

# Organisational Resources, Roles and Responsibilities

## Matrix of roles and responsibilities

Drives a caring culture based on fairness and continuous improvement, with consultation and communication throughout Ara.

System element/section	Ara Council	Te Kāhui Manukura (TKM)	Health and Safety Manager	The Managers	Health and Safety Committee	All Workers
Ara Health and Safety Charter	<ul style="list-style-type: none"> <li>Establishes the Charter that determines the high-level health and safety strategy and objectives.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures that the vision, mission and principles from the Charter are embedded into Ara practice and behaviour.</li> </ul>	<ul style="list-style-type: none"> <li>Provides assurance to TKM and Council of compliance with the Charter.</li> </ul>	<ul style="list-style-type: none"> <li>Need to be aware of the Charter purpose, the role of Governance and Management, and the need to promote best practice in health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Support the Health and Safety Manager in the implementation of the Charter's intent.</li> </ul>	<ul style="list-style-type: none"> <li>Be aware of the Charter and that health and safety is the responsibility of everyone.</li> </ul>
Ara Health and Safety Policy	<ul style="list-style-type: none"> <li>Ensure that Ara has an appropriate Health and Safety Policy and Procedures in place.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews and implements the Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Develops the Policy.</li> <li>Ensures compliance with Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with Policy.</li> </ul>	<ul style="list-style-type: none"> <li>Supports the Health and Safety Manager to develop and review effectiveness of policy.</li> </ul>	<ul style="list-style-type: none"> <li>Comply with Policy.</li> </ul>
Resources, Roles and Responsibilities	<ul style="list-style-type: none"> <li>Ensures appropriate resources are applied to the development, implementation and maintenance of the system, and Management provides enough workers with adequate competency and training, supported by specialists as required.</li> <li>Establishes health and safety-related objectives and tasks in the CE's position description and then manages the performance of the CE accordingly.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies resource requirements for the development, implementation and maintenance of the health and safety management system, obtains approval for this provision and secures and allocates resources accordingly.</li> <li>Allocates responsibilities and accountabilities to managers and workers for implementation of the system and its components.</li> <li>Ensures health and safety is an explicit consideration in the performance management of workers.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes, organises and directs groups whose primary function is health and safety-oriented -includes Fire Wardens, Health and Safety Co-ordinators, workers, students, and contractors.</li> </ul>	<ul style="list-style-type: none"> <li>Organises sufficient resources to carry out the work safely.</li> <li>Carries out performance management of workers.</li> <li>Maintains sufficient first aiders.</li> <li>Maintains sufficient HSNO handlers.</li> <li>Ensures Hazard and Risk Registers are completed annually.</li> <li>Establishes Health and Safety Co-ordinators.</li> </ul>	<ul style="list-style-type: none"> <li>Considers the impact on resourcing, roles and responsibilities when providing a recommendation to Te Kāhui Manukura.</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrate awareness of health and safety in everything that they do.</li> <li>Promptly report all notifiable events, injury or incident.</li> <li>Proactively look for and report hazards.</li> </ul>
Strategic and Annual Planning – Objectives and Targets	<ul style="list-style-type: none"> <li>Agrees targets with Te Kāhui Manukura to measure the performance of Ara against the strategy and objectives in the Health and Safety Charter.</li> <li>Approves an annual health and safety plan and an annual health and safety audit programme (including funding) that is</li> </ul>	<ul style="list-style-type: none"> <li>Based on the Health and Safety Committee's recommendations, proposes annual health and safety objectives and performance targets for inclusion in the Ara Strategic Plan/Business Plan.</li> <li>Ensures any business objectives and targets do not</li> </ul>	<ul style="list-style-type: none"> <li>Provides an Annual Report to assist in the development of the annual Health and Safety Plan.</li> <li>Manages the annual Health and Safety Plan and is involved in tasks as necessary.</li> <li>Communicates the health and safety plan to workers.</li> </ul>	<ul style="list-style-type: none"> <li>Implements their tasks (as required) as part of the annual Health and Safety Plan.</li> <li>Adopts targets established in the annual Health and Safety Plan.</li> </ul>	<ul style="list-style-type: none"> <li>Provides recommendations for annual health and safety objectives to Te Kāhui Manukura for consideration.</li> <li>Provides recommendations for annual performance targets (lead and lag).</li> </ul>	<ul style="list-style-type: none"> <li>Be aware of the Health and Safety Plan.</li> </ul>

