system.

Contractors will provide an update on their progress to closing non-conformances during the 1:1 H&S Meeting with trends discussed in the Combined SERCO H&S Meeting. The RCG CAM document will be updated through this process with escalation to Governance meetings as required

Link to relevant documents	Corrective Action Management (CAM) Plan
----------------------------	---

CIP Audit

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	Functional Leads

CIP audits RCG annually, focusing on records and procedures.

Corrective actions are managed through the RCG CAM process and closure progress is reported in H&S Monthly Report.

CIP may also require a member of their Management Team or a 3rd party to review project site audits

H&S Management System Review

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG H&S Team	RCG H&S Team

H&S Management Review meetings are designed to confirm health and safety protocols are reviewed at a senior level within the business to ensure continuing suitability, adequacy and effectiveness of the health and safety management system with a focus on continuous improvement.

A management review will be conducted on an annual basis in a formal, recorded meeting. Representatives from various internal workgroups and stakeholders may be invited to attend and participate in the management review meeting/s, on invitation from the RCG CEO.

Outcomes of the management review must be recorded and distributed to relevant stakeholders.

The management review meetings may include the following inputs:

- SWOT analysis
- Follow up and review of previous management review actions.
- Results from internal and external audits.
- Evaluation of legislative compliance, amendments and proposed industry changes including statutory amendments or updates.
- Effectiveness of participation and consultation arrangements.
- Evaluation of safety and health performance.
- Evaluation of safety and health resources, including the provision of ongoing instruction and training.
- Review of major changes to Risk Register/s.
- Status of the CAM Register.
- Review of safety and health objectives and targets.
- Consideration of major incident investigations including corrective and preventative actions and their effectiveness
- Contractor performance
- Communications received from external stakeholders detailing significant matters, including compliments and complaints.
- Additional items can be included as required

Identified improvement opportunities should be prioritised within annual improvement plans created to close gaps and/or maximise opportunities.

Post contract review

Who is Accountable	Who is Responsible	Support/Input From
RCG CEO	RCG Project Director	RCG H&S Lead

RCG will regularly (no less than annually) assess contractor performance to help determine the ongoing validity of required services.

DEFINITIONS/GLOSSARY

Workplace	Place under control of the organisation where work is carried out, or is customarily carried out; and includes any place where a person goes, or is likely to be, while at work
PCBU	A Person Conducting a Business or Undertaking (Sec 17 of HSWA). It's a broad concept used throughout health and safety to describe all types of modern working arrangements which we commonly refer to as businesses. Most New Zealand businesses, whether large corporates, sole traders, or self-employed, are classed as PCBUs
Worker	An individual who carries out work in any capacity for a PCBU (Sec 19 HSWA)
Participation	Involvement in decision making
Consultation	Seeking views before making a decision
Hazard	A source with a potential to cause injury and ill-health
Risk	Combination of the likelihood of occurrence of a work-related hazardous event or exposure and severity of injury & ill health that can be caused by the event of exposure to the Hazard
Competence	Ability to apply knowledge and skills to achieve intended results
Incident	Occurrence arising out of, or in the course of, work that could or does result in injury and ill-health
Near Miss	An incident where no injury and ill health occurs however has the potential to do so
Serco	Service Company performing work for RCG – Connect 8, Ventia, Downer
Safety Alerts	Information warning and education of workers following an incident
Safety Notifications	H&S advice and education not from an incident
I - auditor	Online tool and database with templates and record management of H&S activities