



HEALTH, SAFETY AND WELLBEING DOCUMENT

Control of Work Manual

HSW-010-BPR-005
V3
Review Date: January 2026

What is a Control of Work System?

A Control of Work System is made up of three critical risk management processes which support effective work planning and safe execution.



The Watercare Control of Work System provides the tools and framework for how we manage and authorise work. It's our way of making sure all safety precautions are in place before work starts.

Definition of work

An activity involving mental or physical effort done in order to achieve a purpose or result.

The word “work” covers every type of work imaginable. In an occupational sense however, work can generally be grouped into three different types: routine, planned and reactive.

Routine: Performed as part of regular work. There are two types of routine work:

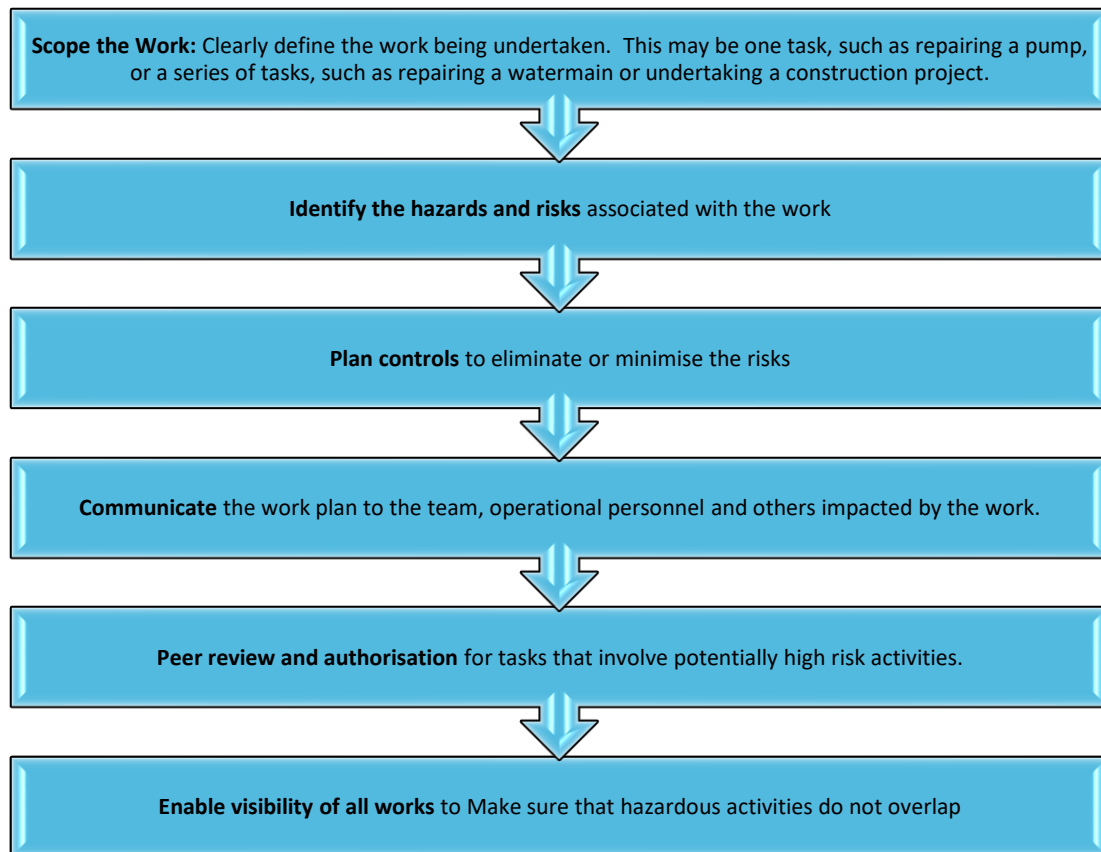
- **Vocationally skilled work** – These are daily routine work tasks for which you have been trained and your competency assessed to carry out the tasks safely and effectively. For example, driving a vehicle or doing computer work or an electrician doing electrical work. For this type of work, vocational training and competency assessments (apprenticeship, tertiary study, on the job training), is completed so that you become vocationally skilled to do the work without instruction. The Control of Work Process workflow does not apply to this type of routine work.
- **Complex Routine Work** - such as operating or maintaining plant and equipment. Hazards are known, controls and safe work methods are repeatable. Typically, this type of work is covered by a Standard Operating Procedure (SOP). The SOP is a set of set-by-step instructions to assist vocationally skilled workers carry out complex routine activities correctly (and to industry standards), safely and always in the same manner.

Planned Work: This is work that has gone through a formal planning process to identify labour, materials, tools, and safety requirements. Typically, this type of work has a work order, requires an SOP, a Job Safety Analysis (JSA) or combination of both. Large work programmes are often divided into smaller work tasks each with its own JSA.