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	consistent with the Council Health and Safety Charter.	<p>create perverse incentives for health and safety.</p> <ul style="list-style-type: none"> <li>Determines and implements a Strategic/Business Plan that is consistent with the Health and Safety Charter.</li> </ul>				
The Health and Safety Management System (specifically Items 1 – 8 below)	<ul style="list-style-type: none"> <li>Oversees development and implementation of the Health and Safety Management System and understands the functioning of such a system in order to be assured of its efficacy.</li> </ul>	<ul style="list-style-type: none"> <li>Driving a health and safety culture based on fairness and continuous improvement, with consistent consultation and communication throughout Ara.</li> <li>Supports the development of the Health and Safety Management System.</li> <li>Seeks expert advice when independent input is necessary to provide assurance.</li> </ul>	<ul style="list-style-type: none"> <li>The Health and Safety Manager develops and maintains the Health and Safety Management System, including document control, and applies appropriate change management practices.</li> <li>Engages in tertiary sector networking to seek opportunities for improvement.</li> </ul>	<ul style="list-style-type: none"> <li>Implements the Health and Safety Management System.</li> </ul>	<ul style="list-style-type: none"> <li>Terms of Reference aims set out the purpose of the Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Are aware of the Health and Safety Management System.</li> </ul>
1. Hazard and Risk Management	<ul style="list-style-type: none"> <li>Determines the risk tolerance of the organisation with respect to health and safety.</li> <li>Assures themselves that hazards are being identified as part of a risk assessment process, treatments are implemented such that the residual risk meets the Council's tolerance, and there is monitoring for effectiveness.</li> <li>Are familiar with risk assessment processes, sufficient to properly evaluate the information provided.</li> <li>Seeks expert advice when independent input is necessary to provide assurance.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes a Risk Management Framework that includes health and safety considerations.</li> <li>Ensures that Hazard and Risk Registers are developed and maintained across the organisation.</li> <li>Ensures managers are complying with the Hazard and Risk Management Procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and maintains the Hazard and Risk Management Procedure for health and safety and any other supporting document.</li> <li>Advises on consistency of approach across Ara.</li> <li>Monitors the completion of hazard and risk registers.</li> <li>Conducts audits and reviews of the workplace against the hazard and risk register.</li> </ul>	<ul style="list-style-type: none"> <li>Manages risks such that they are within the risk tolerance agreed by the Council.</li> <li>Adheres to Ara risk management processes - includes implementing the Hazard and Risk Management Procedure for health and safety.</li> <li>Communicates and consults with workers and others on risk management.</li> <li>Conducts risk assessments – identifies hazards, analyses risk, treatments are implemented such that the residual risk meets the Council's tolerance.</li> <li>Maintains their department hazard and risk registers.</li> <li>Utilises the Permit to Work system (refer Contractor Management).</li> <li>Monitors effectiveness of controls via, for example,</li> </ul>	<ul style="list-style-type: none"> <li>Assists in the development of processes that relate to hazard and risk management (HSW Act Reference – Schedule 2 – Part 2 Section 20 Functions of the HSC).</li> </ul>	<ul style="list-style-type: none"> <li>Proactively identifies hazards and risks for inclusion on register.</li> <li>Aware of hazards on register.</li> <li>Aware of hazard and risk mitigation strategies on register.</li> </ul>