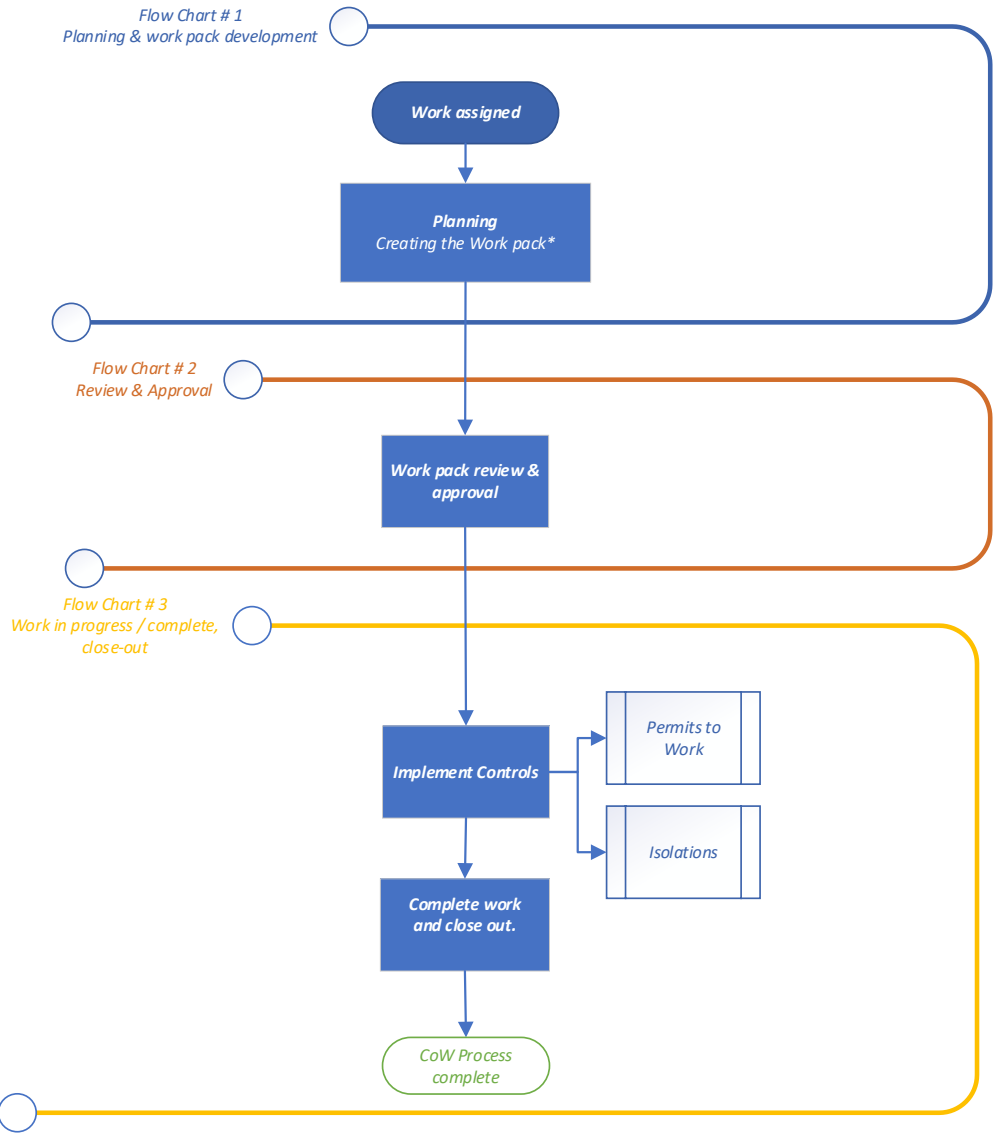
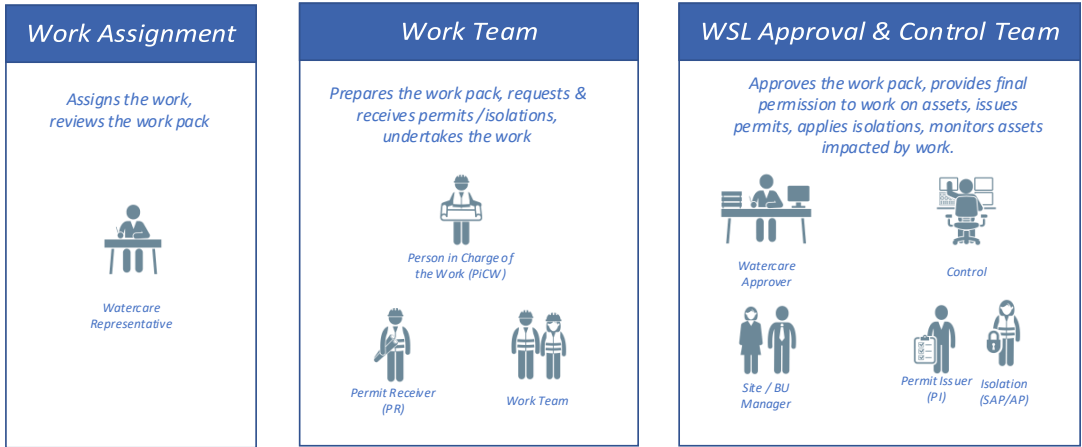
Reactive Work: Work that is in response to an emergency, breakage or failure. Again, this type of work requires an SOP, JSA or combination of both.

Why is having a Control of Work System important?

Having a Control of Work System is important because it provides a framework and tools which support anyone who is doing work, or has responsibility for works to:

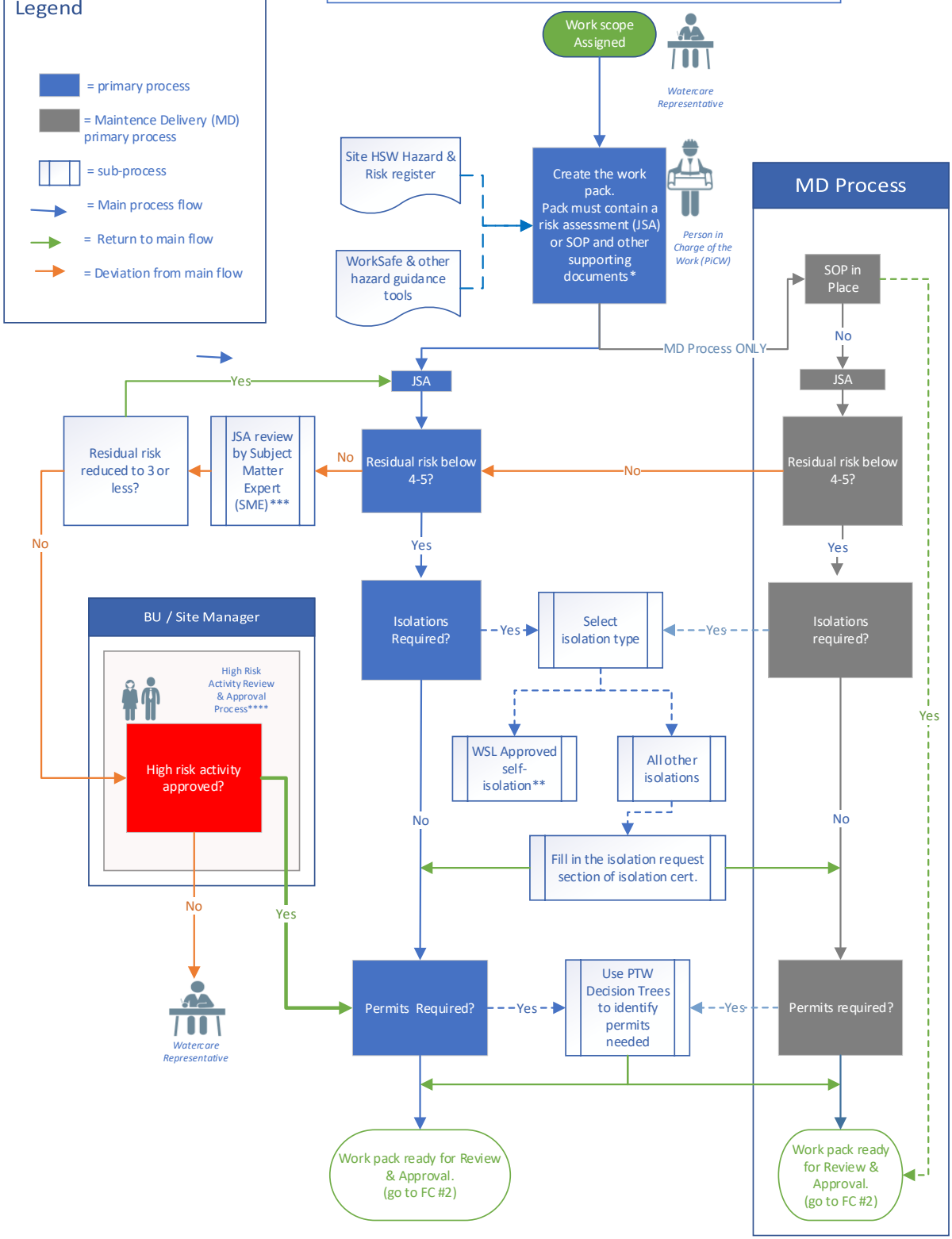
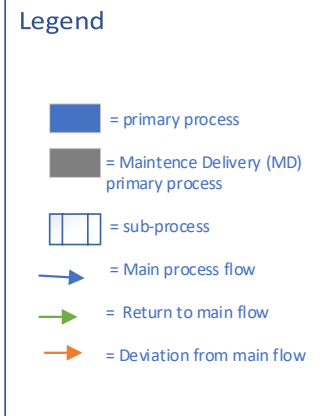


Control of Work Process - work flow



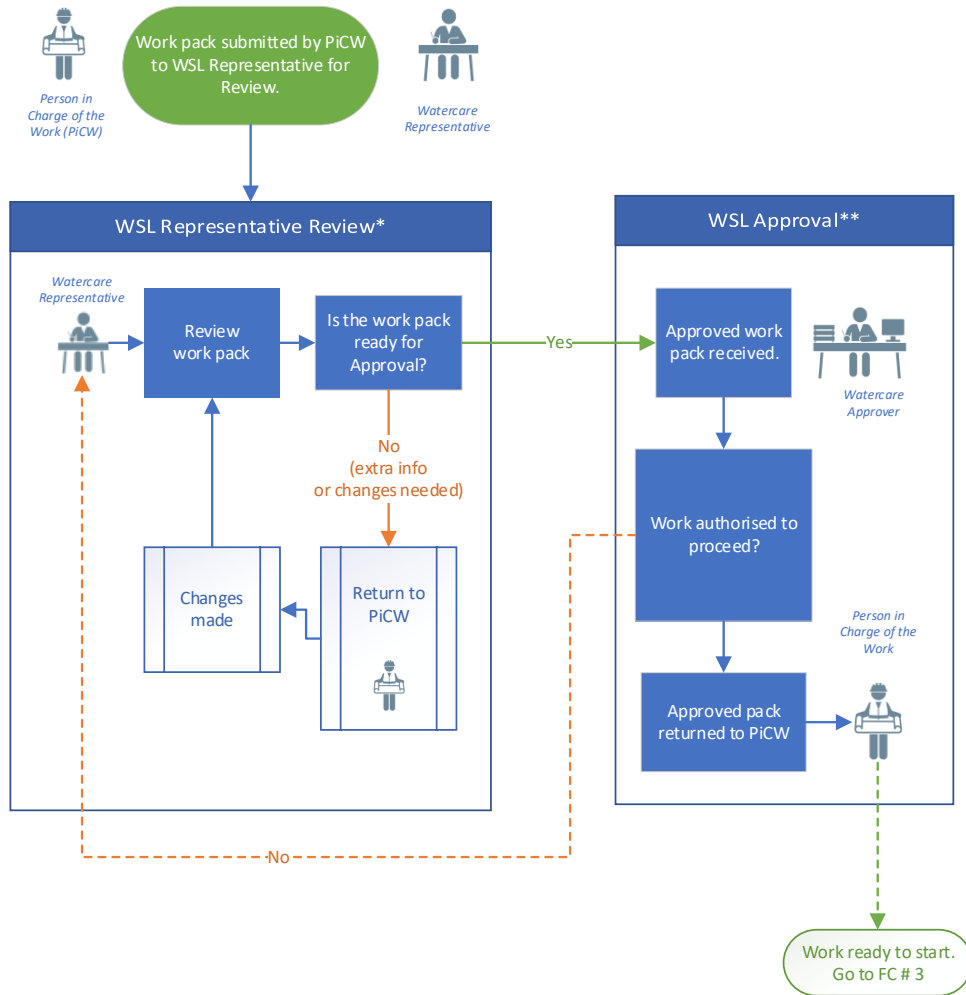
* Work Pack documents must include a risk assessment (JSA) or an SOP or a combination of both. Additional documents may include Permit Certificates, Isolation Requests, plans and drawings, work methodologies and other relevant information. Refer Pg's 20-28 Control of Work Document

Flow chart # 1 Planning & Work Pack Development



** Watercare-approved self-isolation within one working shift, four or less isolation points, applied by WSL approved personnel.
 *** SME - A competent person who understands the work, risks and controls – refer pg 16 of Control of Work Manual
 **** High Risk Approval required if after planning safety measures to reduce risks, the level of risk remaining still considered high (4) or very high (5).