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				<p>regular inspections (the frequency being considerate of risk and of legal requirements).</p> <ul style="list-style-type: none"> <li>Allow workers to undertake worker representation roles.</li> </ul>		
2. Incident Management	<ul style="list-style-type: none"> <li>Are familiar with incident investigation processes, sufficient to properly evaluate the information provided.</li> <li>Monitors serious harm (includes potential for serious harm) and notifiable events, their investigations, the associated action plans, and as part of the action plan, making sure the lessons learnt are communicated and applied. Expecting external input in order to provide independence.</li> <li>Any notifiable event is reported to the Council within 24 hours. The Council will be kept informed where the investigation completion for such an event will exceed five working days. The Council is responsible for reviewing the investigation report and monitoring the progress of the action plan.</li> <li>Seeks expert advice when independent input is necessary to provide assurance.</li> <li>Reflects on systemic issues that may have contributed to an incident and including action(s) in the action plan.</li> </ul>	<ul style="list-style-type: none"> <li>Notifies the Council of any notifiable event within 24 hours.</li> <li>Receives all action plans that may have systemic issues identified as a root cause.</li> <li>Ensures root cause investigations are carried out in the case of notifiable events.</li> <li>Reflects on systemic issues that may have contributed to an incident and including action(s) in the action plan.</li> <li>Ensures managers are complying with the Accident/Incident Reporting and Accident/Incident Investigation Procedure.</li> <li>Ensures the action plans that resulted from the incident are carried out by the Line Managers.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and maintains the Accident/Incident Reporting Procedure and the Accident/Incident Investigation Procedure and any other supporting controlled documents</li> <li>Notifies the Chief Executive as soon as possible (within one hour) of notifiable event or any regulatory action by WorkSafe.</li> <li>Liaises with WorkSafe in the event of an investigation or notice.</li> <li>Reports notifiable events including investigation and action plan progress to the Health and Safety Committee, TKM and the Council and WorkSafe.</li> <li>Maintains an Incident Register for the organisation.</li> <li>Investigates Medical Treatment Incidents, Lost Time Incidents, and Notifiable Events including near misses and First Aid treatment which could have resulted in increased harm. Determines root cause(s), documents the findings and provides a preliminary report to the department and TKM within 5 working days.</li> <li>Tracks progress of the resultant action plan. Assists with the implementation of action plan if necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Implements the Incident Reporting Procedure and the Incident Investigation Procedure.</li> <li>Notifies the Health and Safety Manager and their line manager as soon as possible (within one hour) on becoming aware of any incident or breach regarding health and safety (this includes regulatory action by WorkSafe).</li> <li>Identifies and manages any breaches of health and safety requirements.</li> <li>Carries out action plans, and reports progress to Health and Safety Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Assists in the development of processes that relate to incident management (HSW Act Reference – Schedule 2 – Part 2 Section 20 Functions of the HSC).</li> <li>Discusses action plans and progress against agreed plans.</li> <li>Considers “Lessons learnt” communications to ensure the most useful information is disseminated to the appropriate audience.</li> </ul>	<ul style="list-style-type: none"> <li>Notify their line manager as soon as possible (within 1 hour) of becoming aware of any health and safety related event, including near misses and possible hazards.</li> </ul>

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3. Emergency Management	<ul style="list-style-type: none"> <li>Requires management to have in place disaster recovery and emergency management plans and that these be regularly updated.</li> </ul>	<ul style="list-style-type: none"> <li>Approve emergency management plans.</li> <li>Participate in Crisis Response Team as required.</li> </ul>	<ul style="list-style-type: none"> <li>Prepares and reviews emergency management plans.</li> <li>Communicates emergency management plans.</li> <li>Practices emergency management plans.</li> </ul>	<ul style="list-style-type: none"> <li>Practices and implements emergency management plans as per policy.</li> </ul>		<ul style="list-style-type: none"> <li>Be aware of Ara emergency management plans.</li> </ul>
4. Contractor Management	<ul style="list-style-type: none"> <li>Ensures management have provided contractors (and subcontractors) that are pre-qualified, inducted, monitored and evaluated on their health and safety practices.</li> </ul>	<ul style="list-style-type: none"> <li>Requires that contractors have health and safety practices that match (or better) Ara policies and procedures.</li> </ul>	<ul style="list-style-type: none"> <li>Establishes and maintains the Contractor Management Procedure.</li> <li>Monitors compliance with Contractor Management procedure.</li> </ul>	<ul style="list-style-type: none"> <li>Implements the Contractor Management Procedure.</li> <li>Ensures preferred suppliers are pre-qualified and inducted.</li> <li>Monitors contractors.</li> <li>Evaluates contractors' performance.</li> </ul>		
5. Procurement	<ul style="list-style-type: none"> <li>Ensures management have provided plant and equipment that is fit for purpose, supported by training and safe operating procedures, and maintained.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement Policy and associated procedures support the procurement of fit-for-purpose plant and equipment.</li> </ul>	<ul style="list-style-type: none"> <li>Procurement procedures include health and safety advice prior to procurement.</li> <li>Reviews commissioning of all new equipment to ensure health and safety has been appropriately considered and managed.</li> </ul>	<ul style="list-style-type: none"> <li>Implements procurement procedures.</li> <li>Engages Health and Safety Manager prior to purchase or business case.</li> <li>Obtains SOPs and embeds knowledge with workers and students.</li> </ul>		<ul style="list-style-type: none"> <li>Identify to line manager any equipment or asset that may not be safe to use by workers, students, or contractors.</li> </ul>
6. Performance Monitoring and Measurement	<ul style="list-style-type: none"> <li>Establishes the monthly, quarterly and annual expectations for reporting, in order to measure and monitor the health and safety performance of the organisation. Reviews the performance reports and approves improvements to the health and safety system where necessary.</li> </ul>	<ul style="list-style-type: none"> <li>Reviews the monthly and quarterly reports.</li> <li>Ensures any issues are addressed by the line managers.</li> <li>Provides feedback to the Health and Safety Manager.</li> </ul>	<ul style="list-style-type: none"> <li>Supplies a monthly report which includes data and annual targets for all incidents, absence rates, health exposure, contractor management, and if possible any accompanying trend analysis. There must also be an update on progress of action plans as a result of an incident or audit/review.</li> <li>Supplies a quarterly report that includes trend analyses of incidents and progress on the annual health and safety plan, training, planned maintenance and other proactive programmes.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure timely and accurate reporting on all health and safety incidents including near misses, is provided to the Health and Safety Manager.</li> <li>Review health and safety reports and follow through with recommendations where required.</li> </ul>	<ul style="list-style-type: none"> <li>Review the monthly and quarterly report.</li> <li>Assist the Health and Safety Manager to develop actions and response plans to trends or issues identified.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure timely reporting on all health and safety incidents, including near misses, to Health and Safety Manager.</li> </ul>