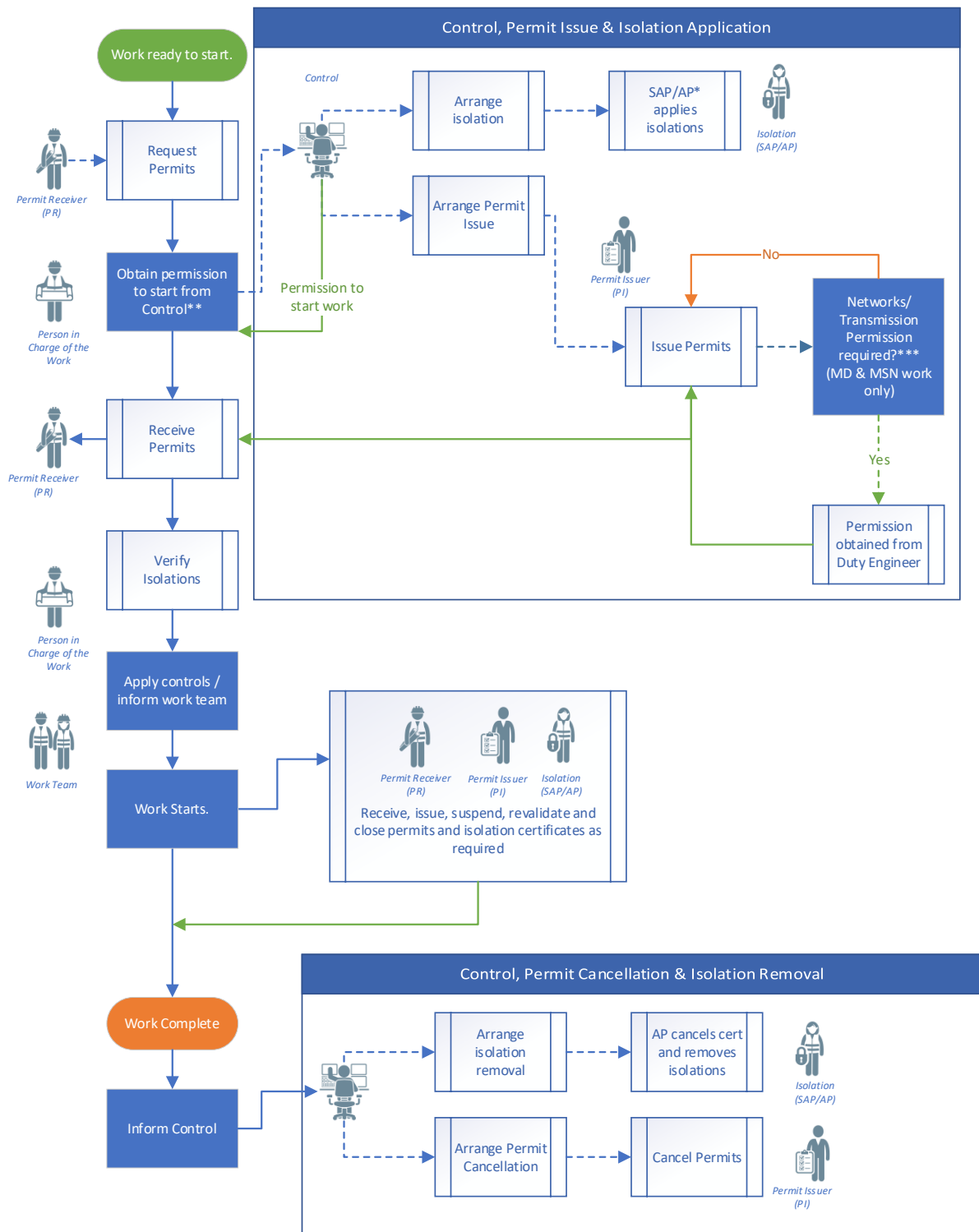
Flow chart # 2 Review, Approval,



* Watercare Representative Review – Refer Pg’s 10 & 11 Control of Work Manual

** Watercare Approval – Refer Page 17 Control of Work Manual

Flow chart # 3: Work in Progress, Complete / Close-out



* SAP / AP (Senior Approved Person, or Approved Person) trained and approved by Watercare to apply and remove isolations.
 ** Control – The person operating the asset at the time of the work. Depending on the site or asset this maybe a Process controller (Rose dale), Control room operator, Process technician, Networks / Transmission Duty Engineer.
 *** Networks / Transmission Permission – MD and MSN can issue their own permits for work on these assets. However they must obtain permission before issuing the permit.

Users of the Control of Work System

The Control of Work System is a framework designed to help each person involved with the work, to make informed decisions. It is intended to allow flexibility to suit many different types of work and working environments, irrespective of the duration of the job.

The following roles participate actively in assigning, planning, checking, approving and doing the work.

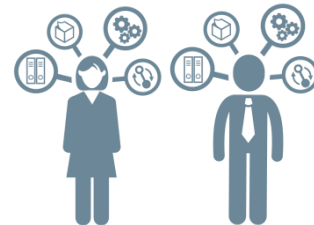
How the system is used, **which** tools are selected, **who** is involved and **what** they need to do, is determined by the **scope of the work** and the hazards and risks involved.



Watercare Representative



Person in Charge of the Work



Subject Matter Expert(s)



Watercare Approver



Permit Issuer



Permit Receiver



Control



Work Team



Approved Persons

Watercare Representative

Watercare Representative

Watercare person who arranged the work to be done.

This person may be:

- Maintenance controller
- Project engineer/manager
- Maintenance Delivery leading hand/supervisor
- Others who organise work i.e., MD Supervisor



Watercare Representative

Responsible for:

- Making sure that the right person/organisation is given the work
- Telling the Person in Charge of the Work, of the hazards within the work location.
- Review work pack documentation hazards and risks. Check to make sure that the hazard and risk controls are well planned to reduce the risk of harm as low as possible.
- Communicating extra requirements or changes to the Person in Charge of the Work
- Making sure that work pack documentation is complete
- Giving the Watercare Approver the completed work packs (JSA, Permits and other associated documents).
- Reviewing and monitoring to make sure Control of Work system is followed
- Alerting site/asset managers of high-risk activities (**residual risk 4 or 5**).

I need to....	Where do I find...?	How do I do...?	When do I do it?
Communicate hazards and risks of my site/plant/process to the Person in Charge of the Work	<ul style="list-style-type: none"> - Site Hazard Register - Worksite visit with Person in Charge of the Work 	<ul style="list-style-type: none"> - Site hazards specific to the work, can be pre-loaded into the JSA along with Watercare controls. - Print and provide a copy of the hazard register - When doing a worksite visit, 	<ul style="list-style-type: none"> - When arranging the work pack documentation to send to the Person in Charge of the Work

check the hazard boxes on the JSA as identified.

Create a new JSA number and electronic file for the work.	- Each operational business unit maintains their own JSA register and electronic filing system.	- Ask the Watercare Approver how this is done.	- When arranging the work pack documentation
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I need to...	Where do I find...?	How do I do...?	When do I do it?
Provide the Person in Charge of the Work with work pack documentation	<p>Download:</p> <ul style="list-style-type: none"> - JSA Template and Guideline from the Permit to Work page on OurPlace - Permit Certificates from Permit to Work page on OurPlace - Isolation Permit and Confined Space Entry Permit books are available on the operational sites and functions. 	<ul style="list-style-type: none"> - Download and email electronic copies to the Person in Charge of the Work. <p>IMPORTANT: Always make sure you have the latest version by regularly downloading from the website.</p>	<ul style="list-style-type: none"> - Planned work, at least 7 days before the work needs to be started. - Reactive work, as soon as possible.
Review a JSA	<p>Hazard and Risk information:</p> <ul style="list-style-type: none"> ➤ HSW SharePoint Page ➤ iCare inspection forms ➤ WorkSafe Website ➤ Industry guidelines ➤ Contractors hazard management info 	<ul style="list-style-type: none"> - Refer to hazard & risk information to determine if the Person in Charge of the Work has planned adequately. - The inspection suite is a handy tool for checking if suitable controls are in place 	<ul style="list-style-type: none"> - As soon as possible after received

- Apply your own knowledge and training
- If in doubt, ask.

Make sure that work pack documentation is complete	- Completed work pack returned from Person in Charge of the Work	- All documentation should be shown on the work pack section 5 of the JSA	- During JSA Review
Obtain confirmation to proceed with work from the Watercare Approver	- Confirmation signature on the JSA	- Provide the completed work pack to the Watercare Approver	- Planned work, at least 5 days before the work needs to be started. - Reactive work, as soon as possible.
File and store documentation	- Each operational business unit maintains their own JSA file and electronic filing system.	- Ask the Watercare Approver how this is done.	- Make sure an approved copy is available to the Watercare Approver, Control and Permit Issuer before work starting

Person in Charge of the Work

Person in Charge of the Work

Person who will be in charge of doing the work.

This person may be a Watercare employee or a contractor.

Responsible for:

- Doing the risk assessment (JSA or Take 5 with SOP review)
- Selecting and preparing the Control of Work documentation for the work pack

This person may be (but is not limited to):

- Work foreperson/supervisor
- Worker in charge of the work (solo tasks)
- Permit Receiver



- Having the work pack reviewed by Subject Matter Expert (residual risk 4 or 5)
- Giving completed work pack to **Watercare Representative** so that the Watercare Approver and Permit Issuer have a suitable amount of time to consider the application (ideally five working days).
- Co-ordinate and communicate risk management activities to the **Work Team**
- Communicating with Control before the work starts, when stopped and when finished.
- Making sure risks are verified, controls are implemented and monitored during works
- Making sure the right resources and tools are made available to complete the work safely.
- Alerting authorisers when work is suspended or complete

I need to....	Where do I find it?	How do I do it?	When do I do it?
Find out the Watercare hazards which may impact my work	<ul style="list-style-type: none"> - Ask your Watercare Representative for a list of hazards - If unfamiliar with the worksite do a site walk 	<ul style="list-style-type: none"> - Contact your Watercare Representative 	<ul style="list-style-type: none"> - Before starting the JSA
Decide what risk assessment tools to use	<ul style="list-style-type: none"> - Search SOP library (Watercare operational sites each have their own SOP library. Watercare maintenance also have their own SOP's) 	<ul style="list-style-type: none"> - If the SOP covers the entire scope of the work, then use the SOP with a Take 5. - If there is no SOP, OR the SOP only covers part of the job, use the 	<ul style="list-style-type: none"> - Review the SOP and do the Take 5 prior to starting work. - Prepare the JSA and work pack documentation at least 5 days ahead

- Obtain JSA template from Watercare Representative¹
- JSA template and JSA Guideline.
- of scheduled start date.


I need to....	Where do I find it?	How do I do it?	When do I do it?
Fill in the JSA, do the Task Risk Assessment and plan hazard controls	<ul style="list-style-type: none"> - JSA Guideline - WorkSafe information, AS/NZS standards, industry standards, CoP - Your organisational standards and policies for managing risks - Watercare Key Requirements 	<ul style="list-style-type: none"> - Use the JSA Guideline to help you prepare the JSA - Use organisational and external sources of information to plan your hazard controls. 	<ul style="list-style-type: none"> - Planned work- Prepare the JSA and work pack documentation at least 5 days ahead of scheduled start date. - Reactive work - Prior to starting activities.
Do a Take 5	<ul style="list-style-type: none"> - Watercare provides Take 5 Booklets to Watercare employees. - Many contractors have their own Take 5 or similar and this may be used. - Contractors- If you do not have a Take 5 booklet – ask your Watercare Representative to provide you with a 	<ul style="list-style-type: none"> - Instructions for doing a Take 5 are in the booklet 	<ul style="list-style-type: none"> - Use with the JSA and SOP's before starting work AND after each absence from the work site i.e. after work breaks and at the start of each day.

¹ Contractors may use their own JSA templates or SOP's – however they must complete pages 1 & 2 of the Watercare JSA to make sure that Watercare information and confirmation is obtained and recorded.

book (please return
book at end of job)

Understand what documentation is needed for the work pack	- Section 5 of the JSA	- Complete the Job Task Analysis section of the JSA, this will show what permits, isolations, and other documentation are needed to complete the work safely.	- When preparing the JSA
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Arrange for Watercare Isolate equipment	- Request an Isolation Certificate from your Watercare Representative	- Fill in the Request section of the Isolation Certificate	- Include with the work pack documentation
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I need to....	Where do I find it?	How do I do it?	When do I do it?
Request a work permit (Permit Receiver) 	- Request the permit forms from your Watercare Representative	- A trained Permit Receiver must fill in the permits. Return completed permit certificates to your Watercare Representative. - The Permit Receiver must be available to be onsite for some or all of the work (refer PTW Procedure)	- Include with the work pack documentation

Have the JSA reviewed because residual risk levels are still high (4 or 5)

- Seek out a Subject Matter Expert who can review your work pack documents

- Arrange a meeting, Depending on the work complexity, this may be with one person or a group including the Work Team
- Update the work pack documents with the improved risk controls

- After completing the risk analysis section 6 of the JSA

Submit the work pack

- Return all completed and signed documentation to your Watercare Representative
- Your Watercare Representative will review your work pack and when all information is complete, give the work pack to the Watercare Approver and the Permit Issuer for confirmation to proceed with work and permit issuing
- Once approved, your Watercare Representative will return the work pack to you.

- Planned work- least 5 days ahead of scheduled start date.
- Reactive work – as soon as possible

I need to....	Where do I find it?	How do I do it?	When do I do it?
Get the go or no-go to start my work from Control	<ul style="list-style-type: none"> - In the control room will be the printed Work Authority Register - Attend the daily toolbox meeting as requested (some operational sites) - On non-manned sites work authority may be verbal and recorded on a digital Work Authority Register by Control. 	<ul style="list-style-type: none"> - Manned sites – go to the Control Room - Non-manned sites, phone the control room or the duty operations technician. - Discuss the work and await final confirmation to start work. - Fill in the Work Authority Register 	<ul style="list-style-type: none"> - Just before starting the work.
Isolate equipment (Watercare isolation Approved Person) to apply isolations	<ul style="list-style-type: none"> - Isolation request (on the isolation certificate) 	<ul style="list-style-type: none"> - Control will arrange for an Approved Person to isolate equipment and complete the isolation certificate. - Place your lock on the lock-out bar - ALWAYS test that equipment is isolated before starting work. 	<ul style="list-style-type: none"> - Just before starting the work.
Close my permits	<ul style="list-style-type: none"> - Control room for manned sites or your Watercare Representative 	<ul style="list-style-type: none"> - Control or your Watercare Representative will contact the duty Permit Issuer 	<ul style="list-style-type: none"> - When all permitted activities are complete and returned to a safe state.



Subject Matter Expert

Subject Matter Expert(s) (SME)1F²

Competent person who understands the work, the risks and controls. This person/s may be from the contractor’s organisation or from Watercare or both.

This person may be:

- Senior team member
- Leading hand or supervisor
- Subject matter expert
- Controller / Manager
- A group of people who understand the work



Responsible for:

- Reviewing the Control of Work documentation.
- Giving feedback and advice to Person in Charge of the Work to reduce the risk of harm to workers as far as reasonably practicable.
- Where the residual risk remains high or very high, being available during the works to monitor controls and risk levels.

I need to....	Where do I find it?	How do I do it?	When do I do it?
Review the control of work documentation, giving feedback and advice to reduce the risk of harm to workers as far as reasonably practicable.	- The Person in Charge of the Work will provide the documents to you	- Face to face or in a group is the most effective method for exchanging advice and ideas. However, email exchange is acceptable. - Apply your area of expertise to the hazard and risk controls planned. - Discuss your recommendations with the Person in Charge of the Work so they can apply them to the work pack documents	- As soon as possible when asked.

² Definition **Expert**: a person who is knowledgeable or skilful in a particular area i.e. an electrician is an electrical expert, a fitter is a mechanical expert, a person trained and experienced to do confined space entry is a confined space entry expert.

- Be available during the works to monitor controls and risk levels.
- The Person in Charge of the Work will advise you when you are needed on-site
- Onsite – review the planned hazard controls on the work pack documents
- Physically verify that controls are in place and risk levels reduced as planned
- Participate in the Toolbox meeting or discuss the work plan with the Work Team to verify their understanding.
- Monitor the activity
- During the works when high risk activities are being undertaken

Watercare Approver

Watercare Approver

Watercare Person who accepts the completed work pack documentation and approves for the work to proceed.

This person must have responsibility for the asset and may be:

- Site / Asset Managers
- Operations Controllers
- Maintenance Controllers
- **Exception: Maintenance Delivery Supervisors can approve MD JSA's with risk levels 1 & 2 and no permits.**

Responsible for:

- Making sure that the Work pack is complete
- Evaluating planned concurrent activities
- Giving approval to proceed with the work
- Lodging the approved work pack with Control



I need to....	Where do I find it?	How do I do it?	When do I do it?
Make sure that the work pack is complete	<ul style="list-style-type: none"> - The Watercare Representative will provide you with the work pack - All required documentation should be listed on the JSA and attached 	<ul style="list-style-type: none"> - Review and confirm or respond to Watercare Representative with additional requirements. 	<ul style="list-style-type: none"> - Within 3 days
Evaluating planned concurrent activities	<ul style="list-style-type: none"> - JSA Register and Operational work plans 	<ul style="list-style-type: none"> - Check for activities happening in the same area, at the same time, that may impact on the planned activities. 	<ul style="list-style-type: none"> - During the review
Provide confirmation to proceed with the work		<ul style="list-style-type: none"> - Sign Approval section of the JSA 	<ul style="list-style-type: none"> - On review completion
Lodging the approved work pack with Control		<ul style="list-style-type: none"> - Each business unit will have their own method of sharing information with Control 	<ul style="list-style-type: none"> - When approval has been given

Permit Issuer

Permit Issuer

Duty Watercare person who has permit issuing responsibilities.