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			<ul style="list-style-type: none"> <li>Provides input to workers and supplier assessments.</li> <li>Undertakes auditing and checking of the Health and Safety Management system.</li> </ul>			
7. Training and Competency	<ul style="list-style-type: none"> <li>Being familiar with risk assessment and incident investigation processes to a sufficient level to evaluate the information provided.</li> </ul>	<ul style="list-style-type: none"> <li>Ensures training programmes allow workers to meet their roles and responsibilities.</li> <li>Leads the development of the Academic Programmes (primarily with Academic Division) and the corresponding Capability Frameworks (primarily with Human Resources).</li> <li>Ensures Industry-led practices are integrated into programmes and training (Education and Applied Research – Advisory committees).</li> </ul>	<ul style="list-style-type: none"> <li>Keeps Ara updated on changes in health and safety-related legislation, regulations, codes of practice etc.</li> <li>Arranges training on the Health and Safety Management system.</li> <li>Organises the supplier for first aid courses for First Aiders.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in training as required.</li> <li>Ensure workers can participate in training as required.</li> </ul>	<ul style="list-style-type: none"> <li>Promote health and safety training and competency culture within Ara.</li> </ul>	<ul style="list-style-type: none"> <li>Participate in training if required.</li> </ul>
8. Engagement, Participation, and Representation	<ul style="list-style-type: none"> <li>Ensures management has effective worker participation methods that provide reasonable opportunities for engaging with workers and students on issues which may affect health and safety, and also for improving health and safety at Ara.</li> <li>Provides timely feedback to Management on their recommendations (where necessary).</li> </ul>	<ul style="list-style-type: none"> <li>Demonstrates visible leadership via site observations.</li> <li>Establishes the Health and Safety Committee and its Terms of Reference.</li> <li>Engages with the Health and Safety Committee as per the Terms of Reference. Note that a TKM Director chairs the Health and Safety Committee.</li> </ul>	<ul style="list-style-type: none"> <li>Provides information, membership and support to the Health and Safety Committee, as per the Terms of Reference.</li> </ul>	<ul style="list-style-type: none"> <li>Provides reasonable opportunities to engage with Ara workers on matters that relate to health and safety.</li> </ul>	<ul style="list-style-type: none"> <li>Identifies and communicates key health and safety messages to Managers and Ara workers.</li> <li>Considers suggestions and complaints received from workers, students and management relating to health and safety and makes recommendations to TKM.</li> </ul>	<ul style="list-style-type: none"> <li>Participate as required in roles of worker representation.</li> </ul>