Responsible for:

- Checking work pack and permit documentation is complete, approved and correct
- Making sure that work activities needing permits are planned and co-ordinated to avoid risks caused by simultaneous activities.
- Issuing permits for defined time-period
- Suspending / revalidating or cancelling permits
- Closing out PTW
- Daily monitoring by permit issuers – at least one permit per day
- Communicating risks to other effected parties

I need to...	Where do I find it?	How do I do it?	When do I do it?
Check the work pack and permit documentation is complete, confirmed and correct	- Permits are part of the work pack documentation	- Check planned hazard and risk controls using your experience, the Watercare Key Requirements and other relevant reference information	- When requested
Check simultaneous activities	- JSA register, Work Authority Register and operations work plans	- Check for con-current activities that may impact the planned activities at the time the work is scheduled to take place.	- Before approving the permits
Obtain Networks /Transmission permission to issue a permit on their asset (for MD & MSN Issuers only)	- Networks/transmission permission section of the permit.	- Contact the duty engineer by phone or email.	- Before issuing a permit

Issue permits	-	Sign permit certificates	-	Refer to PTW Procedure	-	Before work starts (up to 5 days before)
Suspend / revalidate or cancel permits	-	Initial permit certificates	-	Refer to the PTW procedure	-	As requested,
Daily monitoring	-	PTW Audit in Synergy	-	Refer to the PTW procedure	-	Once a day for active permits
Issue a permit remotely (applies to residual risk level 3 or lower)	-	Remote issue Workflow Register (to be developed)	-	Refer PTW Procedure - Communicate and agree permit receiver, remote permit and control verification method. - Verify controls and issue/record a unique authorisation code	-	When requested

Control

Control

Watercare person who is operating the asset at the time the work needs to be done.

This person may be:

- Process controller (Rosedale)
- Control room operator
- Process technician
- Networks / Transmission Duty Engineer



Responsible for:

- Checking that the work pack is confirmed for work to proceed
- Attending toolbox discussion (applicable to manned sites)
- Checking the assets to make sure safe to start
- Arrange necessary isolations
- Escalates issues to Watercare Representative or Authorisers
- Provides final Go / No-Go

I need to....	Where do I find it?	How do I do it?	When do I do it?
Check the work pack is authorised	- Each site will have an area where work pack documentation is held.	- Approval box on JSA is signed by the Watercare Approver	- On the day of the work, when Person in Charge of the Work requests the Go or No-go, to start work.
Provide Networks / Transmission permission to issue a permit	- The Permit Issuer will request permission via phone or email.	- Check the scheduled works and activities including weather, for potential impacts on or by permit activities. - Grant or decline permission.	- When requested by the Permit Issuer (ideally within one working shift)
Check the assets to make sure safe to start	- Operational control systems - Work Authority Register	- Attend the daily toolbox and update the whiteboard - Look at current operational tasks taking	- When the Go or No-go is requested

- Daily meeting toolbox and white boards
- Check the Work Authority Register to see what other work activities are taking place.

Get a Permit Authorised	- Refer to the Duty Permit Issuers roster	- Give the work pack documentation to the Permit Issuer	- Before giving the Go or No-go
Arrange for isolations to be applied	- Isolation request on the Isolation certificate in the work pack.	- Contact an Isolation Approved Person (AP or SAP) as determined by the isolation request	- Confirm contractors lock has been applied to the lock out bar before giving the Go or No-go

I need to....	Where do I find it?	How do I do it?	When do I do it?
Escalate issues.		<ul style="list-style-type: none"> - No-Go the activity - Contact the Watercare Approver or Watercare Representative 	<ul style="list-style-type: none"> - When conflicts with the work and operations may occur. - When I am unsure about whether it's okay to give the Go or No-go
Provide the Go or No-go	- Work Authority Register	<ul style="list-style-type: none"> - Check the Work Authority Register to see if there are any other works or operational activities that may be impacted by the work. - Advise the Person in Charge of the Work and initial the Work Authority Register 	- When all checks are complete

Work Team

Work Team

Employees or contractors doing the work.



Responsible for:

- Identifying hazards
- Participating in the development of risk assessments
- Understanding and following the JSA work plans and controls
- Stopping the work and alerting the person in charge if conditions change or the activity is unable to be carried out safely
- Making sure that others who need access to the work area are inducted into the JSA

I need to....	Where do I find it?	How do I do it?	When do I do it?
Identify hazards	- JSA and Take 5	- Before starting work do a hazard walk and check that all hazards and risks have been planned in the JSA - During the work, do a Take 5 at the start of each day and when returning to the worksite after breaks.	- Before and during the work
Participate in risk assessments	- JSA and Take 5	- Attend risk assessment meetings - Take part in group Take 5's - Attend toolbox / prestart meetings - When work changes, participate in the update of the JSA assessments	- Meetings when requested - Attend Take 5 and toolbox or prestart meetings, whenever they take place.

- Understand and follow the JSA work plans and controls
- Toolbox pre-start meeting
 - or
 - Listen to Person in Charge of the Work communicating the JSA and the work plan
 - Read the work pack documents (JSA, PTW and other information i.e. design plans)
 - Ask questions
 - Suggest risk improvements
 - Follow the work plan
- Before starting work and whenever a change is made to the work plan

I need to....	Where do I find it?	How do I do it?	When do I do it?
Stop the work and notify the Person in Charge of the Work if conditions change, or the activity is unable to be carried out safely		<ul style="list-style-type: none"> - Immediately inform the Work Team that you are stopping the work - If the risk cannot be immediately eliminated, then set up a perimeter or isolate equipment so that work cannot be restarted. - Inform the Person in Charge of the Work 	<ul style="list-style-type: none"> - As soon as unsafe conditions, behaviour or equipment is noticed.
Make sure that others who need access to the work area are inducted into the JSA	The onsite JSA	<ul style="list-style-type: none"> - Communicate via a toolbox or pre-start. Go through each step of the JSA with the person who requires access to the work area. 	<ul style="list-style-type: none"> - Before allowing the person access.

Risk Assessment

Risk Assessment Tools

Like tools in a toolbox, every tool has particular types of work that its best suited to. Risk assessment tools are similar. As with physical tools, which tool, or combination of tools you choose depends on the task you need to do, and the risks associated with that task.

All risk assessment tools work off the same 5 principles:

1. Identify the hazards
2. Decide who may be harmed and how
3. Assess the risk and decide how to control the risk to minimise potential harm
4. Record the risk assessment
5. Review the risk assessment

A risk assessment forms the basis for all work. At Watercare there are three commonly used risk assessment tools used with the Control of Work System:

Basic Assessment (TAKE 5)



JOB SAFETY ANALYSIS (JSA)

The screenshot shows the 'Job Safety Analysis (JSA)' form. At the top, it says 'Please complete and return this form to: Risk Assessment, Private Bag 90220, Auckland 2241'. Below this is a 7-step process flow: 1. Stop project activity, 2. Emergency response, 3. Potential Protective Equipment, 4. Possible hazards, 5. Present and anticipated task to start JSA project, 6. Stop later and hazard control, 7. Change & update to the job. The form includes sections for '1. Site and project details' with fields for Site name, Project name / Work order #, Site address number, Street name, Suburb, Postcode, Work location / Process area, Authorised Access (AA) #, Service Provider undertaking the works, JSA #, Work planned start date, Work planned end date, and JSA developed by. There is also a 'Description of the work' field and a 'Reviewed by' section with a date field.

PERMIT TO WORK

The screenshot shows the 'Safety device impairment permit' form. It includes a 'Permitted by' section with a table for 'Permitted by' (Name, Title, Date) and 'Permitted by' (Name, Title, Date). There are also sections for 'Permitted by' (Name, Title, Date) and 'Permitted by' (Name, Title, Date). The form is complex with many fields and checkboxes.

Assessing the Risk – Back to Basics

A RISK is the LIKELIHOOD that a hazard would cause harm, and the SEVERITY of the harm that could occur. Controls are layers of protection put in place to firstly PREVENT a loss of control (e.g. brakes on a car), but also MITIGATE the harm that may occur if control of the hazard is lost (e.g. seatbelt).

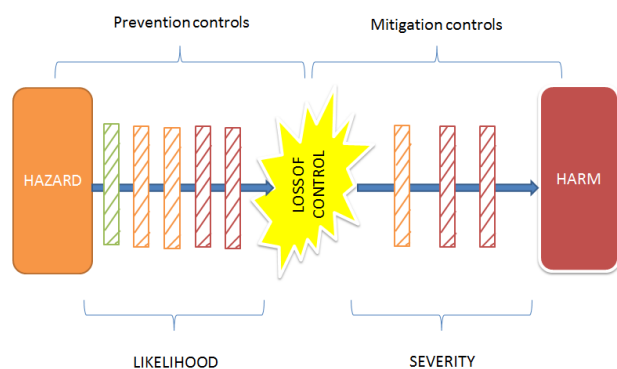
We use a risk matrix to score risk.

Risk Matrix			Consequence / Potential Severity				
			Minimal Non-injury or First Aid injury (FAI).	Minor Medical treatment injury.	Moderate Medical treatment injury, with lost time (LTI).	Major Injury requiring hospital-isolation/notifiable event.	Catastrophic Fatality or multiple fatalities.
Likelihood	Very High	Almost certain: Commonly occurs.	3: Medium	4: High	4: High	5: Very High	5: Very High
	High	Likely: Could easily happen.	2: Low	3: Medium	4: High	4: High	5: Very High
	Medium	Possible: Could happen or has been known to happen.	2: Low	2: Low	3: Medium	4: High	5: Very High
	Low	Unlikely: Hasn't happened yet but could happen.	1: Very Low	2: Low	3: Medium	3: Medium	4: High
	Very Low	Rare: Very unlikely but could happen in exceptional circumstances.	1: Very Low	2: Low	2: Low	3: Medium	4: High

To reduce the likelihood of a hazard causing harm you need to put in place controls which are designed to prevent a loss of control and the hazard causing harm.

To reduce the severity of a consequence you need to put in place controls that will minimise the potential harm once there is a loss of control.

Example: For example; seat belts and airbags in vehicles minimise the severity of harm in a crash, a harness will catch you if you fall and a rescue plan will enable the team to get you down safely. When a hazard comes into direct contact with a human, PPE can minimise the harm it



causes and decontamination, evacuation and emergency plans all work to mitigate the severity of harm.

Controlling the risk

Once you have identified the hazards which have the potential to cause harm, you need to assess the risk to work out the best controls to reduce the risk of harm.

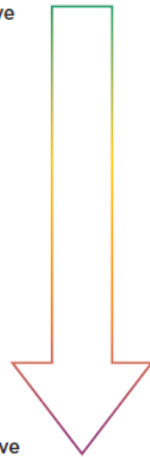
Assessing the Risk

Step 1: Evaluate the hazards and controls in place to manage the hazard i.e., a barrier already installed to protect from a fall from height. Assess the Existing Risk score of each hazard using the risk matrix to score the risk level.

Risk Matrix			Consequence / Potential Severity				
			Minimal Non-injury or First Aid injury (FAI).	Minor Medical treatment injury.	Moderate Medical treatment injury, with lost time (LTI).	Major Injury requiring hospital-isolation/notifiable event.	Catastrophic Fatality or multiple fatalities.
Likelihood	Very High	Almost certain: Commonly occurs.	3: Medium	4: High	4: High	5: Very High	5: Very High
	High	Likely: Could easily happen.	2: Low	3: Medium	4: High	4: High	5: Very High
	Medium	Possible: Could happen or has been known to happen.	2: Low	2: Low	3: Medium	4: High	5: Very High
	Low	Unlikely: Hasn't happened yet but could happen.	1: Very Low	2: Low	3: Medium	3: Medium	4: High
	Very Low	Rare: Very unlikely but could happen in exceptional circumstances.	1: Very Low	2: Low	2: Low	3: Medium	4: High

Step 2: Using the Hierarchy of Control, plan extra controls to reduce the risk of harm as far as reasonably practical.

Most effective



Least effective

Elimination



Minimisation

Substitution (wholly or partly) and/or

Isolation/Preventing contact and/or

Engineering control measures



IF RISK REMAINS

Administrative control measures



IF RISK STILL REMAINS

Personal protective equipment (PPE)

Step 3: Assess the Residual Risk score after the extra controls have been planned.

Basic Risk Assessment

What is a basic risk assessment?

Basic risk assessments are typically conducted for known and routine tasks for which kaimahi (workers) have been trained to carry out the tasks safely. Often basic risk assessments are undertaken with work that is low risk, work that has an SOP or an existing JSA; and the purpose is to determine if anything has changed or unexpected hazards arisen. These assessments may use:

- Take 5
- Whiteboard planning
- Hazard and assessment discussion
- Prestart or restart JSA review



Why do a basic risk assessment

Everyone agrees that safety in the workplace is important. Yet everyday shortcuts in safety are taken to get jobs done faster or easier. Sometimes safety is compromised due to work activities being so ingrained in our minds that we go on autopilot, and we forget to check for potential safety hazards.

A quick risk assessment reminds us of the simple things, they are used to prompt us to stop and take a moment to assess the situation and our immediate work environment. Checking for potential safety hazards allows us to manage risk and minimise the chance of injury.

When do you use a basic risk assessment?

Use for simple activities which are effectively controlled, and the risks already minimised.

Use for a pre-start and re-start check for SOP's and JSA's

Who can do a basic risk assessment?

Anyone can do one.

They can be done individually or as a work group

How do you do a basic risk assessment?


First examine the work area and discuss the work with the work team.

Identify the hazards and risk controls. Ask:

1. What do I / we need to do?
2. What can harm me or my team and how can it harm us?
3. What do I/we need to do to stay safe?

Record the assessment i.e: Take 5 form, photo of whiteboard discussion or diagram, standup attendance sheet etc.

Job Safety Analysis (JSA)




Watercare
An Auckland Council Organisation

Post: Watercare, Private Bag 94010, Auckland 2241
Email: jobsafetyanalysis@water.co.nz
Phone: (09) 442 2222
Website: www.watercare.co.nz

Job Safety Analysis (JSA)

Add NonsedisVolut repelest volupid qui quibus sam rem

Please complete and return this form to



1. Site and project details

Site name Project name / Work order #

Site address: number Street name Suburb Postcode

Work location / Process area Authorised Access (AA) #:

Service Provider undertaking the works: JSA #:

Work planned start date Work planned end date JSA developed by

Description of the works (Scope of work)

Reviewed by

<small>full name</small> <input type="text"/>	<small>Confirmation to proceed with work (Watercare Services Limited Authorised person)</small> <input type="text"/>	<small>full name</small> <input type="text"/>
<small>DD / MM / YYYY</small> <input type="text"/>	<input type="text"/>	<small>DD / MM / YYYY</small> <input type="text"/>

continued >>> 04-2019

What is a JSA? A job safety analysis (JSA) is a form which helps plan health and safety principles and practices into a particular task or job operation.

In a JSA, each basic step of the job is planned, hazards identified, risks assessed, and control measures determined.

A JSA provides a framework for communication, peer review and authorisation.

Why use a JSA? Effective work planning is needed for controlling risks in the workplace. The major advantages of using a JSA include that it does not rely on individual memory and that preparing and participating in the development of the JSA prompts the recognition of hazards and increases the job knowledge of those participating. Communication between workers and supervisors is improved, and acceptance of safe work procedures is promoted.

For large jobs, a JSA forms the basis for regular contact between supervisors and workers. It can serve as a teaching aid for initial task training and as a briefing guide for infrequent jobs. It may also be used as a reference for health and safety inspections or observations.

When do you use a JSA? Factors to be considered in setting a priority for a JSA include:

- Use for complex work where risk controls need to be planned and implemented.
- Use for work where a Permit to Work is required.
- Use for work where the SOP only covers a portion of the work to be done.
- Use for the development of SOP's.
- Newly established jobs: due to lack of experience in these jobs, hazards may not be evident or anticipated.
- Modified jobs: new hazards may be associated with changes in job procedures.
- Infrequently performed jobs: workers may be at greater risk when undertaking non-routine jobs and a JSA provides a means of reviewing hazards.
- Potential for severe injuries or illnesses: the consequences of an accident, hazardous condition, or exposure to harmful products are potentially severe.

Who can do a JSA Anyone familiar with the work's hazards and risks, can create a JSA. It can be done alone or as a team.

For complex tasks or creating Standard Operating Procedures (SOPs), involving a mix of new and experienced workers along with supervisors in discussions is an effective way to develop the JSA. This approach benefits from a broader range of experiences and encourages greater acceptance of the resulting work procedure. Members of the Health, Safety, and Wellness committee can also join in this process.

How do you prepare a JSA? Four basic stages in preparing a JSA are:

1. Selecting the job to be analysed
2. Breaking the job down into a sequence of steps
3. Identifying potential hazards
4. Determining prevention and mitigation controls to reduce the risk of harm

The instructions for completing a JSA are contained in the JSA guideline.

Permit to Work (PTW)

What is a PTW? The Permit to Work Procedure (PTWP) is a set of detailed documents that authorise specific people to carry out potentially high-risk work, at a specific site at a specific time, and sets out the controls required to complete the work safely.

Why use a PTW? A permit to work isn't just permission for a high-risk job; it's a crucial part of ensuring safe job execution and communicating safety measures to workers.

Merely issuing a permit doesn't guarantee safety – it requires preparation, supervision, and execution by those involved. The PTW procedure defines Watercare's need for formal, written authorisation for potentially high-risk work and facilitates communication between workers and supervisors regarding the work and its status.

When do you use a PTW? A permit to work (PTW) is required for any of the work defined (but not limited to) below.

- Confined space entry (residual risk level 2 and above)
- Working at height
- Excavations
- Isolation of hazardous energy or substances
- Safety device impairment
- Hazardous atmosphere zoned areas
- Hot work
- Other high-risk work (residual risk level 4 or 5)

Further details for when a permit is required are contained in the JSA Guideline and the Watercare Permit to Work Procedure.

Who can do a PTW? Trained Permit Receivers (PR's), who have expertise in the work, planning and risk controls.

How do you prepare a PTW? Firstly, a JSA (or an SOP) must be prepared. This will show the activities that will require permits.

Each PTW form has a set of prompts specific to the risk involved with the activities. These assist the Permit Receiver to identify hazards, plan risk controls and obtain Permit Issuer authorisation to do the work.

Isolations

Isolations must be undertaken following the Watercare Isolation procedure.

What is Isolation? Isolation is a process which protects workers from uncontrolled hazardous energy when undertaking cleaning, maintenance, construction, repair and fault response.

Hazardous energy is defined as any energy that has the potential to cause harm including (but not limited to):



Mechanical Energy made available through the movement of an object i.e. motors, pumps, conveyors.



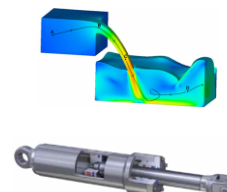
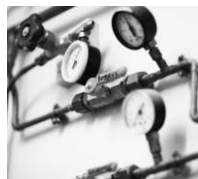
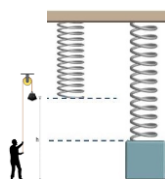
Chemical Energy made available through a chemical reaction i.e. gases, petroleum, fumes



Electrical Energy made available by the flow of electric charge through a conductor i.e. power cables, batteries



Thermal Energy made available through the release of heat i.e. steam, radiation, convection



<p>Gravitational Potential Energy stored in an object made available through gravity i.e. overhead conveyor. Potential energy is the stored energy possessed by an object i.e. compacted spring</p>	<p>or Pneumatic Energy made available through pressurized air. I.e. surge tanks or pressure tanks or in motion through tubing or hoses.</p>	<p>Hydraulic Energy made available through pressurised fluid. i.e. water which is stored in reservoirs at a high altitude (so that it has gravitational potential energy) or fluids in motion through pipes, pistons or hoses.</p>
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Why use Isolation? To prevent potential harm to workers through contact with uncontrolled energy sources.

When do you use Isolation? It is Watercare’s policy is to lock out and tag out (LOTO) all isolation points; where-ever a source of energy is identified through a risk assessment.

Who can do an Isolation? A Watercare approved person who has, through a combination of training, education and experience acquired knowledge and skills enabling that person to correctly perform a specified task.

How do you request Isolation? The Person Responsible for the Work fills in the Isolation Request section of the Isolation Certificate and includes it with the work pack documentation.

Further Reading

Watercare Documents

- Permit to Work Procedure
- Isolation Standard
- Managing Risks and Opportunities